

**Assessing the impact of
corporate culture on corporate
sustainability in selected Sector
Education and Training
Authorities (SETA) institutions
in Gauteng**

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Declaration

I, Shantineese Miller, hereby declare that this mini-dissertation submitted to North-West University in fulfilment of the degree of Master of Business Administration (MBA), the work was completed originally by me. All the contents within this document and materials used in this mini-dissertation has been properly referenced and acknowledged. This study is an original version which that has not been submitted to any other institution, university or publishing house. Further, I declare that all sources used and quoted have been indicated and acknowledged through a list of references and citations in the main document.

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NWU business school

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Abstract

The aim of the study was to investigate the impact of corporate culture on organisation sustainability drawing from one organisation. Corporate culture has potential to serve as a foundation for long term sustainability and performance of a company. Establishment of a good corporate culture and sustaining it can be a missed opportunity area for input into the long term survival of an organisation. A qualitative study utilising semi structured interviews administered on a cross cutting employee profile of one organisation was conducted. The data drawn from the participants was subjected to a thematic analysis where several themes emerged which were subsequently utilised to satisfy the objectives of the study. The employees were found to be knowledgeable of both the construct of corporate culture and organisational sustainability also known as corporate sustainability. Corporate culture was found to be a necessary ingredient into individual and organisational performance. Subsequently a good corporate culture makes a positive contribution to organisational sustainability which was defined in terms of the incremental value creation that proceeds into the future delivering on the triple bottom line. Technology adoption and adaptation was also found to play an important role in sustaining value creation into the future. It is recommended that organisational aspects of Human Resources management, strategic management and performance management be deliberately managed in such a way as to reflect the corporate culture targeted by the organisation.

KEY WORDS

Corporate Culture, Corporate Sustainability, Organisational Performance, Organisational Sustainability, SETA, South Africa.

LIST OF FIGURES

Figure 1: Leadership culture 16
Figure 2: Types of organisational cultures 18
Figure 3: Steps in conducting an in-depth interview 33
Figure 4: Qualitative data analysis process 36

LIST OF TABLES

Table 1: Study sample and sample determination 30
Table 2: Table 2: Advantages and Disadvantages of using Key Informants..... 32
Table 3: Table 4.1 Summarised demographic information of participants....Error!
Bookmark not defined.
Table 4: Table 4.3.1. Development of Themes 46

Table of Contents

Declaration	ii
Acknowledgements	iii
Plagiarism declaration	iv
Abstract	v
List of figures	vi
List of tables	vii
CHAPTER ONE	1
1.1 Overview of the study	1
1.2 Introduction	1
1.2 Background and rationale	2
1.3 Problem statement	4
1.4 Research objectives	6
1.5 Research questions	6
1.6 Motivation for the study	7
1.7 Scope and delimitation of the study	7
1.8 Significance of the study	8
1.9 Definition of key concepts	8
1.10 Chapter summary	9
2 CHAPTER TWO	10
IMPACT OF CORPORATE CULTURE ON ORGANISATIONAL SUSTAINABILITY	10
2.1 Introduction	10
2.2 Theoretical overview	10
3 literature Review	11
3.1 Corporate culture	11
3.1.1 Role of Leadership in organisational culture	11
3.1.2 Influence of leadership styles on organisational culture	12
3.1.3 Leadership styles and organisational culture	14
3.2 Corporate sustainability	14
3.2.1 Corporate culture and corporate sustainability	14
3.2.2 Leadership culture on and its impact on organisational sustainability	15
3.2.3 Leadership practices	17
3.2.4 Role of organisational culture on organisational sustainability	19
3.4 Conceptual framework	20
3.5 Chapter summary	22
4 CHAPTER THREE	23
	viii

RESEARCH DESIGN AND METHODOLOGY	23
3.1. Introduction	23
3.2 Research paradigm	23
3.3 Reseach design	25
3.4 Research approach	25
3.5 Methodological choice	27
3.7 Research strategy	27
3.9 Time horizon	28
3.9 Study population and sampling	28
3.10 Research sampling process	29
3.11 Sampling strategy	29
3.12 Designing the measuring instrument	30
3.13 Collection of data	30
3.13.1 Interviews with Key Informants	31
3.13.2 Steps in conducting in-depth interviews	33
3.14 Process of data collection	34
3.15 Data analysis and techniques	34
3.16 The process to ensure the rigour of this study	38
3.17 Ethical considerations	39
3.18 Ethical issues in the study	39
3.19 How to get the informed consent of participants	40
3.20 Ensure no harm to research participants	40
3.21 Ensure confidentiality and anonymity	40
3.22 Reliability and validity	41
3.24 Limitations of the study	42
3.25. Chapter summary	42
5 CHAPTER FOUR	43
RESULTS PRESENTATION AND DISCUSSION	43
4.1. Introduction	43
4.2 Demographics profile of participants	43
4.3 Presentation of themes and discussion	46
4.3.1 Theme 1: Understanding of corporate culture	52
4.3.2 Theme 2: experiences based on the culture of the organisation	54
4.3.3Theme 3: Sources of corporate culture	57
4.3.4 Theme 4: How organisations sustain corporate culture	58
4.3.5 Theme 5: Corporate Culture and Leadership Perception in organisation	60
4.3.6 Theme 6: Impact of Corporate Culture on organisation?	62

4.3.7 Theme 7: Understanding corporate sustainability.	64
4.3.8 Theme 8: Influence of Corporate Culture on Corporate Sustainability.	66
4.4 Discussion	67
4.5 Chapter summary	69
6 CHAPTER FIVE	69
RECOMMENDATIONS, FUTURE STUDIES AND CONCLUSION,	69
5.1. Introduction	69
5.2. Objectives of the study	69
5.3 Findings of the study	70
5.4 Management implications	71
5.5 Recommendations of the study	72
5.5. Future study	72
5.6 Conclusion	72
References	74
Annexures	78
Annexure 1: Data collection instrument	78
annexure 2: Approval etter to conduct this study from SETA	82
annexure 3: NWU thics approval Letter	83
Annexure 4 : Language Editing Letter	84

CHAPTER ONE

1.1 OVERVIEW OF THE STUDY

This current chapter is an overview of the study and includes an introduction to the problem under investigation, conceptualisation of the study, a background to the study, context of the study within the management domain, causal factors and problem descriptions. The chapter further provides an overview of the research design, methodology, scope, significance, and delimitation of this study. The research focus area was explained and the research questions as well as goals of this study were also presented. The key constructs used in the study were described and clarified. Contextual definitions of key terms and a chapter summary were described to close the chapter.

1.2 Introduction

The study focuses on the impact corporate culture on corporate sustainability in the Education and Training Authority (SETA) institutions in the Gauteng Province of South Africa. The central construct of this study revolves around how corporate culture impacts on corporate sustainability. In order to make an assessment of the impact of the two constructs, the study followed a qualitative research approach aided by an interview guide to collect data from selected employees employed by the Sector Education and Training Authority (SETA) institutions. The qualitative approach and instrument collected text data which was analysed using a thematic data analysis method to identify patterns and themes that were relevant to answering the research questions while resolving the problem identified. The patterns and themes were instrumental in assessing the impact of corporate culture on corporate sustainability in selected SETA institutions of South Africa.

Sokoro (2020) explains that corporate culture as a construct can be explained from a sociological, economical, psychological, and pedagogical perspective. Corporate culture of an institution is defined as a system of collective norms, leadership, beliefs, values, and traditions of joint activity of employees aimed at achieving an organisation's strategic goals (Ayman & Korabik, 2010). The current study focused on leadership practices as a construct of the corporate culture within a selected SETA

institutions of South Africa. The motivation to focus on Leadership practices was that leadership style informs the extent to which employees in an organisation take control of daily tasks and coordinate functions within an organisation for optimal productivity which in turn lead to corporate sustainability (Hao & Yazdanifard, 2015). Furthermore, the leadership style in an organisation directly influences the organisations' management approach and shapes the work ethics within organisations. Ayman and Korabik (2010) advocated that when studying the impact of corporate culture on corporate sustainability, it is important to focus on the leadership, cultural and management dynamics from a multi-dimensional, multifaceted and integrated perspective. In addition this study assesses the impact of corporate culture on the management and sustainability of a selected SETA institutions in South Africa from multi-dimensional, multifaceted and integrative approaches.

1.2 Background and rationale

According to Erthal and Marques (2018), organisational culture is a way of doing things within an organisation created by management from different departments and these cultures may yield different results in terms of goals, work ethic and the environment. Deal and Kennedy (1982) point out that successful organisations are often characterized by the institution's ability to drive strategy and strategy depends on leadership style. Therefore, leadership cannot be separated from the construct of corporate culture in an organisation since leadership plays an integral role in shaping corporate culture because it governs the day-to-day operations. Leadership styles help in developing the organisational culture and the culture in turn determine how an organisation responds to its management challenges.

Tanase (2015) argues that organisational culture is a prerequisite for organisational growth and sustainability. Although not apparent to an organisation's employees or the general external environment, an organisation's culture has a significant impact on employee performance. Theoretically, organisational cultures associated with certain leadership styles can influence organisational success or adversely lead to organisational failure (Ayman & Korabik, 2010; Greaves, 2012; Mcguire & Palus,

2015). Leadership helps shape culture, especially when it sets a positive example for employees.

An organisation's culture may not be apparent to internal staff members of the organisation or to the outside environment in general, but the culture of the organisation has a defining impact on the performance of employees and performance sustainability. While certain organisational cultures and leadership styles are theoretically associated with organisational success, in some cases they produce leadership, and leadership influences culture, leading to organisational failure (Ayman & Korabik, 2010; Greaves, 2012; Mcguire & Palus, 2015). Abdallah (2017) points out that corporate sustainability has become an important issue for organisations. (Barbuto, 1997) explains that leadership style is synonymous for managerial behaviour because different leadership styles can create different corporate cultures within an organisation.

Leadership style turns to develop together with the corporate culture, which plays a significant role in determining the corporate sustainability of an organisation. In literature, diverse leadership styles and corporate culture present the possibility for conflict with the objectives of corporate sustainability. As such investment by organisation into leadership may be wasted if no structure exists to ensure corporate sustainability that emerges from corporate culture provides a foundation for long-term sustainability. Therefore, It is within this context that the present study is focused on assessing the impact of corporate culture on organisational sustainability in selected SETA institutions of South Africa.

With reference to the Sector the research target it thus one of the 21 SETAs in South Africa. The Sector Education and Training Authority (SETA) was established to promote skills development as defined in the Skills Development Act of 1998 (Amendment). The South African Sector and Education and Training Authority (SETA) was formally established in March 2000, two years after the Skills Development Act was enacted. These organisations are known for their skills development and funding initiatives in education and were established by the South African government. Sector Education and Training The duties of the Authority are highlighted in law: Ensuring the development and implementation of a sectoral qualifications plan based on the

National Strategy for Qualifications Development to promote qualifications training. In addition, SETA has focused on providing skills development and training to those seeking or looking for employment in specialised areas of the economy. SETAs are tasked with developing skill plans according to the skill requirements of their respective specialties. The 21 SETAs in South Africa broadly reflect different sectors of the South African economy.

Further, the aim of this investigation relates to the SETA which includes manufacturing, engineering, and metal-related services. Seventy per cent (70%) of the levy is paid as a grant, and 10% is withheld for management. Education and Training Authorities (SETAs) do not train but facilitate the training process by paying bursaries, registering facilitators and assessors, identifying gaps in skills and relevant skills, certifies providers of services service, monitoring the quality of training, and running projects to bridge skill gaps (The Community Agency for Social Enquiry, 2018) .

The creation of MERSETA resulted in the integration of five previously independent training institutions into the manufacturing department: Plastics Industry Training Board (PITB), Tire Manufacturing Industry Education and Training Board (NTMIETB), Metal Engineering Industry Education and Training Board. (MEIETB), Automotive Industry Training Board (MITB) and Automotive Manufacturing Education and Training Board (AMIETB). The training institutions represent the subsectors that are included in MERSETA and the amalgamation process was a difficult one due to the diversity in these subsectors. The current MERSETA has more than 500,000 employees nationwide, including plastics, new tires, metals, machinery, engineering, and auto (The Community Agency for Social Enquiry, 2018). In is within the confines of this background that the study axamines the relationship between corporate culture and corporate sustainability as the SETAS sustainability is valuable objective of the policy that established them.

1.3 Problem statement

Corporate Culture has always attracted academics as well as practitioners. Although organisational culture maybe unrecognisable to the workforce of an organisation and to the general external environment, the culture of an organisation has a significant

impact on sustainability. Much of the interest is based on claims that both corporate sustainability and corporate culture are linked to organisational stability. However, “little critical research has been done to understand the links between the two concepts” (Islam, et al., 2019). It is difficult for organisations to measure corporate culture and set up a process to achieve corporate sustainability while focusing on corporate culture impact on the organisation.

Corporate sustainability for Marseta means addressing the problem of unemployment in South Africa and sustainably doing so may require getting a handle on corporate culture, which is usually difficult due to the people factor. The SETA organisation has a critical mandate in the South African economy and failing in the mandate is not an option and if attaining the mandate can be aided by establishing a corporate culture, the in depth understanding of the impact of corporate culture on corporate sustainability is a relevant input into efforts to reduce and management the problem of unemployment in South Africa.

Corporate culture has been an important construct in the field of business administration since 1970 (Hofstede, 1980) and is becoming more important in organisational theory and practice. Corporate culture has become an invaluable tool for industry leaders and companies to find ways to reduce costs, manage risk, develop new products, drive internal changes in organisational culture and improve structure. Various studies and findings from researchers have shown that corporate sustainability is easy to understand but difficult to implement due to the people aspect and a lack of practical know-how (Ameer & Othman, 2012; Kiron *et al.*, 2012; Robinson & Boulle, 2012). Lozano (2015) opined that sustainable initiatives need to be gradually integrated into corporate culture and integrating sustainability ideas and practices into corporate culture is not an easy task because it requires vision, commitment, and leadership. However, there is confusion on what constitutes corporate sustainability and the best way to achieve corporate sustainability through corporate culture and leadership as the core components. Leadership is important for systematising and maintaining an organisation's goals, values, and vision (organisational culture). Organisational culture is what organisations invest in employees since organisational norms and values are formed by behaviour and team learning, and not by speaking.

Schein (2004) argues that leadership has been studied in much more detail than organisational culture, leading to much focus on the concept of leadership with little attention on organisational culture.

Subsequently, this study is useful for understanding the cultural perceptions, concepts, and experiences of support staff, department supervisors, and department managers on organisational culture. This understanding is crucial for the development of a possible intervention to improve organisational sustainability in the long run. The study assesses the impact of corporate culture as a construct of organisational sustainability in a SETA of South Africa with a view to expanding knowledge on leadership. The findings of this study may be used as an indicator of areas of strength and gaps that need improvement in corporate culture literature form a Sector Education and Training Authorities (SETA) subsector.

1.4 Research objectives

This study aimed to assess the impact of corporate culture on corporate sustainability in a selected Sector Education and Training Authority (SETA) in Gauteng. To achieve this aim, the objectives of the study were:

- To establish employees' understanding of corporate culture.
- To describe employees' understanding of the concept of corporate sustainability.
- To explain the link between corporate culture and corporate sustainability in organisations.
- To determine the impact corporate culture has on corporate sustainability in SETA organisations.

1.5 Research questions

Based on the research problem, aim and objectives, the main research question was What is the impact of corporate culture on corporate sustainability in SETA?. To answer this question, the following research questions were stated:

- What is the understanding of SETA employees of the construct of corporate culture?

- What is the understanding of SETA employee of the construct of corporate sustainability?
- What is the link between corporate culture and corporate sustainability in SETA organisations?
- What is the impact of corporate culture on corporate sustainability in SETA organisations ?

1.6 Motivation for the study

The role of corporate culture in an organisation and its importance have become the cornerstones of corporate sustainability in organisations. Schein (2004) argues that management studies have mostly focused on leadership to the neglect of organisational culture, and instituting a good corporate culture remains a challenge in most organisations. In challenging times during the life cycle of an organisation, the neglect of corporate culture in favour of leadership styles has an effect on employee behaviour in an organisation. Today, corporate culture has become a concern for most organisations as it has a direct impact on the profitability and sustainability of an organisation. This study, therefore, focused on “how” corporate culture impacts corporate sustainability in a public entity. The outcomes of this study may help organisations to understand the effects of corporate culture and leadership on corporate sustainability.

1.7 Scope and delimitation of the study

This study was limited to employees in a selected Sector Education and Training Authority (SETA) in the Gauteng Province of South Africa. The study was qualitative, and the design was exploratory. The population for this study was constituted by all employees of a selected SETA and its affiliated institutions in Gauteng province. The sampling process was non-probability, and the sampling technique was purposive. The sampling size was determined by the saturation point plus two and the data collection tool used was an interview guide. The method used to analyze the data was summative and thematic which was conducted manually by the researcher. The data was validated using triangulation and trustworthiness. The outcome of this research intends to add value to the understanding of the link between corporate culture and corporate sustainability in a selected Sector SETA institutions in Gauteng, South Africa.

1.8 Significance of the study

Organisational culture, leadership, and corporate sustainability are complex concepts. However, they are mutually intertwined and influential in the work environment of every organisation. In researching these constructs, leadership, which is the character to influence successful outcomes for organisations according to Hao and Yazdanifard, 2015 plays a key role. Leadership is a measurement that is normally used to measure individuals' potential to organise resources, allocate resources and manage human resources within an organisation. As such, good leadership ensures the empowerment of employees to make decisions and support strategies by executing plans efficiently based on the type and recognition (Johansson, 2015) in a particular organisation.

1.9 Definition of key concepts

In a qualitative study, the definition plays a crucial role in explaining how key constructs in a particular study should be interpreted within context. In this study, while the constructs used may be common in the business administration literature, the contextualisation and operationalisation of these constructs as an application to this particular research is useful to put the reader into context and scope. The key constructs and definitions applicable to this study are:

Corporate culture: According to (Kim Jean Lee & Yu, 2004), Corporate culture in the context of this study is defined as having to do with the unique quality and nature of people, organisation, s, and the way employees perform their functions in a specific organisation.

Corporate sustainability: (Baumgartner, 2017) defines Corporate sustainability in the context of this study is referred to as an approach within an organisation with the purpose of creating long-term value through the efficient implementation of the business strategy that focuses on ethical, environmental, social as well as economic dimensions of conducting business.

Leadership: In this study, the concept of leadership is referred to as the art of motivating, communicating, empowering, and convincing people to engage with a new vision of sustainable development and the changes that are happening within an organisation (Louw and Venter., 2013). As explained by Randel *et al.* (2018), leadership offer direction to a group of employees or an organisation. In this study,

leadership practices are defined as the behavioural qualities of Leaders within an organisation.

Management: In this study, Gangi (2019) referred to management as the deployment or manipulation of human, financial, technological, and natural resources (Louw and Venter, 2013) within an organisation. Management is the glue that holds the employees of an organisation together but does not play the motivating role in an organisation, and hence, institutions are now shifting from management to leadership practices.

1.10 Chapter summary

This chapter gave an introduction to the topic, as well as explained the background and context of the study, the chapter elaborated the problem behind the study and the reasoning of the research.

Chapter one explained the layout of the study and explained how the study will flow through to the recommendations and key terms to be made use of throughout the study.

The chapter is an introduction and will be expanded in the chapters to follow.

2 CHAPTER TWO

IMPACT OF CORPORATE CULTURE ON ORGANISATIONAL SUSTAINABILITY

2.1 Introduction

In the previous chapter, the background to the study, problem statement, objectives of the study, research questions, motivation and scope of the study were developed and explained. In this chapter, an extensive review of literature aligned with the problem statement and objectives related to the impact of corporate culture on organisational sustainability is discussed.

Mertler (2016), states that a literature review offers the following benefits:

- It allows one to see if other researchers have already addressed and answered a particular research problem or some of its sub problems;
- It offers new ideas, perspectives, and approaches;
- It can offer one the opportunity to make contact with the researchers who conduct work in your research area, researchers whom you may wish to contact for guidance or explanations;
- It alerts controversial issues and gaps;
- It can show one how other researchers have composed methodological and design issues in studies related to one's own;
- It allows one to explore a variety of sources of data;
- It allows one to interpret and make sense of research findings; and
- It gives one confidence in the sense that one's topic is worth studying (Mertler, 2016).

2.2 Theoretical overview

Based on analysing previous research, this study was developed utilising constructs to explain how dimensions of corporate culture impacts corporate sustainability. The result of this study shows how corporate culture impacts organisational sustainability and how sustainability can be improved through corporate culture that consists of role of leadership in organisational culture, influence of leadership styles on organisational culture, leadership culture on and its impact on organisational sustainability, leadership styles and organisational culture, leadership practices, role of organisational culture on

organisational sustainability. This study assesses the understanding of employees in terms of corporate culture and sustainability and the setting of the represented organisation.

3 LITERATURE REVIEW

3.1 Corporate culture

Cremer (1993) defined corporate culture as the practices, values, symbols, and assumptions shared by corporate members about proper behaviour within the organisation. (Shamimullslam, et al., 2019) argue that organisational culture is a pattern of meanings or understandings shared among members of an organisation. Organisational culture serves as a key attribute for the successful implementation of change initiatives within an organisation (Linacre House, 2004). (Shamimullslam, et al., 2019) argued that even as companies introduce new tools, technologies and strategies, new corporate culture initiative cannot be implemented without corporate culture changes. In addition, (Shamimullslam, et al., 2019) found that there are several cultural barriers, including emotional, behavioural, and informational barriers to changing processes that impede the implementation of corporate sustainability performance. I pointed out that Organisations need to work around cultural barriers and help employees work better together.

3.1.1 Role of Leadership in organisational culture

Leadership is the personal relationship in which one person plans, manages and directs the activities of another to achieve a common purpose (Khan et al., 2015). According to Khumalo (2015), Leadership is the social influence process of daring to influence others in order to achieve the goals of a group or organization. Mohale (2018) argues that leadership has more to do with emotion than qualifications. Such leadership is about creating movement and influencing the strategic direction of an organisation. In the context of this research, leadership is seen not only as the trait that moves people from one state to another, but also as a value that guides people toward the achievement of a common organisational goal or goals (Johnson & Hackman, 2018). Furthermore, leadership is not limited to one approach or style, and the nature and structure of an organization determines to some extent the style of leadership.

3.1.2 Influence of leadership styles on organisational culture

Leaders play many roles in shaping organisational culture. Leadership style should be characterised by trust, confidence, responsibility and effectiveness in achieving individual and team goals. As a result, leadership style has multiple dimensions in the organisational culture literature that are likely to influence employee performance, internal organisational relationships, and organisational functioning and well-being (Hoque, 2016). There are different leadership styles in the literature. Leadership, committed leadership, evolutionary leadership, African leadership.

The concept of transformational leadership was first introduced to improve the motivation, morale and performance of leaders and followers (Barbuto, 1997). But (Purwanto, 2022) explains that transactional leadership is a premise of interaction between leader and follower, and that this relationship is characterised by extrinsic motivation with an emphasis on employee self-acquisition. Additionally, the literature on leadership styles explains how leaders can embed organisational culture and lead to corporate sustainability. Leaders in any organisation must fill a variety of roles, but trust, accountability and efficiency must be instilled to achieve individual and team goals and increase employee satisfaction. . According to (Hoque, 2016), leadership practices can be viewed as diverse aspects of organisational traditions that are likely to influence employee performance, internal organisational relationships, organisational functioning, and organisational well-being.

Ethical leadership is the practice of a leader acting as a moral individual, upholding justice and integrity in relations with subordinates, and demonstrating and emphasising desirable and normatively appropriate behavior (Lemoine et al. , 2019; Randel, 2018). Authentic leadership occurs when leaders help people find meaning in the workplace, build enthusiasm and engagement with others, build trust, and foster open relationships that foster an inclusive and positive work environment. (Wong et al., 2010). Authentic leadership emphasises the need to adapt to the collective needs and goals of employees within an organisation (Randel et al., 2018). African leadership concepts, on the other hand, are characterised by a focus on people and their dignity, and are rooted in the collectivist perspective reflected in the Ubuntu concept (Peters,

2011). In terms of organisational culture, Ubuntu is an integral part of management and employees.

Shared and distributed leadership is a leadership style that allows leaders to make distributed and shared decisions (Hoch, 2013). Systems leadership is based on leadership across organisational and subject boundaries (Bigland et al., 2020). Systems leadership is the collaborative leadership of a network of people from diverse backgrounds with a common goal of making a difference. Norris (2008) points out that self-leadership is the ability to guide different employees to achieve personal and professional goals and those goals while helping an organisation maintain sustainability. doing. According to Wu (2010), leader delegation has been used to “explain the characteristics that make a leader's behavior irrelevant, unnecessary, or unnecessary” (Wu, 2010). Engagement leaders recognize the importance of engaging with individuals to maximize their potential. Managers can no longer rely on hierarchical positions to achieve organisational goals. To produce the best results for their subordinates, managers must increase their work motivation by fostering high work ethics, a spirit of participation and cooperation, and desirable leadership behaviors (Asuquo, 2007). Ferry (2015) argues that organisations wishing to remain sustainable need to build and maintain the right pool of leaders who are competent, in the right roles and can have a competitive advantage.

As organisational shape impacts the contemplating affiliated individuals, be they personnel or subsidiary organisations, expertise the complexities of ways leadership, way of life, and gender have an effect on sustainability has grow to be crucial. Studies have proven that girls and those from various sexual orientations, races and cultures have specific techniques to leadership (Greaves, 2012; Ayman and Korabik, 2010). Furthermore, cultural research have additionally proven that it isn't recognised how human beings characteristic of their very own way of life; and the way they carry out in multicultural circumstances (Greaves, 2012; Ayman & Korabik, 2010) that makes the effect of company way of life on organisational sustainability complex. Hence, the contemporary examine may also make a contribution to investigate that provides price to the prevailing frame of know-how that informs decision-makers on cross-cultural and multicultural organisational environments in South Africa.

3.1.3 Leadership styles and organisational culture

In a corporate organisation, organisational culture refers to the way an organisation operates and how it creates and maintains unique relationships with its employees, and this interaction depends on an individual's economic or social make-up . It exists in all cultures regardless. According to Aydin (2018), scholars emphasise a strong relationship between organisational culture and leadership style. On the other hand, although culture itself is an organisation, it can be managed and manipulated by leaders to achieve specific outcomes. In comparison, leaders can shape and undoubtedly influence organisational culture. Acar & Pınar (2014) pointed out that leaders shape organisational culture by defining and cultivating the organisation's values, goals, mission and vision.

Therefore, according to Alnasser et al., (2013), leadership style and organizational culture are interdependent and thus play an important role in determining effectiveness. Tsai (2011) explains that an organisation's core values begin with leadership and progress is established as leadership styles are developed. Therefore, when leaders create culture, that culture guides the organisation's strategy. Strategy plays an important role in the work environment. According to Tsai (2011), a leadership style that instills and enhances workers' organisational spirit, affirms and recognises employees influences their work behavior and behaviour.

Solomon and Steyn (2017), alludes that leaders are central to organisational effectiveness and that leadership style is positively related to organisational culture and increases employee satisfaction. A good connection between leaders and employees encourages employees to focus on group communication and collaboration to achieve the organisation's mission and goals. Therefore, organisations are more likely to have a culture shaped by their leadership style, indicating a positive correlation between leadership style and organisational culture.

3.2 CORPORATE SUSTAINABILITY

3.2.1 Corporate culture and corporate sustainability

Shamimaruslam et al. (2019) defines organisational culture as consisting of practices, values, symbols, and assumptions shared by members of an organisation about

appropriate behavior. Smircich (1983) argues that organisational culture is a pattern of meanings or understandings shared by members of an organisation. Organisational culture therefore acts as a key factor in hindering the success of change initiatives within an organisation. Cameron and Quinn (2011) argued that even as organisations adopt new machinery, capability, and methods for change, it is difficult to implement new initiatives without changing organisational culture. In addition, Lozano (2013) found that there are multiple cultural barriers, including emotional, behavioural, and informational barriers to changing processes that impede the implementation of corporate sustainability performance. Organisations can use cultural barriers as a strategy to bring their diverse workforce together.

On the other hand, Ameer and Othman (2012) explained that corporate sustainability is an important construct for organisational growth. Hence, corporate sustainability addresses aspects company's viability and is highly dependent on the ability of leaders to create optimal profit while ensuring that environmental damage and social challenges in communities are minimised. Therefore, corporate culture is an integral part of improving a company's sustainability performance.

3.2.2 Leadership culture on and its impact on organisational sustainability

Leadership culture is defined as the way company executives iteratively implement business strategy (Meyer, 2014). This definition implies limits to leadership culture and those executives responsible for executing operational strategy within the enterprise. In an organisation, business strategy deals with how the organisation should compete with other businesses. However, this definition is narrow, as leadership culture extends beyond competitive decision-making to operate within organisations (Nickols, 2016). Wilhelm (2016) therefore provides a more comprehensive description of leadership culture. Wilhelm argues that a leadership culture is a set of norms and ideologies that all members within an organisation accept as shared values and act accordingly. Continuing with this definition, Greaves (2012) describes leadership culture as the cultural understanding that fosters the confidence needed by leaders and citizens to govern effectively, with an emphasis on behavior and attitudes at both ends of the leadership spectrum, It further affects expectations. Leadership culture was also defined as the body of shared beliefs and practices in the collective that implicitly and explicitly shape what leadership means (Palus, 2014). Thus, in his view, leadership

culture determines how leadership is perceived, practiced and developed. In this study, leadership culture is defined as the shared norms and understandings, and shared beliefs and practices, by employers and employees within an organisation in pursuit of the organisation's strategic goals. Thus, the relationship between leadership culture and individual manager behavior is illustrated in Figure 1.

Figure 1: Leadership culture

Individual Leader Action Logic	Leadership Culture	From this logic, "one company" or "interdependence" may mean ...
Opportunist	DEPENDENT ↓	A top management command that either helps me get what I want or blocks me from getting what I want
Conformer		The glue that holds us together and makes us one (like a family unit)
Expert		A norm or rule from top management that all processes be carried out by the same rules everywhere in the system; a constraint on the best use of my expertise
Achiever		To organise and operate a complex system efficiently and effectively with negotiations among strong leaders
Freethinker	INDEPENDENT	A unifying strategy across many valid and useful points of view; which, to be effective, must also be enacted and adapted locally and personally
Strategist	↓ INTERDEPENDENT	A condition in which potentially independent (and even opposed) elements interact to form an integrated but still adaptable organisation
Transformer		Integration is part of a larger flux and flow of the organisation within society; highlights mutuality and connectedness in the on-going dance of integration and differentiation

Source: Adopted from Rooke & Torbert (2005).

Greenberg and Baron (1997) defined organisational culture as a cognitive framework consisting of attitudes, values, norms of conduct, and expectations, while Qubein (1999) argued that organisational culture is a set of goals and individuals. He adds that it is underpinned by the values of the organization, valued by members of the organisation. However, Cameron and Quinn (2011), argue that even when organisations adopt new tools, technologies, and strategies for change, it is difficult to implement new initiatives without changing organisational culture. Organisations can use cultural barriers as a strategy to bring their diverse workforce together.

Corporate culture can also negatively impact a company's sustainability as well as it can also contribute to a company's success; as such, organisations need to develop a culture that guides the behaviour of its employees. Hence, Lozano (2015) concluded that sustainable initiatives that integrate organisational culture into a cultural change in an organisation to achieve organisational goals for sustainable development need further exploration. Linnenluecke and Griffiths (2010) stated that there exist four aspects of organisational culture, which are teamwork, communication, rewards and awards, as well as training and development of employees that are key in establishing loyalty to an organisation. According to (Kreps, 1990) , it is often argued that not all cultural changes lead to sustainable development, but culture not only determines the effectiveness of rewards that influence employee behaviour but also defines the value through formal negotiated contracts.

Organisations need to embrace corporate sustainability to achieve a sustainability-oriented organisational culture. According to Yilmaz and Fluoris, (2010), corporate sustainability includes three aspects of needs known as the "triple bottom line." Economic prosperity and opportunities; social justice and quality of life; and protection of ecological resources. Therefore, organisational culture, environmental sustainability, and digitalisation impact business development and sustainability.

3.2.3 Leadership practices

Leadership practice is the use of unenforced influence to direct and coordinate the activities of group members organised to achieve the group's goals. As a trait, leadership is defined as a set of traits that are believed to have succeeded in influencing cultural change to support an organisation's growth strategy and provoke behaviour that improves financial stability more effectively.

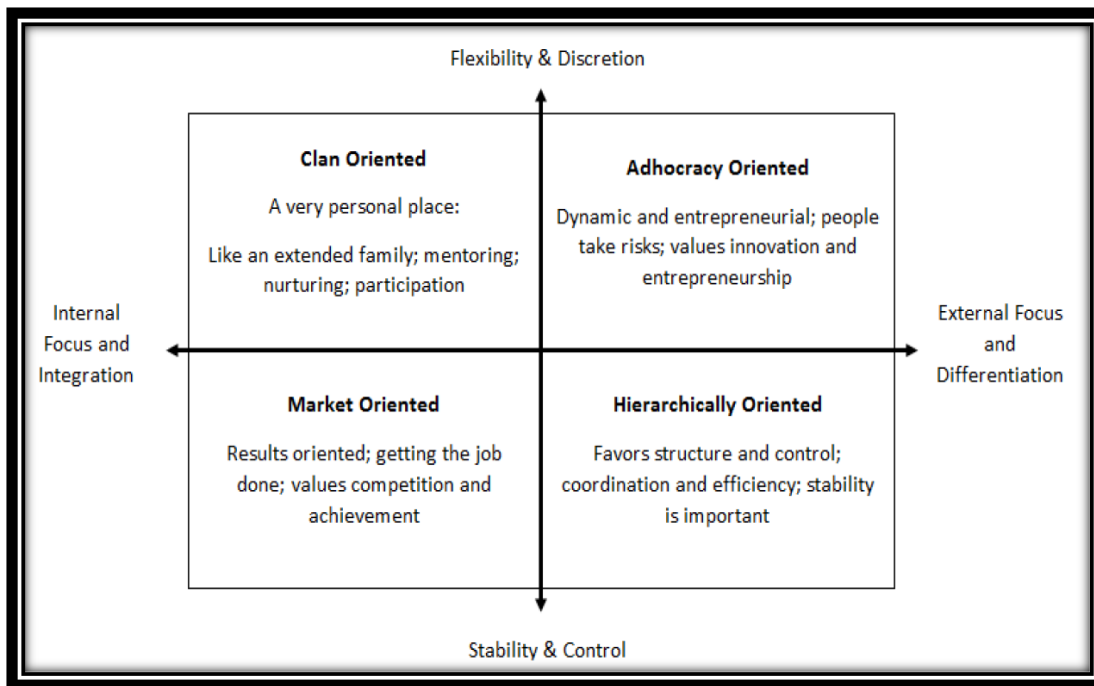
Yilmaz (2010) suggests leadership commitment is the first step towards achieving corporate sustainability. As such, leadership and management are often used interchangeably, but there is a clear difference (Greenberg, 2011). While management is a requirement for all organisations regardless of their size, as it is essential to keep a business operating daily (Drucker, 1974), leadership focuses on a vision aimed at achieving a goal or organisational objectives and strategies that can be used to achieve

that goal. Hence, Leadership chooses the future direction of the company, but managers develop the plan, monitor the outcome of the plan, and finally puts the leader's vision into action (Greenberg, 2011). Leadership set the tone and example to be followed in the future for the organisation.

Leadership is widely recognised as a key factor in an organisation's success or failure, enabling an organisation to convert its potential for superior performance into productivity (Samuel, 2005). In this study, leadership practice is conceptualised as the use of unforced influence to direct and coordinate the activities of organised group members to achieve group goals. As a trait, leadership is a set of traits that stem from those who are believed to harness such influence.

Organisations need to embrace corporate sustainability in order to achieve a sustainability-oriented organisational culture. According to Yilmaz and Fluoris (2010), corporate sustainability involves his three dimensions of need known as the 'triple bottom line'. economic prosperity and opportunity; social justice and quality of life; and conservation of ecological resources. As shown in Figure 2, organisational culture, environmental sustainability, and type of digitisation influence business development and sustainability.

Figure 2: Types of organisational cultures



Source: Cameron and Quinn (1999)

For organisations to survive and grow organisational culture is essential, and this is influenced by the type of organisation. Organisational culture is therefore the set of beliefs, principles, traditions, and ways employees work, which influence the way employees behave (Suwibawa et al., 2018). Leadership and management must align organisational culture with strategic organisational goals.

3.2.4 Role of organisational culture on organisational sustainability

The role of organisational culture in hierarchical performance is a topic that has received widespread attention in the literature, but different perspectives have different conclusions about its importance. Maseko (2017) argues that an influential organisational culture undoubtedly influences the performance and behaviour of employees within an organisation.

Rashid et al., (2004) found a reasonable correlation between culture and organisational sustainability. Cheung and Halpern (2010) found that organisations in dynamic industries share the benefits of organisational culture for sustainability. Bellou (2010) found that organisations with participatory cultures perform better than those with non-participatory cultures. Therefore, a link between organisational culture and performance has been established by research (Alvesson and Willmott, 2012; Shore

et al., 2011). Matsa and Miller (2011) explain that there was little evidence in the mid-20th century of the impact of organisational culture on sustainability. According to Kien (2014), organisational culture articulates organisational goals to employees. Influential cultures always share knowledge and intrigues and develop excellent relationships among workers.

Owoyemi and Ekwoaba (2014) argue that organisational culture can create targeted organisational preferences by enhancing employee performance and interaction. A stable organisational culture reduces turmoil within the organisation, ensures stable leadership, stimulates employee performance, and ensures organisational profitability.

3.4 Conceptual framework

The conceptualisation of this study was underpinned by two theories which helped to shed light in the assessment of the impact of corporate culture on the corporate sustainability in a SETA. The relevant theories to the study focus area are the structural-functionalist theory and the contingency theory of leadership. The structural-functionalist theory as discussed in Durkheim (1895) and Mosoge and Pilane (2014) explains that society is interconnected through members' activities, institutional functions and how order and stability are achieved in organisations. The theory further implies that organisations such as SETA institutions should work together to resolve social problems that disrupt societal stability (Mosoge & Pilane, 2014). Corporate sustainability is not merely about the micro environment of the organisational but also the macro environment in which it operates.

Employees of SETA organisations who are members of the community play an important role in achieving 'organisational cohesion' as implied by structural-functionalist theory. As such, SETA organisations are established to provide services and support government efforts in capacity to drive skills development in communities (Amed, Bahoo & Ayub, 2019). Therefore, as the unemployment rate increases in communities across South Africa, so is the burden to SETA organisations in South Africa.

In addition, the functionalist theory, the contingency theory of leadership which states that there is no best way or unique style of leadership, which transcends across all situations and organisations according to Abba, Yahaya & Suleiman, (2018) was used in this study. The theory emphasises that “the type of stakeholders, context, location, and size must guide the leadership on how to achieve intended goals and objectives” (Batos, 2016). As a result, organisations consist of organisational structures that have leaders, and the contingency theory of leadership points to the role and duties of leadership within an organisation in the shaping of corporate culture within that organisation. (Abba, 2018) argues that, the contingency theory of leadership provided a solid base to assess the impact of corporate culture on corporate sustainability to give value to chosen contingent constructs that can be applied to different organisational contexts.

In the study, corporate culture is described as “a pattern of basic assumptions invented, discovered or developed by an organisation as it is adapting strategies to cope with both internal and external challenges”. (Hampden-Turner 1990) argues that corporate culture is the premise of the internal integration of organisational behaviour that has worked well enough to shape the attitudes and to be taught to new members as the correct way to perceive, think and feel problems that arise within the organisation.

On the other hand, corporate sustainability is defined as an approach in aligning organisational culture with vision and mission for the creation of a future value through the efficient and effective implementation of business strategy with a focus on ethics, environmental, social as well as economic responsibilities to its employees. These theories explain the link between corporate culture and corporate sustainability in organisations.

Studies on corporate culture (Alvesson, 1993; Amour and Teece, 1978; Cremer, 1993) have revealed that employees' lack of knowledge of corporate culture affects their performance. These studies have argued that since organisational performance is a key determinant of organisational sustainability, employees in any organisation should understand the link between an organisation's corporate culture and corporate sustainability. Furthermore, for these links to be effective, the leadership style and the leaders within the organisation must be aligned with the values of the organisation.

3.5 Chapter summary

In this chapter, an extensive review of literature aligned with the problem statement and objectives related to the impact of corporate culture on organisational sustainability is discussed. The scholarly argument around key constructs related to corporate culture, leadership style and corporate sustainability as well as how corporate culture affects sustainable management is explained. The chapter explores gaps in corporate culture literature focusing on leadership practices and their impact on corporate sustainability. The debate on what constitutes corporate culture and organisational sustainability as well as the extent to which these constructs are related, is established in this discourse.

4 CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

The previous chapter focuses on a comprehensive literature review on the impact of corporate culture on organisational sustainability of Selected SETA in Gauteng. This chapter introduces the research methodology, focusing on the implementation of research paradigms, designs, approaches and methods of data collection, sampling techniques, research equipment, and data collection processes. In short, this chapter introduces the logical research structure and methods of data collection and data analysis. The research paradigm is described in the next section.

3.2 Research paradigm

A research paradigm is a framework that underlies research and provides a pattern for understanding research theory and practice. The three most common paradigms are positivism, constructivism or interpretationism, and pragmatism. Each of these can be further classified by examining ontology, epistemology and methodology (Kamal, 2019).

Positivists argue that there is one fact that we can truly understand and understand. For this reason, they are most likely to be able to apply quantitative strategies to their studies. Usually, positivists put forward conjectures that can be proven or disproved using statistical analysis of facts. Positivists tend to analyse dating lifestyles based on variables rather than the purpose behind them (A. Bryman, 2014).

Constructivists/interpretativists believe that there is not one reality or truth, but multiple realities. They are dedicated to understanding and interpreting the implications of their actions. For this reason, constructivists tend to use qualitative research methods such as interviews and case studies that focus on providing different perspectives. Constructivism aims to provide the "why" answer. Next, establish a relationship between the two variables (A. Bryan, 2014).

Pragmatists believe that reality is constantly being interpreted and renegotiated against the backdrop of new and unpredictable circumstances. For this reason, the philosophy they apply to their research depends on the research question itself. Pragmatists often combine positivist and constructivist principles in the same research project to examine different elements of the research question, using both qualitative and quantitative methods. They believe that the best research methods are those that best answer research (A. Bryman, 2014).

In this study, interpretivism research paradigm was used. This paradigm includes methods used to understand knowledge related to human and social science behaviour (Hammersley, 2013). Interpretivism adapts a relativistic ontology in which a single phenomenon can have multiple interpretations, rather than a single truth determined by measurement. The research paradigm was chosen as it gives greater insight to the different understanding of each participant, researchers who apply interpretivism are able to gain a deeper understanding of phenomena, their complexity, and their unique context, rather than using generic approaches based on general understanding (Creswell, 2007). Hammersley (2013), argues that interpretivist scholars seek to understand “various ways in which the world can be seen and experienced through different cultures” because of the multiple interpretations that develop between human relationships, and how events and people It mentions trying to avoid human bias in its research. in their interpretation.

Interpretivism not only explains things, people, or events, but also allows them to be deeply understood in their social context. Conducting research in a natural environment using primary methods can provide researchers with insight into their topic and provide more reliable information relevant to their research (Tuli, 2010). Interpretivism allows researchers to study and learn from information that we cannot observe. Researchers can examine respondents' thoughts, values, biases, perceptions, beliefs, and feelings. Therefore, the interpretive research paradigm helped determine how corporate culture was perceived in SETA organisations.

According to Collis and Hussey (2014), research paradigms are based on philosophies and assumptions about how people see the world around them and influence the

methods they choose to conduct research (Johnson and Christensen, 2014). The interpretivist research paradigm advocates respect for people's uniqueness and how they see their environment and understand things from their own perspective, thus interpreting their actions and reactions. theme and patterns. Bryman (2014) and (Collis et al. (2014) argue that the interpretivist research paradigm applies subjective experience to understand human behavior and asks participants to develop their own theories. (Wahyuni, 2012) by arguing that the interpretivist paradigm for interpreting data gleaned from interviews with participants According to Creswell (2003), the interpretivist paradigm researchers discover reality by analysing participants' views, backgrounds, and experiences.

3.3 Reseach design

According to Bloomfield (2019), a study design plans to provide a basic structure for integrating all the elements of a quantitative study so that the results are reliable, unbiased, and maximally generalisable. is defined as "Study design provides the glue that holds research projects together" (Trochim, 2006). This study provides an interpretation to assess the impact of corporate culture on the corporate sustainability of selected SETA and its affiliated agencies in Gauteng in terms of understanding of people and shareholders/owners, board members and managers. Follows the principle philosophy and descriptive and explanatory design. as well as the relationship between employees and business operations (Greener, 2008). An exploratory and descriptive study design was chosen for this study, as described by Polit and Beck (2017). Qualitative research allows researchers to examine and explain research issues from a broader perspective or understanding. Researchers conducting exploratory and descriptive research can collect data through interviews. Gray, Grove, and Sutherland (2016) state that exploratory and descriptive research is conducted to propose solutions to problems or phenomena that require a more comprehensive understanding.

3.4 Research approach

There various research appraoch options that were available to conduct this research, such as quantitative research, mixed method rearch and qualitive research (Hong, et al., 2018). Qualitative was utilised in this study as exploration of this phenomenon was in-depth in its understanding (Creswell, 2014). The qualitative research approach is

appropriate since the research focuses on assessing the impact of corporate culture on corporate sustainability on selected SETA in Gauteng. McMillan & Schumacher (2006) argued that in selecting the qualitative research approach that it helped with explaining the meaning of things, the definition of concepts, characteristics and metaphors related to symbols and explanations. McMillan and Schumacher (2006) stated that "qualitative research is a scientific observation method combined with non-numerical data". Semi-structured interview guide design was used to assess the impact of corporate culture on corporate sustainability within the chosen SETA.

A qualitative research approach is more collaborative in information gathering. A huge reliance rests on the interactions to extract and explore what is perceived in alignment with the purpose and objectives of the phenomenon under investigation (Park & Park, 2016). The study, therefore, followed a generic qualitative inquiry targeted at Sector Education and Training Authority to collect employee views and perceptions about corporate culture. The qualitative approach was best suited for this study because it is useful in seeking answers and gaining an in-depth understanding, as well as protecting the credibility of the study.

Qualitative research in general requires all aspects of qualitative research, but the focus here is on understanding the surprising perspectives and experiences of the target group (Merriam, 2009). So this qualitative research has two purposes. First, the consensus sample interprets what it means to perceive, interpret, and understand corporate culture and corporate sustainability experiences, and second, about subjective opinions, attitudes, beliefs, or work experiences within SETA.

Therefore, applying a qualitative research approach allowed researchers to work with non-numeric data obtained through interviews (Creswell, 2002). Data for this study were collected using an interview guide. Qualitative research is also considered to be research that produces descriptive data about what people say, write, and observable actions/behavior (Mbalati & Matsaung, 2010). Qualitative research data were analysed and interpreted to answer current research questions and develop new theories (Bryman, 2014). Described and evaluated using coding techniques to analyse participant responses, participant social behaviors, beliefs, and perspectives, and to

identify themes, ideas, and patterns that support the conceptual and theoretical literature, and interpreted.

3.5 Methodological choice

This study employs an exploratory research design and utilise an interview guide to collect data on the views and opinions of participants concerning the impact of corporate culture on corporate sustainability in a SETA. According to Bryman *et al.* (2014), research method refers to the research technique used to collect data. In this study, a semi-structured interview guide was used to collect data from employees and management in the SETA sectors. Data was also collected from purposefully selected employees in the SETA sector. The structured interview guide was developed and used for the interview to collect data. The guide ensured that all relevant questions were responded to and there might be follow-up questions (Bryman *et al.*, 2014). The research methodology is further discussed focusing on the population of the study, sampling process, sampling technique, data collection process, data recording, trustworthiness, and data analysis. Three data analysis strategies were pursued, which include; an extensive review of literature, theory-building and thematic analysis. The commencement strategy was an extensive review of relevant literature, followed by a thematic analysis process to identify common recurring themes that were used to support the theory-building process.

3.7 Research strategy

The strategy employed in this study was a case study, as it is a detailed and intensive analysis unique that features one or more cases. The research focused on a specific organisation to assess opinions and views from employees on corporate culture and corporate sustainability in the context of how these constructs could be related. The researcher involved a qualitative research approach.

The research was a representative case study because it served as a means of understanding the broader issue of how corporate culture affects corporate sustainability in the SETA, of South Africa, thereby allowing for generalisations to be challenged (Bryman *et al.*, 2014). The current study strategy was to employ semi-structured interview processes.

3.9 Time horizon

This study was a cross-sectional or short-term study and data were collected by interviewing participants once within a specified time frame (Creswell & Creswell, 2021). Melnikovas (2018) explains that the period refers to the time period over which the interview took place. Longitudinal studies, on the other hand, are conducted over a longer period of time and study participants are questioned multiple times (Collis & Hussey, 2014; Zikmund, Babin, Carr & Griffin, 2013). Alternatively, cross-sectional studies are conducted over a short period of time and aim to examine data collected from study participants at specific time points (Bryman & Bell, 2011; Collis & Hussey, 2014). The study was cross-sectional and examined data collected from participants at specific times (Bryman & Bell, 2011; Collis & Hussey, 2014). The time frame selected for this study is from June 2022 to the end of August 2022.

3.9 Study population and sampling

The subjects were staff from the Department of Education and Training in Sector South Africa and SETA and SETA institutions in Gauteng province. The population also included assistants and managers. This study focused on executives, deputy executives, and support staff of these institutions. Pilot interviews were conducted with two of her specially selected employees to calibrate the equipment before the actual data collection began. Through pilot studies, researchers were able to create logical patterns for how participants would interact and answer research questions. This allowed researchers to identify areas that needed further investigation. was able to identify

According to Elliot (2020), a research sample is important to the study as it enables the researcher to conduct a study of a large population without reaching every single person in that population. In this study, a non-probability sampling process was followed by selecting the sample participants using the purposive sampling technique. This method was preferred for several reasons: cost-effectiveness, faster, and strategically focusing on participants that are knowledgeable about the research questions (*Bryman et al., 2014*). In this study, the sample size was determined by the saturation point plus two (2). Mensah and Oteng-Abayie (2017) explained that in a

qualitative study, a proper definition of the population is important in guiding others in appraising the credibility of the sample, sampling technique, and research outcome.

3.10 Research sampling process

The sampling method was non-probability and comprised purposely selected support staff members and managers within the SETA and its affiliated institutions. The participants selected for this study were “key informants” who form part of the mother SETA and its affiliated institutions. These individuals were deemed to be knowledgeable on what constitutes corporate culture and corporate sustainability in a SETA environment (McMillan & Schumacher, 2006). In addition, these participants were selected based on their experience, skills, and knowledge to provide rich data (Merriam, 1998). A common qualitative approach usually favours large samples (Percy *et al.*, 2015). However, the sample size used in this study produced sufficient information to answer the research questions.

3.11 Sampling strategy

The non-probability sampling strategy was used in this study to determine the sample size. Van Der Merwe (2021) explained that the advantage of non-probability sampling methods is that they are cost-effective and time efficient. Furthermore, this strategy makes it easy to describe the details of the sample and to reflect or comment on the data collected from the participants, as shown in Table 1. A purposive sampling approach was used to complete this study. The researcher followed a clear process without many challenges due to the following:

- ❖ Approval was first obtained from SETA for permission to conduct such a study.
- ❖ The researcher contacted the Senior Managers informally before commencing the study
- ❖ The provide the researcher access to information relevant to the build of the study.
- ❖ An extensive review of the literature using information from the Google Scholar search engine and the university library, and departmental records was done.
- ❖ Databases of registered SETA institutions in Gauteng were also consulted.

Table 1: Study sample and sample determination

Participant	Sector	Sampling method	Sample size (Minimum)		
SETA Institutions population)	(Study	Purposive Convenience	& (Guided by saturation theory)		
Key informants/Experts		In-depth knowledge of the SETA sector	M	C	G
Heads of institutions	SETA	Purposive Convenience	& 1	1	1
Managers of institutions	SETA	Purposive convenience	& 3	2	2
The support staff of SETA institutions		Purposive convenience	& 5	3	3
Government Officials (SETA)		Purposive Convenience	& 5	3	3
Totals			<u>14</u>	<u>9</u>	<u>9</u>

3.12 Designing the measuring instrument

The study followed a cross-sectional design which involved data collection using the qualitative method. The process started with an extensive review of the literature. The literature review enabled the researcher to formulate relevant questions. The researcher employed a structured interview guide to collect primary data. In so doing, the researcher was able to come up with complete research findings that are relevant to SETA in the province.

3.13 Collection of data

The study used an interview guide. Prior to conducting the interviews the researcher checked whether with the had an understanding of the purpose of the research and to guarantee confidentiality. A sem-structured interview guide was used to collect data from participants through individual interactions. Qualitative interviews are an

important means of data collection enabling the researcher to look at the world from the perspective of participants and the researcher, clarifying the interpretation of people's "views" and presenting their explanations (Fouché, 2002). In addition, interview guides continue to be the most widely used tool for qualitative data collection (Ary, Jacobs, Razavieh, and Sorensen, 2006). Therefore, this study used interview guidelines that allow participants to share their experiences and feelings and thoughts regarding the impact of corporate culture on corporate sustainability.

3.13.1 Interviews with Key Informants

Interviews involve an interviewer asking the participants questions (Moser and Korstjens, 2018:12). Alternative data collection methods include face-to-face (F2F) or mask-to-mask (M2M), telephone and online/virtual encounters. The interviews used in this study are in-depth interviews (IDIs) or in-depth exploratory interviews used to collect in-depth data from individuals (Banchani & Tenkorang, 2014). In the current context of the COVID-19 pandemic, F2F or M2M interviews may be constrained. All COVID-19 protocols, such as the use of masks, sanitisers and social distancing, need to be observed. Where F2F interviews are not possible or permissible, the cross-sectional data was collected using telephonic or online/virtual interviews. This study, therefore, used a combination of F2F or M2M, telephone and online/virtual interviews, depending on the preferences of participants.

Key informants are 'expert sources of information' with the capability to provide more and deeper information because of their skills and positions in society (Cossham and Johanson, 2019). It was anticipated that key informants provide expert data to formulate strategies and a workable framework for corporate culture and corporate sustainability. Furthermore, it is important to note that the use of Key Informants has some advantages and disadvantages. However, the present study benefited from using Key Informants. A summary of the pros and cons of using key informants is presented in Table 2.

Table 2: Table 2: Advantages and Disadvantages of using Key Informants

Advantages	Disadvantages
<ul style="list-style-type: none"> • Rich data was gathered with relative easiness and less expensively. • Interviewers can easily establish rapport with participants and will have an opportunity to clarify questions. • There was an opportunity to build or strengthen relationships with key people in society. • Awareness, enthusiasm, and interest can be easily raised around the issue under investigation. • Researchers have an opportunity to contact experts to clarify matters. • Key informants are 'elites' in society who may be "gatekeepers". Their inclusion may open opportunities for greater access. 	<ul style="list-style-type: none"> • It may be challenging to select the "right" key informants. • Key informants are usually busy people who are not easy to reach. This may delay the interview process due to the postponement of interview meetings. • It becomes difficult to generalise results. In such cases, many of them may need to be interviewed.

Source: Lokot (2021) and UCLA Center for Health Policy Research(n.d.:9)

Covid-19 has restricted close contact with individuals. The researcher contacted interviewees and arranged meetups in areas that were not congested, ensuring the wearing of a mask by both interviewee and interviewer. Also, an online one-on-one interview via the Zoom/ Microsoft team was organized. The participants were sent an

online consent form, as interviews will be recorded for transcription purposes. The interviews took approximately 30-45 minutes. According to Manohar, Macmillan, Steiner, and Arora (2018), the success of qualitative research study depended on the correct recruitment of research participants, which must involve providing them with information that will create interest.

3.13.2 Steps in conducting in-depth interviews

A stepwise process was followed to collect data from managers and support staff who were considered key Informants about corporate culture and corporate sustainability in SETA institutions in Gauteng. The steps followed in conducting interviews are illustrated below and details are provided in the steps s shown in Figure 1.

Figure 3: Steps in conducting an in-depth interview



Source: Hair *et al.* (2008:518)

In-depth interviews started with understanding the initial research questions used to create research questions. The interview questions were developed based on the pre-defined study research questions. Interview questions were listed in the interview

guide, an instrument for data collection. Based on the SETA context, appropriate places were organised for the interviews with the help and consent of the research participants. Interviews are supposed to be held in an area with a conducive environment with fewer disruptions.

3.14 Process of data collection

Participants' responses were recorded using an electronic voice recorder, and the data were transcribed into written responses by researchers in preparation for data analysis. The first step in this qualitative study focuses on drawing up an interview schedule for all potential participants. The process is followed by contacting the participants telephonically and explaining the purpose of the research. Confirmation was obtained through email indicating appointment dates, places and times for the interview. Part of the content of the interview guide includes questions to be asked during the interview so that participants can feel at ease. Telephonic interviews were conducted at safe costs and times. A recording device was used so that the researcher was not distracted. Transcribing and making notes were made at the end of each interview so that no data was lost in the process. Transcribing also assists the researcher at the time of validating the information with participants.

3.15 Data analysis and techniques

Once the interviews were completed, the data was transcribed into a written form using transcription software (Otter.ai). Atlas TI assisted the researcher in processing coding and identifying key themes and quotations. The data analysis method that was utilised is the thematic analysis method. (O'Reilly & Kiyimba, 2015), defined thematic analysis as a "methodology used to identify, analyse and report patterns within a data set allowing for the descriptive organisation of data that facilitates interpretation".

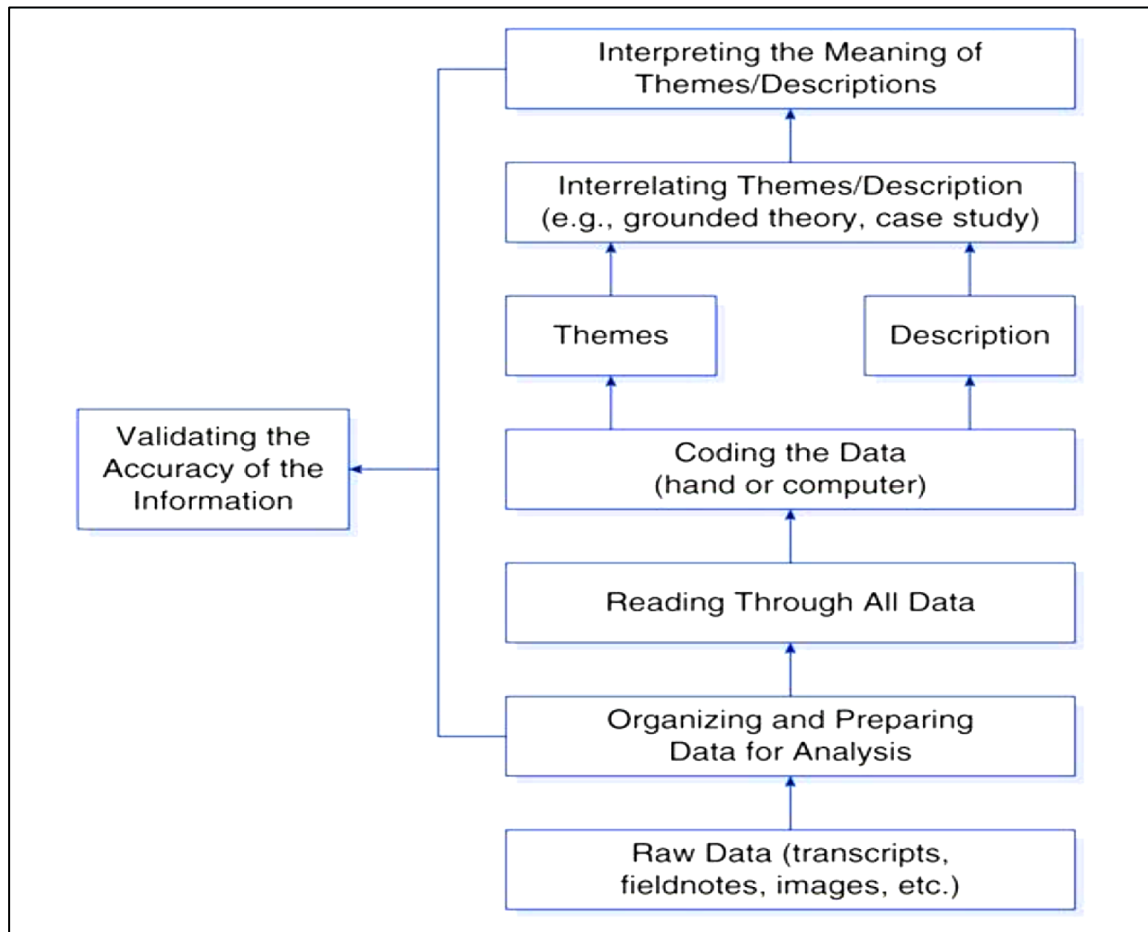
The process of thematic analysis started with the research familiarising with the data, after which the researcher performed initial coding. A search for common themes was then performed and reviewed. Each theme was operationalised and then associated with appropriated quotations. Atlas. ti was used in the process of coding and identifying key themes and quotations.

The participants were informed on time before the interview took place. This is done so that the interviewee prepares for the interview and agrees on a date and time that will not affect the schedule. These steps are supported by Wiersma (1995), who suggested that interview schedules need to be flexible. Interviews are scheduled for 30 to 45 minutes for each participant. The reason for the suggested time is to give the interviewee enough time to express his or her opinion without a time restriction.

- Both primary data (recorded data) and secondary data (oral data transcribed into text) are stored by researchers to maintain confidentiality and anonymity. Data were analysed (separately) by the investigator and an independent co-coder. A meeting was arranged to agree on the themes and categories that were developed. Descriptive and thematic analytical methods were used to analyse the data were collected following an open-coded qualitative data analysis process with Atlas.ti version 12. Data was analysed according to the following eight steps described in Anderson (2012):
- Step 1: the researcher listened carefully to the transcribed data and read through to understand the data.
- Step 2: Researchers considered the tone and depth of the data and continued reading while comparing participants' statements.
- Step 3: The researchers stripped the chunks, encoded all the data, and split the data into segments.
- Step 4: Researchers used a coding process to generate explanations from analytes.
- Step 5: In this step, researchers used themes and descriptions to develop and present them in a qualitative narrative format.
- Step 6: The researchers interpreted it as the content of the lesson, trying to capture the ideas they learned.
- Step 7: The researcher added critical comments to the discussion. To do this, we compared the results of our study with those of others to allow a critical understanding of why they are similar or different.; and
- Step 8: Researchers reviewed the resulting topics, categories and subcategories, summarised participants' responses, and discussed participants' true relevance to their research.

Figure 2 shows the iterative process allowing the validation of information for accuracy (Creswell, 2014:247-248).

Figure 4: Qualitative data analysis process



Source: Creswell (2014:247)

Stage 1: Organisation and preparation of data

- In transcripts, field notes and recordings, raw data from the field are collated. The raw data should always be under lock and key to avoid loss and maintain confidentiality.
- Data obtained from field notes, transcripts, and recordings are organised and prepared for analysis (Creswell, 2014). Transcriptions will be aided by a data transcription internet-based software called Express Scribe.

Stage 2: Reading through all data

- The researcher should get immersed in the collected data to understand the data in-depth. The immersion process is facilitated by reading through all the data and listening to recorded conversations (Banchani & Tenkorang, 2014; Creswell, 2014).

Stage 3. Data coding

- Coding refers to the analytical process of categorising raw data into themes. Themes help in the interpretation of the data (Baralt, 2012). Codes are "names or symbols" allocated to a group of items, phenomena, or similar ideas that frequently appear in the data set (Baralt, 2012). In other words, data is used to search for similarities and singularities in the form of codes (Costa *et al.*, 2016).
- Grounded in the collected data, codes are further grouped into themes for thematic data analysis. Hand coding is laborious, so computer coding is preferred for an efficient and effective coding process (Creswell, 2014). For this study, ATLAS.ti will be used. Qualitative coding follows interpretive logic, which involves continuous and iterative interaction with data through reading, re-reading, and examination (Baralt, 2012).

Stage 4. Generation and description of themes

- Themes are generated and described (Creswell, 2014). The creation of themes is part of interpretive and iterative processes. Themes constitute the frequently mentioned statements or concepts from the qualitative data. The themes guide data interpretation, and they represent headings in the write-up.

Stage 5. Interrelating themes

- Using narrative passages, the findings of the analysis are conveyed, and discussions of interrelated themes are carried out. This is done by the use of visuals, figures, and tables to simplify the communication of findings (Creswell, 2014).

Stage 6. Interpreting the meaning of themes

- The final stage involves the interpretation of the meaning of themes (Creswell, 2014). A comparison of findings and information obtained from literature is made

to check agreements and/or disagreements. In quantitative research, this process is called corroboration. Lessons learned are also presented, but these represent a personal understanding of the researcher.

3.16 The process to ensure the rigour of this study

In this study, trustworthiness was ensured through the credibility, conformability, transferability, and dependability of the data. Credibility was ensured through establishing a trusting relationship with participants, involvement of an independent coder during data analysis to reach consensus, ensure that researcher biases do not interfere with data, and carefully refine data during analysis (Saunders, Lewis, Thornhill & Connelly), 2016).

Conformability was ensured by peer debriefing and reliability was ensured by a comprehensive description of the study area, population, sampling method, data collection process, data analysis method and discussion. Authenticity was ensured by listening carefully to the participants during transcription of the collected data and reading the data to understand the participants' opinions. Ethical approval was sought and obtained by the Northwest University Ethics Committee. Participants received consent forms and were allowed to read and understand them before signing.

According to Lemon and Hayes (2020), qualitative research findings have the challenge of being trusted because the information is based on the life experience of people who participated in the research and the non-exclusion of researcher biases. They proposed the application of the triangulation strategy as a way of ensuring the credibility of the research. Lemon *et al.* (2020) defined triangulation as a strategy applied to test the validity of information coming from different sources. It is used to reduce systematic biases. It assists in the identification of discrepancies emerging from patterns and themes. It allowed the inclusion of participants from different backgrounds and the application of different theories in the data analysis. For this study, the researcher used the themes and pattern of research findings from other qualitative research to triangulate the method used in this study.

3.17 Ethical considerations

To ensure this study met ethical standard, Credibility, Dependability, Conformability, Transferability, Authenticity, Voluntary participation, Confidentiality and Maleficence were upheld at all times.

According to Sanders et al. (2016), research ethics refers to a code of conduct for researchers related to the rights of those who are the subject of a research project. Research ethics is further defined in Resnik, D.B. (2015) as methods, procedures, or perspectives for analysing complex problems using research as a way of determining behavior and solving problems. Below are the ethical principles and their application in the context of the proposed research. The CEO from the selected Sector Education and Training Authority was emailed to obtain permission to conduct research within the organisation. Once permission was granted, the selected departments were contacted via email to obtain permission from managers to conduct the research within these departments and get permission from participants. The researcher kept all documentation and explained the purpose of the research and asked permission before commencing with interviews. There were no conflicts of interest where the planned study was conducted. Measures were taken to ensure interviews were not conducted where the researcher has more than a clear work relationship with participants.

3.18 Ethical issues in the study

At the initial stage of commencing the research study, the researcher ensured that the proposal was prepared on time and submitted to the University Ethics committee. The committee provides an independent and competent review of the ethical risks associated with the research proposals and recommends mitigation measures to minimize the risk (Lekunze, 2021). During the recruitment of participants, the researcher allowed participants to use pseudo-names to protect their identity and that of their organisation (Bryman *et al.*, 2014). Furthermore, the researcher requested approval from SETA.

Section (2)(a) of the Protection of Personal Information Act 04 of 2013 gives effect to the Constitutional right to privacy about personal information for processing by the third party. To comply with this provision, the researcher ensured that there was transparency about the purpose of and the use of the personal information of participants. Should there be a need to utilise the information for other purposes other than what was agreed initially, the researcher requested permission to do so from the affected participants (Bryman *et al.*, 2014). Upon completion of the study, the researcher requested approval from the Head of the Department to share information with third parties or publish an article.

3.19 How to get the informed consent of participants

Participants and respondents have a right to choose whether they want to participate in research or not, as encapsulated by the expression of “freedom of choice”, which is captured in the Constitution of South Africa Act 108 of 1996. Therefore, participation in the study was voluntary, and the researcher provided information about the study, which forms part of the email on the interview schedule. According to (Bryman *et al.*, 2014), such information affords participants to decide whether they wanted to participate in the study or not.

3.20 Ensure no harm to research participants

According to Van Zyl (2014), it is of utmost importance to ensure that participants are not harmed during the investigation process. Harm can take any form, including physical, psychological, and emotional harm. The researcher took steps to avoid questions that may include sound derogatory to participants. In addition, the researcher ensured that participants did not feel any kind of pressure when participating in the study.

3.21 Ensure confidentiality and anonymity

Researchers have a responsibility to ensure confidentiality, which is usually achieved by maintaining anonymity. Van Zyl (2014) defines anonymity as hiding the identities of participants, so that a viewer of the results cannot determine which participants expressed which opinions (Van Zyl, 2014). In this study, it was the researcher's responsibility to intentionally omit questions and maintain anonymity, including the use

of participants' names. In addition, researchers also used security tools such as using digital passwords on collected data.

3.22 Reliability and validity

Data was collected from interviews. The researcher sought to ensure validity by justifying means with literature and theory in designing his guide to interviews. The procedures adopted to ensure the reliability and validity of studies included the use of various data sources, the establishment of a body of evidence, the peer review of draft reports, the documentation of the procedures adopted, and the review of studies. It includes an attempt to make analytical generalisations with the results. Studies related to the broader theory. Both data triangulation and methodological triangulation were applied to enhance internal reliability. Merriam (2009), advocates the use of triangulation to enhance internal reliability. Patton (2002), states that triangulation can help facilitate validation between data. Interview His guides go through a content verification process to ensure they are comprehensive and relevant.

Reliability requires repeated tests with the same results. To ensure reliability, the procedures followed in cases are documented and a case study database is developed. During the study, researchers took field notes to record encounters, personal feelings, and decisions. The interview was recorded using Zoom and Microsoft Teams, and the team at Microsoft reproduced the verbal recording as accurately as possible. A peer review with colleagues was conducted on study design, agreement of findings, and raw data (Merriam, 2002). Conducting the interviews on Zoom made video recording convenient as part of completing the fieldwork aspect of the research.

Conducting the study was not too costly, but there were costs involved in data gathering and the ability to conduct interviews and recordings. Data has been gathered both face-to-face and electronically. The study was conducted ethically because consent forms were provided to every participant, and confidentiality was upheld. The study was not sensitive in terms of race, gender, or vulnerable groups. Due to the Popia Act, permissions were acquired to conduct the research in due time for the research dissertation.

3.24 Limitations of the study

This study was limited to Sector Education and Training Authority in Johannesburg. Therefore, the findings do not apply to all education and training department authorities in Johannesburg or throughout South Africa. The ideal situation was to conduct interviews with several authorities in the education and training department as part of the investigation work. The department of Sector Education and Training Department in Johannesburg is managed in one office, so the data collected was not extensive. In some circumstances, we were not able to present this study on behalf of management. The biggest problem is with external validity, as it is impossible to generalize the results. However, many case writers argue that the purpose of the investigation is not to attempt generalization but to investigate the details. According to (Bryman *et al.*, 2014), The case can be extended vertically or by a comparative design.

3.25. Chapter summary

Chapter three uses scientific methods for conducting research to demonstrate the reliability and validity of the research. Methodological decisions made are informed by scientific practice and deviations are justified and justified. Methodological choices considered in this discussion include research philosophy, study design, research methods, data collection techniques, research equipment, and data analysis choices. The research in this chapter followed a qualitative approach. The chapter also details methods and techniques for data collection and analysis. Results, findings, and discussion are presented and discussed in Chapter four below.

5 CHAPTER FOUR

RESULTS PRESENTATION AND DISCUSSION

4.1. Introduction

The previous chapter introduced research methodologies, focusing on implementation of research paradigms, designs, approaches and methods of data collection, sampling techniques, research equipment, and data collection processes. This chapter presents the research methodology, focusing on the research paradigm, design, data collection approaches and methods, sampling techniques, research equipment, and how the data collection process was performed. In this chapter, the results of the analysed data are presented. It begins with the participant's demographic profile, followed by results relevant to achieving the study objectives. Participants were asked to provide information on gender, age group, work history, and educational background. Demographic results are presented and discussed in the next section.

In other words, the chapter presents the structure of the logical inquiry and the method of data collection. In this chapter we focus on data are presented, starting with the demographic profile of participants and followed by outcomes pertaining to satisfying the objectives of the study. Participants were requested to provide information pertaining to their gender, age group, work experience and education profile. The demographic outcomes are presented and discussed in the next section. the present chapter is divided into... sections. Section 4.1. focusses on the introduction of this chapter and, Section 4.2. focussed on demographic profiles of participants.

4.2 Demographics profile of participants

The demographic profile of participants was analysed using gender, age groupings, work experience measure as duration of stay in a SETA organisation or SETA and level of education as a determinant of skills to perform work. The results and findings from the analysis are presented in Table 4.1.

Table 4.1 Summarised demographic information of participants.

Participants	Gender	Age group	Experience	Education
1	F	40-49	11-15	DIPLOMA
2	M	30-39	6-10	PHD
3	F	20-29	6-10	MASTERS
4	F	30-39	0-5	DEGREE
5	F	40-49	6-10	DIPLOMA
6	F	40-49	6-10	MASTERS
7	F	60-65	16-20	PHD
8	M	50-59	11-15	MASTERS
9	M	30-39	6-10	POST GRAD
10	F	40-49	6-10	DIPLOMA
11	M	20-29	0-5	POST GRAD

The sample comprised of four (4) males and seven (7) female participants. The dominance of female’s participant is related to the convenience of the researcher. Qualitative samples are conveniently selected for their accessibility to the researcher there is no need for representativeness as there is no generalisation of outcomes to the population but to groups with similar characteristics. The gender profile is not consistent with that of the gender profile of Merseta which is an almost a balance between male and female employees. Secondly females dominated the sample due to their availability and scheduling convenience which coincided with the time scheduled for my study. The researcher concluded, guided by literature findings, that the gender profiles had no major input into the factors mediated the influence of corporate culture on corporate sustainability. Thirdly females were more willing to discuss the topic than males and that was not expected to have significant consequences on the outcomes. It was, therefore, easier to get female participant in the study than males due to scheduling constraints and obligations which made them unable to make time to participate in the research study.

The seniority levels of the participants were such that six participants were senior employees who had been in the employment of organisation for between 6-10 years, making the majority of the 11 participants. Three (3) participants had spent more than ten years, making a majority of 9 participants with experience of more than ten years in decision-making positions. The seniority profile meant that most of the sample comprised senior employees who had to spend significant time in the organisation making decisions. Such composition aligns with arguments in the literature that management is the custodian of corporate culture if not the source for it (Spira & Laura, 2016). The seniority and experience of the majority of the participants meant that the sample participants were qualified to inform the study as they had spent more years in the organisation getting accustomed to the organisational culture and pondering on organisational sustainability, and also making decisions. Managers are also hired to ensure organisational sustainability (Linnenluecke & Griffiths, 2010). The perspective of these senior employees will be compared to those of the three (3) minority employees who are less senior and less experienced.

The educational profile of participants is also important as it explains how the participants could have interacted and understood the the constructs of corporate culture and organisational sustainability. Seven (7) participants had a degree or higher with highest qualifications ranging from a diploma (3), degree (1), master's degree (3) and two doctoral degree qualifications. It can be concluded that participants were expected to be familia with the constructs of corporate sustainability and culture thus would adequately inform the study. Such informants, as were secured in this study, are expert sources of information with the capability to provide more and deeper information because of their skills and positions in society (Cossham & Johanson, 2019). It is anticipated that the research objectives of the study could be satisfied with information provided by the experts as profiled by the demographic variables discussed above. The research specific outcomes are discussed in the next section.

4.3 Presentation of themes and discussion

In order to present the data outcomes drawn from the interview’s questions designed to satisfy the research objective, a thematic data analysis was conducted. Several themes emerged from the thematic data analysis: understanding corporate culture, experience of the culture of the organisation, sources of corporate culture, How do and organisation sustain corporate culture, How corporate culture impacts how leadership is perceived in your organisation, how corporate culture impacts your organisation, understand about the concept of corporate sustainability and obstacles if any, that corporate culture has on corporate sustainability. The theme understanding corporate culture is presented in Table 4.3.1.

Table 3: Table 4.3.1. Development of Themes

Codes	Theme	Data extraction
Coculture	What Corporate culture is	<i>“Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires.”</i>
	What Corporate Culture is	<i>“ I will say corporate culture is really the value systems, and the beliefs and the norms that are created in, in an organisation of Created and embedded in practices and systems in an organisation, over a long period of time that's sort of like my understanding of corporate culture.”</i>

CulExp, EmpExp	Corporate Culture Experience	<i>“I had opportunities to manage the processes of the organisation and being a part of discussing ideas to better the organisation, such as Team buildings, year-end functions, strategic planning sessions and rewards and recognition functions.”</i>
	Corporate Culture Experience	<i>“There’s the culture of micromanagement. We have macro-management because like there's no thorough communication between management and will say it's really a high-performance culture, it's really about delivery. It's about our delivering services to the public as you know that we are a public entity, it's about making a difference, in people’s lives. it's embedded in the work that we do. You know it's what we value our corporate culture is about the various systems and beliefs.”</i>
corpsource	Sources of corporate culture	<i>“One of the sources of corporate culture are the characteristics of people within the organisation, the decision made within the organisation. And then the second one, organisational Structure, External and internal environments, The ethical climate that touches on the work environment, The work</i>

		<p><i>environment, safety of employees, care practice that promote, adherence to corporate governance, ethical conduct of corporates like admin, insurance, policy making and public relations, corruption, nepotism, lack of integrity and lack of professionalism and the results of organisational culture that would greatly reflect these values.”</i></p>
	<p>Sources of corporate culture</p>	<p><i>“Policies and procedures, monetary and non-monetary rewards, team building, work ethic and management’s interaction with staff, leadership style and the way in which direction is gives”.</i></p>
<p>Suscorp Culture</p>	<p>How organisations sustain corporate culture</p>	<p><i>“Corporate culture is maintained through Interactions with staff, making sure that on a quarterly basis we have management meetings and then those managers also then you know, translate what they learned in that interaction to their teams. So that's kind of how the corporate culture is sustained. Managers conduct themselves within their teams, further sustains the corporate culture. it's continuous feedback between the teams and leadership.”</i></p>

	How organisations sustain corporate culture	<i>“The showing appreciation of staff outputs, providing continuous feedback, acknowledging the strengths of staff/employees and making them feel valued”.</i>
Corplead perception	Corporate Culture and Leadership Perception in organisation	<i>“When a positive corporate culture is displayed and employees are confident in their leadership, they go the extra mile to work harder and produce better results. Great leadership has an influence on the success rate of an organisation”</i>
	Corporate Culture and Leadership Perception in organisation	<i>“Leadership plays a vital role in sustaining a corporation as this is where the tone of corporate culture is set. As everyone within a leadership position has their own leadership style, leaders need to ensure that the corporate culture is set and is attainable for all employees”</i>
Impact corpculture	Impact of Corporate Culture on organisation?	<i>“Company culture is a powerful tool that can positively impact sales and profits, morale of employees, recruitment, long term staff, punctuality, and absenteeism. It attracts people who want to work there, and it also attracts business</i>

		<p><i>opportunities for the company. It can inspire more productive and positive employees at work.</i></p>
	<p>Impact of Corporate Culture on organisation?</p>	<p><i>“Corporate culture reflects the organisation itself you see. It will impact in terms of what you value as an organisation if you if the culture really isn't about serving clients, issues of stakeholder relationships, but if you value your stakeholders, if you value people. Corporate culture impacts an organisation internally and externally because there are other organisations where you're not just an employee, you part of the family. You are Welcomed, whether you are a visitor, whether you know you are a consultant, whether you know you're coming to work with us part time or full time, you belong. in terms of employee morale and motivation. The culture can have an impact. And obviously, when motivation and morale, it can impact positively, it means that your staff will deliver. But when it's negative, it means that employees will be demotivated.”</i></p>

corpus	Understanding corporate sustainability.	<i>“Corporate sustainability is to work towards a positive future for the organisation and creating long term value-add for both staff and company success. To ensure less people leave the organisation for greener pastures or lack of growth.”</i>
	Understanding corporate sustainability.	<i>“An organisation having and working towards a common goal is corporate sustainability, uniformity of process and procedures to reach a goal is corporate sustainability, when an organisation has an unfailing willingness to achieve a goal this will lead to long term sustainability”</i>
Influence corpus	Influence of Corporate Culture on Corporate Sustainability.	<i>“A negative, non-inclusive corporate culture will have negative impact on corporate sustainability in the long term and could foresee the demise thereof, The lack of soft skills within leadership, a lack of embrace in differences, diversity, equality and inclusion.”</i>
	Influence of Corporate Culture on Corporate Sustainability.	<i>“Corporate culture can impact corporate sustainability by means that if rules are broken it can have a negative impact on the community and society can potentially suffer or</i>

		<i>even worse the planet suffers over and above the profits. “</i>
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Source: Researchers own data

4.3.1 Theme 1: Understanding of corporate culture

Participants were asked what they understood by the term corporate culture. There was evidence to show that the participants understood what corporate culture entail and their understanding align well with definitions as found in literature. Once participant had the following to say:

“Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires.”

The participants were able to capture the elements of corporate culture, which include common beliefs and behaviour associated with the organisation that regulates internal and external interactions. The participants brought on board the argument that corporate culture is not deliberate but rather implied and develops organically as a cumulation of the traits of the people hired over time. In this definition, there is nothing deliberate about the development of corporate culture. In terms of existing literature, Corporate culture is an integral part of improving a company's sustainability performance. Organisational culture is defined as a cognitive framework consisting of attitudes, values, codes of conduct, and expectations (Greenberg & Baron, 1997). The organisational culture is underpinned by organisational values that are in line with the goals of the organisation and the personal values of its members (Qubein, 1999). (Shamimullslam, et al., 2019) defined corporate culture as consisting of practices, values, symbols, and assumptions that members of a company share about appropriate behaviour. Smircich (1983) argues that organisational culture is a pattern of meaning or understanding shared among members of an organisation. It acts as an important factor that hinders the successful implementation of change initiatives within

your organisation. Organisational culture is defined as a cognitive framework consisting of attitudes, values, codes of conduct, and expectations (Greenberg & Baron, 1997). The definitions given by participants is very closely linked to the literature One participant had the following to say;

“ I will say corporate culture is really the value systems, and the beliefs and the norms that are created in, in an organisation of Created and embedded in practices and systems in an organisation, over a long period of time that's sort of like my understanding of corporate culture.”

And another participant contributed that;

“OK, my understanding of the term corporate culture for me, corporate culture is a collective of values, ethics, beliefs, and attitude that guides the organisation on the daily operations. Based on their vision and mission statements of the organisation. It is also a reflection. It is how they hire and promote employees, and promote employees to grow, and create and empower growth. Within the organisation. Corporate culture is creating empowerment for growth. That's my Understanding of the term corporate culture.”

Another participant illustrated procurement efficiency and had the following to say;

“So, when I think of the term corporate culture. I think of That it has a lot to do with the values and the vision of the organisation and how people respond to them And whether or not those are upheld through the way in which you know people in the company adhere to those. But it goes a little bit beyond that. It also goes into when you're working within a particular company or a particular team within the company. The way in which individuals are able to carry out the everyday tasks and interact with the their colleagues in a meaningful way in order for them to either do their jobs or to just, you know, be happy in the role that they are in in the company so that they can feel like they're making a positive contribution to the company.”

Another participant illustrated procurement efficiency and had the following to say;

“The values and beliefs that an organisation instills in its management and employees”

It is thus clear that corporate culture stems from values, ethics, beliefs and behaviour within an organisation. Participants have a good understanding of the term corporate culture were the the theme captured the understanding of the construct as expressed in the cultural perceptions, concepts, and experiences of support staff, department supervisors, and department managers about this phenomenon.

4.3.2 Theme 2: experiences based on the culture of the organisation

Participants were asked about their experiences interfacing with the culture of the organisation. There was evidence to show that the participants had extensive experience interfacing with the organisation's culture and these experiences and explanations aligned well in explaining the characteristics of corporate culture as is found in literature. One participant had the following to say:

"I had opportunities to manage the processes of the organisation and being a part of discussing ideas to better the organisation, such as Team buildings, year-end functions, strategic planning sessions and rewards and recognition functions."

The participant was able to capture the essence of how corporate culture is experienced in different organisations which include organisational relationships and when employees interact with each other in the organisation. Importantly the positioning of the employee places the employee in direct influence of the corporate culture being a manager managing teams. Our perspective of how the organisation should perform is also shaped by culture and implemented through management functions. Further to, the organisational culture is the foundation of how an organisation operates and how it creates and maintains a unique relationship with its employees. Leadership has been around since humans interacted with each other and is present in all cultures, regardless of the economic or social make-up of the individual (Teshome, 2011). Alnasseri (2013) alluded, the essence of the lived experience of the above participants. Instilling and promoting an organisational spirit among workers and gaining validation and recognition from workers can influence work behaviour and behaviour, (Tsai, 2011) stated, It also shapes organisational culture, a way of being in an organisation that can be influenced consciously or unconsciously as part of a leadership role.

Another participant contributed that:

“The type of corporate culture that exists in my organisation focuses on an elite culture. As the name implies, companies with an elite organisational culture only seek out top talent. The company looks for leaders and innovators that can lead the way to success, not just do what's expected of them—they must go beyond that. Therefore, expertise is a critical factor when hiring.”

The elitist culture as expressed by the participant links corporate culture to Human Resources Management construct of recruitment where the objective is to get top talent to lead the organisation. The elitist culture is in direct contrast to a grooming culture in which the focus is centered on recruiting the resources that are capable of learning and growing into the organisation's perspective of executing its chosen strategy to get it where it wants to be. Within the elitist culture performers are born or qualified and within the grooming culture performers are groomed over time to

Another participant stated;

“There's the culture of micromanagement. We have macro-management because like there's no thorough communication between management and will say it's really a high-performance culture, it's really about delivery. It's about our delivering services to the public as you know that we are a public entity, it's about making a difference, in people's lives. It's embedded in the work that we do. You know it's what we value our corporate culture is about the various systems and beliefs.”

What can be gleaned from this contribution is that the employees feel that management associate performance with a micromanagement culture. A micromanagement culture starts with the manager not trusting that the employees will work in the best interest of the organisation hence the manager needs to control every action and decision that are made by the employee in executing the tasks. The best interest of the organisation is the organisational performance that is synonymous with efficacy in executing organisation strategy that gets it where it wants to be. Modern management school of thought propagates the independence of employees in deciding and executing their assigned tasks as the only way to attain performance. Micromanagement transfers the responsibility back to the controlling manager and in that environment the commitment of the employee to the task is lost. In the circumstance, corporate sustainability

becomes the responsibility of the controlling manager and not the collective responsibility of those who execute tasks from the shop floor to the top management.

Another participant illustrated their experience of the corporate culture as the following;

“In the recent past, our organisation, I seen a drastic change in. The leadership no leadership is their positions. Both in executive leadership and in our human resources department, this drastic change has severely impacted on the perceived culture from the proverbial bottom of the totem pole where I'm sitting. Although not many policy changes were affected, policy implementation has drastically changed. The new guys are stricter than what the previous let's call it regime was. This change has caused a lot of emotional motivating factors that form part of the initial reasoning for implementation of policy to be viewed differently. I want to say analytical manner. And the vision and mission of the organisation has also not changed. On paper, it's still the same, but measuring of these aspects were impacted by the newly appointed former leaders. The many in which management deals, negotiate and communicate with employees has severely changed. This is imposed the drastic inhibiting factor on our corporate culture as the longest surviving employees like me when we are the ones that are quick to reflect on what we call the good old days.”

In the above contribution, the employee feels outdone by the changes the organisation has made despite the vision, mission and the policies of the organisation has hardly changed. There is a change of leadership described as “drastic”, which maybe problematic for an organisation which is used to a slow process of talent renewal as opposed to a wholesome change. A sudden change in Leadership, being the vanguard of corporate culture, also means a sudden change in the corporate culture and the experience of the participant is in the negative as changing the way things are done without changing the target may not have been necessary in the eyes of the participant. Cameroon and Quinn (2011) had argued that it is difficult to implement new initiatives while keeping the corporate culture unchanged. In this instance new leadership initiatives clearly makes employees uncomfortable particularly coming from a culture environment where leadership renewal was a gradual process.

In conclusion, corporate culture is imbedded in the work of organisational managers and leaders, the management and leadership problem in an organisation can be defined in terms of the corporate culture. The experiences of the participants with the corporate culture of the organisation were mostly negative for the reasons that the organisation was elitist in its recruitment, preferred to micromanage employees and chose a to wholesomely change its leaders without giving time for the prior culture of gradually doing so.

4.3.3 Theme 3: Sources of corporate culture

Participants were asked to list sources of corporate culture. There was sufficient evidence to shows participants were knowledgeable of where corporate culture stems from and what a good corporate culture entail. The participants identified several sources of corporate culture in an organisation: employees characteristics, employees decisions, employees structure These sources align with arguments in literature (Cremer, 1993) and (Linnenluecke & Griffiths, 2010). One of the participant listed and explained the following:

“One of the sources of corporate culture are the characteristics of people within the organisation, the decision made within the organisation. And then the second one, organisational Structure, External and internal environments, The ethical climate that touches on the work environment, The work environment, safety of employees, care practice that promote, adherence to corporate governance, ethical conduct of corporates like admin, insurance, policy making and public relations, corruption, nepotism, lack of integrity and lack of professionalism and the results of organisational culture that would greatly reflect these values.”

In summary the participant identified was able to to confirm employee characteristics, decisions, the structure and both the external and internal business environment as a source of corporate culture. It had been argued that Corporate culture is an integral part of improving a company's sustainability performance whereby Organisational culture is defined as a cognitive framework made up of attitudes, values, norms of conduct, and expectations (Greenberg & Baron, 1997). Smircich (1983) postulated that

organisational culture is a pattern of meanings or understandings shared among members of an organisation. Thus employees play an integral part in shaping corporate culture but also the environment consisting of ethics, standards and expectations. Another participant offered a direct response and contributed that:

“Policies and procedures, monetary and non-monetary rewards, team building, work ethic and management’s interaction with staff, leadership style and the way in which direction is gives”.

In summary the contribution outlines the elements in the internal environment that are contributory to shaping corporate culture. Another participant added that :

Corporate culture starts with our strategic plan, come from our legislative mandate and from our vision and our mission and lastly stakeholders. But sometimes you know the source of the culture changes because we report into the Department of Higher Education and training, there are a lot of demands on us as an organisation, the urgency of requests and having to prioritise the requests over, maybe your boss's request because they've got a deadline.

The contribution affirms the elements of compliance to standards and methods in the internal environment as dictated by leadership and managers. The strategic plan is also important as it clearly draws out the horizon for the organisation and how it intends to attain its horizon. In that view, organisations has an understanding about what must be done to get where it is going which is shared among its employees becoming a source of corporate culture.

In the final analysis, the internal and external environments are critical sources of corporate culture just as well as employees arrayed in the organisation structure.

4.3.4 Theme 4: How organisations sustain corporate culture

The participants were asked to respond to a question on how the organisation sustains corporate culture. One participant had the following to say:

“Corporate culture is maintained through Interactions with staff, making sure that on a quarterly basis we have management meetings and then those managers also then you know, translate what they learned in that interaction to their teams. So that's kind of how the corporate culture is sustained. Managers

conduct themselves within their teams, further sustains the corporate culture. it's continuous feedback between the teams and leadership.”

The participant's contribution was to the fact that corporate culture is sustained through an interaction between managers and employees in teams. Part of the management work is to ensure the deliberate aspects of corporate culture are controlled and established as they are believed to form part of organisational performance. In fact the learning process of employees within an organisation includes aligning to the corporate culture. Managers and leaders are expected to lead in setting the example which if followed becomes corporate culture for organisational performance. In that context corporate culture is also sustain through the work of managers and leaders in managing and leading their teams. The contributions of participants aligns to literature in (Hampden-Turner, 1990).

The second level of corporate culture is embedded in performance management which is the responsibility of every employee at all levels of the organisation. One participant had the following to say:

“The showing appreciation of staff outputs, providing continuous feedback, acknowledging the strengths of staff/employees and making them feel valued”.

The contribution captures the reward stage of performance management at which those employees exhibiting the values and aligning to the corporate culture are either rewarded or punished with a view to reinforce good behavior and in this case, good corporate culture values, or discourage those misaligning with the corporate culture. One way of reinforcing the corporate culture is acknowledging corporate culture champions, tracking such performances while acknowledging them at every turn. At a higher level value can be attached to attainment of certain levels of the corporate culture. Another area of importance when it comes to sustaining corporate culture is the enforcement of corporate culture as a standard that applies across the organisation and not just a portion of the organisation which could also be referred to as an elitist approach in which certain departments have their own culture which is not aligned to that of the rest of the organisation. Another participant had the following to say:

“Leading by example, instilling values from top management to support staff to ensure that values are applied across the organisation and not only within a certain division or have it applied to only a certain group of individuals.”

And another contributed;

“A healthy culture contributes to their stability, good performance, and lack of workplace negativity, employees are always kept abreast of the latest developments in the respective areas through trainings and communications and this filters down into all tasks carried out by the employees.”

In the end, sustaining a corporate culture requires the concerted effort of all employees, managers and leaders. The interaction between employees and managers in teams has the role of sustaining corporate culture and so does the function of performance management which is the responsibility of all members of the organisation.

4.3.5 Theme 5: Corporate Culture and Leadership Perception in organisation

Participants were asked how corporate culture impacts on how leadership is perceived in the organisation. The responses show that participants had different views of how corporate culture impacts on how leadership is perceived in the organisation. One participant contributed that:

“When a positive corporate culture is displayed and employees are confident in their leadership, they go the extra mile to work harder and produce better results. Great leadership has an influence on the success rate of an organisation”

In this view positive corporate culture is associated with employee confidence in leadership. In that sense, employees understand the corporate culture and they expect their managers or leaders to be champions of it. In fact good leadership is viewed in the sense that these good leaders influence the employees to align with the corporate culture. Corporate culture becomes the key result area for good leadership and subsequent the performance of the organisation. Employees are also motivated when the manager or leader is willing to tow the line of the corporate culture hence are willing to “go the extra mile..”. A broader view would be that employees join companies whose corporate culture they admire and when they find managers and leaders willing to

inspire them in that direction they will perform leading to the organisation performing as well. The views align with (Kim Jean Lee & Yu, 2004).

Another participant had the following to say:

“Leadership plays a vital role in sustaining a corporation as this is where the tone of corporate culture is set. As everyone within a leadership position has their own leadership style, leaders need to ensure that the corporate culture is set and is attainable for all employees”

In the above contribution the role of the leader in setting the tone for corporate culture in an organisation is affirmed but leadership styles are suggested to be independent of corporate culture. The view aligns with the thinking that all leadership styles can be suitably be applied in all corporate cultures as they are independent of corporate culture but personal to the manager or leader who must approach tasks in his/her own way. Studies on leadership styles have found several leadership styles existing within one organisation with a distinct corporate culture. The view that leadership styles are applicable in all corporate cultures, informs talent recruitment and challenges notions of corporate culture fit which have seen recruiters seeking and eliminating candidates on the basis of leadership style traits picked in interviews. Another participant remarked:

“Corporate culture severely impacts on the views of leadership in the current leadership, is constantly being measured against. The standards Of the previous leadership. In most cases, the current leadership is perceived as being negative and falling short in relation to the previous leadership. Remember, we are measuring against the good old days and our organisation went through a similar event and we had a huge turnover of senior managers and executive managers, about 15 years ago, the round about 2007. At that time, the emotion associated with the radical change was similar to what we now experience. At that time, I was one of the newest recruits in the organisation. This time around, I'm one of the oldest in terms of years of employment.”

The view strongly stresses the fact that corporate culture is the standard by which individual performance can be measured against. In another perspective corporate culture are the values of the organisation which leadership must be exemplary on in leading the organisation. A participant remarked that:

“Influence of leadership is that they should lead by example. Being ethical and truthful to the organisational values that have an implant impact on the organisation, organisation, Ethics. Because employees look up to them and follow what they do, so they must work, they talk. Trust values ethics. If leadership doesn't follow these then the organisation may, may, may sink to the ground. And this would affect productivity and damage it's reputation. There must be trust between employees and employer. Not leaving to the these values, mission, and mission statement of the organisation where everyone is doing their own thing. Then this is a problem.”

And another participant contributed that;

“Corporate culture should be valued by the leadership if leadership is not demonstrating corporate culture values then the corporate culture becomes less important in your daily activities. If it is demonstrating corporate values then the corporate culture strengthens leadership at the top and pulls it all together. It's not about the of which level you are in. The organisation is basically about the a team's functionality and the function that your team performs within the organisation and the mini culture that they set for themselves as a group basically, They all have their own targets that they have to achieve.

In these contributions is the realization that corporate culture drives organisational and individual performance which in turn are the main ingredients for corporate sustainability. Sustainable organisation make it a habit to set objectives, milestones and steps towards a broad horizon and moves in that direction utilizing materials, manpower, machinery, minutes, money and management within a distinct corporate culture.

4.3.6 Theme 6: Impact of Corporate Culture on organisation?

Participants were asked to describe their perceptions of how corporate culture affects or influences an organisation. One participant had the following to say:

“Company culture is a powerful tool that can positively impact sales and profits, morale of employees, recruitment, long term staff, punctuality, and absenteeism. It attracts people who want to work there, and it also attracts business opportunities for the company. It can inspire more productive and positive employees at work.

The participant listed several ways corporate culture can impact the organisation: positively impact profits, sales and staff morale, attract the right talent and opportunities for the company. Again these are the ingredients that make up corporates sustainable according to (Ayman & Korabik, 2010; Greaves, 2012; Mcguire & Palus, 2015). One has to be a going concern to be sustainable meaning that the organisation must be financially sound, with the right talent and capable of attracting opportunities in the market place to be sustainable. Another participant contributed that:

“Corporate culture reflects the organisation itself you see. It will impact in terms of what you value as an organisation if you if the culture really isn't about serving clients, issues of stakeholder relationships, but if you value your stakeholders, if you value people. Corporate culture impacts an organisation internally and externally because there are other organisations where you're not just an employee, you part of the family. You are Welcomed, whether you are a visitor, whether you know you are a consultant, whether you know you're coming to work with us part time or full time, you belong. in terms of employee morale and motivation. The culture can have an impact. And obviously, when motivation and morale, it can impact positively, it means that your staff will deliver. But when it's negative, it means that employees will be demotivated.”

Corporate culture is indeed an opportunity, according to the participant, to fashion the organisation for performance by bringing on board family values and these values are associated with organisational performance. There is confirmation that the mechanical approach to managing employees for performance is superseded by an approach that manages the social needs of employees. There is a need for belonging for employees, in line with findings that human beings are social animals and when their social needs are met they will perform. And another had the following to say about corporate culture;

“culture does influence the day-to-day, and the efficiency in the organisation. if there is that culture in an organisation where people really, you know the purpose of their organisation and the reason for their job’s tasks will always be performed with care and to the best of our ability, it means that we’ll have happy clients. But if we don’t have that culture of serving, I’m sure you’ve experienced it in many organisations. people always complain. As a result, culture affects service delivery, it also affects, the perception or the reputation that the organisation. Corporate culture reflects the leadership. Culture reflects what employees value. in terms of employee morale and motivation, the culture can have an impact positively or negatively.”

And another had the following to say about corporate culture;

“Corporate culture influences management styles and interactions with all stakeholders and affect daily operations Or people become disgruntled with leadership, then that impacts on the organisation, If there's a big change in legislation and management is not able to convey appropriately what is required and why it's required, that can also impact on corporate culture and it would take a while for the organisation to adjust, corporate culture impacts on the organisation as it affects how we work and employee collaboration to achieve strategic goals.”

The general view is that corporate culture is the glue that binds the organisation together. The corporate culture guides how the organisation makes decisions, collaborate in teams, responds to the different management styles and executes its mission towards a defined organisational vision.

4.3.7 Theme 7: Understanding corporate sustainability.

In order to establish the influence of corporate culture on corporate sustainability, participants were asked to demonstrate their understanding of the construct of corporate sustainability. One participant contributed as follows:

“Corporate sustainability is to work towards a positive future for the organisation and creating long term value-add for both staff and company success. To ensure less people leave the organisation for greener pastures or lack of growth.”

The participant noted that corporate sustainability denotes the future of the organisation not just existential but feeding from an incremental value. Where value has not been incremented the organisation may stop being sustainable because the odds against the organisation are also incremental. The participant also associated sustainable organisation with minimal staff turnover. Employees leave organisations without a clear future where there is value. If employees perceive that a company will shut down, for whatever reason, they will seek to leave if they can. According to Yilmaz, K. & Fluoris, T (2010), corporate sustainability includes three aspects of needs known as the "triple bottom line." economic prosperity and opportunity; social equity and quality of life, and ecological resource preservation. Organisational culture, environmental sustainability, and digitalization impact business development and sustainability. Another had the following to say about corporate sustainability:

“An organisation having and working towards a common goal is corporate sustainability, uniformity of process and procedures to reach a goal is corporate sustainability, when an organisation has an unfailing willingness to achieve a goal this will lead to long term sustainability”

Aside from the future prospects of an organisation in terms of its business model and environment, corporate sustainability can be viewed from the effort the organisation is putting in attaining its defined vision and objectives. The commitment to its vision and objectives can be expressed by the uniformity of process and procedures but also consistent investment in ensuring the path to the horizon is maintained. Another participant added that:

“Corporate sustainability is beyond just the economic sustainability or profitability. Corporate sustainability looks at the triple bottom line in terms of the people, the environment and profit. Corporate sustainability looks at an organisation's impact on the environment, the Community, and society at large in the environment. Corporate sustainability is about ensuring that balance in terms of the economics, making profits, making an impact in the environment. That we operate in, and communities that we operate in.”

The participant affirms the notion that corporate sustainability has to do with the construct of the triple bottom line. An organisation must appraise itself against its

profitability, social (people) and its environmental license. The triple bottom line if maintained results in the organisation achieving corporate sustainability. Another participant added to the debate the role of technology, stakeholder management and employee engagement as follows:

“ My understanding of corporate sustainability is that the organisation has to keep up with technology development, user friendly systems that that accommodate internal and external stakeholders. Always be on top of the game, improve employee engagement, sustain the value, ethics and leaves of the organisation.”

There is adequate understanding of the construct of corporate sustainability among the sample participants.

4.3.8 Theme 8: Influence of Corporate Culture on Corporate Sustainability.

The totality of the discussion is to respond to the question how corporate culture can influence corporate sustainability?. It has been discussed within the different themes above that corporate culture forms the center piece for the long term survival of the organisation from which the organisation's corporate sustainability can be build upon. In that frame of thinking a positive corporate culture is positively associated with corporate sustainability. The relationship is underlined in the contribution of a participant who asserted that:

“A negative, non-inclusive corporate culture will have negative impact on corporate sustainability in the long term and could foresee the demise thereof, The lack of soft skills within leadership, a lack of embrace in differences, diversity, equality and inclusion.”

It is important to highlight that the negative impact will be felt in the long term whereof, in that long term, corporate sustainability is realized. Lozano (2013) showed that there are several cultural barriers, including emotional, behavioral, and informational barriers, to change processes that impede the implementation of enterprise sustainability performance. These barriers are equally barriers to corporate sustainability. Corporate culture can have a positive impact on a company's sustainability, but it can also contribute to corporate performance, which is the ultimate goal of the triple bottom line approach. Companies that focus on developing a unified

culture that guides the behavior of all employees are more likely to be successful and sustained in the long term. The broader perspective ascribes corporate culture as the means by which the society and the environment can be protected. A participant observed that:

“Corporate culture can impact corporate sustainability by means that if rules are broken it can have a negative impact on the community and society can potentially suffer or even worse the planet suffers over and above the profits. “

Leaders that understand the corporate culture and engage the work tasks and employees on its basis and prescriptions are likely to think about the future of the organisation and prepare it to be even more relevant then. A participant captures this perspective in contributing that:

“Distrust between leadership, management and employees creates a barrier in operations. If the culture of the organisation is nonexistent. There is a lack of sustainability, there must be leadership that is driven to Empower employees. That way organisations can build a stronger relationship that can lead to sustainability.”

And another participant contributed that;

“I think there's a lot of obstacles that can be encountered on, you know, through corporate culture, on the sustainability of the organisation. if the corporate culture is negative, people tend to become quiet, they don't want to share ideas, and they tend to be weary of saying anything that might be wrong because you know it might. When the corporate culture is not accepting there is no potential of failing forward, this impacts sustainability negatively.”

The contributions relevantly answers the research questions.

4.4 Discussion

It is clear from the data presented that corporate culture stems from values, ethics, beliefs and behaviour within an organisation. Participants demonstrated a good understanding of the term corporate culture were the the theme captured the understanding of the construct as expressed in the cultural perceptions, concepts, and experiences of support staff, department supervisors, and department managers about

this phenomenon. Participants also affirmed that corporate culture is imbedded in the work of managers and leaders in the organisation, the management and leadership problem in an organisation can be defined in terms of the states of the corporate culture. The experiences of the participants with the corporate culture of the organisation were mostly negative for the reasons that the organisation was elitist in its recruitment, preferred to micromanage employees and chose a to wholesomely change its leaders without giving time for the previous culture of gradually doing so. The interaction between employees and managers in teams was identified as having the role of sustaining corporate culture and so did the function of performance management which is the responsibility of all members of the organisation.

Contributions by participants show a realization that corporate culture drives organisational and individual performance which in turn are the main ingredients for corporate sustainability. Sustainable organisation make it a habit to set objectives, milestones and steps towards a broad horizon and moves in that direction utilizing materials, manpower, machinery, minutes, money and management within a distinct corporate culture. Further to these contributions is the general view that corporate culture is the glue that binds the organisation together. The corporate culture guides how the organisation makes decisions, collaborate in teams, responds to the different management styles and executes its mission towards a defined organisational vision. Corporate sustainability was also a well understood construct depicting the existence of the organisation in the future due to its ability to incrementally add value over and above the odds that militate against it.

In conclusion the influence of corporate culture to corporate sustainability is seen as positive. Establishing a positive corporate culture should be a necessity for organisations that are bend on being sustainable in the future. Managers and leaders of organisations must always think about the corporate culture in their daily engagement and in that way they are actually preparing the organisation for sustainability. Successful organisations have distinct corporate culture which the employees, managers and stakeholders are consciously or subconsciously driving.

4.5 Chapter summary

In this chapter the outcomes of the data analysis were presented in the form of themes where discussions were made. The discussions were relevant to satisfying and viably answering the research objectives and questions. The chapter ended with a conclusion to the discussions and a management implications section.

6 CHAPTER FIVE

RECOMMENDATIONS, FUTURE STUDIES AND CONCLUSION,

5.1. Introduction

In the previous chapter, the results of the analysed data were presented. Beginning with the demographic profile of the participants, followed by results relevant to achieving the study objectives. Participants were requested to provide information pertained to their gender, age group, work experience and education profile. In this chapter the findings of the study are presented and recommendations made starting with recommendations that are relevant to the objectives of the study followed by those with regards to the opportunities for further studies in the study focus area of corporate culture and corporate sustainability. To present the results, the objectives of the study were presented and a discussion was made as to how satisfied they were with the results of the study. Research objectives are indicated in the section.

5.2. Objectives of the study

Four main objectives of the study were couched as follows:

- To establish employees' understanding of corporate culture.
- To describe employees' understanding of the concept of corporate sustainability.
- To explain the link between corporate culture and corporate sustainability in organisations.
- To determine the impact corporate culture has on corporate sustainability in SETA organisations.

The study was able to satisfy the objective of the study which are then presented as the findings of the study in the following section.

5.3 Findings of the study

To establish employees understanding of corporate culture.

Participants demonstrated a good understanding of the term corporate culture were the the construct was explained and expressed in the cultural perceptions, concepts, and experiences of support staff, department supervisors, and department managers who made out the study's sample, the phenomenon is clear from the data set presented that corporate culture stems from values, ethics, beliefs and behaviour within an organisation. Participants also affirmed that corporate culture is imbedded in the work of managers and leaders in the organisation. A bigger potion of the management and the leadership problem in an organisation can be defined in terms of the state of the corporate culture. The was alignment between what is held in literature and what the participants understood about the construct of corporate culture.

Further to, participants were able to describe their negative experience with the organisation's corporate culture which they described as elitist in talent recruitment, micromanagement and has been drastically changed without altering the strategic direction of the company. Participants identified employee characteristics, decisions, the structure and both the external and internal business environment as a source of corporate culture.

To describe employees' understanding of the concept of corporate sustainability.

Employees participants in the study noted that corporate sustainability denotes the future of the organisation not just existential but feeding from an incremental value. Where value has not been incremented the organisation may stop being sustainable because the odds against the organisation are also incremental. Futherto, corporate sustainability was associated with the attainment of the triple bottom line and technological adoption. An organisation must appraise itself against its profitability, social (people) and its environmental license. The triple bottom line if maintained results in the organisation achieving corporate sustainability.

To explain the link between corporate culture and corporate sustainability in organisations.

Permeating throughout the data set is the need for organisational and individual performance towards attaining the triple bottom line and that corporate culture is the

To determine the impact corporate culture has on corporate sustainability in SETA organisations.

way to foster such performance which subsequently lead to corporate sustainability. Managers and leaders are presented with corporate culture among others to manage the organisational and individual performances. In that way there is a direct linkage positive linkage between corporate culture and corporate sustainability. A good and sustained corporate culture will lead the organisation to attain corporate sustainability by incrementally building the required value but also delivering on the triple bottom line consistently.

The impact of corporate culture on corporate sustainability is positive. Corporate sustainability relies on organisational and employee performance. A good Corporate culture has been identified as a prerequisite for organisational and employee performances. Managers work is cut out in that they ought to manage and sustain a good corporate culture which is a requirement environment for employees to perform and when employees perform the organisation also performs and such performances are the requisites for corporate sustainability. The MERSETA organisation, in response to the positive impact of corporate culture on corporate sustainability, must deliberately manage the corporate culture of the organisation with a view to ensuring corporate sustainability.

5.4 Management implications

The management implications arise from the positive influence that that corporate culture has on organisational and individual performance. Managers and leaders are then expected to deliberately manage and influence the corporate culture with a view to attain organisational and individual performances. A negative corporate culture will hinder organisational performance and limit individual performances of employees. Progress on establishing a positive corporate culture must be embedded in the performance Management systems and be an important part of the performance appraisals of managers, leaders and that of the organisation. Leadership and

management styles could be adapted to corporate cultures and may not, in themselves, determine the corporate culture of an organisation.

5.5 Recommendations of the study

It is recommended that:

- The Human Resources policies of an organisation with regards to criteria for selection need to factor the corporate culture aspects of the organisation.
- Organisational strategy must clearly spell out the corporate culture requirement for the organisation to attain its objectives.
- Managers and employees must have a clear understanding of the relevant corporate culture required for organisational performance.
- Performance Management Systems must incorporate the appraisal of individuals and the organisation on the targeted corporate culture and progress on the corporate sustainability objective.

5.5. Future study

It is recommended for future study that:

- The construct of corporate culture be further examined both quantitatively and qualitatively for linkages with corporate strategy, employee motivation and management or leadership styles.
- The linkage between corporate culture and corporate sustainability be examined through a deductive approach to theory with a view to proving the positive association.
- Corporate sustainability broken into its elements, here described as the future state, incremental value, triple bottom line and adoption of technology be examined for consistency with strategic underpinnings of organisations.

5.6 Conclusion

The study was able to satisfy its objectives and provides answers to the research questions. The qualitative research method utilised in this study was sufficient in that it utilised a small sample and despite the size of the sample a point of saturation was

declared and sufficient theories were generated to the satisfaction of the study objectives. Data analysis took the form of thematic analysis manually conducted by the researcher who immersed herself in the data who despite it being an overwhelming exercise was, however, able to extract the relevant responses to the research questions. The study was conducted within the confines of the ethical clearance given out by the university. The study have established that corporate culture and leadership styles thus have an impact on public sector SETA organisations in South Africa.

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ANNEXURES

ANNEXURE 1: DATA COLLECTION INSTRUMENT



Structured Interview Guide

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Cell: (+27)83 719 7640
Email:

Joseph.Lekunze@nwu.ac.za

30 April 2022

CONSENT LETTER FOR PARTICIPATION IN A RESEARCH STUDY

I volunteer to participate in a research study conducted by an MBA student from the NWU Business School. I understand the research study is designed to gather information in a study titled “**Assessing the influence of corporate culture on corporate sustainability in a selected Sector: Education and Training Authorities (SETA) in Gauteng, South Africa**” as a requirement for the completion of an MBA degree. As a participants:

1. My participation in this study is voluntary. I understand that I will not be paid for my participation. I may withdraw my participation at any time in the process without any penalty. If I decline or withdraw my participation from the study, no harm will come to me because of my action.
2. I understand that most of the questions I will find are interesting and easy to answer. However, if I feel uncomfortable in any way during the answering of any question, I have the right to decline to answer the question(s) and withdraw my participation.
3. No human tissue, blood test, or any other activities that may result in physical, emotional or psychological damage to me as a result of my involvement in this study.
4. My participation involves answering questions in the form of semi-structured interviews from the Researchers in University Business School. The exercise may last between 30-45 minutes.
5. I understand that the researcher will not identify me by name in any reports using information obtained from this research and that my confidentiality as participants will remain secure. Subsequent uses of records and data will be subject to a standard data use policy which protects the anonymity of individuals and institutions.
6. I have read and understand the explanation provided to me. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this research study.

7. I have been given a copy of this concern form

I Accept/agree

I do not Accept/Disagree

MBA RESEARCH

Dear Manager

The purpose of the interview guide is to collect data that would help in “Assessing the impact of corporate culture on corporate sustainability in selected Sector Education and Training Authorities (SETA) in Gauteng, South Africa”. We appreciate your help in providing this crucial information. The information gathered in this research will remain confidential and anonymous. Participation in this study is completely voluntary and you are allowed to withdraw anytime. The outcome of this study will be shared with you upon request.

Yours faithfully

Principal Researcher: Prof JN Lekunze

Email: Joseph.Lekunze@nwu.ac.za.

Cell: 0837197640

Researcher: Shantineese Miller

Tel (work):016910 3156

Mobile: 0658184310

E-mail: millershantineese@gmail.com

The researcher will ensure that all results will be kept confidential, and no ethical guidelines will be breached. The researcher and researcher supervisor as well as the statistician will be the only persons having access to the data.

Instructions for completion

1. Please answer all questions honestly
2. You are allowed to tick more than one box, where applicable

Interview Guide: *Assessing the influence of corporate culture on corporate sustainability* in a selected Sector: Education and Training Authorities (SETA) in Gauteng South Africa.

Section A: Demographic Questions

1. Indicate your gender	Male	Female
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1. Indicate your Age group	20 - 29	30 - 39	40 - 49	50 - 59	60 - 65
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2. How many years have you worked for your current company?	0 - 5	6 - 10	11 - 15	16 - 20	20+
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3. Indicate your highest academic qualification	Education qualification
Lower than Matric	
Matric	
Certificate	
Diploma (Technical/Business College)	
University degree	
Post Graduate degree	
Master's degree	
Doctoral degree	

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Section B: Research Specific Questions

4. What is your understanding of the term corporate culture?
5. Tell me about your experience of the culture of the organisation?
6. What are the sources of corporate culture?
7. How do and organisation sustain corporate culture?
8. How do you think corporate culture impacts how leadership is perceived in your organisation?
9. In you own view and understanding explain how corporate culture impacts your organisation?
10. What do you understand about the concept of corporate sustainability?
11. What is your perception of the influence of leadership styles on corporate sustainability?
12. In your opinion what are the obstacles if any that corporate culture has on corporate sustainability?

ANNEXURE 2: APPROVAL LETTER TO CONDUCT THIS STUDY FROM SETA



merSETA
MANUFACTURING, ENGINEERING
AND RELATED SERVICES SETA

Enquiries: Ms. Doreen Mbodla
Email: dmbodla@merseta.org.za

Ms. Shantineese Miller
Per email: millershantineese@gmail.com

20 April 2022

Dear Ms. Miller

RE: RESPONSE TO YOUR REQUEST TO CONDUCT RESEARCH WITHIN THE MERSETA IN RESPECT OF "IMPACT OF CORPORATE CULTURE ON CORPORATE SUSTAINABILITY OF A GOVERNMENT ENTITY IN THE SOUTH AFRICAN CONTEXT."

**SHANTINEESE TAMARIN MILLER
STUDENT NUMBER 36751715**

The above refers.

Your request for access to the merSETA organisation has been assessed. At this stage, we approve your access to the following:

1. Employees of the merSETA in order to conduct interviews only. Please note that said interviews are subject to the availability of the employee in question together with their consent to participate in your research exercise.

We wish to reiterate that you must obtain the consent of the employee to participate

Yours sincerely,

WAYNE ADAMS (MR.)
CHIEF EXECUTIVE OFFICER

Head Office
8 Hillside Road, Metropolitan Park Block C
Parktown, Johannesburg, 2193
P O Box 51826, Marshalltown 2107
Telephone No: 010 219 3000
www.merseta.org.za

ANNEXURE 3: NWU THICS APPROVAL LETTER



Private Bag X1290, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Fax: 018 299-4910
Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics
Tel: 018 299-4849
Email: nkosinathi.machine@nwu.ac.za

21 June 2022

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the **Economic and Management Sciences Research Ethics Committee (EMS-REC)** on 27/05/2022, Round Robin the Economic and Management Sciences Research Ethics Committee hereby **approves** your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-REC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: Assessing the impact of corporate culture on corporate sustainability in selected Sector Education and Training Authorities (SETA) institutions in Gauteng	
Study Leader/Supervisor (Principal Investigator)/Researcher: Dr JN Lekunze - MBA	
Student: Miller, ST (36751715)	
Ethics number:	N W U - 0 0 6 6 1 - 2 2 - A 4
	<small>Institution Study Number Year Status</small>
	<small>Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation</small>
Application Type:	Risk: Low
Commencement date: 21/06/2022	
Expiry date: 21/06/2023	
Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.	

Special in process conditions of the research for approval (if applicable):

<p>General conditions:</p> <p>While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:</p> <ul style="list-style-type: none"> The study leader/supervisor (principle investigator)/researcher must report in the prescribed format to the EMS-REC: <ul style="list-style-type: none"> annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study. The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the EMS-REC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited. Annually a number of studies may be randomly selected for an external audit. The date of approval indicates the first date that the study may be started. In the interest of ethical responsibility, the NWU-SCRE and EMS-REC reserves the right to: <ul style="list-style-type: none"> request access to any information or data at any time during the course or after completion of the study;

1

<ul style="list-style-type: none"> to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process; withdraw or postpone approval if: <ul style="list-style-type: none"> any unethical principles or practices of the study are revealed or suspected; it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented; submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or new institutional rules, national legislation or international conventions deem it necessary. Please note that the ethics approval of this application is subject to the Covid-19 protocols.

The EMS-REC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the EMS-REC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely,

Mark Rathbone
Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-West University, ou=Business management, email=mark.rathbone@nwu.ac.za, c=ZA
Date: 2022.06.22 14:28:04 +02'00'

Prof Mark Rathbone
Chairperson: NWU Economic and Management Sciences Research Ethics Committee

ANNEXURE 4 : LANGUAGE EDITING LETTER



ABC SOLUTIONS

ACADEMIC AND BUSINESS COACHING SOLUTIONS

Cal/Law/04/2022

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CONTACTS

C : 073 700 0192
D : 083 536 6821
E : MAKETHEMUC@YAHOO.CO.UK
W : WWW.CALLINKINVESTMENTS.CO.ZA

Monday 14 November 2022

CERTIFICATE OF ENGLISH EDITING

To whom it may concern

This is to certify that the dissertation titled **Assessing the impact of corporate culture on organisational sustainability of a selected Sector Education and Training Authority (SETA) Gauteng**, to be submitted by ST Miller (36751715) to the NORTH-WEST UNIVERSITY has been edited for language by ABC Solutions, a division of Cal Link Investments. Neither the research content nor the author's intentions were altered in any way during the editing process.

ABC Solutions guarantees the quality of English language in this paper, provided our editor's changes are accepted and further changes made to the paper are checked by our editor. The referencing and sources were checked, as far as was possible, as per the university's referencing guidelines.

The final corrections and adjustments remain the responsibility of the author.

Callen W Maketshemu (MBA, DME, MACP)

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