

Determining the impact of organisational culture on a water utility supplier's strategy

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DEDICATION

This research study is dedicated to my late mentor Virginia Linda Botha who made her transition to eternity early this year. You are the one who inspired and motivated me to register for the program and have continuously encouraged me to soldier on no matter the challenges experienced throughout this journey.

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ABSTRACT

Background: The water sector in South Africa has been facing several challenges which necessitated that government reacts swiftly and appropriately to these challenges. This, in turn, has placed a severe burden on the Company (reference of the organisation under review in this study) as an entity of government to respond adequately to the continuous changing water sectoral landscape. These changes in the sectoral landscape demand that the Company continuously assess whether its strategy is still relevant in achieving its mandate as prescribe by the legislation that governs such institutions.

Research has shown that organisational culture is one of the critical pillars that need to be aligned with a company's strategy in order to ensure competitive advantage and effectiveness of such organisation.

Research aims: The aim of this study is to identify the type of organisational culture that exists within the Company. Due to the legislated mandate of the Company and the challenges presented by the sector it operates in, the Company is necessitated to operate in a new space which is not within its traditional business domain. This new space requires the Company to adapt its culture to align with the new strategy.

Method: An empirical study is conducted to determine the current type of culture within the Company by using the Competing Values Framework. This culture is assessed against the strategy to measure any alignment between them.

Key findings: The study shows through a literature review that an organisation's strategy will be affected if is not aligned with the organisational culture. The study also identifies gaps for improvement and makes recommendations to the management of the Company on what change management interventions are required to foster such alignment.

Keywords: Organisational culture, effectiveness, competitive advantage

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LIST OF ABBREVIATIONS

CEO	:	Chief Executive Officer
COMPANY	:	Refers to the company at which the study was conducted
CVF	:	Competing Values Framework
DWS	:	Department of Water and Sanitation
KPA	:	Key Performance Areas
KPI	:	Key Performance Indicators
MDG	:	Millennium Development Goals
OCAI	:	Organisational Culture Assessment Instrument
OC	:	Organisational Culture
SAA	:	South African Airways
SD	:	Standard Deviation
SPSS	:	Statistical Package for Social Sciences

CHAPTER 1

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Organisational culture, through its assumptions, values, norms and symbols, determines the way in which the people in an organisation will perceive and interpret the reality within and around their organisation, as well as the way they conduct themselves in that reality (Janicijevic, 2012). Organisational culture has an impact on *how* an organisation changes, with the emphasis being on *how*. Janicijevic (2012) suggests that, when we align organisational culture with a change strategy, we will improve the efficiency of the change process.

Organisational culture has a strong impact on the organisation and management, which emerges from its nature and its content. Organisational culture is defined as a system of assumptions, values, norms, and attitudes manifested through symbols which the people in an organisation have developed and adopted through mutual experience and which help them determine the meaning of the world around them and how to behave within that world. The assumptions, values, norms and attitudes that employees in an organisation share, significantly shape their interpretive schemes (Janicijevic, 2011). According to Fiske and Taylor (1991) and Smircich (1983) (both in Janicijevic, 2012), employees in an organisation assign meaning to occurrences within and outside the organisation and understand the reality that surrounds them. The behaviour, actions and interactions of the employees emerge from the meaning that the reality of that organisation has for them. Schein (2004) suggests that organisational culture is a form of collective interpretive schemes shared by the employees in an organisation, due to which they assign meanings to occurrences, people and events within and outside the organisation in a similar way and treat them similarly.

For this reason, the culture of an organisation implies that all employees of an organisation similarly understand the organisation as well as a suitable way of its functioning, managing and changing. According to Wilderom et al. (2000) (in Janicijevic, 2012), the character of different components of management and

organisation, such as strategy, structure, leadership style, organisational learning, the system of rewards and motivation, emerges precisely from the way in which employees and management understand organisational reality and behave in it. Therefore organisational culture, through its influence participates in shaping other components of the organisation and management. Depending on the values and norms contained by the organisational culture, top management selects strategy and designs organisational structure, managers shape their leadership style, employees define their motives and needs, and the human resource manager designs the compensation system in a company. A concrete form of the impact of the organisational culture on an organisation and management differ in different kinds or types of organisational culture. In other words, different types of culture in organisations imply different strategies, organisational structure models, compensation systems, and leadership styles (Janicijevic, 2012).

One of the important components of management that is impacted by organisational culture is the management of organisational change. According to Janicijevic (2012), organisational culture impacts the selection of adequate organisational change management in the same way it impacts all other aspects of management.

1.2 PROBLEM STATEMENT

Cultural assumptions and values shared by the employees in an organisation determine the way in which managers and employees will understand the organisation itself (Janicijevic, 2012). This understanding will enable them to recommend an adequate change. Many organisations fail to successfully implement their strategic objectives due to a misalignment of corporate culture and change strategy. It is like pouring new wine into old skins (bottles) meaning endeavouring new challenges or markets with an old mindset. This is synonymous with state-owned entities especially in South Africa like Eskom, South African Airways (SAA) and Transnet to mention but a few. This study will focus on a specific company within the water sector in South Africa which will be referred to as the Company. Due to confidentiality reasons, we were not allowed to mention the organisation's name but were allowed to conduct the research as the study seeks to address a specific problem within the Company. It will, therefore, be herein referred to as the "Company".

1.2.1 Implications and opportunities for the Company

- The Millennium Development Goals illustrate this change in approach where the Company and other water boards are a critical component in meeting these goals. There are many important investments in infrastructure that have been identified by the Company, where the challenges are the provision of water.
- As a next step, the most appropriate strategy should be decided upon to approach the identified projects. This would include the selection of strategic partners for each individual project, which could include parties with technical, financial, institutional and economic expertise as and when required to enhance the capacity of the Company.

Achieving these may call for product suite expansion, growth into risky markets or for new ways of looking at partnering in areas where the Company does not have a geographical mandate. A commensurate effort needs to be undertaken to investigate the competencies and commercial/political postures required to address expansion needs.

1.2.2 Developmental State Framework

In line with the new developmental state framework, it is within the realms of new thinking for the government to look for new ways for delivery of basic services. Some of the proposed new ideas relate to delegating currently viable water boards to takeover assets of underperforming water boards and local councils.

While the local government was mandated to be the implementing arm for the provision of basic services, it has become apparent that they are under-resourced for these goals to be reached within reasonable times. This may further drive the government to look to better placed and well-resourced utilities. SALGA has indicated that government may increasingly look to water boards to even take over the water business at local government level to increase the pace of service delivery. This may require a change in legislation but given the imperatives of the new government, SALGA is of the opinion that this may happen sooner than expected. *The Company has to position itself strategically to be able to take advantage of this opportunity. These opportunities will require an appropriate organisational culture as these activities are outside of its normal business domain.*

1.2.3 Institutional Realignment

According to the Company's corporate business plan (2014), Department of Water and Sanitation (DWS) has initiated a process of institutional realignment of the water sector nationally. Part of the rationale for initiating this process is, amongst others, the need to speed up transformation of the water sector so that Government's developmental objectives and the objectives of Accelerated and Shared Growth Initiative for South Africa (ASGI-SA) are achieved, to promote efficiency within the water sector by reducing the number of institutions reporting to DWS, and to accelerate service delivery within the water sector.

The abovementioned developments (developmental state framework and institutional realignment) and current political landscape in the water sector affect the way the Company conducts its business with regards to growth imperatives. The Company on occasion would receive ministerial directives from Department of Water and Sanitation (DWS) to take over other struggling water utilities. These directives would mean venturing into a new territory, a new province which has its own associated political challenges and organisational culture. These kinds of directives would require the Company to adapt its approach in trying to address the need in the new area of service. These interventions normally require a new kind of organisational culture when you have to work in new territories or environments other than what that organisation might be used to. Failure to adapt your culture to the new environment is an invitation for failure in what you are attempting to address. It, therefore, requires the Company to review its current organisational culture and adapt it where necessary to align with the new strategy. This is of particular importance when it comes to merging one water utility with another. The strategies are mostly affected by the competing cultural paradigms that are not adapted before the strategy is embarked on.

The Company strives to maintain and grow its reputation as a reliable and trustworthy organisation within the water sector. The Company has a proud history in the provision of potable water in South Africa and this has been helped by the customer base that it serves. The Company's main servicing area is the Gauteng province which is the economic hub of the Republic of South Africa and hosts three of the eight metropolitan councils in the country.

Given this advantage, the Company is fully aware of the challenges that face adjacent provinces. The organisation is also aware of the need to play a greater role in the whole water service mandate. Pivotal to the Company's strategy is the pursuit of growth within the mandate given to them by the Water Services Act No.108 of 1997 (SA, 1997). In order to fully comply with the full legislative mandate of bulk water services provision, more emphasis needs to be placed on the sanitation side of the business.

The purpose of the corporate strategy is to:

- Provide an overview and understanding of the Company's strategic direction within the South African water services industry.
- Provide a corporate-wide planning framework that facilitates the alignment of all organisational activities with the following:
 - a) Policy Statement
 - b) Vision
 - c) Strategic Intent
 - d) Strategic Objectives and Values of the Company
 - e) Provided for economic assumptions and efficiency targets that drive portfolio business planning and corresponding resource allocation
- Provide organisational and inter-portfolio integration through the development and negotiation of business plans at the portfolio and corporate levels.

Water services delivery in South Africa has always been at the apex of national government objectives. Water service delivery has continued to rise in profile. It is recognised as one of the key levers to unlock economic growth, and in celebrating the current dispensation in the country and meeting the Millennium Development Goals (MDGs). The Company also recognises this increasing importance of water service delivery. The organisation recognises that it cannot remain a frustrated bystander of glaring water service backlogs. Therefore, while water service delivery is increasing in profile, there is a glaring absence of a champion to take up the mantle.

In the energy sector, Eskom stands head and shoulders in service delivery. The national government recognises the critical part that Eskom plays in meeting government mandates. Sadly such a champion is absent for national government to turn to in these times of urgent delivery of water services; as a result, the Company wishes to walk, hand in hand, with the national government in the speedy engagement of these backlogs.

The Company sees this as an opportunity to take up the mantle rather than shy away from the challenge. A number of alternatives have been investigated by the Company on the best way to be more visible to the national government. The best alternative must enable the Company to speedy turnaround its current situation and partner with national government in a more visible way. The Company believes that transfer to a Schedule 2 entity from its current Schedule 3B (PFMA) position is the best alternative. The water sector in South Africa has been facing several challenges which necessitated that government reacts swiftly and appropriately to these challenges. This, in turn, placed a severe burden on the Company as an entity of government to respond adequately to the continuous changing sectoral landscape. The Company, under its current leadership, had to ensure that the organisation's strategies are aligned with those of its shareholders in order to address the challenges presented by the sector.

This study seeks to determine what type of organisational culture currently exists within the Company and how this culture relates to the organisation's strategy, given the challenges that lie ahead for the Company.

1.3 OBJECTIVES OF THE STUDY

1.3.1 Primary objective

The main objective of the study is to determine the type of organisational culture that currently exists in the Company.

1.3.2 Specific objectives

The specific objectives of the study are:

- To determine if the existing culture is aligned with the current strategy.
- To determine what culture type the current strategy requires.

- Does the current organisational culture have an impact on the Company's strategy?

1.4 RESEARCH METHODOLOGY

1.4.1 Introduction

This chapter outlines the research techniques that were adopted and used by the researcher with the aim to achieve the outcomes of the research objectives to complete the study. These processes are outlined as the research design, population and sample, data collection, data analysis and ethical considerations that were taken into account.

1.4.2 Research Design

This will be a quantitative study. According to Bless et al. (2006), quantitative research relies on measurement to compare and analyse different variables. Denzin and Lincoln (1994) (in De Vos et al., 2005) suggest that a quantitative study emphasises the measurement and analysis of casual relationships between variables within a value-free context. A cross-sectional research approach will be used. Cross-sectional design means data collected at one single point in time and is most useful for describing differences in a population at that particular moment. The data will be collected and analysed on a correlational approach.

The Competing Values Framework (CVF) was chosen because it is an organisational culture taxonomy widely used in the literature (Ostroff et al., 2003). According to Cameron, Quinn and DeGraff (2006), measures of organisational culture that directly or indirectly assess the CVF have been administered in over 10 000 organisations globally within the following academic disciplines those being management, marketing, supply-chain management, accounting, social services, hospitality and health care. The reliability and content validity of Cameron and Ettington's (1998) measure of the CVF have been empirically supported in studies utilizing multitrait-multimethod analysis (Quinn & Spreitzer, 1991), multidimensional scaling (Howard, 1998) and structural equation modeling (Kalliath, Bluedron & Gillespie, 1999).

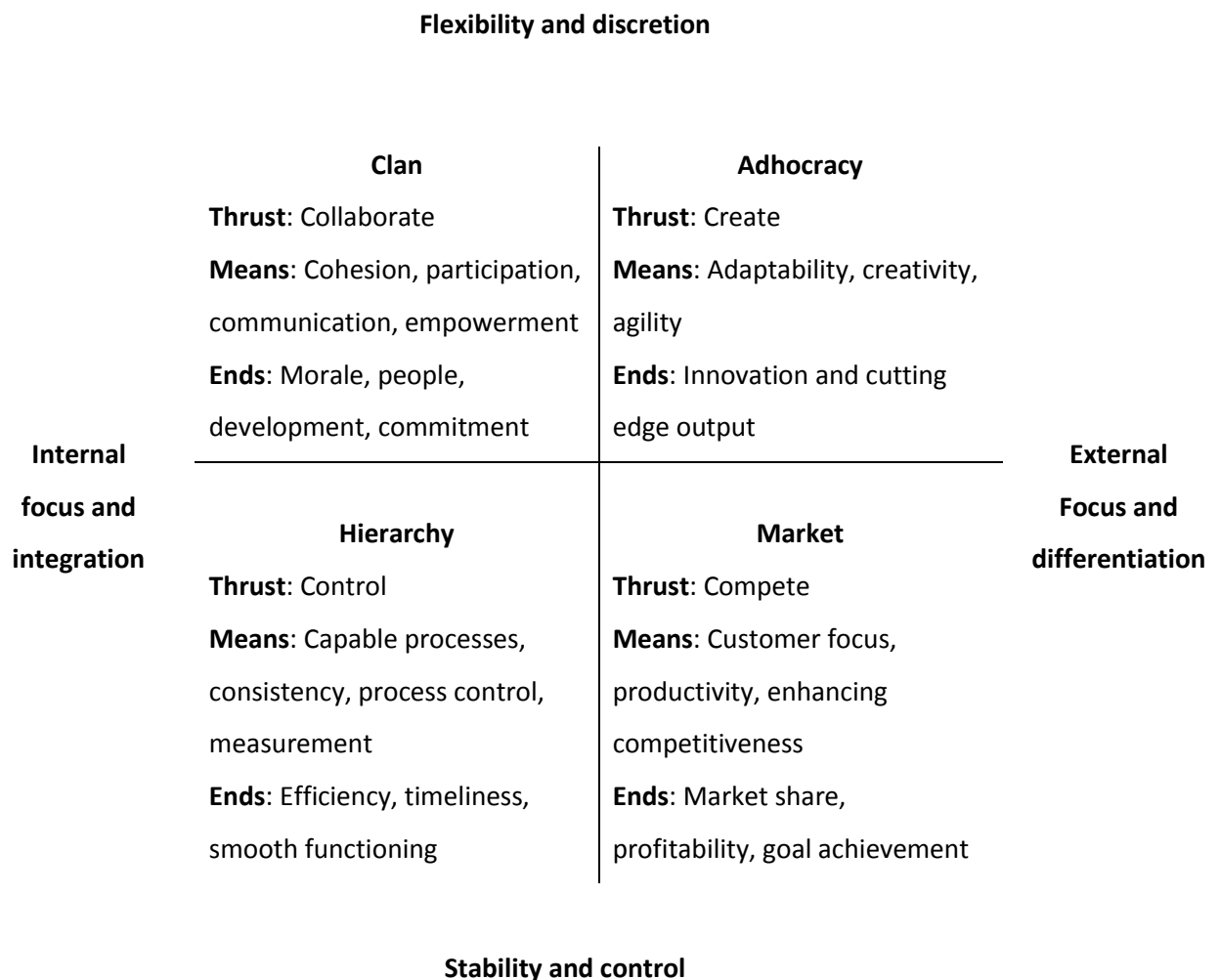
1.4.3 The structure of the Competing Values Framework (CVF)

Hartnell et al. (2011) outline the structure of the CVF as illustrated in Figure 1.1 where the dimensions of focus and structure overlay to define the four cultural types comprising the CVF: Clan, adhocracy, market, and hierarchy. The study seeks to determine which one of these four cultural types exist in the Company.

- The *focus* dimension (the horizontal axis in Figure 1.1) differentiates effectiveness criteria that emphasise internal capabilities, integration and unity of processes from those that centre on an external orientation and differentiation.
- The *structure* dimension (the vertical axis in Figure 1.1) differentiates effectiveness criteria that focus on flexibility and discretion from criteria that emphasise stability and control.
- The CVF's third value dimension means – ends, is the theoretical basis upon which the CVF frames explicate why each culture type is associated with a specific strategic thrust and a unique set of effectiveness criteria. In particular, the third dimension elucidates the behaviours that emanate from values and beliefs. These behaviours are the mechanisms (means) through which culture types are related with desired effectiveness criteria (ends).

Stated differently, a collective's values and beliefs are the social normative expectations that inform employees in an organisation how they ought to behave (Meglino & Ravlin, 1998; O'Reilly et al., 1991). Behaviours (for example, participation, taking risks, being aggressive adhering to rules) subsequently affect employees' attitudes and tangible work output.

Figure 1.1: Competing Values Framework, organisational culture



Source: Hartnell et al. (2001)

1.4.4 Population and Sample

The respondents in this study comprised 200 managers within the Company under discussion. These managers meet with the leadership of the Company every six months. The group of managers is the ones who are tasked with the responsibility of executing the Company's strategy and cascading it to the rest of the organisation.

The group consists of divisional heads, departmental heads, section heads and first line supervisors across all portfolios within the Company. In terms of designations, the group comprises General Managers, Senior Managers, Executive Managers, Project Managers, Programme Managers, Engineers, and Finance Managers. The following aspects are discussed when the Top 200 meets with the leadership every six months:

- Review of organisational performance by means of KPAs and KPIs;
- Receive feedback on the organisational strategic update in terms of business plans; and
- Provide input into strategic issues shared with the business by the leadership of the organisation.

This group, as can be seen, is at the core of the Company's organisational culture and strategy implementation. The group has significant influence in terms of what culture prevails within the organisation and therefore also has immense influence in terms of implementation of a new strategy or any new developments that might occur within the business. It, therefore, becomes very crucial for the Company to firstly, determine the prevailing organisational culture within the group and secondly determine the change management interventions required from the group that will foster or support the strategy the firm wants to embark on.

1.4.5 Literature review

The literature review provides a general background as well as important facts regarding the particular study. It assists with insight on the topic as well as gaining ideas in formulating opinions on the facts presented. Various studies on organisational culture, strategy, and change management have been conducted. There is, however, a need for the softer issues of change that needs to be addressed in many organisations to ensure the success of strategy implementation. Many organisations tend to focus on the change in technology or systems they are about to implement, but neglect the people side of change with regards to the strategy.

1.4.6 Data Collection

A biographical questionnaire is used to determine the demographic characteristics of the research participants to provide a detailed description of the study population. These characteristics will include age, gender, level of education, the length of employment in the organisation and management level.

The questionnaire is divided into two parts that being Part A and Part B. The first section of the questionnaire covered all the biographical information of the respondents. The second part of the questionnaire covered the questions which measured organisational culture. The questionnaire forms part of the Organisational

Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999). This questionnaire has been used in previous research and the questions were modified for the purposes of this study.

Organisational culture was assessed using the Organisational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999). The questionnaire has a 24-item instrument and the responses are collected on a five-point Likert scale ranging from “1 = Strongly disagree” to “5 = Strongly agree”. The statements in the questionnaire are grouped under six dimensions those being Dominant Characteristics, Organisational Leadership, Management of Employees, Organisational Glue, Strategic Emphasis and Criteria for Success. Four statements are included under each dimension representing the four different OC types: Clan, Adhocracy, Market and Hierarchy culture. To measure the culture, an overall evaluation of the degree to which the firm emphasises a given culture type was derived by taking the mean score across the four statements for each culture dimension. A reliability check using Cronbach’s Alpha was done to test the internal consistency of the culture constructs.

1.4.7 Research procedure

Permission has been requested from executive management of the Company to conduct the study, which intends to resolve a practical problem that currently exists within the organisation. A cover letter requesting participation was attached to the questionnaires and emailed to all participants to complete the online questionnaire. The letter explained the objective and importance of the study. Participants were given a target date by which the questionnaire should be completed, with several reminders in between. Thereafter data analysis commenced. Participation in the study was voluntary and respondents were assured of anonymity and confidentiality. The organisation will receive comprehensive feedback regarding the outcome of the study as soon as the process is completed.

1.4.8 Ethical considerations

Ethical considerations that will guide this research study include obtaining informed consent from participants after explaining that participation is voluntary, ensuring anonymity and confidentiality.

1.5 EXPECTED CONTRIBUTIONS OF THE STUDY

1.5.1 Contribution for the individual

The study will help employees understand that organisational culture about how their assumptions, norms, values and attitudes directly affects the impact the organisation will make when venturing into new territories. The implementation of blue ocean strategies requires a blue ocean mindset or thinking and employees need to align their thinking with the new direction the Company intends to embark on.

1.5.2 Contribution for the organisation

Organisational Development and Design faces the challenges of managing employees in a dynamic and changing environment. Organisational culture has been shown to be important for successful new product/service innovation and organisational change (Plakhotnik & Tonette, 2005). According to Kotter and Heskett (1992), organisations dedicated to continuous improvement, with visionary leaders who “walk their talk” and focus on a set of core values, have been shown to be more financially successful in the long-term. The outcome of this study will also assist the organisation to determine what change management interventions to employ in achieving their strategic objectives.

1.6 LIMITATIONS OF THE STUDY

- There might be an unwillingness to participate from some of the participants.
- Respondents might be afraid to be as honest as possible when answering the questionnaire.
- Respondents might be hesitant to participate in a study regarding their own organisation.
- The researcher has limited experience in the subject matter.

1.7 LAYOUT OF THE STUDY

The study consists of five chapters:

Chapter one: Introduction

This chapter is the introduction to the study. It presents the background of the study, illustrates the problem statement and formulates the objectives of the study. The chapter also highlights the limitations pertaining to the study.

Chapter two: Literature review

This chapter covers a literature study on organizational culture. It starts by defining organizational culture and how it is formulated at a corporate level. The than chapter continues to describe the various facets of organizational culture, the types of culture and how it relates to an organization's strategy.

Chapter three: Statistical analysis and results

This chapter shows the analysis of the research that was done and also provides the results to the statistical analysis. The results are presented in tables and graphs with an interpretation of the analysis done.

Chapter four: Discussion on findings

In this chapter a detailed discussion of the results are presented as well as findings based on the analysis.

Chapter five: Conclusions and recommendations

The last chapter concludes the study by providing a summary of the findings. It then discusses the achievement of the primary and secondary objectives and makes recommendations for improvement based on the findings. It also makes recommendations for future research and concludes the study.

CHAPTER 2

LITERATURE REVIEW – ORGANISATIONAL CULTURE

2.1 INTRODUCTION

Organisational culture plays a very integral part in how organisations execute their strategies or achieve their goals and objectives. Many types of research have shown that culture cannot be ignored when an organisation embarks on venturing into new territories.

The one internal element that can unify all employees and their actions towards the goal of satisfying customer need is a common organisational culture (Riwo-Abudho, et al., 2013). According to Laudon and Laudon (2007), culture is a fundamental set of assumptions, values and ways of doing things that have been accepted by most employees in an organisation. These sets of values and attitudes practiced are translated into business processes and these are reflected in the end product hence it is felt by the customers.

Riwo-Abudho et al. (2013), suggest that policies and programs can be used to deeply root a culture. With an effective culture in place, employee commitment can translate into tangible results and even reflect on financial statements. This means that from a customer experience perspective, the customer often sees the front-line staff as the firm itself and therefore the kind of culture displayed during customer service will earn the firm its image. Wirtz (2007) states that Singapore Airlines employs various forms of rewards and recognition including symbolic actions, performance-based shared options and pay components that have earned the airline “best airline” and “best cabin crew service over the years” which is evidence that culture can be a strong source of motivation (as cited in Riwo-Abudho, et al., 2013).

This study seeks to determine the aspects of organisational culture that has an impact on the Company’s strategy. It also looks at whether there’s alignment between the Company’s current culture and its strategy and recommendations for improvement.

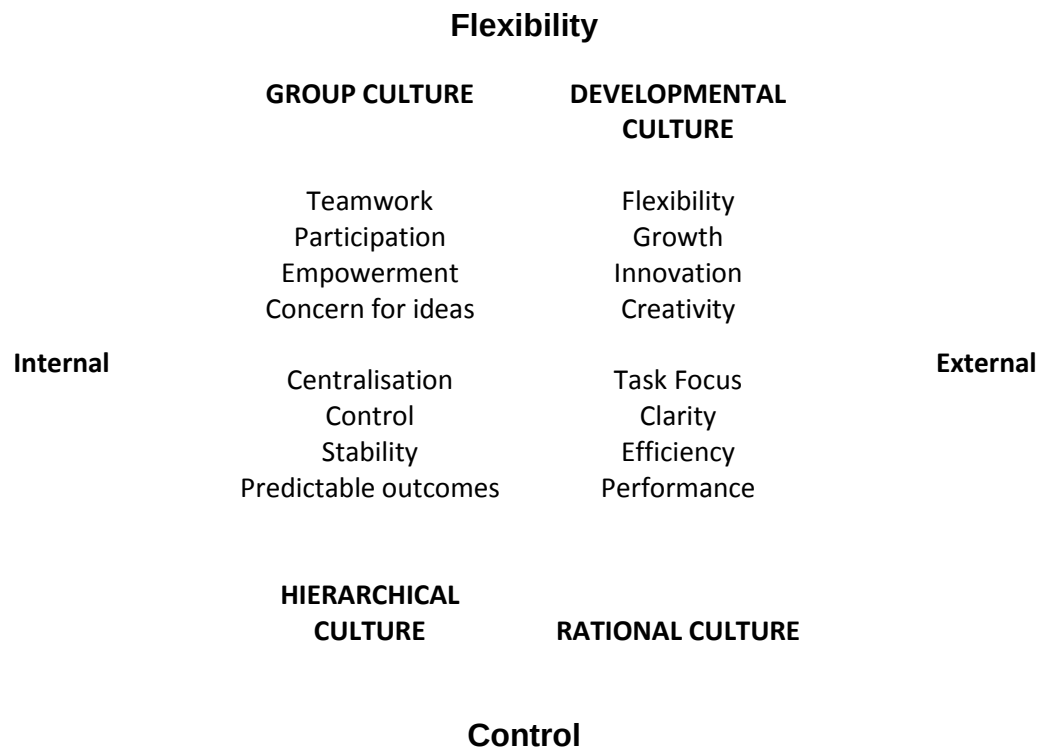
2.2 WHAT IS ORGANISATIONAL CULTURE?

Schein (1985) defines organisational culture as a pattern of shared basic assumptions that the group has learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore taught to new employees as the correct way to perceive, think, and feel in relation to these problems. According to Kotter and Heskett (1992), Tidball (1998) and Cremer (1993) organisational culture can serve as a tool to improve productivity and has a significant effect on an organisation's long-term sustainability, economic performance and outcomes such as profitability, turnover, and commitment. If properly communicated, culture can be used to encourage all employees to subscribe to organisational goals (Deal & Kennedy, 1982; Wilkins & Ouchi, 1983).

Organisational culture is defined typically in terms of the way people think, which has a direct influence on the ways in which they behave. The theoretical argument about culture is that it is a complex system of norms and values that are shaped over time (Ke & Wei, 2008). This is why people in a firm will do things in a manner they have been accustomed to. This implies that there is a specific way of thinking in terms of how things are done within such a firm.

Hatch and Schultz (1997) suggest that organisational culture involves all employees in an organisation in that it, originates and develops at all hierarchical levels. It is founded on a broad-based history that is realised in the material aspects (or artefacts) of the organisation (for example, its name, products, buildings, logos and other symbols, including its top managers). Thus the concept of organisational culture includes material aspects central to the marketing-based concept of corporate identity. However, while studies of corporate identity focus on how these material aspects express the key idea of the organisation to external constituencies, studies of organisational culture address how they are realised and interpreted by employees in the organisation.

Figure 2.1: Competing Values Framework of Organisational Culture



Source: Denison and Spreitzer (1991)

Denison and Spreitzer (1991) developed a Competing Values Framework (CVF) for defining organisational culture which is built upon two dimensions represented by two axes with each representing a superordinate continuum as shown in Figure 2.1

The first dimension is the *flexibility-control* axis that describes two contrasting orientations, between that which reflects flexibility and spontaneity and that which reflects stability and control.

The second dimension is the *internal-external* axis that also describes two orientations, with one being oriented towards maintenance and improvement of the existing organisation and the other being focused on adaptation and interaction with the external environment.

The combination of the two dimensions results in four quadrants of cultural dimensions, namely group, developmental, hierarchical and rational. Below, each CVF is defined as described by Denison and Spreitzer (1991).

a) Group culture

The group culture places emphasis on flexibility and internal organisation. Organisations with emphasis on this culture promote the development of human resources emphasizing openness, participation, cohesiveness and commitment to membership.

The group culture corresponds to the quadrant identified with high flexibility and an internal focus. Group dynamics are very important, as belonging to the group becomes a value that is tightly held. Group cultures also value cohesiveness, participatory decision-making and considerate support among co-workers. Managers support and leverage these values through empowerment, mentoring and support of teamwork.

b) Developmental culture

An externally-focused emphasis on flexibility defines the developmental quadrant. This cultural orientation is one of change and adaptation in hopes of growing the organisation. Leadership supports entrepreneurial ventures and inspires creativity in employees in hopes of acquiring new resources for the organisation.

This culture also, emphasises flexibility but with more focus on the external environment. The orientation is towards growth, creativity stimulation, resource acquisition, innovation, and continual adaptation to the external environment.

c) Rational culture

The rational quadrant emphasises externally-focused control. Goal attainment is an important value in this type of culture as goals represent a form of controlling employee actions while directing behaviour towards the external environment. These cultures tend to value productivity, achievement, and competition towards well-established criteria.

This culture is also focused on the external environment but is control-oriented. It emphasises productivity, performance, goal achievement and one of the primary motivating factors is competition.

d) Hierarchical culture

An emphasis on internally-focused control defines the hierarchical quadrant. This culture is one of uniformity and coordination with an emphasis on internal efficiency. Strict guidelines tend to regulate behaviours and employees value job security in this somewhat rigid environment.

This culture is both control and internal oriented. It emphasises rules, regulations and standardisation to achieve control and stability.

There is nothing relating to having a strong internal orientation that necessarily prohibits the organisation from also having elements associated with external orientation.

e) Balanced culture

A balanced culture is one in which the values associated with each of the CVP culture domains are strongly held. Quinn (1988) introduced the concept of cultural balance within the CVP and suggested that organisations with balanced cultures have a distinct advantage in managing environmental shifts. If an organisation has a balanced culture, then it has the values necessary to operate in all four quadrants as the environment dictates. The dynamic nature of organisational environments suggests that all firms will have to operate in each quadrant at least some of the time, therefore having the culture necessary to handle each quadrant is essential (Gregory et al., 2009).

Schein (1992) states that the understanding of organisational culture is fundamental to examine what goes on in organisations, in terms of, how to run them and how to improve them. According to Mello and Stank (2005) studies have emphasised the importance of culture in implementing organisational initiatives such as supply chain management. These studies have also reported that the organisational culture supports the linkages between the adoption of technology and organisational growth and as a critical factor determined the success or failure of mergers and acquisitions (Balthazard et al., 2006). Johnson et al. (2008) (as cited in Riwo-Abudho et al., 2013), state that the history and culture of an organisation may contribute to its strategic capabilities, but may also give rise to strategic drift as its strategy develops

incrementally on the basis of influence and failing to keep pace with a changing environment.

2.3 FORMULATION OF CORPORATE CULTURE

A great deal of research, in the past decades, has been done on the subject of corporate culture, especially on its relationship with organisational performance. According to Parra and Castillo (2013) it can be inferred that corporate culture refers to a set of values, beliefs and behaviour patterns that form the basic identity of an organisation and have its origin in the thinking of the founders, evolving over time by the accumulation of experiences, new social trends, and the changing values of managers up to the present day.

The critical issues about culture lie not on a more or less adequate definition, but rather on the interpretation of its operability (Parra and Castillo, 2013). They confine culture into two opposing theories:

- The purist approach, which assumes that culture is an emergent process rooted in a set of deeply held values and beliefs (Smirch, 1983; Krefting and Frost, 1985).
- The pragmatic approach, which sees culture as a tool to encourage commitment and achieve the goals of an organisation (Schwartz & Davis, 1981; Deal & Kennedy, 1982; Lee et al., 2011; De Cleyn & Braet, 2012).

Tajeddini and Mueller (2012) state that in addition to the beliefs of the founding members and directors, company values are also influenced by legal and social trends of each period, as well as cultural traditions of society. Thus we have a set of formulated values, which can be defined as “those” which reflect what top management really believe their organisations should be, or prefer they were, or what major stakeholders think they should be (Kabanoff & Daly, 2002).

Corporate culture plays an important role in building branding, which is reinforced by employees who join a company because they are attracted by it, hence they help to increase productivity. It is, therefore, no coincidence that companies try to accommodate their statements of values with current trends. Moving from words to action is a different issue. If the expectations of employees who joined the company

due to the lure of an attractive culture are not met, retaining them will be difficult (Parra & Castillo, 2013).

2.4 ORGANISATIONAL CULTURE IN AN OPERATIONAL CONTEXT

According to Paulin et al. (1999), organisational culture is significantly related to an organisation's effectiveness. Past research indicates that organisational culture has been explored as the source of competitive advantage in post-merger/acquisition integration and as the prime factor in the success or failure of a large-scale change effort (Trefry, 2006).

Prabhu et al. (2002) state that among the practical examples of organisational culture practices includes the way the organisation communicates with, develops, empowers and involves its staff. As stated earlier, with an effective culture in place employee commitment can translate into tangible results and even reflect on the financial statements of an organisation. Eaton (2015) states that 47% of executive respondents in a study said that working for a company whose culture is aligned with their values is the single most important factor for improving their perceptions about their job. That is not to say that culture is the be-all and end-all for transforming the world of work, but the careful alignment of a business strategy – whether pursuing mergers and acquisitions, capturing new market share, spin-offs, and start-ups, or a renewed focus on the customer – to the company's culture is key.

We can, therefore, conclude, based on the abovementioned theory, that corporate culture is not just academic theory. It is a business matter that is as tangible and significant as product quality or cash flow. Corporate culture can also be a significant business risk or a valuable asset for growth and competitive advantage.

2.5 ORGANISATIONAL CULTURE AND RESPONSIVENESS

Responsiveness refers to the ability of an organisation to respond to its customer needs in terms of quality, speed, and flexibility (Asree, Zain & Razalli, 2009). Recent studies do suggest a strong correlation exist between organisational culture and responsiveness. Stalk (1998) (as cited in Asree et al., 2009), proposed that a responsive organisation would achieve competitive advantage in terms of business performance, customer satisfaction, innovation and financial performance.

For an organisation to be effective, an organisational culture that is compatible with client-orientation (responsiveness) is essential (Paulin et al., 1999). According to Fang and Wang (2006), there is a positive relationship between organisational culture and operations performance such as quality and flexibility. This responsiveness has also been found to have positive associations with costs, financial performance, customer satisfaction and customer retention.

As stated earlier, the one internal element that can unite all employees and their actions towards the goal of satisfying the customer need is a common organisational culture. When the values and attitudes practiced are translated into the business processes, they will reflect on the end product and will be felt by the customer. Bunz and Maes (1998) concluded that the perspective of an excellent corporate culture in the case of Southwest Airlines stemmed from its CEO (Herb Kelleher) and the organisation's employee motivation and cultivated attitude that steered towards teamwork. Southwest Airlines' cost consciousness and employee commitment translated into operational excellence and increased profitability (Dess et al., 2008).

2.6 STRATEGY AND CULTURE

Organisations formulate strategies to achieve a favourable position within the marketplace. According to Eaton (2015) a global study conducted by Korn Ferry in June 2014 of more than 1000 executives, found that nearly 75% of the respondents said culture was extremely important to organisational performance.

The task of crafting a strategy together entails addressing a series of how's: How to grow the business, how to please customers, how to outcompete rivals, how to respond to changing market conditions, how to manage each functional piece of the business, how to develop needed capabilities and how to achieve strategic and financial objectives. It also means choosing among the various strategic alternatives – proactively searching for opportunities to do new things or to do existing things in new or better ways (Thompson et al., 2012). The latter implies a change in organisational culture to shift from the norm as one cannot venture into new territories with an old mindset, thus the saying "*Pouring new wine into new skins.*" New markets require new thinking and new thinking requires attitudes, beliefs, and behaviours from the members of the group that is aligned to the new thinking.

In the global environment, organisations all around the world are constantly facing challenges to have a competitive advantage. The global world is characterised by more competition, a diverse workforce, continuously changing customer needs and new technological changes. In this uncertain environment, the only organisations that survive and grow are those that are able to define a strategy which is aligned with the industry environment. Numerous researchers across the world indicate that firms with a strategy have much more chances of success compared to those without a strategy.

According to Ke and Wei (2008), organisational culture is known to be important for the success of projects involving any organisational changes. Indeed, there is strong support for the importance of organisational culture in innovation adoption. They further suggest that without a match between the culture of an organisation and the cultural assumptions embedded within an information system, a costly implementation failure is likely.

Pillania (2009) states that companies need to understand the inherent issues of strategy on the one hand and focus on strategy implementation on the other hand to get the intended results. Organisational strategy can be defined as a plan for interacting with the competitive environments to achieve organisational goals (Daft, 1995). Strategy and organisational culture are interrelated. It is generally accepted that once an organisation changes its strategy, it must align its organisational culture with that strategy otherwise strategic failure is almost certain. According to Semler (1997), Tosti and Jackson (1994), behaviours that are intended to achieve strategic goals may be supported or impeded by the culture. Therefore a corporate culture has a major impact on an organisation's ability to carry out objectives and plans, especially when a company is shifting its strategic direction.

Wirtz (2007) found that Singapore Airlines employs various forms of rewards and recognition including symbolic actions, performance-based shared options and pay components that have earned the airline "best airline" and "best crew service over the years" which is evidence enough that culture can be a strong source of motivation. The history and culture of an organisation may contribute to its capabilities, but may also give rise to strategic drift as its strategy develops incrementally on the basis of influence and failing to keep pace with a changing

environment (Johnson et al., 2008). Consumers, from a customer experience point of view, often see the front-line staff as the firm itself and therefore the kind of culture displayed during customer service will earn the firm its image (Abudho et al., 2013). If an organisation's strategy, therefore, is to improve customer experience or perception, they need to inculcate a culture that will support such an experience. The organisation's staff will need to embrace and display a culture, which will afford customers the experience the company are trying to sell. Customers, therefore, do not buy products or services, but also the experience you provide when they acquire such products or services.

Thompson et al. (2012) suggest that the successful implementation of strategy depends on doing a good job of working with and through others; allocating resources; building and strengthening competitive capabilities; creating an appropriate organisational structure; instituting strategy – supportive policies, processes and systems; motivating and rewarding people and instilling a culture of getting things done. Thompson et al. (2012), suggest the following principal components for strategy implementation:

- Staff the organisation with managers and employees capable of executing the strategy well.
- Build the organisation's capabilities required for successful strategy implementation.
- Create a strategy – supportive organisational structure.
- Allocate sufficient budgetary resources to the strategy implementation effort.
- Institute policies and procedures that facilitate strategy implementation.
- Adopt best practices and business processes that drive continuous improvement in strategy implementation activities.
- Install information and operating systems that enable personnel to carry out their strategic roles proficiently.
- Tie rewards and incentives directly to the achievement of strategic and financial targets.
- Instill a corporate culture that promotes good strategy implementation.
- Exercise the internal leadership needed to propel strategy implementation.

This re-emphasises the fact that organisational culture needs to be aligned with an organisations strategy.

2.7 TYPES OF CULTURE AND THEIR EFFECTS ON STRATEGY

Cameron and Quinn (1999) define four types of organisational cultures: Clan, Adhocracy, Market, and Hierarchy. These cultures are explained as follow in the table below.

Table 2.1: The competing values framework's four culture types.

Culture Type	Assumptions	Beliefs	Values	Artifacts (behaviours)	Effectiveness Criteria
Clan	Human affiliation	People behave appropriately when they trust in loyalty to and membership in the organisation.	Attachment, affiliation, collaboration, trust and support.	Teamwork, participation, employee involvement, and open communication	Employee satisfaction and commitment
Adhocracy	Change	People behave appropriately when they understand the importance and impact of the task.	Growth, stimulation, variety, autonomy and attention to detail	Risk-taking, creativity, and adaptability	Innovation
Market	Achievement	People behave appropriately when they have clear objectives and are rewarded based on their achievements.	Communication, competition, competence, and achievement	Gathering customer and competitor information, goal-setting, planning, task focus, competitiveness, and aggressiveness	Increased market share, profit, product quality, and productivity
Hierarchy	Stability	People behave appropriately when they have clear roles and procedures are formally defined by rules and regulations.	Communication, routinisation, formalisation, and consistency	Conformity and predictability	Efficiency, timeliness, and smooth functioning

Source: Cameron and Quinn (1999)

a) Clan Culture

This type of culture is defined by an internal focus and integration with flexibility and discretion. It is also characterised by a caring and family-like work environment led by a leadership that is very paternalistic. Employees in such a culture are expected to work in teams, build consensus and be participative. Loyalty and mutual trust, openness and individual development of human resources, teamwork and concern for people are the order of the day. Leaders are thought of as mentors, coaches and perhaps even as parent figures. The organisation is held together by loyalty, tradition, and collaboration. The commitment within this culture is very high. The

organisation emphasises the long-term benefits of individual development with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people.

The clan culture type is internally oriented and is reinforced by a flexible organisational structure. Table 2.2 shows that the assumption underlying clan cultures is that human affiliation produces positive affective employee attitudes directed toward the organisation. In other words, organisations succeed because they hire, develop and retain their human resource base (Cameron et al., 2006).

b) Adhocracy Culture

This is characterised by external focus and differentiation with flexibility and discretion, characterised by an entrepreneurial and risk-taking work environment guided by visionary and innovative leadership. Employees are expected to take risks, innovate, think out of the box and create new challenges. The glue that holds the organisation together is a commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products and/or services. Readiness for change and meeting new challenges are important. The organisation's long-term emphasis is on rapid growth and acquiring new resources. Freedom and uniqueness, commitment to innovation, tolerance of ambiguity and uncertainty are some of the cherished work values. Success is evaluated by the creation of unique and new products and services.

c) Market Culture

Market culture consists of external focus and differentiation with stability and control, characterised by a competitive and achievement oriented work environment led by an aggressive and result oriented leadership. Leaders are hard driving producers, directors, and competitors. They are tough and demanding. The glue that holds the organisation together is an emphasis on winning. Employees are expected to be competitive, achievement-oriented and accomplish ever increasing stretch goals. Competitiveness, achievement and winning in the marketplace and outpacing the competition dominate the success criteria.

d) Hierarchy Culture

The above is defined by an internal focus and differentiation with stability and control, characterised by a controlled and structured work environment, led by a

bureaucratic and efficiency oriented leadership. Procedures and well-defined processes govern what people do. Employees are expected to follow formal rules and policies and strictly adhere to the assigned roles and responsibilities. Security, conformity, predictability, stability, performance and defense to authority are some of the cherished work values. Success is measured by dependability, efficiency and cost cutting. Formal rules and policies hold the organisation together.

2.8 THE EFFECTS OF THE CULTURAL TYPES

According to Cameron and Quinn (1999) in their Competing Values Framework (CVF), they are suggesting four dominant culture types with a unique set of values, assumptions, interpretations and approaches that characterise each. The four dominant culture types are distinguished by two orthogonal dimensions such as flexibility and discretion versus stability and control and internal focus and integration versus external focus and differentiation. These dimensions are depicted in Figure 2.2 below. The dimensions use six characteristics of the organisation those being dominant characteristics, organisational leadership, and the management of employees, organisational glue, strategic emphases and criteria of success – which define the four types of organisational cultures (Naranjo-Valencia et al., 2011).

Figure 2.2: Four culture types



Source: Cameron and Quinn (1999)

Naranjo-Valencia et al. (2011) provide the following interpretation on how the dimensions of the four types of culture affect the firm's strategy. In order to identify which of those organisation cultures have a positive effect on innovative or imitative orientation, we examine the dimensions of the model.

▪ ***First Dimension (Stability/flexibility)***

It is to be expected that flexibility-oriented cultures will favour innovative orientation, while stability-oriented cultures will hinder it. This is due to the fact that flexibility, lack of formality and organic structures imply a proactive strategic orientation since autonomy and freedom encourages creativity, which is key for developing pioneer innovations. Previous literature has also suggested it is a determinant of the pioneer character of the firm. Creativity can be understood as the ability to perform work in a novel and appropriate way, useful or to generate new and valuable ideas. A generative learning process, in which creativity is a constant, are more associated with innovative orientation than imitative orientation and suggests that employee willingness to use and share knowledge enables the firm to improve its innovation capability.

The existence of rules and regulations (formalisation of activities) and excessive authority and poor participation of members (centralisation) limit the capacity of the members to assume the risks of innovation. Therefore, there are unfavourable conditions for finding new managerial opportunities. Bureaucratic control is exercised through the use of rules and procedures, hierarchies of authority and other mechanisms to standardise and assess outputs to achieve efficiency. Efficient-bureaucratic firms achieve efficiency by playing it safe and striving for certainty in their internal operations that is, imitative orientation. From this, it can be concluded that a flexibility – orientation favours innovation orientation while a stability – oriented favours imitative orientation.

▪ ***Second Dimension (Internal focus/external focus)***

Literature suggests that externally oriented cultures will be associated with innovation orientation, while internally oriented cultures will be associated with the imitation orientation. Market orientation enables a business to anticipate changing market conditions and respond to market requirements. Proactive strategic

orientation needs an increased level of market orientation to identify new market opportunities and act on those opportunities. Outwardly oriented businesses usually have a variety of mechanisms to increase their chances of obtaining information about their business environment that the firm will favour the generation of innovation within the business. To sum up, if the firm emphasises external orientation as opposed to internal, it will obtain breakthrough innovations, with levels of risk and as a consequence, a competitively aggressive position. The deduction from the above discussion is that the type of organisational culture in the Cameron and Quinn (1999) model which most favours innovation orientation is the adhocracy one since its most characteristic values are flexibility, creativity, and external orientation. Hierarchical culture, characterised by stability and internal orientation will support an imitation orientation more.

Organisational Cultural Assessment Instrument (OCAI)

An organisation's overall cultural profile can be measured by using the OCAI, which defines each type of culture through six dimensions as illustrated in Table 2.2 below. In this assessment, the respondents are provided with a set of scenarios that best describe certain cultural aspects of their organisation in six key dimensions as described in Table 2.2. These six dimensions describe cultural values and assumptions about the way the organisation functions.

Table 2.2: Key dimensions of the Organisational Cultural Assessment Instrument (OCAI)

Dimension	Clan	Adhocracy	Market	Hierarchy
Dominant characteristic	Organisation like a family where people share a lot	Dynamic organisation, risk taking and entrepreneurial approach	Product oriented organisation. Task oriented employees	Formalised structured organisation is driven by procedures
Organisational Leadership	Mentor, facilitators, or parental figures	Entrepreneurs, innovators, or risk takers	Hard-drivers, producers, or competitors	Coordinators, organisers, or efficiency experts
Management of employees	Teamwork, consensus, and participation	Individual risk-taking, innovation, flexibility and uniqueness	Hard-driving competitiveness, goal-directedness, and achievement	Careful monitoring of performance, longevity in position and predictability
Organisational Glue	Loyalty and mutual trust	Orientation toward innovation and development	Emphasis on production and goal accomplishment	Formal rules and policies
Strategic Emphasis	Human development, high trust, openness and participation	Acquiring new resources and meeting new challenges	Competitive actions and achievement	Permanence and stability
Criteria for success	Development of human resources, teamwork, and concern for people	Having the most unique or the newest products	Market penetration and market share	Efficiency (low costs, smooth scheduling)

Source: Cameron and Quinn (1999)

Cameron and Quinn (1999) suggest that the list of dimensions above has proven to provide an adequate picture of the type of culture that exists in an organisation.

2.9 DEFINING THE CULTURE THAT WILL DRIVE STRATEGY

Sometimes the culture that got you here may not get you there and changing culture is a daunting prospect for any organisation. Culture is comprised of deeply embedded values, assumptions, behaviours and attitudes. It is, in essence, the human glue that makes the company unique (Eaton, 2015). Klein (2001) suggests that the type of culture a firm possesses is one of the resources available to help it cope with uncertainty in terms of environmental change and complexity. Specific alignment between strategy and culture are done on the basis of shared features: coping with environmental uncertainty. According to Govindarajan et al. (1988), the level of uncertainty in an organisation's environment should partially shape an organisation's strategy.

Kotter and Heskett (1992) suggest that adaptive cultures are more appropriate not only for dealing with uncertain environments but by extension, also for implementing the prospector/differentiation strategies that tend to be adopted in uncertain environments. Unadaptive cultures, with behavioural norms supporting control and consistency, are more likely to be accepted in organisations facing relatively simple and stable environments and adopting low-cost or defender strategies (Klein, 2001).

Finding the perfect alignment between culture and a new strategy takes time, but with persistence and a comprehensive understanding of what levers can steer the culture, organisations can navigate toward that desired state.

According to Eaton (2015) to align its culture with its business strategy, an organisation must have a clear understanding of:

- The type of culture that will drive its specific strategy
- The current culture and how it supports or hinders strategy execution
- The differences between the two
- The levers that will have a powerful impact on the culture transformation (potential accelerators).
- Foreseeable challenges that could derail efforts

In studying the patterns that connect successful cultures and business strategies, Korn Ferry (as cited by Eaton, 2015) has identified five dimensions to describe how organisations operate. These organisational attributes manifest in areas such as

leadership style, communication, decision-making and customer interaction. Each represents a continuum between competing values and takes into account the impact of national culture as well.

It is a fundamental characteristic of anthropology that all cultures are to some extent unique. This unique feature of culture is what is inimitable, such that one firm cannot copy all the dimensions of another's culture. You cannot reverse engineer a corporation's culture like you can an i-Pod (Klein, 2011). Klein (2011) also suggest that in the context of strategic choice, a firm's culture can be considered valuable if it rewards risk taking and creativity and is in an industry where it is important to be an innovator and new product developer. According to Prahalad and Hamel (1990), companies like Sony, 3M, Motorola and Apple compete in an arena where innovation is a primary key to survival and these firms would be served by developing corporate cultures with behavioural norms that encourage innovation. If the firms combine the right innovative behavioural norms with technological skills, they should be adept at responding to new environmental opportunities. In this sense, their cultures (behavioural norms that encourage innovation), would count as *valuable* strategic resources (Klein, 2011).

A conducive organisational culture fosters the sharing of existing knowledge and creating new knowledge and capabilities (Alavi et al., 2005). Thus, a firm seeks to have the strategy so as to leverage knowledge within the organisation that seems to increase cultural fit and maximise organisational profit (Jasimuddin & Zhang, 2014). An organisational culture can support passivity, aggression and defensive behaviours that are detrimental to a firm (Divan, 2012). Thus organisational culture can have a profound impact on an organisation.

Strategic culture values two mechanisms that emphasise organisational interrelationships: systems thinking and feedback loops (Divan, 2012). Kim (1993) suggests that systems thinking to enable the organisation's members to understand the interconnectedness of individuals, workgroups, departments, processes and organisational structures that foster increased collaboration and confidence in achieving complex objectives. The feedback loop is a communication style purposed to continually detect errors both horizontally and vertically within an agency. Both

systems-thinking and feedback loop constructs disrupt status quo patterns of thinking providing an ability to change “how things are always done” (Divan, 2012).

According to Bryson (2004), a shared vision and mission create a core set of managerial values serving to moderate the way in which business is executed. Senge (2006) suggests that a vision-centred culture makes it easier to clarify outcomes and identify personnel responsibilities by equipping members with a clear direction. In a strategic culture, managers support vision development and must not only be willing to share their personal vision but must also ask if people are willing to follow them (Divan, 2012). Strategic leaders practice personal mastery and are open to feedback and criticism (Senge, 2006). According to Cameron and Quinn (2011), value drivers of strategic leadership are commitment, communication, development, and innovation.

Cameron and Quinn (1999) categorised organisational culture into four types: hierarchy, clan, market and adhocracy. Their two cultural variables are stability and control versus flexibility and direction, and internal focus versus external focus. While stressing the importance of establishing a fit between organisational culture and the strategy, Cameron and Quinn (1999) concluded that there is a progression toward higher flexibility and external focus in order for an organisation to thrive (as cited in Gupta, 2011).

Organisational culture makes a foundation for desired behaviours, company identity and external image. In the context of strategic choice, in an industry where it is important to innovate new products and quickly respond to the customer needs, a firm’s culture can be valuable if it rewards collaboration, flexibility, risk taking and creativity (Bogdanowicz, 2014).

2.10 CONCLUSION

In recent decades we have witnessed the numerous examples of firms in similar industries with wildly disparate results. Where Apple thrived, Sony floundered. Where Nucor and Wal-Mart prospered, USX and Sears struggled to survive. The resource-based view would argue that these low-performing firms (Sony, USX, Sears) possessed strong, tradition-bound cultures that prevented them from recognising and exploiting new opportunities in their industries. Their successful

competitors (Apple, Nucor, WalMart) were able to foster lean, flexible and entrepreneurial cultures that recognised and implemented new strategies (Klein, 2011). According to Parmelli et al. (2011), organisational culture is an anthropological metaphor used to inform research and consultancy and to explain organisational environments. This implies that organisational culture basically informs us the way things are done in a particular company. We can conclude from the various definitions used within the literature that organisational culture pertains to the multiple aspects of what is shared between people in a specific organisation. Culture is a lens through which an organisation can be understood and interpreted.

Throughout the literature review, we have learned that organisational culture embodies the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that people in an organisation share. It is the human invention that creates solidarity and meaning in an organisation. These attributes inspire people to commitment and productivity and enable the company's people to interact with the structure and systems. This interaction produces behavioural norms. Norms (cultural attributes) are what affect your strategy, so when you change your culture you affect your strategy. Different types of culture will have a different kind of effect on the strategy of the firm.

Distinctive competencies are formed through capabilities and resources that enable innovation, efficiency, and customer responsiveness. These competencies reside in an organisation's culture which will help it to achieve or sustain a competitive advantage. The competitive advantage is a realization of a firm's strategy in action, thus we can conclude that cultural norms in the organisation have an influence on the organisation's strategy. Culture represents "how things are done" in an organisation or the ideology that people carry in the heads, as we have seen from the literature. Organisational culture affects the way people think and behave and it is this same mindset that will translate the implementation of the organisation's strategy.

The four culture types listed in the literature are representative of their effect on an organisation's strategy. Each cultural type has a specific effect on the strategy, meaning that where a specific cultural type is low, the effect on strategy will be directly proportional. Hence organisational culture can, therefore, serve as a tool for

the firm to improve productivity as it has a significant effect on the organisation's long-term sustainability. Sustainability, economic performance, and profitability are all elements that form part of an organisation's strategy, thus if culture is well inculcated the workforce will subscribe to organisational goals.

Strategy plays a pivotal role in an organisation as it assists the firm to improve its competitiveness. The strategy is informed by management processes which are in turn affected by a broad range of practices. Practices refer to the established systems and behaviours in an organisation in other words, values, beliefs, norms and more which is the firm's culture. We can thus conclude that negative cultural practices impact the firm's processes which in turn will affect the firm's strategy and ultimately negatively impact its competitiveness.

The literature also reveals that in order for firms to thrive in dynamic environments, they need to be accommodating to rapidly changing environments and institutionalise process-based improvement initiatives which are prevalent in strategic-oriented firms. The literature has shown that organisations are most effective when their cultural profile is aligned with their strategic goals.

We can, therefore, conclude that when the strategy is in conflict with an organisation's culture, the implementation of such a strategy will either be resisted by the people or it will be consumed by the existing culture.

Thus the cliché "culture eats strategy for lunch" therefore seems to have significant support. Therefore the management of organisational culture is therefore increasingly viewed as a necessary part of water sector reform.

CHAPTER 3

STATISTICAL ANALYSIS

3.1 INTRODUCTION

The data for this study was obtained from the questionnaires that were circulated to the target population that is, the top 200 managers within the organisation. From the 200 managers that were targeted, 106 fully completed questionnaires were returned and were used to for the final analysis.

The statistical analysis was conducted by the Statistical Consultation Services unit at the NWU's Potchefstroom campus, using the Statistical Package for Social Sciences (SPSS, 2015 Version 23). Analysis of the data was based on inferential statistics where the descriptive and inferential statistics used included measures of central tendency dispersion. The descriptive statistics including Cronbach's Alpha coefficients were determined to assess the reliability of the measuring instruments. A Pearson product moment correlation was used to identify the relationships between variables.

Lastly, a biographical questionnaire was included which assessed the respondent's gender, age, race, years of service, the level of position and level of qualification. The results of the study are presented in tabular format.

3.2 DATA ANALYSIS TECHNIQUES

Once we have collected the data, we have to make sense of it. In order to do this, we need to organise and code the data in order to be able to analyse it (Welman, et al., 2005). Cooper and Emory (1995) suggest that data analysis involves the reduction of accumulated data to a manageable size, developing summaries of the data, looking for patterns within the data and applying statistical techniques. This chapter explains how the data was captured and analysed and also defines the statistical terms used like Mean, Standard Deviation, and Descriptive Statistics.

3.2.1 Mean

Also called the arithmetic mean, is the average score for a group and which is equal to the total of individual scores divided by the number of scores (Welman et al.,

2005). Trochim and Donnelly (2008) suggest that mean or average is probably the most commonly used method of describing central tendency. To compute the mean, you add up all the values and divide by the number of values. In this study, the mean was used to establish the respondent's perception of the existing culture as well as its impact on the organisation's strategy.

3.2.2 Standard Deviation

The standard deviation explains the spread or variability of the scores around their average in a single sample. The standard deviation, often abbreviated SD, is mathematically the square root of the variance. The standard deviation and variance both measure dispersion, but because the standard deviation is measured in the same units as the original measure and the variance is measured in squared units, the standard deviation is usually more directly interpretable and meaningful (Trochim & Donnelly, 2008). According to Welman et al. (2005), SD is to determine if the scores on a parametric test are evenly distributed and cluster closely around the mean. SD records the degree to which the scores obtained deviate from the mean. This means that the standard deviation determines the extent to which the respondent's perception of the existing culture deviates from the mean.

3.2.3 Descriptive Statistics

Welman et al. (2005) suggest that descriptive statistics are concerned with the description and/or summary of the data obtained for a group of individual units of analysis. According to Trochim and Donnelly (2008), it is used to describe the basic features of the data in a study. Descriptive statistics is the most efficient way of summarising the characteristics of large sets of data, where the analyst calculates one number or a few numbers that reveals something about the characteristics of large sets of data (McDaniel & Gates, 2002).

3.3 QUESTIONNAIRE

The Organisational Culture Assessment Instrument (OCAI) developed by Kim Cameron and Robert Quinn is a validated research method to examine organisational culture. Much research went into the development of the OCAI. The American professor Robert Quinn and his colleague Kim Cameron developed the

Competing Values Framework (CVF). This framework consists of four Competing Values that correspond with four types of organisational culture.

According to Cameron and Quinn (2012), every organisation has its own mix of these four types of organisational culture. This mix is found in the completion of the questionnaire. This questionnaire has been used by more than 10, 000 companies worldwide.

The questionnaire allows respondents judge six dimensions of their organisation those being:

- 1) Dominant Characteristics
- 2) Organisational Leadership
- 3) Management of Employees
- 4) Organisational Glue
- 5) Strategic emphases
- 6) Criteria of success

These dimensions each contain four statements that are related to the four organisational culture types being assessed those being:

- A. The Clan Culture
- B. The Adhocracy Culture
- C. The Market Culture
- D. The Hierarchy Culture

The assessment determines which culture is the dominant one within the organisation and how it relates or compares to the other organisational culture types.

The last question (7) contains statements used in other similar research that determines the effect that organisational culture has on the organisation's strategy and is used in conjunction with the OCAI.

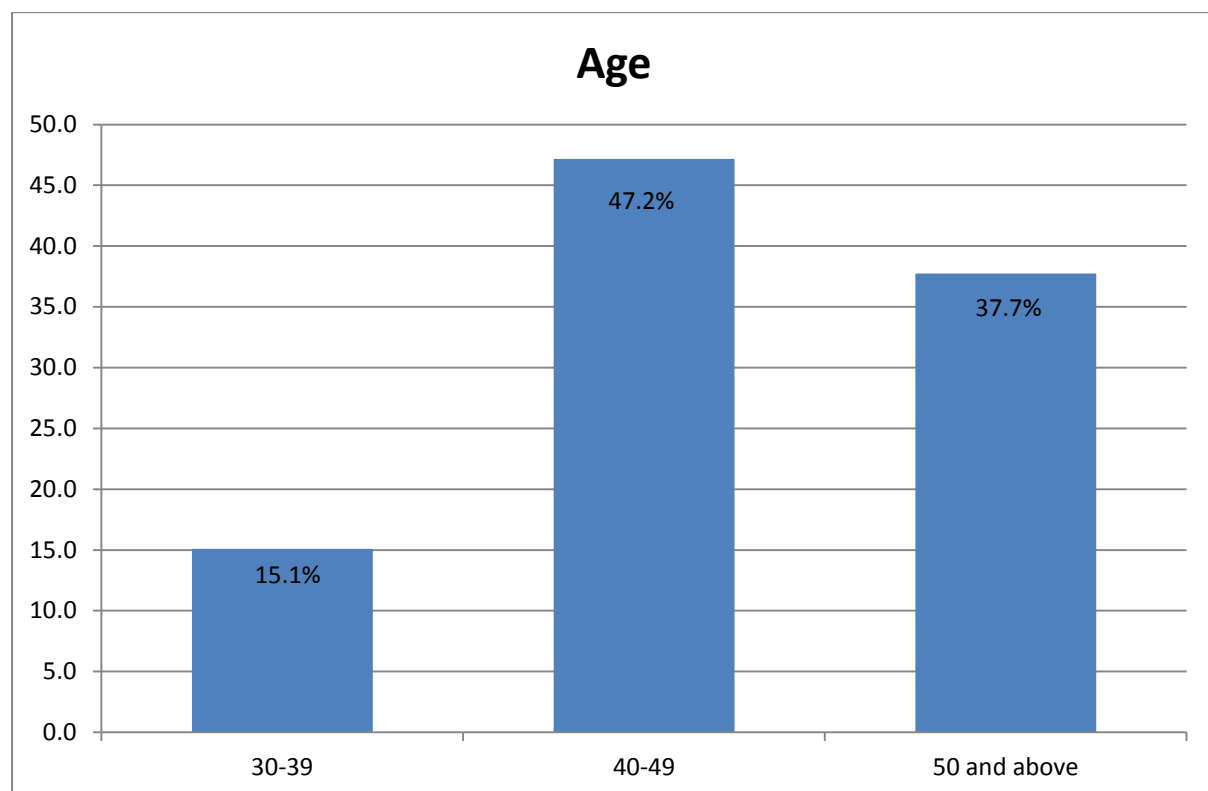
3.4 PRESENTATION OF RESULTS

3.4.1 Frequencies

The frequency distribution is a data analysis technique that allows the researcher to see the bigger picture of the data at hand. Its enables the researcher to see how

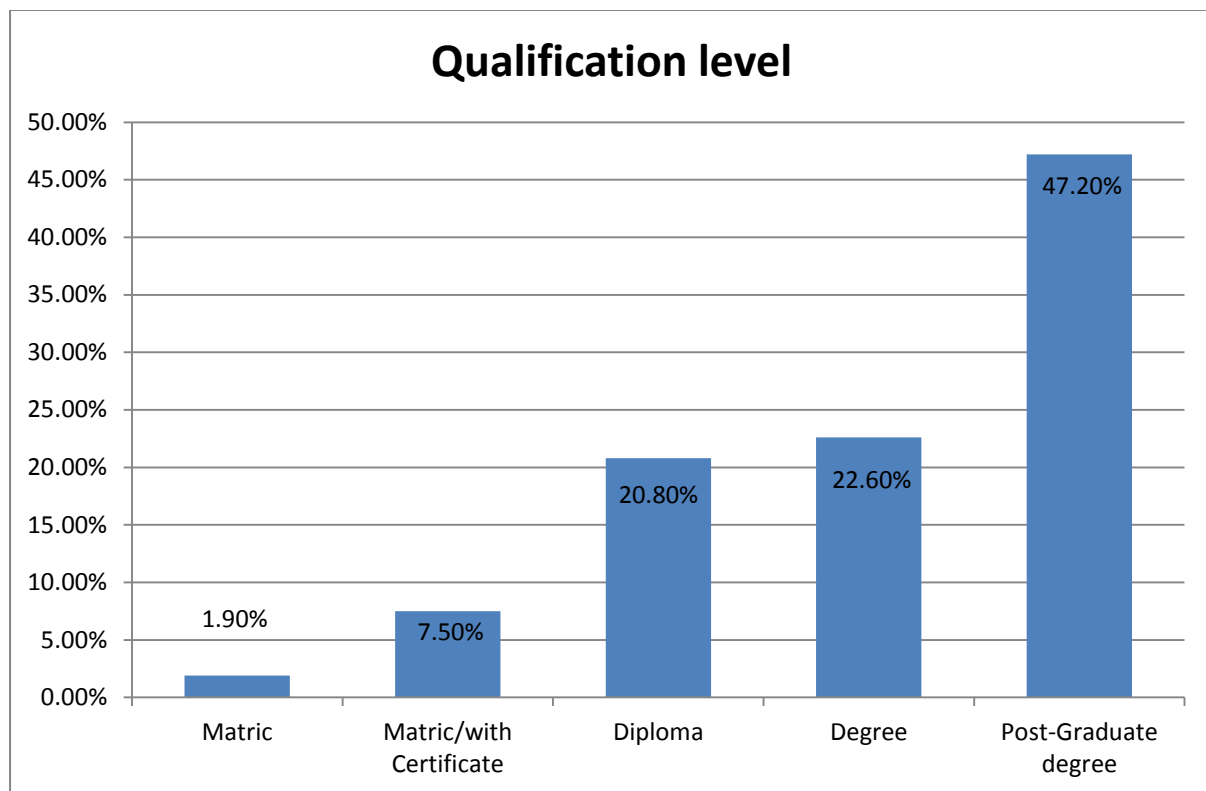
frequently specific values were observed and what their respective percentages were for the same variable. According to Welman et al. (2005, 229), the frequency distribution is to determine if the distribution is even across categories or if they cluster around one or two categories. The questionnaire consisted of two parts A and B with the first covering the biographical information of all the respondents. The responses to the six questions that covered the biographical information are illustrated as follow.

Figure 3.1: Question 1- Respondents' by age group



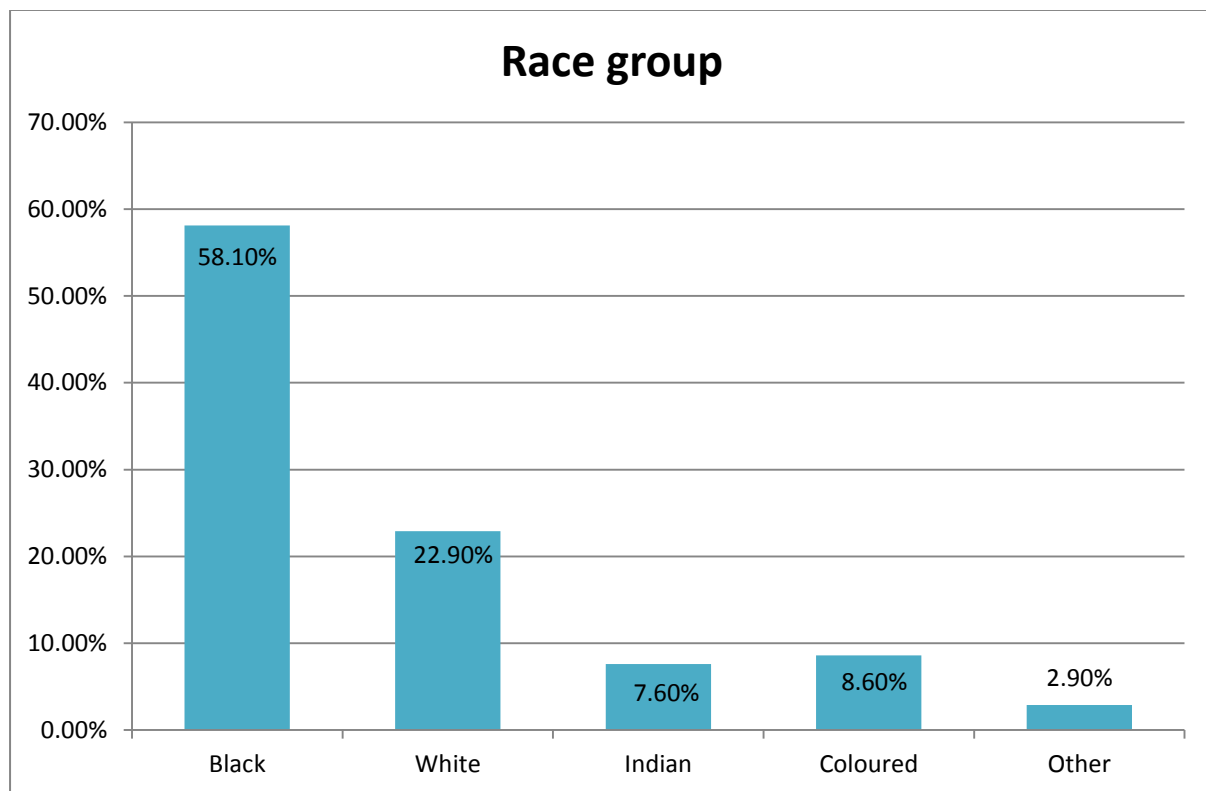
Interesting to note that in the target group there was no one who was under 30 years of age. Almost fifty percent (47%) respondents were between the ages of 40-49, followed by 38% who are in the category of 50 and above. Only 15% of the respondents are between the ages of 30-39, which means that the majority of the company's management are above 40 years of age.

Figure 3.2: Question 2 – Respondents by qualification



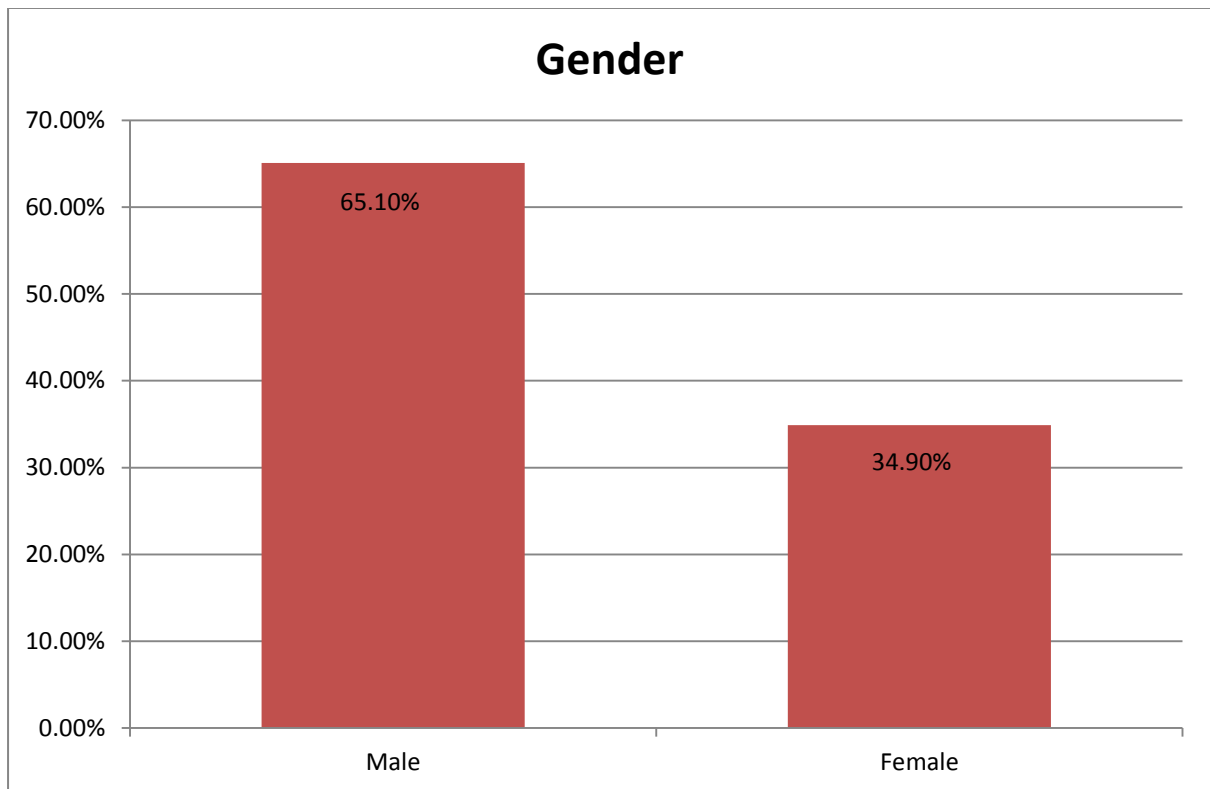
The majority of the respondents (47%) have a post graduate qualification, followed by 23% who have a degree. Only 2% of the respondents have a matric qualification only, with 7% having a matric (Grade 12) with additional training such as a certificate. Overall the respondents in the survey are highly literate and have a formal qualification which is very good for the organisation.

Figure 3.3: Question 3 – Respondents by race group



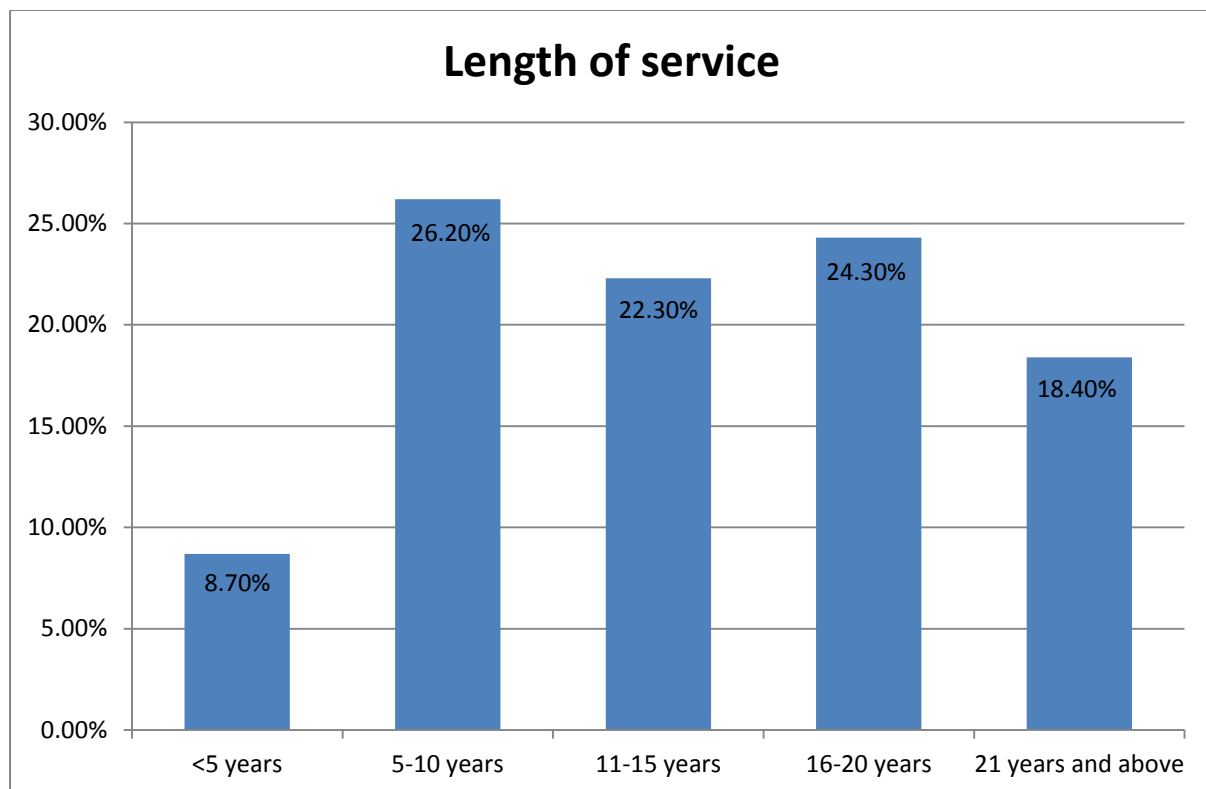
Coloureds and Indians equal and make up the smallest representation of management within the group of respondents with both at 8%. Whites are the second highest representation at 23%, with blacks having the highest representation at 58%. The remaining 3% which falls under other can also be classified as under black as some of these respondents elected to refer to themselves as African instead of black.

Figure 3.4: Question 4 – Respondents by gender



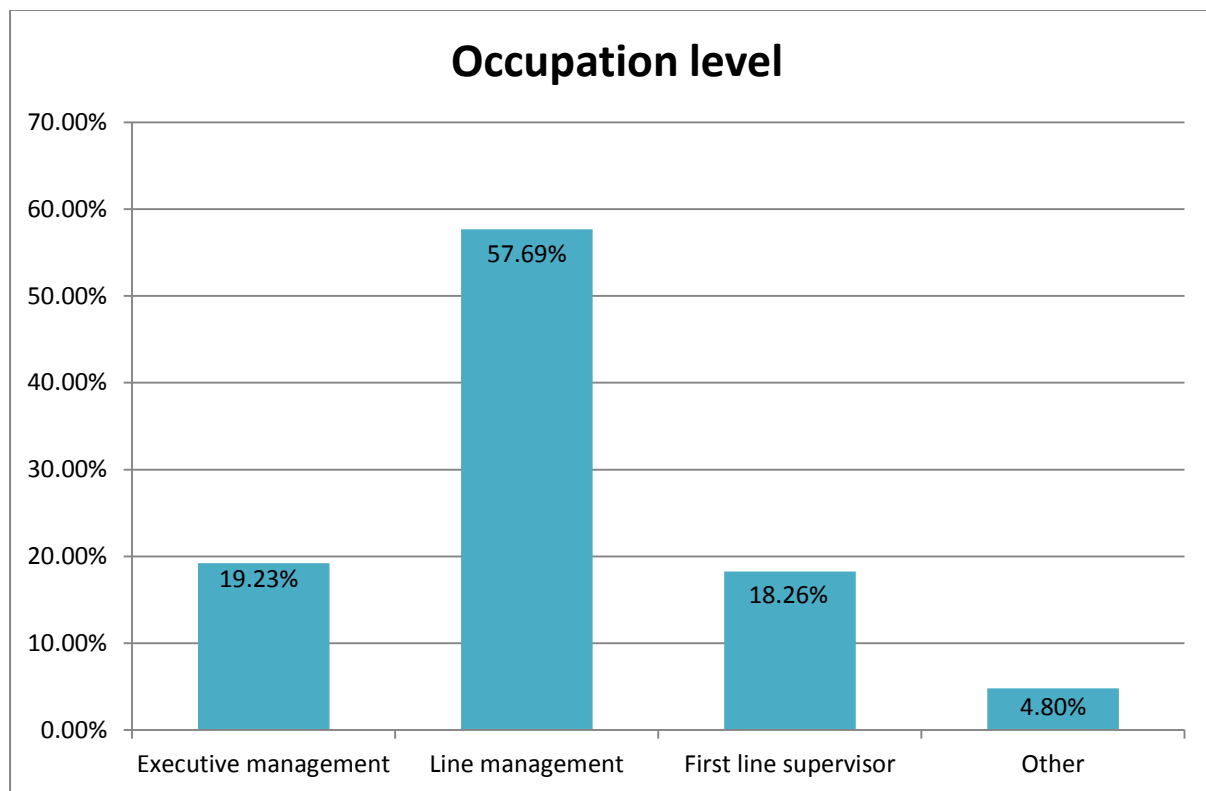
In terms of the gender mix of the number of respondents, the majority were male at 65% with the remaining 35% being female.

Figure 3.5: Question 5 - Respondents by length of service



The majority of the respondents (26%) fall within the 5-10 years' service, followed by 24% with 16-20 years' service and 22% with 11-15 years' service. 19% of the respondents have 21 years and more service. This table shows that people within this organisation tend to stay very long at the organisation. 65% of the respondents actually have more than 10 years' service, which will give us a very good indication of the type of culture that exists within the organisation which allows people to stay for so long.

Figure 3.6: Question 6 – Respondents by occupation level



Line management consisted of 58% of the group, followed by first-line supervisors at 21% with executive management at 16%.

3.4.2 Descriptive

Descriptive analysis was done for all questions in Part A and Part B of the questionnaire.

Reliability is the degree to which a measure is consistent or dependable; the degree to which it would give you the same result over and over again, assuming the underlying phenomenon is not changing. Reliability has to do with the quality of the measurement. In its everyday sense reliability is the consistency or repeatability of measures (Trochim & Donnelly, 2008).

A Cronbach's alpha was used in this study to estimate the reliability of the measure. According to Welman et al. (2005), a Cronbach's alpha coefficient is representative of a measure of internal consistency of a measurement or test. This means how closely related a set of items are as a group. The Cronbach's alpha of all scales, in this study, falls within a range of >0.50, (lower limit acceptability) and > 0.70 (good

reliability) which is still acceptable in most social science research as per Field (2009). Most of the coefficients of alpha were closer to 0.7 which means that there is high reliability for all the statements in the dimensions measured.

A Cronbach's alpha was measured for all six dimensions measured in the study under Part B of the questionnaire and the results are shared after each descriptive table below.

Descriptive analysis was done for all questions in Part A and Part C of the questionnaire.

Table 3.1: Question b1a – d

	1	2	3	4	5		
1. Dominant Characteristics	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	Mean	Standard Deviation
a) Our organisation is a personal place, it is like an extended family and people seem to share a lot of themselves.	11.4%	50.5%	13.3%	23.8%	1.0%	2.52	1.010
b) Our organisation is a dynamic and entrepreneurial place, our people are willing to stick their necks out and take risks.	4.8%	27.9%	16.3%	43.3%	7.7%	3.21	1.085
c) Our organisation is results oriented i.e. people are competitive and achievement oriented.	13.5%	52.9%	11.5%	19.2%	2.9%	2.45	1.042
d) Our organisation is a controlled and structured place where formal procedures generally govern what people do.	40.6%	55.7%	0.9%	2.8%		1.66	.646

The statement with the highest mean was **1b** at 3.21 and the one with the lowest mean is question **1d** at 1.66. This implies that most of the respondents (96.3%)

agree with the fact their organisation is a controlled and structured place where formal procedures generally govern what people do. What is also significant to note is that only 2.8% of respondents disagreed and there was no one who strongly disagreed with this statement. It is, therefore, evident that this statement is definitely the dominant characteristic within this organisation.

Statement 1b also implies that respondents (51%) disagree with the fact that the organisation is a dynamic and entrepreneurial place where people are willing to stick their necks out and take risks. The second highest statement which is also significant is **1c**, where most respondents (66.4%) agreed that the organisation is results oriented where people are competitive and achievement oriented.

Table 3.2: Cronbach's alpha for statements B1a – B1d

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.560	.551	4

Reliability for all statements from B1a to B1d in the questionnaire had a Cronbach's alpha of 0.560

Table 3.3: Question b2a – d

	1	2	3	4	5		
2. Organisational Leadership	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	Mean	Standard Deviation
a) The leadership in our organisation is generally considered to exemplify mentoring, facilitating or nurturing.	8.6%	46.7%	15.2%	28.6%	1.0%	2.67	1.016
b) The leadership in our organisation is generally considered to exemplify entrepreneurship, innovation or risk taking.	2.9%	28.6%	17.1%	44.8%	6.7%	3.24	1.033
c) The leadership in our organisation is generally considered to exemplify a no-nonsense, aggressive and results –oriented focus.	4.8%	48.6%	12.4%	28.6%	5.7%	2.82	1.081
d) The leadership in our organisation is generally considered to exemplify a coordinating, organizing, or smooth – running efficiency.	15.1%	52.8%	11.3%	18.9%	1.9%	2.40	1.021

The highest mean value for this dimension is 3.24 which relate to statement **2b**. This implies that most respondents (51.5%) disagree with the fact that leadership in the organisation is generally considered to exemplify entrepreneurship, innovation or risk taking. The results also indicate that 17.1% of all the respondents were undecided in terms of this statement. The lowest mean value for this dimension is 2.40 which relates to statement **2d**. This implies that the majority of the respondents (67.9%) agree that leadership within the organisation is generally considered to exemplify a coordinating, organising or smooth-running efficiency.

The second highest statement is 2a with 55.3% of the respondents agreeing that leadership in the organisation is generally considered to exemplify mentoring, facilitating or nurturing. This is followed by 2c with 53.4% respondents agreeing that leadership in their organisation is generally considered to exemplify a no-nonsense, aggressive and results-oriented focus.

Table 3.4: Cronbach's alpha for statements B2a – B2d

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.740	.742	4

Reliability for all statements from B2a to B2d in the questionnaire had a Cronbach's alpha of 0.740.

Table 3.5: Question b3a – d

	1	2	3	4	5		
3. Management of Employees	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Mean</i>	<i>Standard Deviation</i>
a) The management style in our organisation is characterised by teamwork, consensus and participation.	17.1%	52.4%	12.4%	16.2%	1.9%	2.33	1.006
b) The management style in our organisation is characterised by individual risk taking, innovation, freedom and uniqueness.	3.8%	28.6%	19.0%	43.8%	4.8%	3.17	1.023
c) The management style in our organisation is characterised by hard – driving competitiveness, high demands and achievement.	11.5%	45.2%	17.3%	25.0%	1.0%	2.59	1.020

d) The management style in our organisation is characterised by security of employment, conformity, predictability and stability in relationships.	32.1%	54.7%	6.6%	5.7%	0.9%	1.89	.832
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The highest mean value for this dimension is 3.17 for statement **3b**. This means that the majority of the respondents (48.6%) disagree that the management style in the organisation is characterised by individual risk taking, innovation, freedom, and uniqueness. A further 19% were undecided in terms of this statement and only 32.4% agree with the statement.

The lowest mean value for this dimension is 1.89 for statement **3d**. This implies that most of the respondents (86.8%) agree that the management style in the organisation is characterised by the security of employment, conformity, predictability and stability in relationships. Only 6.6% of the respondents disagree with this statement with another 6.6% being undecided.

Statement 3a also had the high agreement of respondents (69.5%) that the management style in the organisation is characterised by teamwork, consensus, and participation. Statement 3c was the third highest that respondents agreed with.

Table 3.6: Cronbach's alpha for statements B3a – B3d

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.667	.660	4

Reliability of all statements from B3a to B3d had an alpha coefficient of 0.667

Table 3.7: Question b4a – d

	1	2	3	4	5		
4. Organisational Glue	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Mean</i>	<i>Standard Deviation</i>
a) The glue that holds our organisation together is loyalty, mutual trust and commitment to this organisation.	23.8%	47.6%	8.6%	17.1%	2.9%	2.28	1.096
b) The glue that holds our organisation together is commitment to innovation and development.	12.4%	30.5%	16.2%	35.2%	5.7%	2.91	1.178
c) The glue that holds our organisation together is an emphasis on achievement and goal accomplishment.	21.9%	54.3%	8.6%	14.3%	1.0%	2.18	.969
d) The glue that holds our organisation together is formal rules and policies, whilst maintaining a smooth – running organisation is important.	31.1%	58.5%	5.7%	4.7%		1.84	.732

The highest mean value for this dimension is 2.91 for statement **4b**. This implies that most respondents (41.2%) disagree that the glue that holds the organisation together is a commitment to innovation and development. A further 16.2% are undecided on this statement. Only 42.9% of the respondents agree with this statement.

The lowest mean value for this dimension is 1.84 for **4d**. This implies that majority of the respondents (89.6%) agree that the glue that holds the organisation together is formal rules and policies, whilst maintaining a smooth-running organisation are important. Only 4.7% of respondents disagree with 5.7% undecided.

On statement 4c 76.2% of the respondents agree that the glue that holds the organisation together is an emphasis on achievement and goal accomplishment, followed by statement 4a where 71.4% of respondents agree with. The levels of agreement with this dimension are significantly high (> 70%) with the exception of statement 4b.

Table 3.8: Cronbach's alpha for statements B4a – B4d

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.701	.695	4

Reliability of all statements from B4a to b4d had an alpha coefficient of 0.701.

Table 3.9: Question b5a – d

	1	2	3	4	5		
5. Strategic Emphasis	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Mean</i>	<i>Standard Deviation</i>
a) Our organisation emphasises human development where high trust, openness and participation prevail.	18.1%	46.7%	11.4%	21.0%	2.44%	2.44	1.100
b) Our organisation emphasises acquiring new resources and creating new challenges, where trying new things and prospecting for opportunities are valued.	14.3%	38.1%	15.2%	28.6%	3.8%	2.70	1.145
c) Our organisation emphasises competitive actions and achievement, where achieving stretch targets and winning in the marketplace are dominant factors.	18.1%	54.3%	8.6%	17.1%	1.9%	2.30	1.020
d) Our organisation emphasises permanence and stability, where efficiency, control, and smooth operations are important.	26.4%	64.2%	5.7%	3.8%		1.87	.677

The highest value for this dimension is 2.70 for statement **5b**. Only 52.4% of respondents agree that the organisation emphasises acquiring new resources and creating new challenges, where trying new things and prospecting for opportunities

are valued. A further 32.4% disagree with the statement with 15.2% being undecided.

The lowest mean value for this dimension is 1.87 for statement **5d**. This implies that 90.6% of respondents agree that the organisation emphasises permanence and stability, where efficiency, control, and smooth operations are important. Only 3.8% of respondents disagree with 5.7% being undecided.

For statement 5c 72.4% of respondents agree that the organisation emphasises competitive actions and achievement, where achieving stretch targets and winning in the marketplace are dominant factors. This is the second highest statement that respondents agree with followed by statement 5a at 64.8%.

Table 3.10: Cronbach's alpha for statements B5a – B5d

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.723	.715	4

Reliability of all statements from B5a to B5d had an alpha coefficient of 0.723

Table 3.11: Question b6a – d

	1	2	3	4	5		
6. Criteria of Successful strategy implementation	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Mean</i>	<i>Standard Deviation</i>
a) Our organisation defines success on the basis of development of human resources, teamwork, employee commitment and concern for people.	21.1%	47.1%	16.3%	14.4%	1.0%	2.27	.988
b) Our organisation defines success on the basis of having the most unique or newest products. It is product leader and innovator.	7.6%	32.4%	12.4%	35.2%	12.4%	3.12	1.214

c) Our organisation defines success on the basis of winning in the marketplace and outpacing the competition, where competitive market leadership is key.	10.5%	31.4%	19.0%	32.4%	6.7%	2.93	1.154
d) Our organisation defines success on the basis of efficiency, dependable delivery, smooth scheduling and low – cost production is critical.	32.1%	57.5%	3.8%	6.6%		1.85	.778

The highest mean value for this dimension is 3.12 for statement **6b**. This implies that most respondents (47.6%) disagree that the organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator. A further 12.4% of the respondents were undecided with only 40% of them who agree.

The lowest mean value for this dimension is 1.85 for statement **6d**. This implies that the majority of the respondents (89.6%) agree that the organisation defines success on the basis of efficiency, dependable delivery, smooth scheduling and that low-cost production is critical. Only 6.6% of the respondents disagree and 3.8% are undecided.

For statement 6a 68.2% of respondents agree which is the second highest with 15.4% who disagree. A further 16.3% are undecided.

Table 3.12: Cronbach's alpha for statements B6a – B6d

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.686	.663	4

Reliability of all statements from B6a to B6d had an alpha coefficient of 0.686.

Table 3.13: Question b7a – j

	1	2	3	4	5		
7. Strategy Implementation	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Mean</i>	<i>Standard Deviation</i>
a) By easily adapting to changes in our environment our organisation is able to implement strategies efficiently.	18.1%	42.9%	11.4%	23.8%	3.8%	2.52	1.153
b) The flexibility in our organisational culture has facilitated coping with strategy implementation challenges	9.6%	44.2%	15.4%	22.1%	8.7%	2.76	1.162
c) Our easy adjustment to change has facilitated innovativeness in strategy implementation processes	8.6%	31.4%	20.0%	34.3%	5.7%	2.97	1.113
d) By adjusting to the environment, we are able to easily implement strategies	9.7%	43.7%	16.5%	27.2%	2.9%	2.70	1.065
e) Having well defined employee roles has enabled effective strategy implementation	19.0%	42.9%	17.1%	20.0%	1.0%	2.41	1.044
f) Knowing employees by their roles highly reduces motivation to implement strategy	10.7%	32.0%	31.1%	21.4%	4.9%	2.78	1.057
g) Having a well-defined structural framework makes strategy implementation easier	25.5%	54.7%	11.3%	8.5%		2.03	.845

h) Interest in upholding cultural values has negatively affected strategy implementation	8.6%	21.9%	15.2%	51.4%	2.9%	3.18	1.081
i) Dynamism, entrepreneurship and creativity in the workplace, has contributed to successful strategy implementation.	7.6%	40.0%	26.7%	21.9%	3.8%	2.74	1.010
j) Strategies that focus on results and job completion are successfully implemented in our organisation.	20.0%	49.5%	15.2%	13.3%	1.9%	2.28	.995

The highest mean value for this dimension is 3.18 for statement **7h**. This implies that most respondents (54.3%) disagree that interest in upholding cultural values has negatively affected strategy implementation. A further 15.2% were undecided, with only 30.5% of respondents agreeing with the statement.

The lowest mean value for this dimension is 2.03 for statement **7g**. This implies that the majority of the respondents (80.2%) agree that having a well-defined structural framework will make strategy implementation easier within the organisation.

69.5% of the respondents agree with statement 7j, that strategies that focus on results and job completion are successfully implemented in the organisation followed by statement 7e (61.9%) and statement 7a (61%).

The second highest statement that respondents disagree (40%) with is 7c that is, the organisation's easy adjustment to change has facilitated innovativeness in strategy implementation processes. An equal percentage of respondents (40%) agree with this statement and 20% are undecided.

Most of the respondents (53.8%) also agree with statement 7b, that flexibility in the organisation's culture has facilitated coping with strategy implementation, whilst 53.4% also agree with statement 7d that by adjusting to the environment the organisation is able to easily implement strategies.

Only 42.7% of respondents agree with statement 7f that is, knowing employees by their roles highly reduces motivation to implement the strategy, with 26.3% who disagree. The rest (31.1%) were undecided.

Table 3.14: Cronbach's alpha for statements B7a – B7j

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.815	.813	10

Reliability of all statements from B7a to B7j had an alpha coefficient of 0.815.

Table 3.15: Cronbach's alpha for statements b1- b4 for Organisational Culture

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.859	.862	4

Reliability of all statements from question b1a – d to question b4a – d had an alpha coefficient of 0.859.

Table 3.16: Cronbach's alpha for statements b5 – b7 for Effect on Strategy

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.872	.873	3

Reliability of all statements from questions b5a-d to question b7a-j has an alpha coefficient of 0.872.

The reliability of Tables 3.15 and 3.16 have a Cronbach's alpha of 0.859 and 0.872 respectively, which is a higher reliability for the two constructs that is, organisational culture and its Effect on strategy.

3.4.3 The overall Mean and Standard deviation

Table 3.17: Descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Dominant_Characteristics	106	1.00	4.00	2.4465	.64254
Organisation_Leadership	106	1.00	4.50	2.7736	.77883
Management_Employees	106	1.00	4.00	2.4890	.68671
Organisational_Glue	106	1.00	4.25	2.2925	.73878
Strategic_Emphasis	106	1.00	4.00	2.3160	.74825
Criteria_Succ_Impliment	106	1.00	4.25	2.5377	.74944
Strateg_Implementation	106	1.10	4.30	2.6291	.65071
Valid N (listwise)	106				

In terms of the overall mean and standard deviation, the highest mean value of the six dimensions within the organisation is 2.77 that is, *Organisational Leadership*. This implies that on average most respondents are moving towards being undecided on whether the leadership within the organisation are generally considered to exemplify mentoring, entrepreneurship, innovation or risk taking. The lowest mean value is 2.292 that is, for *Organisational Glue*. This implies that most respondents still agrees with the fact that the glue that holds the organisation together is loyalty, mutual trust, commitment to innovation and all attributes listed under this dimension. This is the dimension that respondents agree with the most. This dimension is associated with loyalty, mutual trust and commitment to the organisation. Respondents also agreed that the glue that holds the organisation together is an emphasis on achievement and goal accomplishment.

3.4.4 Reliability and validity

Reliability is the degree to which a measure is consistent or dependable; the degree to which it would give you the same result over and over again, assuming the underlying phenomenon is not changing. Reliability has to do with the quality of the

measurement. In its everyday sense reliability is the consistency or repeatability of your measures (Trochim & Donnelly, 2008).

A Cronbach's alpha was used in this study to estimate the reliability of the measure. According to Welman et al. (2005), a Cronbach's alpha coefficient is representative of a measure of internal consistency of a measurement or test. This means how closely related a set of items are as a group. The Cronbach's alpha of all scales, in this study, falls within a range of >0.50 , which is still acceptable in most social science research. Most of the coefficients of alpha were closer to 0.7 which means that there is high reliability for all the statements in the dimensions measured.

A Cronbach's alpha was measured for all six dimensions measured in the study under Part B and Part C of the questionnaire and the results are shared in the tables below.

3.4.5 Correlations

Correlations are used to describe relationships between variables such as income, age and so on. Correlations estimate the extent to which the changes in one variable are associated with changes in the other variable. A positive correlation reflects a direct relationship – one in which an increase in one variable corresponds to an increase in the other variable. Two variables that are indirectly or inversely related would produce a negative correlation – indicating that an increase in one variable is associated with a decrease in the other (Welman et al., 2005:234).

The focus of this study was based on a convenient sample and not a random sample within the organisation, thus we were working with a practical significance as opposed to a statistical significance.

Nonparametric correlations

In terms of the guidelines, a practical significant relationship categorised in terms of the following effect size that is, 0.1 (small); 0.3 (medium); 0.5 (large). The correlation for q1, q2 and q3 which represents age, qualification and length of service respectively, was noted as follow:

Table 3.18: Correlation coefficient comparing q1, q2 and q5

			q1	q2	q5
Spearman's rho	q1	Correlation Coefficient	1.000	-.146	.618**
	q2	Correlation Coefficient	-.146	1.000	-.273**
	q5	Correlation Coefficient	.618**	-.273**	1.000
	Dominant_Char	Correlation Coefficient	.033	.150	-.074
	Organisation_Lead	Correlation Coefficient	.155	.020	.004
	Management_Empl	Correlation Coefficient	.161	.020	.114
	Organisational_Glue	Correlation Coefficient	.132	.091	.061
	Strategic_Emph	Correlation Coefficient	.163	.052	.012
	Criteria_Succ_Imp	Correlation Coefficient	.111	.195*	-.100
	Strateg_Imp	Correlation Coefficient	.182	.092	-.003
	Organisational_Culture	Correlation Coefficient	.138	.082	.031
	Effect_on_Strategy	Correlation Coefficient	.177	.111	-.020

Q1: Correlation age group

From Table 3.17 it can be noted that in terms of age there is a positive correlation between Q1 and all the dimensions measured. Although correlation is positive, the effect size is small. This denotes that irrespective of the respondents' different age categories, it did not have an effect on how they responded to the statements in the six dimensions within the questionnaire. There was no significant way in which a particular age group responded to all the statements.

Q2: Correlation on qualifications

From Table 3.17 it can be noted that in terms of the respondents' qualifications there is also a positive correlation between Q2 and all the dimensions measured. The effect size for this category is also small. This denotes that the respondents' level of

qualification did not have any effect on how they responded to the statements of all the dimensions.

Q3: Correlation on length of service

From Table 3.17 a positive correlation is noted between Q3 and the following dimensions: organisational leadership, management of employees, organisational glue, and strategic emphasis. The effect size of this correlation, however, is small. This denotes that the respondents' length of service did not have an effect on how they responded to the statements of these dimensions listed.

A negative correlation is noted for Q3 and the following dimensions: dominant characteristics, criteria for successful implementation of strategy and effect on strategy. The effect size of this correlation is also small. This denotes that the respondents' length of service does have an effect on how they respond to these particular dimensions.

Table 3.19: Correlation between dimensions

			Dominant_Char	Organisation_Lead	Management_Empl	Organisational_Glue	Strategic_Emph	Criteria_Success_Imp	Strategy_Imp
Spearman's rho	Dominant_Char	Correlation Coefficient	1.000	.562**	.658**	.670**	.565**	.618**	.592**
	Organisation_Lead	Correlation Coefficient	.562**	1.000	.580**	.588**	.658**	.563**	.642**
	Management_Empl	Correlation Coefficient	.658**	.580**	1.000	.684**	.588**	.630**	.555**
	Organisational_Glue	Correlation Coefficient	.670**	.588**	.684**	1.000	.731**	.658**	.649**
	Strategic_Emph	Correlation Coefficient	.565**	.658**	.588**	.731**	1.000	.756**	.711**
	Criteria_Success_Imp	Correlation Coefficient	.618**	.563**	.630**	.658**	.756**	1.000	.642**
	Strategy_Imp	Correlation Coefficient	.592**	.642**	.555**	.649**	.711**	.642**	1.000
	Organisational_Culture	Correlation Coefficient	.825**	.817**	.855**	.871**	.751**	.721**	.711**
	Effect_on_Strategy	Correlation Coefficient	.650**	.693**	.646**	.747**	.875**	.832**	.934**

From Table 3.19 it is noted that there is a positive correlation between all the variables and dimensions measured that exist. The effect size of these correlations is also large indicating that they are very significant.

It is also noted that Organisational culture has a positive correlation with all dimensions measured and the effect size is also large, whilst Effect on strategy also has a positive correlation with a large effect size. This confirms that the

organisational culture does have an impact on an organisation's strategy. It also confirms that the various types of culture will have various effects on an organisation's strategy.

3.4.6 Comparisons

Table 3.20: Oneway – comparison between race groups

		Mean	Std. Deviation	95% Confidence Interval for Mean			
				Lower Bound	Upper Bound		
Dominant_Char	1.00	2.3361	.69054	2.1592	2.5129		
	2.00	2.5729	.55892	2.3369	2.8089	0.34	
	3.00	2.6167	.55039	2.3591	2.8743	0.41	0.08
	Total	2.4437	.64493	2.3188	2.5685		
Organisation_Lead	1.00	2.6393	.77396	2.4411	2.8376		
	2.00	2.9688	.79164	2.6345	3.3030	0.42	
	3.00	2.9375	.75164	2.5857	3.2893	0.39	0.04
	Total	2.7714	.78225	2.6200	2.9228		
Management_Empl	1.00	2.4440	.68190	2.2693	2.6186		
	2.00	2.6146	.69930	2.3193	2.9099	0.24	
	3.00	2.4500	.70989	2.1178	2.7822	0.01	0.23
	Total	2.4841	.68816	2.3510	2.6173		
Organisational_Glue	1.00	2.1189	.64648	1.9533	2.2844		
	2.00	2.6042	.79371	2.2690	2.9393	0.61	
	3.00	2.4250	.82757	2.0377	2.8123	0.37	0.22
	Total	2.2881	.74096	2.1447	2.4315		
Strategic_Emph	1.00	2.1598	.74726	1.9685	2.3512		
	2.00	2.6146	.71467	2.3128	2.9164	0.61	
	3.00	2.4250	.71221	2.0917	2.7583	0.35	0.27
	Total	2.3143	.75162	2.1688	2.4597		
Criteria_Succ_Imp	1.00	2.4672	.76984	2.2700	2.6644		
	2.00	2.7188	.72724	2.4117	3.0258	0.33	
	3.00	2.5250	.72955	2.1836	2.8664	0.08	0.27
	Total	2.5357	.75274	2.3900	2.6814		
Strateg_Imp	1.00	2.4845	.63663	2.3215	2.6476		
	2.00	2.9389	.63182	2.6721	3.2057	0.71	
	3.00	2.6500	.58174	2.3777	2.9223	0.26	0.46
	Total	2.6199	.64679	2.4947	2.7451		
Organisational_Cultu re	1.00	2.3845	.58784	2.2339	2.5350		
	2.00	2.6901	.59449	2.4391	2.9411	0.51	
	3.00	2.6081	.59114	2.3315	2.8848	0.38	0.14
	Total	2.4969	.59981	2.3809	2.6130		

Effect_on_Strategy	1.00	2.4066	.61912	2.2480	2.5651		
	2.00	2.8177	.59863	2.5649	3.0705	0.66	
	3.00	2.5722	.58354	2.2991	2.8453	0.27	0.41
	Total	2.5321	.62528	2.4111	2.6531		

The above Table 3.20 measured respondents' perceptions on the six organisational culture dimensions from the different race groups within the organisation. The racial classification of the questions was coded as follow: 1- Black, 2- White, 3- Indian, Coloureds and other. The following conclusions are derived from the analysis:

Dominant characteristics

Black respondents are more in agreement with this dimension than the other race groups (2.3361) with Coloureds and Indians agreeing the least. On average all race groups are still in agreement with the factors that best describe this dimension.

Organisational leadership

Black respondents are more in agreement with this dimension, with Whites, Coloureds and Indians lingering more towards being undecided on this matter. This dimension indicates that the other race groups do not agree with the sentiments of this dimension, but also have not disagreed and therefore remain on undecided.

Management of employees

On average all race groups are still in agreement with this dimension at a mean of 2.4841 although White respondents show the highest mean that is moving towards being undecided.

Organisational glue

Black respondents are more in agreement with this dimension having the lowest mean value of 2.1189, whilst White respondents also agree but they have the highest mean value of 2.6042. On average the race groups have a mean value of 2.2881 for this dimension which means they are in agreement with the sentiments of the dimension.

Strategic emphasis

Black respondents show the lowest mean value, followed by Coloured and Indians with White respondents having the highest mean value at 2.6146 for this dimension.

Criteria for success

Black respondents show the lowest mean value followed by coloured and Indian respondents. White respondents have the highest mean value at 2.7188, but the standard deviation is significantly close for the various race groups.

Strategic implementation

White respondents show a mean value of 2.9 which is significantly higher than the 2.48 and 2.65 for black and others (Coloured and Indian) respectively. This implies that White respondents are more undecided with this dimension than the rest of the other race groups, although Coloureds and Indians are also lingering towards undecided with a mean value of 2.65.

Table 3.21: T-Test on gender groups

q4		N	Mean	Std. Deviation	Std. Error Mean	Effect Size
Dominant_Char	1	69	2.4324	.66518	.08008	0.06
	2	37	2.4730	.60606	.09964	
Organisation_Lead	1	69	2.8261	.83060	.09999	0.18
	2	37	2.6757	.67151	.11039	
Management_Empl	1	69	2.5000	.70320	.08465	0.04
	2	37	2.4685	.66387	.10914	
Organisational_Glue	1	69	2.2862	.77445	.09323	0.02
	2	37	2.3041	.67735	.11136	
Strategic_Emph	1	69	2.3261	.76011	.09151	0.04
	2	37	2.2973	.73560	.12093	
Criteria_Succ_Imp	1	69	2.5507	.77362	.09313	0.05
	2	37	2.5135	.71187	.11703	
Strateg_Imp	1	69	2.6688	.67659	.08145	0.17
	2	37	2.5553	.60139	.09887	
Organisational_Culture	1	69	2.5114	.63671	.07665	0.05
	2	37	2.4802	.52616	.08650	
Effect_on_Strategy	1	69	2.5644	.64068	.07713	0.12
	2	37	2.4890	.60118	.09883	

The overall effect size for males and females for the above results in Table 3.20 is not significant in that it is generally very small (less than 0.2). This means that there was no practical difference in the way male and female respondents answered the questions on all six organisational culture dimensions as well as the effect on strategy.

Dominant characteristics

This dimension shows a very small effect size of 0.06 between how males and females answered the questions, meaning that they are more in agreement with this dimension.

Organisational leadership

Although the effect size might be small, the mean for this dimension is above 2.5 for both males and females and is lingering towards the undecided level of 3. This dimension needs to be looked at by the organisation as it represents how both males and females feel about the level of leadership within the organisation.

Management of employees

This dimension also has one of the lowest effect sizes of 0.04 which implies that males and females had a similar view of this dimension when answering the questions.

Organisational glue

This dimension had the lowest effect size of all at 0.02 and is also the dimension with the lowest mean value of 2.28 and 2.30 for both males and females respectively. This implies that both males and females are at the same level of agreement with this dimension and is also the more dominant culture characteristic for males and females.

Strategic emphasis

This dimension has the second lowest effect size as well as the second lowest mean values of 2.32 and 2.29 for males and females respectively. It implies that males and females had a very low practical difference in how they read and understood the

questions for this dimension and is also the second highest culture dimension that they agree with.

Criteria for successful strategy implementation

This dimension also had a very low effect size, but the mean values were above the 2.5 value.

Strategic implementation

The effect size remains very low which shows that males and females both understand and interpreted the questions similarly as well as the mean value still in agreement with the context of the dimension.

Table 3.22: Oneway in terms Occupational level

		Mean	Std. Deviation	95% Confidence Interval for Mean		1 with	2 with
				Lower Bound	Upper Bound		
Dominant Characteristics	1.00	2.5500	.39403	2.3656	2.7344		
	2.00	2.5014	.69764	2.3212	2.6816	0.07	
	3.00	2.2368	.64266	1.9271	2.5466	0.49	0.38
	Total	2.4604	.64135	2.3325	2.5884		
Organisation Leadership	1.00	2.6750	.76991	2.3147	3.0353		
	2.00	2.8958	.78017	2.6943	3.0974	0.28	
	3.00	2.5263	.70659	2.1858	2.8669	0.19	0.47
	Total	2.7803	.77202	2.6263	2.9343		
Management of Employees	1.00	2.5125	.51603	2.2710	2.7540		
	2.00	2.5556	.69003	2.3773	2.7338	0.06	
	3.00	2.3553	.78314	1.9778	2.7327	0.20	0.26
	Total	2.5084	.67590	2.3736	2.6432		
Organisational Glue	1.00	2.2875	.52738	2.0407	2.5343		
	2.00	2.3875	.73563	2.1975	2.5775	0.14	
	3.00	2.0263	.87755	1.6033	2.4493	0.30	0.41
	Total	2.2980	.73512	2.1514	2.4446		
Strategic Emphases	1.00	2.3000	.51682	2.0581	2.5419		
	2.00	2.3875	.80967	2.1783	2.5967	0.11	
	3.00	2.1974	.76185	1.8302	2.5646	0.13	0.23
	Total	2.3333	.74744	2.1843	2.4824		
Criteria for Successful Implementation	1.00	2.7250	.58994	2.4489	3.0011		
	2.00	2.6000	.76496	2.4024	2.7976	0.16	
	3.00	2.2368	.83945	1.8322	2.6414	0.58	0.43
	Total	2.5556	.75892	2.4042	2.7069		

Strategic Implementation	1.00	2.7950	.53653	2.5439	3.0461		
	2.00	2.7124	.63294	2.5489	2.8759	0.13	
	3.00	2.2743	.69527	1.9392	2.6094	0.75	0.63
	Total	2.6450	.64792	2.5158	2.7742		
Organisational Culture	1.00	2.5063	.41254	2.3132	2.6993		
	2.00	2.5853	.62404	2.4241	2.7465	0.13	
	3.00	2.2862	.60248	1.9958	2.5766	0.37	0.48
	Total	2.5119	.58932	2.3944	2.6294		
Effect on Strategy	1.00	2.6694	.46707	2.4508	2.8880		
	2.00	2.6136	.64660	2.4465	2.7806	0.09	
	3.00	2.2485	.62314	1.9482	2.5489	0.68	0.56
	Total	2.5548	.62314	2.4305	2.6791		

The above table provides us with the respondents' perception of the six organisational culture dimensions based on the different occupational levels within the sample population i.e. 1 – Executive Management, 2 – Line Management and 3 – First line supervisors. The outcomes for the six dimensions were as follow:

Dominant characteristics

First line supervisors were more in agreement on this dimension than executives and line managers at a mean value of 2.2.

Organisational leadership

Line managers had the highest mean value of 2.89, almost undecided, followed by executive management. This is also the highest mean value for this entire test. The average for this variable is also high at 2.7 which is bordering on undecided.

Management of employees

Supervisors had the lowest mean value at 2.3, followed by executive management and then line management. This degree of agreement for this dimension is very interesting in that the first line supervisor's score reflects how they perceive line management in terms of the management of employees. Line management's score reflects how they perceive executive management with regards to the management of employees.

Organisational Glue

The lowest mean value is from supervisors, but also low for both executive and line management. The average for this dimension is the lowest for this test, meaning that all respondents are more in agreement that this is the dimension that best describes the organisational culture type that exists within the organisation.

Strategic emphasis

The average for this dimension is also low at 2.29, second lowest, which denotes that this could also be an additional culture type that exists within the organisation.

Criteria for successful implementation of strategy

Executive management has the highest mean value at 2.72, followed by line management. Supervisors' mean value is still below 2.5 for this dimension.

Strategic implementation

Executive management has the highest mean value of 2.79, followed by line management at 2.71. Supervisors are again below the 2.5 mean value and this dimension has the second highest average mean value within the test. This is very crucial as executive and line management are the critical drivers and implementers respectively of organisational strategy. This level of agreement from these two critical stakeholders is not good for an organisation's strategy and will need to be analysed further.

3.4.7 Reliability – Cultural Groups of the dimensions

The four organisational culture types which are measured are coded as follow for ease of reference: Group A - Clan Culture, Group B – Adhocracy Culture, Group C – Market Culture and Group D – Hierarchy Culture.

Table 3.23: Correlation matrix for Clan Culture (b1a – b6a)

Inter-Item Correlation Matrix						
	b1a	b2a	b3a	b4a	b5a	b6a
b1a	1.000	.310	.279	.316	.176	.254
b2a	.310	1.000	.391	.390	.542	.465
b3a	.279	.391	1.000	.552	.475	.443
b4a	.316	.390	.552	1.000	.489	.475
b5a	.176	.542	.475	.489	1.000	.631
b6a	.254	.465	.443	.475	.631	1.000

Table 3.24: Cronbach's alpha for Clan Culture

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.809	.808	6

Reliability for all statements that represents the clan culture b1a – b6a had an alpha coefficient of 0.809, which is reliable.

Table 3.25: Correlation matrix for Adhocracy Culture (b1b – b6b)

Inter-Item Correlation Matrix						
	b1b	b2b	b3b	b4b	b5b	b6b
b1b	1.000	.551	.463	.597	.425	.530
b2b	.551	1.000	.517	.599	.605	.593
b3b	.463	.517	1.000	.515	.431	.478
b4b	.597	.599	.515	1.000	.628	.651
b5b	.425	.605	.431	.628	1.000	.614
b6b	.530	.593	.478	.651	.614	1.000

Table 3.26: Cronbach's Alpha for Adhocracy Culture

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.879	.878	6

Reliability for the statements that measured adhocracy culture b1b – b6b had an alpha coefficient of 0.879.

Table 3.27: Correlation matrix for Market Culture (b1c – b6c)

Inter-Item Correlation Matrix						
	b1c	b2c	b3c	b4c	b5c	b6c
b1c	1.000	.265	.573	.520	.363	.391
b2c	.265	1.000	.386	.312	.303	.157
b3c	.573	.386	1.000	.644	.504	.522
b4c	.520	.312	.644	1.000	.439	.440
b5c	.363	.303	.504	.439	1.000	.584
b6c	.391	.157	.522	.440	.584	1.000

Table 3.28: Cronbach's alpha for Market Culture

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.814	.817	6

Reliability for the statements that measured market culture b1d – b6d had an alpha coefficient of 0.814.

Table 3.29: Correlation matrix for Hierarchy Culture (b1d – b6d)

Inter-Item Correlation Matrix						
	b1d	b2d	b3d	b4d	b5d	b6d
b1d	1.000	.423	.282	.569	.550	.333
b2d	.423	1.000	.210	.481	.490	.340
b3d	.282	.210	1.000	.486	.396	.150
b4d	.569	.481	.486	1.000	.591	.358
b5d	.550	.490	.396	.591	1.000	.396
b6d	.333	.340	.150	.358	.396	1.000

Table 3.30: Cronbach's alpha for Hierarchy culture

Cronbach's alpha	Cronbach's alpha based on Standardised Items	N of Items
.787	.802	6

Reliability for the statements that measured hierarchy culture had an alpha coefficient of 0.787.

Table 3.31: Overall mean for culture groups

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
GroupA	105	1.00	4.50	2.4168	.74285
GroupB	105	1.33	4.83	3.0575	.88094
GroupC	105	1.17	4.83	2.5454	.75521
GroupD	106	1.00	3.67	1.9167	.55025
Valid N (listwise)	105				

The above table provides the overall mean values for each of the four organisational culture types that were analysed. These cultures were coded into the four groups that is: A, B, C and D which represents the four organisational culture types: clan, adhocracy, market, and hierarchy respectively.

All the (a) statements under the six dimensions b1 – b6 were coded under group A to form the Clan culture. All the (b) statements under dimensions b1 – b6 were coded under group B to form the Adhocracy culture. All the (c) statements under the six dimensions b1 – b6 were coded under group C to form the Market culture. All the (d) statements under the six dimensions b1 – b6 were coded under group D to form the Hierarchy culture. The overall mean value for the different groups is tabled in table 3.30 with the highest mean value being **3.06** for Adhocracy Culture and the lowest mean value **1.92** for Hierarchy Culture.

This denotes that respondents agree that Hierarchy Culture is the dominant culture within the Company. It also denotes that respondents agree that Adhocracy Culture is the least cultural type represented in the Company.

Figure 3.7: Current Organisational Culture in the Company

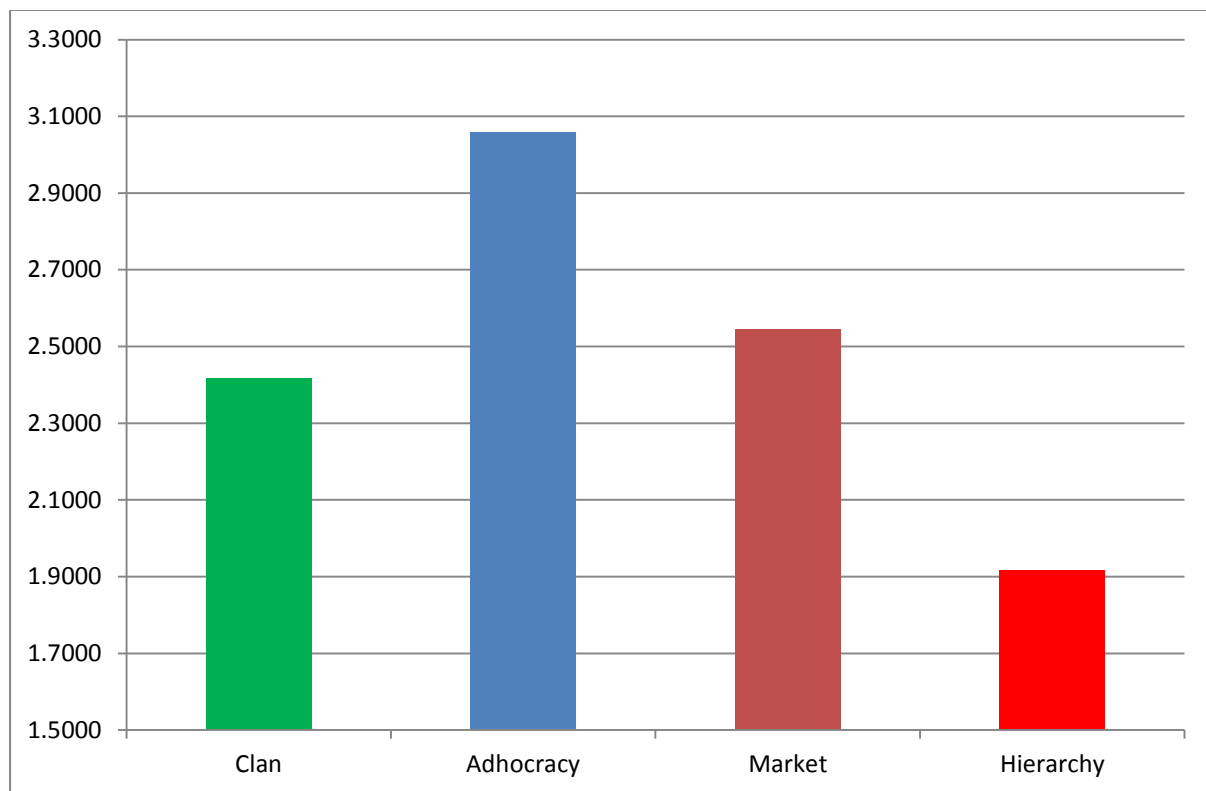


Figure 3.7 provides us with a graphical representation of the organisational culture mix that exists within the Company, from the dominant to the least. **Hierarchy Culture** is the most dominant culture (mean value of 1.92), followed by Clan Culture (mean value of 2.42), than Market culture (mean value of 2.55) and lastly Adhocracy Culture (mean value of 3.06). In terms of Adhocracy Culture, the respondents' responses were moving more towards disagreeing with the statements, but this is covered more in the conclusions and the following chapter.

3.5 CONCLUSION

This chapter covered the statistical analysis and the results of the research study with regards to the existing organisational culture within the Company. It also provided the outcome of respondents' view on the six dimensions measured based on their age, occupation level and length of service. Chapter 4 will focus on discussions of the findings and drawing conclusions based on these findings.

CHAPTER 4

DISCUSSIONS ON FINDINGS

4.1 INTRODUCTION

The following findings were made based on the outcome of the results discussed in the previous chapter. It must be noted that the results need to provide solutions to the primary and specific objectives leveled in chapter 1 as this inform the ultimate purpose of the study. The findings of the study were as follow.

4.2 SUMMARY OF FINDINGS

4.2.1 Biographical Information

In terms of length of service, it was noted that 65% of respondents had more than 10 years' service, with 43% having more than 15 years' service. 19% had more than 21 years' service. This denotes that the current organisational culture type that exists is very well embedded within the organisation. The results also indicate to us that people at a senior level tend to stay longer within this organisation. This is aligned to Hierarchy Culture where the management of employees is concerned with secure employment and predictability. Only 8.7% of all the respondents had less than 5 years' service. This confirms that the norm or culture within the Company is that people tend to remain longer employed. Of great significance is that this also denoted that senior management within the Company remains longer within the organisation. This is good for skills retention and also means there is a wealth of experience that resides within the Company. Additional advantages are that the Company may consist of a lot of tacit knowledge that is acquired by the employees throughout their years of experience.

Of great significance is also that 58% of the respondents were line management and 19.2 % executive management. This is very significant as these two occupations are very critical stakeholders in terms of organisational culture and strategy implementation. Executive management are the drivers of the strategy and line management responsible for implementing new strategic directives.

4.2.2 Dimensions

In terms of descriptive statistics, it was noted that Organisational Glue (2.29) and Strategic emphasis are the dimensions that had the lowest mean values. This denotes that respondents are in agreement that these two dimensions best describes the organisational culture types that exist within the organisation. This culture is characterised by formal rules, policies whilst maintaining a smooth-running organisation is important is considered the glue that holds the organisation together. Emphasis on achievement and goal accomplishment and loyalty, mutual trust and commitment to the organisation, is also what keeps the organisation together.

The highest mean value was for Organisational leadership which is bordering on the undecided level. This culture type is characterised by a leadership that is generally considered to exemplify a no-nonsense, aggressive and results-oriented focus. It also suggests a leadership that is generally considered to exemplify entrepreneurship, innovation or risk taking. The respondents' responses were bordering more on the undecided level when it came to this culture type.

The reliability test yielded a Cronbach's alpha coefficient of 0.859 for Organisational culture and a coefficient of 0.872 for Effects on Strategy. All other questions in the study achieved a Cronbach's alpha of 0.6 – 0.7 which indicates that the scale used was reliable. This high reliability denotes that organisational culture does have an impact on an organisation's strategy, no matter the cultural type.

From the Oneway ANOVA, it was found that a negative correlation exists between the length of service and the following variables: dominant characteristics, criteria for successful implementation of strategy and effect on strategy. The effect size of this correlation was small. However, as indicated earlier, the length of service is that of strategy drivers and implementers. If the characteristics of these cultural types are affected by staff at a management level as their year's progress within the organisation, it poses a serious risk to the organisation. This is supported by Figures 3.1 and 3.5 for age and length of service respectively. The majority of the respondents have more than 10 years' service and are all above 30 years of age. The longer people stay in the organisation, the more they become consumed by a culture that might have a negative impact on the strategy of the organisation. From Table 3.18 a positive correlation between all the variables and dimensions measured

is noted. The effect size of these correlations is also large indicating that they are very significant. It is also noted that Organisational culture has a positive correlation with all dimensions measured and the effect size is also large, whilst Effect on strategy also has a positive correlation with a large effect size. This confirms that the organisational culture does have an impact on an organisation's strategy. It also confirms that the various types of culture will have various effects on the organisation's strategy.

From the T-Test conducted it was found that there was no practical difference in the way male and female respondents answered the questions on all six organisational culture dimensions as well as the effect on strategy. The Organisational Leadership culture type bordered around the undecided level for both male and females. This means that both males and females were almost undecided on what the leadership in this organisation is generally considered to exemplify. Both males and females were in agreement that the existing culture type is organisational glue followed by strategic emphasis.

Oneway on the occupational level, this test indicated that the existing culture type is organisational culture followed by strategic emphasis. The characteristics of these two culture types will indicate how the organisation's strategy will be affected. The ones that are bordering on the undecided levels are the ones that needs to be analysed to see what change management interventions can be adopted in order to address these.

4.2.3 Dimension analysed per question

Statement **b1d** has the lowest mean value in this dimension (Dominant Characteristics) at 1.66, which refers to the organisation being a controlled and structured place where formal procedures generally govern what people do. This statement is a characteristic of Hierarchy Culture and 96.3% of all respondents agree with this statement. More than half of the respondents (51%) disagree with statement **b1b**, which states the organisation is a dynamic and entrepreneurial place where people are willing to stick out their necks and take risks. This kind of culture may impact an organisation if the strategy is to become innovative, entrepreneurial and dynamic.

The results consistently show throughout the analysis of the six dimensions measured, the Hierarchy Culture characteristic has had the lowest mean value from all. The Adhocracy Culture characteristic has also been consistently the highest mean value throughout the analysis. This is clearly indicative of the embedded culture that currently exists within the Company.

Question b7 a – j

The majority of the respondents (80.2%) agree that having a well-defined structural framework makes strategy implementation easier. This statement is synonymous with the current existing Hierarchy Culture that is, having a very formalised and structured place of work.

4.3 CONCLUSION

This chapter provided us with a summary of the findings resulting from the analysis in chapter 3. In the following chapter, we look at conclusions based on the findings and recommendations for the management of the Company based on these findings. The next chapter also outlines whether the study has achieved the research objectives by revisiting the primary and secondary objectives and providing answers to the research questions.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In chapter 1, the purpose of the study was introduced which also highlights the specific problem that is facing the Company within the South African water sector. The final chapter concludes the study that was conducted in the Company and provides the final outcome in terms of whether the primary and secondary objectives were achieved. These conclusions are drawn from the literature review in chapter 2 and the empirical study in chapter 3 that was conducted, on the impact of organisational culture on strategy within the Company.

The conclusions made were drawn from the information collected from questionnaires that were completed by 53% of the top 200 managers within the Company. The questionnaires had six dimensions each measuring having four statements that related to the four types of organisational culture that is, Clan, Adhocracy, Market, and Hierarchy.

5.2 SUMMARY OF FINDINGS

Table 3.7 confirms that the main culture that exists within the Company is the Hierarchy culture. This is followed by the Clan culture which respondents also agree as evident within the Company. Extensive research found that most organisations have developed a dominant culture-style. It also confirms that an organisation rarely has only one culture type and that often there is a mix of the four organisational cultures (Cameron and Quinn, 2012). This study confirms the latter stated by Cameron and Quinn, as the Company also has a mix of cultures although the Hierarchy Culture is the dominant one.

This finding is definitely in line with the organisational culture that exist in a typical water sector entity like the Company that is, a very formalised and structured place of work; procedures govern what people do; maintaining a smooth-running organisation is most critical; formal rules and policies hold the organisation together; success is defined by dependable delivery, smooth scheduling and low cost and

management of employees is concerned with secure employment and predictability. This is exactly how the company operates as an entity whose mandate comes from the Water Services Act.

As per Figure 3.5 people in the Company have long service with 65% of the respondents having more than 10 years' service; 24% having more than 15 years and 18 % above 21 years' service. This is indicative of the fact that the current culture of employees in the Company is concerned with secure employment and predictability which supports the findings of the study. It also supports the characteristics of the second dominant culture that is, Clan Culture which speaks of a tradition of loyalty and commitment to the organisation and a more family like environment.

When one compares the existing culture, as defined by the study, with the strategic objectives of the Company, we find a misalignment of the two. In chapter 1 we have seen that the Company's strategic objectives are:

- Achieve growth;
- Achieve operational integrity and use best-fit technology;
- Achieve a high-performance culture;
- Positively engage stakeholder base; and
- Maintain financial health and sustainability.

It is, therefore, evident that the current culture does not really align with the abovementioned strategy and will, therefore, be challenging to implement. This will require some transitions in the thinking of the current staff in terms of how they view things.

The deduction from the above strategy is characterised by flexibility, creativity, and external orientation, which favours more an Adhocracy Culture:

- A dynamic, entrepreneurial and creative place of work. A place where people stick out their necks and take risks and where the leaders are considered innovators and risk takers. The glue that holds an organisation together in such a culture is a commitment to experimentation and innovation. The emphasis is being on the leading edge and the organisation's long-term emphasis is on

growth and acquiring new resources. Success means gaining unique and new products or services and being a product or service leader is important.

Figure 3.7 is indicative of the fact that respondents disagree with the abovementioned factors. In chapter 3 the statistical analysis showed disagreement with these statements those are, 1b, 2b, 3b, 4b, 5b and 6b. These are all statements related to Adhocracy Culture which respondents disagreed with, therefore supporting the notion that does not align with the strategy of the Company.

The study also found that almost half (48.6%) of the respondents disagree that the organisation emphasises acquiring new resources and creating new challenges, where trying new things and prospecting for opportunities are valued (**b5b**). This is a very significant number as it means that if the Company endeavours to implement this kind of strategy, it will be an uphill battle as half of those who need to drive implementation do not agree with this sentiment.

5.3 RECOMMENDATIONS

Organisational culture plays a very integral part in how organisations execute their strategies or achieve their goals and objectives. It is seen as a tool to encourage commitment and achieve the goals of an organisation. Many types of research have shown that culture cannot be ignored when an organisation embarks on venturing into new territories. The extent to which a company needs a strong, homogenous culture instead of a varied, balanced mix of cultures often depends on the environment – is the environment complex, how flexible should the organisation be in order to respond effectively to a changing situation? If a culture is strong, challenges will require more efforts.

It is clear from the findings of the study that some drastic change management interventions are required from the Company if they want their strategy to succeed. In studying the patterns that connect successful cultures and business strategies, Korn Ferry has identified four dimensions to describe how organisations operate. These organisational attributes manifest in areas such as leadership style, communication, decision-making and customer interaction. Each represents a range of competing values and takes into account the impact of national culture as well (as cited by Eaton, 2015).

Three-step processes to assist the Company identify a culture for success and map a way of how to get there:

- **Assess.** Measuring the Company's current culture and define the ideal culture based on a data-driven diagnostic assessment, execute interviews, focus groups, and walkabouts by trained consultants. A combination of quantitative and qualitative inputs is vital.
- **Analyse.** Identify the critical areas of misalignment between the current and desired cultures, with a particular focus on the aspects that can accelerate or derail the business strategy. Outline the practices and behaviours that will have the greatest impact on cultural change.
- **Align.** Implement specific changes to realign the Company's culture to its business and talent strategies. Design and roll out custom programs to communicate change, engage talent, build new competencies and develop leadership models.

Measuring organisational culture before we embark on a new strategy will have the following major advantages for a company (Cameron & Quinn, 2012):

- People will become aware of the current culture as well as the preferred culture that drive the strategy. Where are we now and where do we want to go? This can generate momentum for change.
- It is easier to predict which measures of change will turn out to be effective. Management will get more grip on change.
- Resistance to change can be anticipated; it will not happen completely unexpected.
- It offers starting points to encourage employees and thus use their energy and creativity that leads to more support for change.
- It is the basis for a step-by-step, systematic change plan.
- Successful, lasting change revitalises everyone; the organisation will be given new momentum leading to all kinds of positive effects.

Organisational culture is defined typically in terms of the way people think, which has a direct influence on the ways in which they behave. If properly communicated, culture can be used to encourage all employees to subscribe to organisational goals (Deal & Kennedy, 1982; Wilkins & Ouchi, 1983).

5.4 EVALUATION OF THE STUDY

In order to measure the success of the study, one has to determine whether the primary and secondary objectives were met.

5.4.1 Primary Objective

The main objective of the study was to determine the type of organisational culture that currently exists within the Company. The empirical research has successfully achieved this objective as it made the finding stated below relating to the main objective.

- Figure 3.7 is indicative of the fact that Hierarchy Culture is the most dominant culture within the Company. The respondents' views in all six dimensions of the OCAI assessment confirmed that this is the culture type that currently exists within the organisation as it scored the lowest mean value (1.92).

5.4.2 Secondary objectives

There were two secondary objectives for the study and they were also successfully achieved through the empirical study:

i. Is the existing culture aligned to the Company's strategy?

From the literature review, we have learned that organisational culture has been shown to be important for successful new product and service innovation and organisational change (Plakhotnik & Tonette, 2005).

The study has shown that the existing Hierarchy Culture is not aligned with the Company's current strategy. The existing culture is more aligned to a conservative, structured place of work. It does not support an innovative, entrepreneurial and a creative workplace which is required by the current strategy or strategic objectives. This organisational culture will therefore not have the desired effect on the company's strategy. The comparative table (Table 5.1) below clearly indicates how misaligned the existing culture is with the current strategy.

Table 5.1: Comparing existing culture versus Company strategy

HIERARCHY CULTURE	COMPANY STRATEGY
▪ Very formalised structured workplace ▪ Procedures govern what people do ▪ Maintaining smooth-running operation critical ▪ Formal rules policies hold organisation together ▪ Success defined by dependable delivery, smooth scheduling, and low cost	▪ Achieve growth ▪ Achieve operational integrity and use best-fit technology ▪ Achieve high-performance culture ▪ Broaden product, service and revenue stream ▪ Proactive response to institutional realignment processes ▪ An ability to react timeously to stakeholder needs and prospects

This is further supported by the results of the statistical analysis of dimensions 5 and 6. In question **5b** (Our organisation emphasises acquiring new resources and creating new challenges, where trying new things and prospecting for opportunities are valued), only 52% of the respondents agreed with this statement and this statement had the highest mean value for this dimension. This means the respondent's responses are more geared to towards disagreeing with this statement.

In question 6b (Our organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator), only 40% of respondents agreed with this statement which is less than half. This clearly indicates to us that the current culture is not aligned to support the current strategy.

ii. What type of culture does the current strategy require?

The Company's current strategy relates to achieving growth, achieving operational integrity and the use of best-fit technology, achieving a high-performance culture, positively engaging stakeholder base, maintaining financial health and sustainability. This strategy is further underpinned by broadening product, service and revenue streams for the Company.

This strategy is more suited to a culture where the workplace is dynamic, entrepreneurial and creative. It also requires people who are risk takers and a leadership that is considered to be innovators and risk takers. It requires an organisation whose emphasis is on growth and acquiring new resources where success means gaining unique and new products or services, being a product or service leader. This strategy is more aligned with the characteristics of Adhocracy Culture.

iii. Does the current organisational culture have an impact on the Company's strategy?

Yes, the current culture has an impact, but this impact is not desired and will therefore negatively affect the strategy. As stated in the literature review in chapter 2, it is to be expected that flexibility – oriented cultures will favour innovative orientation, while stability – oriented cultures will hinder it. This is due to the fact that flexibility, lack of formality and organic structures imply a proactive strategic orientation since autonomy and freedom encourages creativity, which is key for developing pioneer innovations.

The existence of rules and regulations (formalization of activities) and excessive authority and poor participation of members (centralisation) limit the capacity of the members to assume the risks of innovation. Therefore, there are unfavourable conditions for finding new managerial opportunities. Bureaucratic control is exercised through the use of rules and procedures, hierarchies of authority and other mechanisms to standardise and assess outputs to achieve efficiency. Efficient-bureaucratic firms achieve efficiency by playing it safe and striving for certainty in their internal operations i.e. imitative orientation. From this, it can be concluded that a flexibility-oriented culture favours innovation orientation whilst a stability-oriented culture favours imitative orientation.

Hierarchical culture, characterised by stability and internal orientation will support an imitation orientation more.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

Schein (1992) states that the understanding of organisational culture is fundamental to examine what goes on in organisations, in terms of, how to run them and how to improve them.

Organisations draft excellent strategies on how to improve and grow the business, but seldom pay attention to the current inherent organisational culture that prevails within the organisation. They fail to ascertain whether the prevailing organisational culture is geared up to complement the new direction that the organisation is venturing into. No change management strategy is developed to assist the employees of the organisation make that transition from where the company is now and where management wants to take it. This mismatch often results in members of the organisation resisting change that senior management tries to implement. When organisations do not align the current organisational culture with the new strategic objectives, the future of the organisation, this impact will definitely be felt during the implementation phase of the strategy.

This is particularly relevant in the water sector where there are continuous efforts made by the government to realign institutions with the view of improving service delivery. At a personal level, I have also been involved in a few realignment projects where I was deployed to two institutions, the former Botshelo Water in the North West Province and the former Bushbuckridge Water in Mpumalanga Province. Both these water boards were disestablished and were taken over by Sedibeng Water and Rand Water respectively.

My observation has been that many of these institutional realignments or mergers of entities that government puts in place tend to focus more on the operational, technical and financial side of the strategies. No assessment or due diligence incorporates the existing organisational cultures within those institutions to gauge how the staff would be affected by the new culture of the new organisation they are to work for. There is also no assessment of what impact the new culture will have on the new staff that is incorporated into new organisations.

From the literature, we have learned that organisational culture is significantly related to an organisation's effectiveness. Organisational culture has been explored as the

source of competitive advantage in post-merger/acquisition integration and as the prime factor in the success or failure of a large-scale change effort.

More research is therefore required in the field of assessing organisational cultures in government entities, especially the ones where merging or takeovers are about to occur.

5.6 CONCLUSION

Organisations are most effective when the cultural profile is aligned with the strategic goals. Corporate culture can be a significant business risk or a valuable asset for growth and competitive advantage.

The correct diagnosis of the potential difference between the current and desired cultural characteristics, values and employee behaviours that are needed to achieve the strategic objectives is one of the most important elements in the process of planned changes. Changing the culture is not an easy task. However, once it has been identified that culture is the desired objective, employees of an organisation can plan and implement a set of activities that help move the organisation's culture from the current state to the preferred future state (Bogdanowicz, 2014).

A balanced culture is one in which the values associated with each of the CVP culture domains are strongly held. Quinn (1988) introduced the concept of cultural balance within the CVP and suggested that organisations with balanced cultures have a distinct advantage in managing environmental shifts. If an organisation has a balanced culture, then it has the values necessary to operate in all four quadrants as the environment dictates. The dynamic nature of organisational environments suggests that all firms will have to operate in each quadrant at least some of the time, therefore having the culture necessary to handle each quadrant is essential (Gregory et al., 2009).

The study will help employees understand that organisational culture that is, their assumptions, norms, values and attitudes directly affects the impact the organisation will make when venturing into new territories. The implementation of blue ocean strategies requires a blue ocean mindset or thinking and employees need to align their thinking with the new direction the Company intends to embark on. Therefore,

the one internal element that can unite all employees and their actions towards the goal of satisfying the customer need is a common organisational culture.

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ANNEXURE A: QUESTIONNAIRE

DISSERTATION TITLE

Determining the impact of organisational culture on a water utility supplier's strategy.

PART A: BIOGRAPHICAL INFORMATION

1. Please indicate your age group

Under 30	
30 – 39	
40 – 49	
50 and above	

2. Please indicate your highest qualification obtained

Matric/Grade 12	
Matric /Grade 12 with certificate	
Diploma	
Degree	
Post-graduate degree	

3. Please indicate your race group

Black	
White	
Indian	
Coloured	
Other (If other, please specify).....	

4. Please indicate your gender

Male	
Female	

5. Please tell us how long you have worked for this company

< 5 years
5 – 10 years
11 – 15 years
16 – 20 years
21 years and above

6. Please indicate the level of your position in the organisation

Executive management (divisional head, departmental head etc.)
Line management (Section head, Project Manager etc.)
First line supervisor (Foreman, Coordinators etc.)
Other....

PART B: ORGANISATIONAL CULTURE

Please indicate your level of agreement or disagreement, by marking with an X, on the following organisational cultural dimensions of your organisation, using the following scale i.e.:

1– Strongly Agree

2 – Agree

3 – Undecided

4 – Disagree

5 – Strongly Disagree

1. Dominant Characteristics	<i>1 Strongly Agree</i>	<i>2 Agree</i>	<i>3 Undecided</i>	<i>4 Disagree</i>	<i>5 Strongly Disagree</i>
a) Our organisation is a personal place, it is like an extended family and people seem to share a lot of themselves.					
b) Our organisation is a dynamic and entrepreneurial place, our people are willing to stick their necks out and take risks.					
c) Our organisation is results oriented i.e. people are competitive and achievement oriented.					
d) Our organisation is a controlled and structured place where formal procedures generally govern what people do.					

2. Organisational Leadership	<i>1</i> <i>Strongly</i> <i>Agree</i>	<i>2</i> <i>Agree</i>	<i>3</i> <i>Undecided</i>	<i>4</i> <i>Disagree</i>	<i>5</i> <i>Strongly</i> <i>Disagree</i>
a) The leadership in our organisation is generally considered to exemplify mentoring, facilitating or nurturing.					
b) The leadership in our organisation is generally considered to exemplify entrepreneurship, innovation or risk taking.					
c) The leadership in our organisation is generally considered to exemplify a no-nonsense, aggressive and results – oriented focus.					
d) The leadership in our organisation is generally considered to exemplify a coordinating, organizing, or smooth – running efficiency.					

3. Management of Employees	<i>1</i> <i>Strongly</i> <i>Agree</i>	<i>2</i> <i>Agree</i>	<i>3</i> <i>Undecided</i>	<i>4</i> <i>Disagree</i>	<i>5</i> <i>Strongly</i> <i>Disagree</i>
a) The management style in our organisation is characterised by teamwork, consensus and participation.					
b) The management style in our organisation is characterised by individual risk taking, innovation, freedom and uniqueness.					
c) The management style in our organisation is characterised by hard – driving competitiveness, high demands and achievement.					
d) The management style in our organisation is characterised by security of employment, conformity, predictability and stability in relationships.					

4. Organisational Glue	<i>1</i> <i>Strongly</i> <i>Agree</i>	<i>2</i> <i>Agree</i>	<i>3</i> <i>Undecided</i>	<i>4</i> <i>Disagree</i>	<i>5</i> <i>Strongly</i> <i>Disagree</i>
a) The glue that holds our organisation together is loyalty, mutual trust and commitment to this organisation.					
b) The glue that holds our organisation together is commitment to innovation and development.					
c) The glue that holds our organisation together is an emphasis on achievement and goal accomplishment.					
d) The glue that holds our organisation together is formal rules and policies, whilst maintaining a smooth – running organisation is important.					

PART B : EFFECT ON STRATEGY

5. Strategic Emphases	1 <i>Strongly Agree</i>	2 <i>Agree</i>	3 <i>Undecided</i>	4 <i>Disagree</i>	5 <i>Strongly Disagree</i>
a) Our organisation emphasises human development where high trust, openness and participation prevail.					
b) Our organisation emphasises acquiring new resources and creating new challenges, where trying new things and prospecting for opportunities are valued.					
c) Our organisation emphasises competitive actions and achievement, where achieving stretch targets and winning in the marketplace are dominant factors.					
d) Our organisation emphasises permanence and stability, where efficiency, control and smooth operations are important.					

6. Criteria of Successful strategy implementation	1 <i>Strongly Agree</i>	2 <i>Agree</i>	3 <i>Undecided</i>	4 <i>Disagree</i>	5 <i>Strongly Disagree</i>
a) Our organisation defines success on the basis of development of human resources, teamwork, employee commitment and concern for people.					
b) Our organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
c) Our organisation defines success on the basis of winning in the marketplace and outpacing the competition, where competitive market leadership is key.					
d) Our organisation defines success on the basis of efficiency, dependable delivery, smooth scheduling and low – cost production is critical.					

7. Strategy implementation	<i>1</i> <i>Strongly</i> <i>Agree</i>	<i>2</i> <i>Agree</i>	<i>3</i> <i>Undecided</i>	<i>4</i> <i>Disagree</i>	<i>5</i> <i>Strongly</i> <i>Disagree</i>
a) By easily adapting to changes in our environment our organisation is able to implement strategies efficiently.					
b) The flexibility in our organisational culture has facilitated coping with strategy implementation challenges					
c) Our easy adjustment to change has facilitated innovativeness in strategy implementation processes					
d) By adjusting to the environment, we are able to easily implement strategies					
e) Having well defined employee roles has enabled effective strategy implementation					
f) Knowing employees by their roles highly reduces motivation to implement strategy					
g) Having a well-defined structural framework makes strategy implementation easier					
h) Interest in upholding cultural values has negatively affected strategy implementation					
i) Dynamism, entrepreneurship and creativity in the workplace, has contributed to successful strategy implementation.					
j) Strategies that focus on results and job completion are successfully implemented in our organisation.					

ANNEXURE B: ACCOMPANYING LETTER

Dear Valued colleague

I am in the process of completing my studies towards a Masters in Business Administration (MBA) at the North West University School of Business and Governance. The attached questionnaire forms part of my research study in fulfilling the requirements for the qualification.

My research study revolves around determining *the impact of organisational culture on a water utility supplier's strategy*. It would be highly appreciated if you could kindly take 15 – 20 min of your time to complete the online questionnaire on the link provided. Please note that any responses you provide will be treated with the strictest of confidence and will in no way prejudice you at all.

Your participation in this study is highly valued and appreciated and I would like to take this opportunity to thank you in advance for your kind contribution and timeous completion of the questionnaire **on or before Thursday 6 October 2016**.

Thank you kindly

John Roberts

011 724 9215

082 389 2421

ANNEXURE C: LETTER FROM LANGUAGE EDITOR



Dynamic Language &
Translation Specialists

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Thursday, 01 December 2016

To whom it may concern,

Re: Letter of confirmation of language editing

The dissertation **Determining the impact of organisational culture on a water utility supplier's strategy** by John Roberts (11243848) was language, technically and typographically edited. The citations, sources and referencing technique applied were also checked to comply with NWU university guidelines. Final corrections as suggested remain the responsibility of the student.

Antoinette Bisschoff

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)

Precision ... to the last letter