# DEFINING AND UNDERSTANDING ORGANISATIONAL CULTURE DIMENSIONS WITHIN THE AFRICAN CONTEXT: A RECONCEPTUALISATION OF SCHEIN'S MODEL

**Submitted by**

**SUBASHNEE RAMIAH**

**214584580**

*Thesis submitted in fulfilment of the academic requirements for the degree of PhD in the Department of Human and Social Sciences, School of Applied Human Sciences, College of Humanities, University of KwaZulu-Natal*

**SUPERVISOR: PROF JH BUITENDACH**

**CO-SUPERVISOR: DR RUWAYDA PETRUS**

**Submitted: 20 November 2020**

## Supervisor's permission for submission

As the candidate's supervisor, I have approved this thesis for submission.

Signed: _____ Name: **Prof JH Buitendach**    Date: 20 November 2020

As the candidate's co-supervisor, I have approved this thesis for submission.

Signed: _____ Name: **Dr Ruwayda Petrus**    Date: 20 November 2020

## Declaration

I, **Subashnee Ramiah**, declare that:

(i) The research reported in this dissertation, except where otherwise indicated, is my original work.

(ii) This dissertation has not been submitted for any degree or examination at any other university.

(iii) This dissertation does not contain other persons' data, pictures, graphs, or other information, unless specifically acknowledged as being sourced from other persons.

(iv) This dissertation does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:

    a) their words have been re-written, but the general information attributed to them has been referenced;

    b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.

(v) Where I have reproduced a publication of which I am an author, co-author, or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.

(vi) This dissertation does not contain text, graphics, or tables copied and pasted from the Internet unless specifically acknowledged and the source being detailed in the dissertation and the References sections.

Signed: _____ Date: 20 November 2020

# Dedication

I dedicate this study to my Dad, Mr Vishnu Ramiah (My Legend and Role Model in every Lifetime)

You have been and will remain my strong pillar of support, encouragement, humbleness and perseverance throughout my years. I will always be indebted to you, Dad, as you guided me on how to remain passionate through many of life's challenges and ensured that I saw the rainbow of opportunity and never darkness. You taught us that education was the key to success and ensured we obtained this in all aspects of our lives. You strived and continued to show us your greatness in the best days and the worst days to which I will always hold special in my heart. Nothing was too much or too little for you, and your appreciation and zest for life will be remembered. Many of your last spoken words supported this study's successful completion, and I always felt your guiding light. You only let go when you knew the end was inevitable, and this was a key driver for me during many of the challenges in this study. Thank you for teaching me to hold on until the end. You endeavoured against all the odds, and many could not understand how you held on so strong until the end, even though all the odds were against you. I know it was your love for your family and the ultimate need to ensure we had all the tools to push the many boundaries that you had done. These tools have become my treasure casket and will continue to assist me in many of both my high and low moments. I smile as I knew this was always your plan that you carried out with your gentle smile and silent power. My dream of you witnessing me completing this degree is no longer a reality, but it's through your energy that I continued to soldier on. Thank you, Dad.

# Abstract

This study was undertaken due to the limited research concerning organizational culture within Africa. The purpose of this study was to explore and recognise how African organisations define and understand the different dimensions of organisational culture and how this compares to Schein's model of organisational culture. The study used a qualitative approach to gather and interpret data, resulting in a model used within Africa to understand the different organisational culture elements and applied in the institutions that contributed to the research. This study introduced organisational cultural dimensions for African countries that should be used to ensure employees and organisations remain productive, efficient and relevant. The dimensions that were found per Africa are organisational culture, strategy, and values that have further sub-themes discussed. The sub-themes identified were goals, procedures, leadership, performance management, induction and communication, customer service, recognition and teamwork. These are relevant as they provide deeper context into the broad organisational dimensions identified in the study. This provides a way forward for organisations in Africa as this research provides a framework for them to understand the dimensions that would influence their organisational culture.

Keywords: Organisations, Work, Workplace, South Africa, Africa

## Glossary of Terms

| | |
|---|---|
| Globalisation | The interconnectedness between culture, economies, idea's, relationships, people and procedures across various countries |
| Organisational culture | Organisational culture describes the behaviour, morals, views, characteristics, and different structures in an organisation |
| Work | An activity involving mental or physical effort done in order to achieve a purpose or result |
| Organisations | A form of an organisation that has an existence independent of its owners and is not owned by the government |
| Workplace | A place where people work, such as an office or factory |
| South Africa | South Africa is a country on the southernmost tip of the African continent |
| Africa | Africa can be described as the second-largest continent and second. It can also be described as a continent with the second largest population |

# Table of Contents

# List of Tables

x

# List of Figures

## CHAPTER ONE: INTRODUCTION

This chapter discusses the background, problem statement, and an outline of the research methodology, including the research design, research instruments, and ethical considerations.

This chapter sets the scene and tone for this dissertation.

### 1.1 Introduction

Africa and its countries have become part of the global economic market, resulting in extensive expansion and growth. Lamy (2017) highlighted the importance of Africa's growth on the world's destiny when he stated that employment and development would depend on what takes place within Africa. There is, therefore, a critical need to ensure that Africa is not ignored. Aregbeshola (2012) further supported Lamy's (2017) view on Africa by stating that Africa should ensure that it positions itself correctly on the world map through the amalgamation and incorporation of its economic and political aspects. Additionally, the Global and Trade Industry report of 2014 highlighted that Africa has a higher return rate on foreign investment than any other developing region (World Economic Forum, 2014). Hence there is an opportunity for further investment. This is further supported by Africa's potential for sustainable development and is an opportunity that allows Africa to be integrated into the world, as supported by the Global and Trade Industry report of 2014 (World Economic Forum, 2014).

Ajiboye (2017) stated that globalisation is behind Africa's march to sustainable development as it increasingly integrates Africa into the world's capitalist system. The extent of this opportunity can be further viewed as a level of untapped potential (**Figure 1**). The impact of globalisation can be positively received by understanding the dimensions of organisational culture in Africa. It can influence the individuals within Africa and positively influence the economy and the development of businesses.
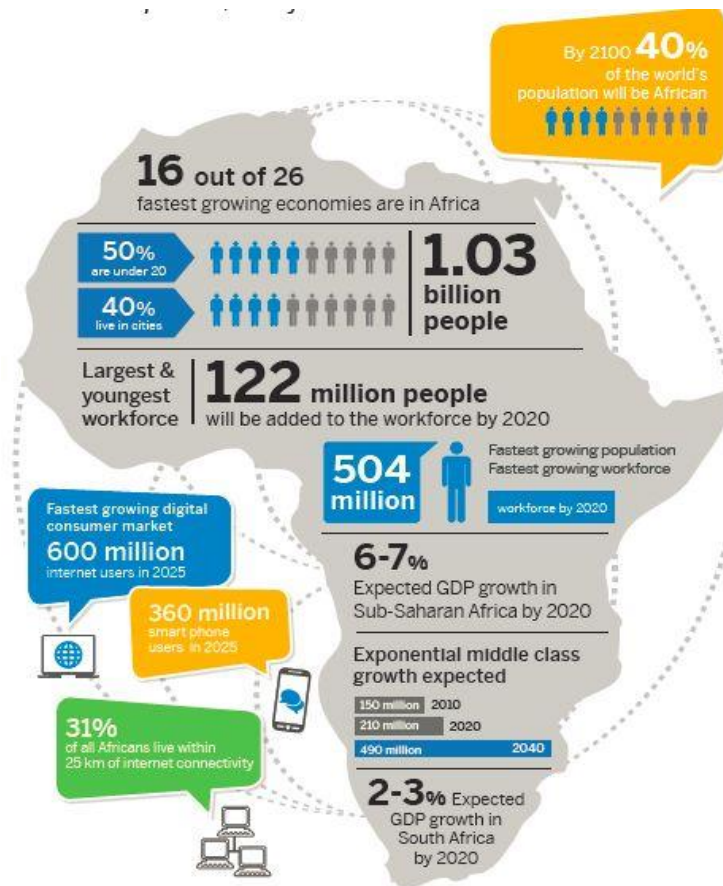
**Figure 1. Untapped potential from an African perspective (Africa projection facts: https://atigs2018.com/africa-projection-facts/).**

While Africa has potential, African countries must prepare for opportunities and changes as Africa integrates globally. Africa is unique and therefore needs to ensure that an understanding of the dimensions within their organisations is well established and understood.

Gurría (2007), Javidan et al. (2010) and Meagher (2016) emphasised the importance of globalisation and its impact on organisational culture. Organisational culture is important in African countries as they need to prepare for the resulting changes, as the impact globalisation will have on their organisational culture to accommodate first-world investors. Should the country not be ready for foreign investment, its unemployment rate for the locals could increase, as discussed next.

Meagher (2016) researched the impact of unemployment within Africa. He indicated that should these countries not prepare for globalisation, it will negatively impact the economy and employment, resulting in extreme poverty. This is supported by further research, which is discussed hereafter.

For globalisation to be successful, Palovaara (2017) mentioned that setting a suitable organisational culture is one of the many tools for gaining a competitive advantage in the market in which it operates.

The importance of globalisation in countries is further supported by Naor et al. (2010), who explored the impact of globalisation and organisational culture in Eastern and Western developing countries. Radovic Markovic (2012) additionally highlighted the importance of globalisation and organisational culture in guiding our actions and changed experiences within organisations. The importance of the connection between organisational culture and globalisation was further researched by Burnett and Huisman (2010) in educational facilities. They deduced that organisational culture would be adapted due to the impact of globalisation. Shaw (2014) further highlighted the success of McDonald's, a fast-food outlet that operates in 118 different countries, with more than 34 000 restaurants worldwide serving 69 million daily. Shaw (2014) stated that success comes from attention to what will and what will not work in a country, and this was apparent in the decision to introduce the vegetarian Big Mac in the Sikh holy city of Amritsar, and Katra, home to the Hindu shrine of Vaishno Devi. Both cities are located in India, a country that already serves chicken Big Macs in 250 stores (Shaw, 2014).

Constantinides (2015) detailed how, after July 2015, the spin-off of PayPal, eBay seized the opportunity to implement a deliberate approach to redefining and actively managing its culture (Kaplan et al., 2016). EBay's CEO then declared himself "Chief Culture Officer" to emphasise his commitment to driving change, one of the factors that increased profit to $2.643B at the end of March 2019, with an annual increase of 2.44% since 2015. Through the

chief culture officer, E-Bay introduced new values, a new work environment, new incentives which supported the organisation to ensure that the aspired culture turned into a reality. This displayed the need for leaders to embrace, monitor and drive change is important to support the desired culture outcomes. Pellet (2016) highlighted that strong culture contributes to high engagement and strong commitment, leading to higher retention, increased productivity, and actionable values providing clarity for employees. Evidence is displayed in the examples of successful companies that operate across countries. Based on the examples of significant changes in reputable organisations such as McDonald's and eBay, it is evident that organisations in Africa need to make changes in their culture to function optimally, hence the importance of understanding the dimensions that make up the culture in this research.

### 1.1.1 The impact of globalisation

Global changes are taking place and impacting organisations across the globe. The impact of these changes is critical to their success. For example, companies such as Google, Apple, and Huawei are global, yet these organisations need to be adaptive to the country they are currently functioning in, as evidenced by the research discussed below.

Kalkschmidt (2013) mentioned the importance of a global context globally as it allows foreign countries to expand their businesses. However, it is important to note that there may be challenges that they would need to consider, including different languages, laws, economies, customs, and, most importantly, organisational culture.

The interactions and interdependencies between these two levels of culture were subject to scientific research and business literature (Kalkschmidt, 2013). Robbins (2014) concurred with Kalkschmidt's (2013) view by further elaborating on the importance of globalisation on economic, legal, technological, political and organisational factors. In summary, he stated that globalisation impacts both organisational and individual elements.

## 1.2 Background to the study

While it is important to understand the importance of organisational globalisation, it is essential to understand the dimensions of organisational culture in African countries. The type of organisational culture will need to be determined to understand the impact of globalisation in these specific countries.

Barik and Nayal (2013) stated that organisational culture is a powerful tool in today's business environments as it portrays many aspects of a workplace and has quantifiable facets that can be managed in a business function. This supports the need to understand organisational culture. Harinarain et al. (2013) supported that knowledge of organisational culture has become a matter of increasing importance in understanding the impact that knowledge of the dimensions of organisational culture will have on the effectiveness and the success of an organisation's sustainability. Similarly, Jofreh and Masoumi (2013) researched the benefits that organisational culture has on business performance. As per Acar and Acar (2014), organisational culture has been claimed to be one of the main factors required for understanding organisations, as the concept stems from the study of ethnic and national differences. This helps define an organisation's character and norms, including its traditional dress, language, behaviour, beliefs, values, assumptions, symbols of status and authority myths, ceremonies and rituals (Acar & Acar, 2014). Research conducted by Acar and Acar (2014); Barik and Nayal (2013); and Harinarain et al. (2013) confirmed that organisational culture is not only able to change, guide and display but also to provide significant contributions by influencing the thought, feeling, interaction and performance in the organisation. Hence, understanding the dimensions of organisational culture supports the people's thoughts, feelings, and performance to build and grow an organisation.

The opportunity of globalisation, coupled with the growing demands to remain successful, forces organisations to ensure all elements of a thriving functioning organisational

culture are intact to allow for a seamless adaptation. As discussed above, it is vital to understand the dimensions of organisational culture in Africa. **Figure 1** provides a view of the untapped potential in Africa and supports the need to understand the dimensions of organisational culture, allowing the potential that exists within the organisations to be used more optimally. **Figure 1** shows that Africa will benefit from understanding organisational culture dimensions to capitalise on this opportunity fully.

Understanding the dimensions of organisational culture is critical to remain globally relevant and competitive and to support the opportunity that globalisation presents in a non-disruptive manner. Barik and Nayal (2013) stated that organisational culture is important in today's business. Organisational culture portrays many facets of the workplace and quantifies the business function.

As indicated by the business examples earlier in this chapter, research has confirmed that organisational culture can change and guide organisational change and contribute by influencing thought, feeling, interaction, and performance.

Africa needs a clearly defined organisational culture. Understanding the dimensions of organisational culture is essential from an African context to capitalise on this opportunity. Companies already operating in Africa should consider expanding as there is are opportunities within the continent. For others still on the sidelines, early entry into emerging economies provides opportunities to create markets, establish brands, shape industry structures, influence customer preferences, and establish long term relationships. Thus, businesses can help build the Africa of the future (Acha et al., 2010). Through an in-depth understanding of organisational culture, companies can build or adapt successful organisations as an in-depth understanding of the dimensions of organisational culture, as mentioned earlier in the section, supports this.

Open interactive popup through working together, business, governments, and civil society can confront the continent's many challenges and lift its people's living standards (Acha et al., 2010).

Emmanuel (2017) further indicated that understanding organisational culture is increasingly viewed as a requirement for organisations' high performance. This is also suggestive that organisations' culture may significantly impact the organisations' success (Idowu, 2017). Additionally, Uddin et al. (2012) confirmed that organisational culture relates employees to an organisation's values, norms, stories, beliefs and principles and incorporates these assumptions into activity and behavioural sets of standards (Idowu, 2017).

In summary, the literature specified the importance of organisational culture and the significance thereof. There is evidence that the importance of organisational culture and the understanding of organisational culture dimensions are critical to successful organisations' comfortable positioning.

## 1.3 Problem Statement

The opportunity to capitalise on the current opportunities from a business initiative in an African context exists. Through an understanding of the organisational cultural dimensions, the opportunity can be capitalised.

Wenjing et al. (2012) confirmed the importance of globalisation in Africa as it supports African countries in finding solutions for the current challenges they are facing. Furthermore, Idowu (2017) indicated that while there is universal agreement that organisational culture exists and has a crucial role in shaping behaviour and performance in organisations, no research was conducted on Africa's organisational culture dimensions (Idowu, 2017).

The researchers are aware of the opportunities that globalisation present to Africa, considering its richness in resources. Therefore, this study aims to determine the organisational dimensions in an African context and their correlation to Schein's model. Schein's model

provides a framework that can be applied to organisational culture and highlights the different levels and concepts that need to be considered during dynamic engagement. The model was selected based on the research and relevance to changing organisational cultures.

While there is limited research in organisational dimensions, some research investigated different aspects of organisational culture in Africa but non-specific to Africa's overall organisational culture dimensions. As per Hofstede (2011), a feature of organisational culture that can be measured relative to other cultures can be referred to as a dimension. Cochrane et al. (2017) described setting dimensions as a qualitative process done by interviewing and observing participants, which supports the process of creating and validating themes that can be described as dimensions. Organisational culture dimension is a concept that is aimed toward a particular theme, direction or goal.

Dartey-Baah et al. (2011) indicated the impact of leadership, decision making, performance, policies and procedures in influencing organisational culture. Additionally, Nwagbara (2012) indicated the impact that leadership has on organisational culture and commitment. However, Nwagbara's study focussed only on the relationship between organisational culture and commitment. Other African studies done by Ledimo (2015) indicated that an organisation's demographics would influence an organisation's organisational culture. Limited studies in Africa indicated that leadership, procedures and policies, decision making, performance, commitment, and demographics influenced organisational culture and were predominantly in the public sector. This study will investigate the dimensions that make up the organisational culture within the financial, retail and healthcare sectors. The importance of determining organisational culture dimensions is to prepare African countries for the possible changes that may impact their organisational culture. This will ensure that the countries labour workforce is dominated by its residents and will benefit their respective economies and upliftment of the countries.

There are limited studies that exist in exploring the dimensions of organisational culture in Africa. This research aims to determine the dimensions that make up organisational culture.

## 1.4 Research Aim and Objectives

The purpose of this study is to explore and understand how African organisations define and understand the different dimensions of organisational culture and how this compares to Schein's model of organisational culture.

## 1.5 Research Objectives

1.5.1 To explore how employees working in African organisations understand and define dimensions of organisational culture;

1.5.2 To explore the applicability of Schein's model of organisational culture in helping to understand and define organisational culture within the African context; and

1.5.3 To develop an expanded or an adapted version of Schein's organisational culture model for the African context.

## 1.6 Research Questions

1.6.1 How do employees working in African organisations understand and define dimensions of organisational culture?

1.6.2 What is the applicability of Schein's model of organisational culture in helping to understand and define organisational culture within the African context?

1.6.3 How will Shein's model be expanded or adapted for the African context.

## 1.7 Significance of the study

Organisational culture is dependent on the beliefs, underlying assumptions and learned responses by individuals in an organisation (Schein, 1995). Schein (1995) further indicated that this was shared amongst individuals and could be attributed to a learned response by the individuals who made up the organisation. Furthermore, organisational culture is dependent on the way individuals view their environment. Various dimensions make up an organisation's

culture which impacts the way an organisation operates. To successfully influence an organisation, it is important first to understand its organisational culture and the dimensions that comprise organisations in Africa. The impact and importance of globalisation discussed earlier in this chapter impact African organisations' success. It would be imperative to understand the dimensions that form Africa's organisational culture as a first step. There is currently no research on understanding the dimensions in Africa's healthcare, retail and financial industries. This research imperative will add to the body of knowledge.

## 1.8 Structure of the thesis

Five chapters constitute this thesis:

### Chapter One – Introduction

Chapter One presents this study, with an introduction, background to the research, problem statement, research questions and summary of the methodology.

### Chapter two – Literature review

Chapter Two discusses the literature review focusing on organisational culture dimensions and the factors relating to organisational culture.

### Chapter Three- Research Methodology

Chapter Three focuses on the research methodology. This chapter describes the research setting, research design, the sampling approach, the data collection procedure, and the data analysis approach.

### Chapter Four - Qualitative Results

The qualitative results are discussed in this chapter. The presentation of the data contributes to the discussion, analysis and interpretation of the qualitative data.

### Chapter Five – Conclusion and recommendations

Chapter Five addresses the contributions and recommendations of the research. This chapter contributes to the significance of the study as a contribution to science and society.

## 1.9 Chapter Summary

The background, as well as current research, are discussed in Chapter One. The research problem, the objectives that the study aims to achieve and the research questions are presented. This chapter also introduces the study's significance, followed by an outline of the chapters.

Hereafter, *Chapter Two* discusses the literature review of the study. Then, the research method is explained, including the research design used, the participants, the procedure and the research instruments. An outline of the chapter overview is also given.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Introduction

This chapter presents a comprehensive review of the literature as it pertains to the objectives of the study. It commences with presenting the need for understanding globalisation in an organisational context. Globalisation is defined, and the significance of globalisation and its relation to the importance of organisational culture is discussed. The chapter explores the impact of globalisation and its relation to organisational culture. Schein's model and its application in industries are discussed. The chapter concludes by highlighting the importance of understanding the dimensions of organisational culture in an African context.

### 2.2 Globalisation

#### 2.2.1 Defining and understanding globalisation.

Muscalu (2014) defined globalisation as many financial and social transformations integrated with human resources and the impact on social characteristics and interactions.

Stokes (2010) posited that the initiatives of trade, investment, technology, finance, and labour between nations could be potentially defined as globalisation, which influences the networking and interconnections between counties by creating a link and interdependence economically. Gyglia et al. (2018) defined the process of connections across various areas and further elaborated globalisation as a development facilitated by connecting people, information, ideas, relationships across areas and goods. This brings together economies, cultures, technologies, procedures, governance and creates relationships that may result in interdependencies. The authors agree that globalisation allows worlds to come together and integrate more closely, both socially and economically. Makarova et al. (2019) summarised the concept by confirming that the world is moving and changing towards globalisation as it connects markets and creates transparent national borders, the modern trends of life, as it

integrates worlds through a process of building growth factors that are similar and have significant world influence.

Saraç and Yağlıkara (2019) stated a rise in the countries' financial agility due to increased interactions between counties worldwide. Globalisation is crucial as it creates synergies worldwide to support economic, social and technological advancement and is essential in today's businesses as it has become a leading factor of business life. Gyglia et al.'s (2018) definition of globalisation was used for this study. The interconnectedness between culture, economies, ideas, relationships, people and procedures is important to an organisation's success. Globalisation, an evolving concept in Africa, has not been fully explored. Therefore, there is an opportunity to understand the impact of the concepts defined by Gyglia et al. (2018). A discussion on the opportunity for Africa to understand the benefits of this opportunity follows.

### 2.2.2 Benefits of globalisation.

Waluyo (2018) highlighted the benefits of globalisation as one of the most significant and prevailing features in the new world system. It promotes economic growth and enhances trade across countries, affecting both productivity and improvements in working conditions and contributing to the future of the planet's success. In addition, globalisation may result in individuals transferring ideas, people, capital, and technology, positively impacting capital growth (Robbins, 2014).

Bergh et al. (2016) further noted the positive impact of globalisation on countries. They stated that globalisation positively supports the weaker institutions and reduces poverty by supporting unstable or corrupt governments, both socially and economically. This helps become a source of invaluable information and resources that helps to combat poverty for weaker institutions. Musti (2018) conducted a study in Nigeria, where he aimed to analyse the impact of globalisation on employment factors in social, economic and political circumstances.

Musti (2018) concluded that globalisation positively impacted employment creation, resulting in a slight impact on social and economic circumstances. The opportunity for the benefits of globalisation exists for other African countries—additionally, Berkhout et al. (2018) confirmed that a country's competitive advantage lies within the endowment factors of production (land, labour and capital). Due to the large increase in how business is conducted globally, workers and firms need to be adaptive to succeed in these areas. Employment diversity extends across the world and is no longer bound within a country. Therefore, the benefits of globalisation are valuable, as presented by the aforegoing researchers. Berkhout et al. (2018), Waluyo (2018), and Robbins (2014) highlighted the importance and benefits that globalisation presents to countries. Potrafke (2014) showed how globalisation had decreased poverty through more positive and favourable public address engagement. In the study done by Lee et al. (2020), where the aim was to determine the impact of globalisation in unequal income distribution areas, there was evidence to impact globalisation positively. They summarised that globalisation is essential as it promotes trade, builds economies and grows countries socially. In saying this, the disadvantages of globalisation will be addressed. There is evidence of the impact in Pikirayi's (2017) article, which focussed on the effect of trade in Africa and the positive impact in improving the respective countries such as Zimbabwe and South Africa. Trade in these countries supported both economic and people development and created job opportunities.

### 2.2.3 Disadvantages of globalisation.

Globalisation is not without its criticism. Authors like Bergh et al. (2016) have cautioned against globalisation. They stated that there might be instances where weaker organisation's inequality may increase as the leading organisations gain and the poor get poorer as they have limited access to international opportunities or employment. Flowing from this discussion, the national cultures of weaker organisations may also be impacted if faced with global practices

that are too strong, which could create possible tensions and result in the organisation's separation (Naor et al., 2010). Globalisation can negatively impact as Africa continues to integrate globally (Mikail & Abdullah, 2017). This can diminish the African culture and amalgamate it into a western ideology. This is a caution that African countries would need to manage.

Caselles (2013) further elaborated on the disadvantages of damaging the environment and contaminating resources in less developed countries due to companies' exploitation in first-world countries. This can be due to people's lack of ethics and values and can create a uniform culture, resulting in the underprivileged environment losing its cultural richness.

There are opportunities for excellent entrepreneurial prospects, but there are risks of potential capitalism within countries (Lamy, 2017). Gabriel (2017) concurred that globalisation benefits multinational and transnational companies as it depletes the resources of underdeveloped countries, leaving them in a barren state. Additionally, they destroy the values and traditions of the subculture of the respective countries. As globalisation continues within Africa, there is a risk of African organisations losing their African heritage. Therefore, it is important to understand these organisational culture elements to ensure they are not lost. This is why it is important to understand the dimensions of the organisational culture to impact globalisation positively—a discussion on the understanding of the impact of globalisation. In understanding the impact, organisations can prepare accordingly follows hereafter.

### 2.2.4 Impact of globalisation.

As established above, globalisation has both a positive and negative impact on organisations. The impact of globalisation will be elaborated. The synergies created through globalisation have a positive impact. Musti (2018) acknowledged the positive relief that globalisation has had on developing economies due to increased economic growth. He strongly felt that Africa should be involved due to its growing and booming potential. Harinarain et al.

(2013) stated that organisations need to adapt to and value globalisation's impact and importance for organisations to remain viable. To ensure that businesses remain successful, adaptation and change to globalisation remain important (Robbins, 2014). Robbins (2014) further indicated that globalisation impacts economic, legal, technological, political and cultural factors that infuse elements on an individual and organisational level. He highlighted that globalisation is making the world smaller, and people become similar as they adjust (Robbins, 2014).

Following the discussion regarding the impact globalisation has on the world, Ghadami, Ghayumi, Mohamadkhani and Tohidy (2014) summarised how a new way of life emerged through globalisation. They indicated that the world is viewed as a single space where people from various backgrounds, organisational cultures and intercultural relationships emerge. All need to be in the emanating contract highlighting the importance of ensuring improvement on factors to ensure relationships, communication and organisational cultural factors are considered. This emphasises the link and importance of organisational culture in a global organisation. Globalisation is an element of change, and the authors agreed that understanding the dimensions of organisational culture was very important both within the organisations and across the other cultural lenses. The impact of globalisation becomes more important to understand with the current and increased attention that was placed within Africa.

Meagher (2016) mentioned how, since the early 2000s, African economies appear to have revived, and within Africa, there appear to be opportunities identified which have encouraged investors and development experts to look within Africa. This view was supported by Lamy (2017).

McMillan et al. (2014) further elaborated on the inspiring results and how Africa responded positively to the growth in production. This suggests an opportunity to lower

efficiency and industrialisation for enormous growth, and the opportunity to understand the organisational culture will be discussed next.

## 2.3 Organisational Culture

### 2.3.1 Definition.

Parmelli et al. (2011) defined organisational culture as the shared beliefs, values, traditions, models of behaviour, and employees' routines. Organisational culture can thus be described as the characteristics of individuals who form part of the same organisation. Flamholtz and Randle (2014) supported this and indicated that organisational culture also refers to the views, morals, and behavioural norms that characterise an organisation. Behavioural norms can be transmitted by how individuals are socialised through stories told and myths that may exist. Schein (2004) indicated that organisational culture consists of the structure, routine, norms, and behaviour of individuals within organisations. He added that organisational culture would provide structure and meaning to an organisation and risk creating constraints. Schein (1992) defined organisational culture as a model created by individuals who have learned to overcome internal and external problems. This process develops conventional social and cultural learning processes that define their fundamental values, assumptions, and organisational culture. Schein's (1992) definition of organisational culture was used for this research.

As indicated in the definition of organisational culture, it is important to understand its impact on an organisation. The direct impact on the values and the beliefs of individuals will impact how an organisation will operate. International research and thereafter, African research was first considered to analyse this.

17

**2.3.2 Importance of Organisational Culture within Organisations – International Research.**

Schein (2010), one of the principal founder's of organisational culture, indicated that organisational culture allows us to understand ourselves and individuals' behaviour. This benefits leaders' understanding of their employees' behaviours which impacts organisational culture. This is important as the organisation's financial performance and employees' attitude influences reputation. The impact that a leader has on an organisation's culture is significant. This influences business performance, individual and, in turn, team performance, and an organisation's financial performance. It creates a set of rules that drive the individual's behaviour and parameters, i.e. the norms within which an individual functions. A study conducted by Saad and Abbas (2018) confirmed the importance of organisational culture to performance and values to ensure a strong competitive edge for the organisation.

Research of Apple by Finkle and Mallin (2010) and Yu (2013) contributed to creating a thriving organisational culture driven toward innovation and performance. The researchers note how Steve Jobs's leadership transformed Apple (Steinwart & Ziegler, 2014). He imposed his experiences and norms and created a successful organisation despite the critique of his leadership style. Additionally, he influenced the organisational culture and contributed to the success of the organisation. Schein (2010) described Steve Jobs as a typical example of how leaders can influence organisational culture and performance. Leaders, together with organisational culture, have an impact on the company's performance. It is thus evident that leaders contribute significantly towards an organisational culture that impacts organisational performance. The impact of organisational culture on performance is, therefore, evident. However, understanding the African organisational culture dimensions remains an interesting yet untapped opportunity to be explored.

Jofreh and Masoumi (2013) researched the positive relationship that organisational culture has on business performance, hence the importance of understanding an organisation's organisational culture. Their results reflected that when individuals are involved in their jobs and have a clear mission, it will positively impact the organisational culture. This is supported by Pinho et al. (2014) and Flamholtz and Randle (2011), who showed the importance of organisational culture as a driving factor for organisational performance. This study investigated the relationship between organisational commitment, performance and organisational culture. The results indicate that it is important that an organisation has goals to satisfy customer needs and ensure employee commitment. Therefore, organisational culture needs to be understood to support employee commitment and enhance organisational success. Flamholtz and Randle (2012) elaborated that, in addition to driving positive performance in organisations, organisational culture also positively contributes to its processes. Tedla (2016) further highlighted that organisational culture contributes positively to organisational performance and positive cultural incorporation within organisations. This study examined whether organisational culture is an asset to an organisation. The results indicated that organisational culture is a strategic asset of an organisation and is core to the business model, which is a differentiating factor in determining an organisation's success. The researcher further confirmed that organisational culture also drives employee performance in that they are aware of what is required of them and the organisation's context, which affects the overall organisation's productivity.

International research of organisational culture dimensions is extensive. These are specific studies that relate to organisational culture dimensions which influence organisational culture. These dimensions are employee behaviour, financial performance, team performance, innovation and leadership. International research confirms the impact that organisational culture will have on the performance of a changing organisation.

The above indicates the importance of understanding organisational culture as it contributes to business performance through sound team performance led by influential leaders. This impacts employee behaviour in driving organisational performance. There is now a view of the research demonstrating the importance of organisational culture internationally.

The researcher hereafter discusses the research conducted on the importance of organisational culture within Africa.

### 2.3.3. Importance of Organisational Culture within Organisations – Africa.

Dartey-Baah et al. (2011) indicated that as Africa develops, organisational culture's role becomes more important as it shapes employees' behaviour, perceptions, decision making, performance, policies and procedure and leadership. This impacts the overall performance of the organisation. Leaders are important as they provide direction, create motivation and inspire employees to optimise their potential to attain organisational goals. The concept of understanding how an organisational culture, which promotes creativity and innovation, is part of the founding research on the concept of understanding the importance of organisational culture in organisations is described by Martins and Martins (2002). Odetunde and Ufodiama (2017) further emphasised the positive influence leaders have on organisational performance in driving teams, who confirmed the importance of effective leaders managing teams and organisational goals to achieve creativity and innovation. Leaders drive this in managing an organisational culture that supports business ideals such as innovation and business success. Leaders' importance in driving organisational culture supports leadership's influence in driving a positive organisational culture to achieve positive results (Mugunzva, 2016).

Harinarain et al. (2013) investigated the importance of organisational culture in the construction industry within South Africa. The research indicated that organisational culture drives positive productivity and profit. The study also supported the positive correlation of leadership in driving organisational culture, which drives organisations' behaviour. The type of

organisational culture evident from the study indicated a strong external competitive focus with a great sense of pride, accomplishment, productivity and profit-making. There is a further elaboration by Lee et al. (2020) on the fundamental importance of leadership. Evidence from the research indicates a clear link between organisational performance, staff well-being and engagement, turnover, absenteeism, meeting the organisation's vision and leadership. Mohelska and Sokolova (2014) further supported that leadership and organisational culture are intertwined. Leaders drive the behaviour of individuals within an organisation which supports the organisational culture. Individuals' behaviour is driven through internal processes and leads to high productivity and quality products or services. This emphasises the importance of leadership efficiency and the positive influence on direction, positive encouragement of employees, and the impact on optimising human potential.

This aligns with international research that supports organisational culture and drives collaboration through leadership and aligning behaviour toward a common organisational culture, supporting team performance toward achieving business performance. Research in Africa also confirms the importance of organisational culture in that it defines individuals' behaviour, which will drive organisational performance.

Additionally, Kunene (2019) researched the importance of organisational culture in attracting potential employees to work at the organisation. This research concluded that institutions need to portray the correct organisational culture to ensure an employee's calibre and potential to attract the organisation's required performance requirements and align with the leadership needs. Anthony (2015) investigated the impact of recruitment processes on organisational culture, resulting in a positive correlation between recruitment and selection processes. Recruitment needs to focus on credible candidates based on their skill, qualification, competency and capability.

Research done by Nwagbara (2012) indicated that African organisations need to adjust the way they work. They need to adjust cultural norms and be open to development driven by a commitment to management practices and organisational models. The study aimed to determine the factors that contribute to organisational culture dimensions which are required within Africa. This is pertinent to the successful integration of western management and leads to more successful growth within the continent.

Research in Africa supports the need to understand organisational culture. Whilst there is limited research in organisational dimensions, the identified key dimensions are leadership, commitment, and performance. The research directs future studies, however it does not have a sound organisational dimension model that contributes to organisational culture.

However, it is evident from international and African researchers that organisational culture impacts key performance elements within a business, hence a critical concept to understand within organisations. This will provide organisations with a better landscape to understand organisational culture dimensions to support the workforce. Once the organisational culture dimensions are defined, it will, in turn, have a positive correlation with the organisation's performance. While organisational culture is vital in businesses, both a positive and negative culture may prevail in organisations, which will be looked at next.

**2.3.4 Positive versus Negative Organisational Culture.**

As per the research done by Flamholtz and Randle (2011), a positive organisational culture will benefit the organisation in that it will ensure that individuals work and behave consistently with the organisational values to drive positive performance and business success. Furthermore, as per Hartnell et al. (2011), a positive organisational culture supports a positive correlation with business performance. Pinho et al. (2014) maintained that a healthy organisational culture would drive organisational performance. Sharma and Good's (2013) research further supported this research, and they suggested that a healthy organisational

culture is an essential factor in improving and increasing an organisation's profitability and financial performance. The above illustrates the importance of understanding organisational culture in that it supports a successful business.

Next, the positive organisational culture, which supports business performance and motivates the organisation's employees, is discussed.

Pinho et al. (2014) suggested that a positive culture contributes to the motivation of employees. Therefore, it is important that employees remain motivated, as per Schein (2010), as motivated employees will perform better.

Furthermore, Flamholtz and Randle (2011) noted that motivated employees use their time optimally to perform their daily tasks, contributing to a positive organisational culture and improving performance and productivity in an organisation. Organisational culture and its positive impact on motivation are further supported by Wilderom et al. (2012), who indicated that it is important to motivate employees to maintain an effective organisational culture. In addition to providing positive motivation to employees, a positive organisational culture, according to Hartnell et al. (2011), allows the manager to support employees by shaping their attitudes as well as improving operational effectiveness, i.e. by using organisational culture to introduce and innovate new products and improve processes and services.

Furthermore, this will also increase financial performance and result in profitability, productivity, and organisation growth. Thus, it can be deduced that a positive culture positively influences individuals within the organisation; it drives performance and decisive leadership and motivates employees. A positive organisational culture also allows employees to share their goals and values (Flamholtz & Randle, 2012).

A positive and effective organisational culture will affect leadership, organisational performance, organisational commitment and employee motivation. (Flamholtz & Randle, 2012; Flamholtz & Randle, 2011; Hartnell et al 2011; Pinho et al, 2014).

A negative or ineffective organisational culture will harm the organisation's performance in that it will negatively affect the organisation's productivity (Pinho et al., 2014). Furthermore, management with weak organisational culture will lack transparency and consistent communication (Schein, 2010). This will result in employees behaving inconsistently due to a lack of communication and direction in the organisation. Flamhotlz and Randle (2011) supported this concept because insufficient communication and lack of uniform direction from leadership will result in the organisation's priorities not being managed consistently and lower productivity and negative performance. Furthermore, negative organisational culture will impact staff in that they will be poorly motivated, which will harm the organisation's performance, hence the importance of driving a positive organisational culture in organisations (Wankhade & Brinkman, 2014).

### 2.3.5 Link Between organisational culture and globalisation.

Nazarian et al. (2017) research reflected the importance of understanding globalisation and culture. This study investigated the importance of understanding different cultures in various areas and the impact that it will have on performance. The outcome was positive in that organisational culture impacts performance, hence the importance of understanding organisational culture concerning the organisation and the specific country in which it would operate. As organisational culture directly impacts performance, it would be imperative to understand Africa's dimensions for globalisation to succeed. Burnett and Huisman (2010) supported this research in that they also elaborated that organisational culture impacts globalisation in that it will influence how individuals will react to behaviour and strategic approaches. Furthermore, Bolman and Deal (2013) supported this, who confirmed that organisations are made up of diverse people driven by common workplace culture and work toward their common goals. While it may not be possible to understand the workforce's diversity fully, globalisation's success will depend on understanding organisational culture.

24

South African researchers Harinarain et al. (2013) indicated that globalisation is a growing concept and influences many organisations to adapt to remain competitive in the global economy. Hence the importance of understanding the dimensions of organisational culture in Africa will allow the untapped market to be used and result in improved productivity and performance of organisations and turn a positive economy and quality of life for individuals.

**2.4 Factors contributing to organisational culture**

It is important to understand the different factors that contribute to organisational culture. Due to the limited research in Africa, this study will understand a broader concept of organisational culture factors. Schein (2017) stated that the combination and management of components of a group, organisation and nation, constituted organisational culture to ensure they met their strategy, applied learnings over time and coped accordingly with supporting and building human interactions and behaviour. This research aimed to investigate the dimensions that influence organisational culture in Africa. The following are dimensions known to impact organisational culture and are discussed.

**2.4.1 Strategy.**

Mahdi et al. (2015) highlighted the importance of strategy as it served as a route to direct individuals, organisations and groups towards ideal goals and was, therefore, best recommended for organisations to apply to remain and be successful. Leading from this view, Reddy and Scheepers (2019) stated that this strategy's application was important as without implementation, a strategy document cannot provide and give a competitive edge to a company. Therefore, it was critical that the leader be involved and accountable to complete this strategy accordingly. In most cases, strategies fail when leaders are not involved. In addition, Remes and Lucian (2018) mentioned the importance of organisational culture and strategy as a valuable aspect.

Remes and Lucian (2018) believe that solving problems, together with the existence of values, patterns of beliefs and behaviour of members who take strategic reflective decisions that are adopted by top management, are a strategic business involvement that is organisational culture. Top management adopted these actions and ensure that all factors for business sustainability and competitive nature are factored. Remes and Lucian (2018) further elaborated how the process of globalisation has become more valued, introduced more opportunities across boundaries and enabled more global and strategic choices to allow for businesses to incorporate organisational culture elements into the decision making.

The importance of organisational culture is therefore noted and valued within the operational functioning of the organisation. The strategy, which entails the formulation of procedures, customer service, induction, performance management, diversity, recognition, teamwork, leadership and communication, are important aspects to consider. Organisational culture influences strategy in its formulation and implementation. The process of globalisation is more and more pronounced and full of new valences. It involves ever more intense contact between different national or even regional cultures.

Moela (2016) highlighted that organisational culture was an element that was important in influencing goals, strategy and modes of operation as it was powerful and unconsciously forced behaviour of individuals and groups in how things were perceived, valued action and determined the way forward. The importance of organisational culture concerning strategy was discussed, and new strategies and the elements that contribute to the strategy will be discussed.

Key evidence exists that strategy is important to organisational culture and must be explored within an African context.

### 2.4.1.1 Goals.

Schein (2010) stated that it is notable that culture emerges around a vision or purpose and specific goals. Ostroff et al. (2013) referred to Schein (2010), Hartnell et al. (2011), and

Zhang and Liu (2006), who elaborated on the importance of ensuring that leaders are responsible for creating alignment between strategic goals and culture to facilitate maximum performance. Thus, the link between strategic goals and organisational culture needs to be aligned to ensure goals are met.

Ostroff et al. (2013) discussed Zhang and Liu (2006) and Bowen (2000) and indicated that there needs to be an alignment between values and strategic goals and culture and practices for operational success. The importance of strategic goals and their link to organisational goals are important. Hartnell et al. (2011) relayed the importance of organisational culture attributes to be aligned to contribute and complement one another and operate harmoniously. These attributes are, for example, strategic goals and culture.

The connections between organisational culture, strategy and goals are important and confirmed by authors, including Ostroff et al. (2013) and Hartnell et al. (2011), who indicated that these elements are important to manage an organisation's performance.

Schein (2010) further positioned the importance that the leaders consider behaviours that included planning, organising, monitoring, evaluating, and correcting unit behaviour to ensure the organisation's goals and various norms are learnt and align behaviours with guiding behaviour in the organisations achieve the organisation's goals. While key aspects of goals are mentioned, it is important to understand if this is a required dimension in Africa. Goals have a direct link to leadership. The next dimension to be discussed is Leadership.

### 2.4.1.2 Leadership.

Jabbar and Hussein (2017) emphasised the importance of leadership within organisations and referred to leaders as the organisation's nucleus, with leaders holding a pivotal role in the organisation. Hence leadership drives organisational resources within an organisation. Makhlouk and Shevchuk (2008) referred to the importance of leadership within the organisation and stated that leadership is the power base through which organisational culture

change can be directed. The impact of leadership on the organisation is important and supports organisational culture.

Yann et al. (2017) highlighted this interconnectedness between leadership capability and organisational culture efficiency in developing knowledge as organisational culture acts as the bridge connecting leadership and knowledge development to perform decisions. It is noted that leadership is an important element concerning organisational culture.

Hartnell et al. (2011) positioned that many aspects of organisational culture and leadership appear to be well supported by organisational culture and performance. They further stated that organisational culture effectiveness supports different key relationships. Leadership and organisational culture are important and need to be practised and applied by leadership in organisations. Moreover, leaders at all levels can serve as aligners between culture, practices, and climate. Role modelling and leaders' visible behaviours at all management levels communicate core cultural assumptions and values (Schein, 2010).

Hartnell et al. (2011) believed that it is important to view leader–unit member interactions more broadly to ensure that the performance goals are directly tied to reconcile performance discrepancies (i.e., gaps between goals and actual performance) that occur over time. Leadership is evident in the success of organisational culture within the western context and will need to be explored further within Africa. Leadership supports and drives performance management, and this leads to the next discussion.

### 2.4.1.3 Performance management.

South African author De Waal (2013) defined performance management as a process by which an organisation is steered, i.e. the process by which the mission, strategy, and objectives are managed. These are managed using critical success factors and Key Performance Indicators to ensure the organisation's goals and targets are reached. Dzimbiri (2008), a researcher in Botswana, affirmed performance management's description by describing performance

management as a system that drives employees' efforts toward a prevailing direction to achieve the organisation's goals.

Performance management is an integral part of the strategy and must be managed as part of a strategic process, i.e. a complex process that deals with all aspects, including managing strategy and individual performance (Bourne & Bourne, 2012). For an organisation's strategy to be successful, performance management needs to be integral to the process. Proper performance management is about achieving the organisation's objectives. De Waal (2013) indicated that performance management has many aims and purposes, improving an organisation's performance. It drives change, which develops a performance-orientated culture and increases employees' motivation and commitment to enable their abilities and job satisfaction. It brings teams together and ensures that employees understand what is expected of them at work. It provides a benchmark for performance and drives individual and organisational learning. The importance of performance management is further emphasised by Dzimbiri (2008), who indicated that performance management improves the performance, efficiency, accountability and effectiveness of organisations.

International researchers such as Gruman and Saks (2011) support the concept that performance management drives organisational effectiveness. They confirmed that performance management drives work or manages the organisation's human capital and prioritises the organisation. Performance management will also increase employees' engagement as they are provided with the right direction to perform and the adequate resources to support them in achieving their goals.

Additionally, Mone and London (2018) supported that performance management drives the setting of goals, ensures performance effectiveness, and drives an organisation's strategy. Defining goals ensures Key Performance Indicators are set out, and the employee drives their

performance to achieve these goals. Performance management drives sustainable feedback, training and engagement amongst employees to ensure optimal work functioning.

Based on the above, it can be concluded that performance management critically drives organisational performance in an organisation as it motivates employee engagement, training and development and optimal work functioning towards achieving the organisation's work outputs. By ensuring an organisation's strategy, mission or vision, key performance requirements are met optimally and drive positive work culture. It can be concluded that performance management binds organisations together (Morino, 2011). It includes an organisation's shared values, practices, behavioural norms, and orientation towards performance.

The African context for understanding performance management is vital as per the discussion and is an opportunity to explore in this study.

It is essential to ensure that procedures are in place and aligned to achieve effective performance management.

### 2.4.1.4 Procedures.

Flamholtz and Randle (2012) stated that procedures are important to organisational culture, and it is important to ensure that the set-up of the processes that sustain and create the constructs is well managed as these constructs make up the strategic strength. This statement highlights the importance of procedures in ensuring that organisations are structured and controlled.

AlHarbi and Sidahmed Abedelrahim (2018) supported Flamholtz and Randle (2012) on how procedures govern what people do to keep the organisation stable, predictable and efficient in the long term. Effective leaders are good coordinators and organisers needed to maintain a smooth, predictable and efficiently running organisation. Organisations' structures control the

behaviours to ensure that organisations behave in a structured and controlled manner to obtain the desired results.

Winkler and Fyffe (2016) highlighted the importance of organisational culture is structured and controlled through its management. Employee behaviour is managed through discipline, and standard operating procedures and organisational culture support and grow behaviours towards organisational procedures. The importance of ensuring adherence to procedures allows organisations to ensure that preparation is made for emergencies. Lekka (2011) indicated that it is essential to have effective communication channels to obtain expertise in emergencies rapidly. The 'big picture' is communicated to everyone so that well-defined procedures for both "normal" and "emergency" procedures, with well-known decision rules, are used accordingly. Gibson et al. (1997) expressed how procedures support the sharing of expectations in organisations. He stated that organisational culture involves shared expectations, values, and attitudes, influencing individuals and groups. Organisational processes are an example of the quality of customer service and are important in the culture. Individuals are expected to adhere to specific procedures when dealing with customers and follow the "norm". This type of behaviour is expected, recognised, and rewarded.

Organisational culture and procedures are integrative processes that must be completed and managed hand in hand for an organisation to be effective and managed to its purpose.

Zbirenko and Anderson (2014) expressed that each component of an organisation's structure determines the efficiencies of its procedures and how they need to be conducted. All these mechanisms are essential and need to be communicated to senior managers who can manage the process and action them with the required level of urgency. Procedures are linked to the strategy by ensuring an understanding of how to activate the strategy's procedures. The gold thread that appears to be a pillar for organisations today needs to be explored within the African context, which allows for a gap to be resolved. Procedures are important as they set

31

step-by-step guidelines to achieve organisational culture as people work with what is communicated to them.

### *2.4.1.5 Communication.*

Research done by Miftari (2018) indicated that leadership communication is imperative. It is essential as it includes dialogue between individuals. A strategy is built through leaders who form solid relationships through communication, resulting in an inspired vision for the organisation (Baker et al., 2016).

Littlejohn and Foss (2010) stressed the importance of communication as a tool used daily by individuals to communicate messages to each other. Every aspect of an individual's life depends on effective communication, impacting an organisation's strategy. Successful organisational strategies are effective through the management of successful communication. South African researcher Chasi (2017) concluded that great leaders such as Nelson Mandela demonstrated communication importance. International researchers Çetin et al. (2012) specified that leadership is critical in guiding an organisation and ensuring individuals attain goals to achieve organisational strategies. This emphasises the importance that communication plays in supporting goals and providing a strategy to the organisation. It allows feedback which allows individuals to provide suggestions and comments.

Through communication, the process of feedback is further emphasised by Shin et al. (2012), who supported that communication provides a platform that ensures teams are managed and directed to meet the organisations' strategic objectives. Furthermore, it supports change management in an organisation which results in commitment and motivation from employees. Gilley et al. (2009) pointed out that effective communication is significant in driving change and motivating employees, resulting in increased motivation, job satisfaction, perceived equity and organisational commitment. Communication as the conduit for understanding within organisations must be further explored within the African context.

Communication is thus important in an organisation in that it drives effective strategic management where individuals are aware of what is required of them and can execute optimally. This ensures that employees remain motivated, manage change processes optimally and remain committed to an organisation.

### 2.4.1.6 Induction.

Byrne (2010) defined induction as "formal" and a "process" that is "systematic", which ensures the design is more centred towards the employee and implemented successfully to ensure that the overall outcome of the organisation is obtained through a smooth process from being new to being established. In this manner, induction creates an optimistic bond between the relatively new worker and the organisation, allowing them to reach acceptable levels quickly.

Hansen et al. (2010) mentioned how staff induction is supportive to ensure the business builds and co-creates new employees into an organisation consciously and unconsciously. It allows the organisation to share information and perform collectively according to the defined routines of the organisation. This supports the organisation by ensuring that all employees do not forget the collective memory to ensure everyone knows what to do. This contributes to the profitability of the organisation. In addition, induction requires excellent communication to ensure that individuals understand and adapt to the organisation's working style.

Jakubiak and Kondas (2017) explained how communication helps new employees as they are given close attention, feel safe and understand what is expected of them. Jakubiak and Kondas (2017) stated that the new employees must accept the values, objectives, vision, mission, and strategy to integrate and support them. As a result, they are more open, ensuring mutual respect and differentiating between right and wrong and developing and growing. The importance of this is to allow the new employee support and understanding from the new organisation.

The significance of induction and its link to ensure understanding and employee support is discussed by Mabaso (2012). Mabaso (2012) highlighted that an induction program aims at addressing the personal and strategic aims together as this supports business success. In addition, inductions help guide the new employee's thinking, belief, and understanding to understand how the organisation works (Kyeremeh & Pepra-Mensah, 2018).

Kyeremeh and Pepra-Mensah (2018) stated that it is important to ensure that the new employee is accultured to an organisation to position their attitudes and principles towards the new organisation fully.

Once again, this is a gap to be explored within Africa addressed in this research study.

Induction is an important part of the employee journey as the literature shows how induction ensures that the new employee is introduced to the organisation's procedures, which links to the organisation's strategy to ensure the organisation's culture is managed.

**2.4.2 Values.**

Values are described as a subjective experience linked to an objective perception of reality (Kondrla, 2015). It is the experience of an individual's view of the world and is a universal and objective principle. Values refer to interests, pleasures, likes, preferences, duties, moral obligations, desires, wants, goals, needs, aversions and attractions. This definition is supported by South African researchers Schreuder and Coetzee (2011), who defined values as the norms, beliefs, principles, preferences, needs, interests, intentions, codes, criteria, world view or ideology of individual's and societies. These ideologies determine the modes of behaviour and work forms of individuals, hence their values. Values are important for an organisation as they have implications within the workplace and point to this research's importance.

Values are important in the workplace as they influence the applicants that form part of an organisation (Catano & Morrow Hines, 2016). They will impact the candidates attracted to

an organisation and are important to consider during their recruitment process. The value they portray of the organisation will impact the candidates it attracts, and, ultimately, it serves and the level of diversity it has in the organisation. The impact on the diversity of values is further discussed by Parry and Urwin (2011), who indicated that values are usually formed during the formative years of an individual's life. This researcher further investigated the impact of generations on values and indicated that values impact an employee's job satisfaction, commitment and general attitude to work. Additionally, values can impact the culture of an organisation.

Values impact the culture, diversity, job satisfaction, commitment, and the general attitude of individuals at work. Furthermore, values also impact individuals' recognition and employees' overall happiness (Fischer, 2010). Additionally, individuals who identify with the organisation's values will identify with the organisation's goals and commit to the organisation, and they will have a team identity affiliated to the organisation.

The understanding of the values in African countries are explored in this study. Schein (2010) elaborated on the importance of ensuring an alignment of organisational culture and the practices to reflect organisational culture assumptions and values.

The next section will discuss diversity.

### *2.4.2.1. Diversity.*

Diversity is a mixture of characteristics that make up individuals within a workforce and impact the way people think, feel and behave at work (Hays-Thomas & Bendick, 2013). This influences their work performance, satisfaction as well as the way they will progress in an organisation. A diverse workforce is changing with different races, genders, ages, and ethnicities (Pichler, 2020).

African researchers Okwurume and Onuoha (2020) indicated that globalisation has resulted in organisations not working in isolation, hence the need for individuals to be open to

diversity and change. This can be supported by effective communication and the openness to manage change and innovation. The leaders and their management of diversity are critical in managing the process. Visagie and Linde (2010) indicated that as the diversity of the workforce changes, it is important to ensure that leadership adopts an approach toward diversity management sensitive to race and ethnic differences. Additionally, leaders need to ensure that they understand the organisation's values and individuals to manage diversity. This is reinforced by international researchers who support training, management of policy and procedures, leadership, and organisational culture value. This is discussed below by Pichler (2020), Newkirk (2019), and Sharma, Panicker and Goswami (2020). Value management is critical in managing diversity in organisations.

International research indicates that training will be critical to managing diversity in organisations and practices and policies that support diversity management (Pichler, 2020). Interpersonal skills are critical in managing people and will optimally define how successfully diversity is managed. Additionally, Newkirk (2019) supported diversity management's success through the close management of policies and procedures, including recruitment, management of promotions, and salaries. It is important to manage culture in diverse workforces (Sharma et al., 2020). It helps to understand and value the differences in individuals. These researchers indicated that it is important to manage a workforce, including workforce strategy, talent management, and talent development, to support an organisation in managing a sound workforce. As the workforce changes, organisations must manage this diversity of gender, cultural and ethnic backgrounds to ensure that values are enhanced through diversity management (Wen & Oljaca, 2020). The benefits of diversity are summated in research done by Von Bergen and Collier (2013). They indicated that diversity results in the awareness, recognition, understanding and appreciation of human differences, creating an environment where individuals feel esteemed. This is managed better through a series of education and

training programs that will improve workers' interpersonal relationships (Wen & Oljaca, 2020; Pichler, 2020; Newkirk, 2019; Okwurume & Onuoha 2020; Visagie & Linde, 2010).

The understanding and meaning of diversity in Africa will also further be explored in this study.

The above indicates that diversity management requires sound management of values and needs to be managed by leaders who drive sound talent practices, including recruitment, promotion, salary management and development of all individuals. Diversity impacts the values of the individuals within an organisation which in turn impacts the organisational culture.

### 2.4.2.2 Teamwork.

A team is a group of individuals working toward a common purpose (Katzenbach & Smith, 2015). It is an experience where each team member takes responsibility for the team while sharing ownership of the outcome, i.e. the task required to achieve (Saghafian & O'Neill, 2018).

Choon and Patrick (2016) emphasised the importance of working in a team. The researchers indicated that this connects and has a positive contribution to the organisation's effectiveness and efficiency. South African researchers Castro and Martins (2010) indicated that it is also important for leaders to know their organisation and what is required from individuals to create a supportive environment, promoting productivity and creativity. In having clear work expectations and understanding the importance of teamwork, work inefficiencies are prevented

Kabir and Dey (2015) described teamwork as a criterion required to improve performance in an organisation driven by team building and conflict handling. This is further affected by self-awareness. Radhika and Kalyani (2017) suggested that self-awareness is the most fundamental attribute of emotional intelligence and helps one understand another's

emotions. Understanding an organisational climate and the leadership of an organisation is important to understanding the role of teams in an organisation. Research conducted by McMurray et al. (2012) provided evidence of a relationship between organisational climate, leadership, and team performance. This impacts the positive influence that teams can have on organisations. Hence teamwork can be influenced by leadership as well as climate. Leaders must be clear in what they would require from teams, i.e. that their expectations are clear.

Furthermore, Nguyen and Mohamed (2011) supported that leaders influence the organisational climate in that they impact how an organisation operates. It is thus important for leaders to establish goals and ensure that individuals are clear of their expectations. Furthermore, leaders manage knowledge in the organisation, which impacts teams' performance and motivation and, in turn, the team's behaviour. The function of the team would be improved through a positive culture and communication.

Saghafian and O'Neill (2018) indicated that teamwork could be experienced through face-to-face participation defined by the participants' togetherness. It can also be described through online participation, where the concept of ensuring that the team remained connected through communication was managed. The importance of teamwork was further emphasised by Buljac-Samardzic et al. (2011), who indicated that effective teamwork requires team interaction and effective communication and facilitation.

In this study, the glue that holds relationships and people together in teamwork will also be further explored from an African perspective.

Thus, as Warrick (2014) described, teamwork is essential in organisations to drive high performing teams, providing a competitive advantage to many organisations.

The next section to be discussed is recognition.

### 2.4.2.3 Recognition.

Recognition is a fundamental part of the workplace in that it promotes workplace dignity and promotes cultural respect in the workplace (Islam, 2013). This research further indicates that recognition is the human side of management, supporting that social systems exist in organisations that engage human beings.

Wanyoike (2019) indicated that research in Africa showed that staff recognition is important despite age, keeping individuals motivated and valued. His research summarises that organisational recognition promotes the organisation's value and indicates that it cares about its employees' well-being. His research further resulted in the need for ongoing communication with employees and the need to express appreciation for work done well to ensure that they do not feel that they are taken for granted. Additional research done in Africa by Munyalo (2019) supported that recognition is important to drive positive employee behaviour in organisations. Recognition encourages employees to combine their efforts toward a determined goal. Additionally, other aspects, such as training, staff appraisals, performance management, and top leadership commitment, will drive a successful organisation. This will ensure that employees drive the values of the organisation.

Additionally, South African researchers Du Plessis and Barkhuizen (2012) indicated the importance of HR practitioners in organisations as they influence the change process to drive the workplace's success in the future. This embodies various changes within the South African context. Employees are driven by growth in an organisation. The opportunity to advance in their careers is a high priority for them. They strive for progress which results in happiness at work. This study concluded that praise for good work, positive relationships with colleagues and managers contribute to recognition at work. Other research in South Africa by Van Dyk et al. (2013) indicated that recognition is linked to positive job characteristics and key elements such as training, development, career development, positive job characteristics and supervisor

support. These are key retention factors that can be considered in support of positive organisational culture and staff retention. A further requirement in retention as per the participant's responses is feedback. In other words, rewards are important for recognising staff and providing adequate training and development. This is supported by international researchers and is discussed next.

Recognition, as researched by Brown-Crowder (2017), indicated that despite one's age, it is important for all employees as it keeps employees motivated. Employees' involvement and commitment to the organisation's vision, mission, and values will increase concerning the recognition they receive (Luenendonk, 2016). They will actively find ways to contribute more to the organisation. Lagorio-Chafkin (2019) described the importance of recognising employees by allowing individuals to relate their work experiences. The importance of recognition in the workplace to ensure that an organisation attracts top-calibre staff from the industry was discussed.

Lastly, Chandrasekar (2011) emphasised that motivating employees is more important than monetary remuneration. It is important to ensure that employees receive ongoing feedback and have a clear direction. They are required to have clear goals, i.e. they are aware of what is expected of them. Feys et al. (2013) supported that recognition motivates employees. They added that recognition has a positive impact on employees' work-related outcomes.

Recognition will also be further explored as an organisational culture dimension within Africa in this study. This is supported by research done by Chapman and White (2019), who indicated that employees need to be understood in organisations. Additionally, employees need to be appreciated and endorsed in the workplace, contributing to being recognised. This researcher adds that the key elements associated with employees being understood and appreciated are ensuring that the behaviour is endorsed and the value of the individual recognised.

This is linked to recognition as indicated by research done by Hack (2016), who indicates that an employee will demonstrate a high involvement and commitment to the vision, mission and values of the organisation they belong to, which shows genuine interest in what they can specifically contribute and actively find ways to be able to do more and give more.

These results indicate that recognition includes non-monetary recognition. Recognising employees in an organisation is critical as it increases morale and creates a positive climate. Literature supports that recognition is a key factor of happiness at work. However, recognition can also be driven by monetary mechanisms, a sub-theme of recognition discussed hereunder.

The next section to be discussed is customer service.

### 2.4.2.4 Customer service.

Jeffers and Joseph (2010) described customer service as a process whereby individuals receive quality service through a coordinated effort. The effort to provide the services ensures that communication is managed optimally and that the organisation's values are aligned to ensuring quality customer service. Merugu and Mohan (2020) supported this definition and described customer service as an action where one takes care of a customer's needs by providing and delivering professional, helpful, high-quality service and assistance before, during and after the requirements are met. Additionally, Latta et al. (2020) seconded this description of customer service by indicating that it is a service where one will take care of a customer's needs by delivering a professional, helpful and high-quality service. This could include assistance delivered before, during, and after the customer's requirements are met.

Merugu and Mohan (2020) emphasised the importance of customer service and indicated that businesses' success depends on customer satisfaction, influenced by the customer's service. Furthermore, customer experiences can be reported quickly in this new technological age (Alguacil-Mallo, 2018). Alguacil-Mallo (2018) described the methods of reporting poor customer service and its negative impact on a company's reputation and turnover, hence the

importance of changing toward a customer-centric approach. This is evident in the journey followed by DSTV in South Africa, which is described next.

Brown (2018) described the journey of DSTV in South Africa, where the organisation had to be transformed into a customer-centric organisation to manage market share. This was done by researching customers through focus groups and customer feedback surveys, which indicated the need to improve service, reduce complaints, and improve customer service delivery's overall efficiency, changing its cultural mindset through its employees. As a result, the company changed its values into a customer-centric organisation which proved beneficial. This value of driving customer service is supported by international research is discussed further in the next paragraph.

International researchers Hamzah and Shamsudin (2020) highlighted the importance of ensuring that customers are happy as customers are critical to sustaining their respective companies' future businesses. They highlighted that an organisation's values would need to ensure that business would need to be customer-centric to ensure future success, hence intrinsic in organisational culture. Le Oo (2019) indicated that customer-centricity is critical for businesses and discussed how to improve customer service in organisations. Dewi (2020) supported customer service as an important concept for all businesses to drive the respective organisations and ensure reliability, responsiveness and assurance within organisations, hence an important value to drive within the organisational culture.

The essence of customer service will be further understood from an African perspective in this study.

Based on the literature above, the concept of customer service is highlighted as a key contributor to a positive organisational culture in that it provides sound assurance of positive customer-centricity. This ensures that the end product or service that the organisation provides is of sound quality and is of an excellent standard.

## 2.5 Schein's framework of organisational culture

This study used a thematic analytic approach as per Braun and Clark (2006). The thematic analysis was used to extract themes from the data obtained.

Schein (1999) reinforced that organisational culture supports organisational excellence, allowing for effective performance to make a difference within the workplace. He asserted that culture is important because it impacts elements that influence and determine organisational strategy and goals. These are important elements, and informed decisions need to be made, considering these operative organisational cultural elements.

Since Schein (1992) published the book Organisational Culture and Leadership, other researchers have recognised culture as a multidimensional and multilevel concept. Schein (1992) described three levels of culture. Schein (1992) stated that the first level is more easily detected, tangible and evident than the second level, which is not as visible and manifested in strategies and goals. The third level is more deeply embedded in the unconscious options, judgements and insights of the individual.

Schein (1992) acknowledged that organisational culture allows and supports direction and meaning within an organisation. This is important to value and manage organisational culture by sharing group norms, establishing ways of working and assisting the employees in embracing organisational culture into unconscious thinking.

Schein (1992) elaborated further that organisational culture gives employees direction in the workplace and relationships, human realities, and emerged expressions of values and assumptions. Schein (1992) proposed that organisational culture structure could best be thought of as consisting of different layers, as represented in **Figure 2**.
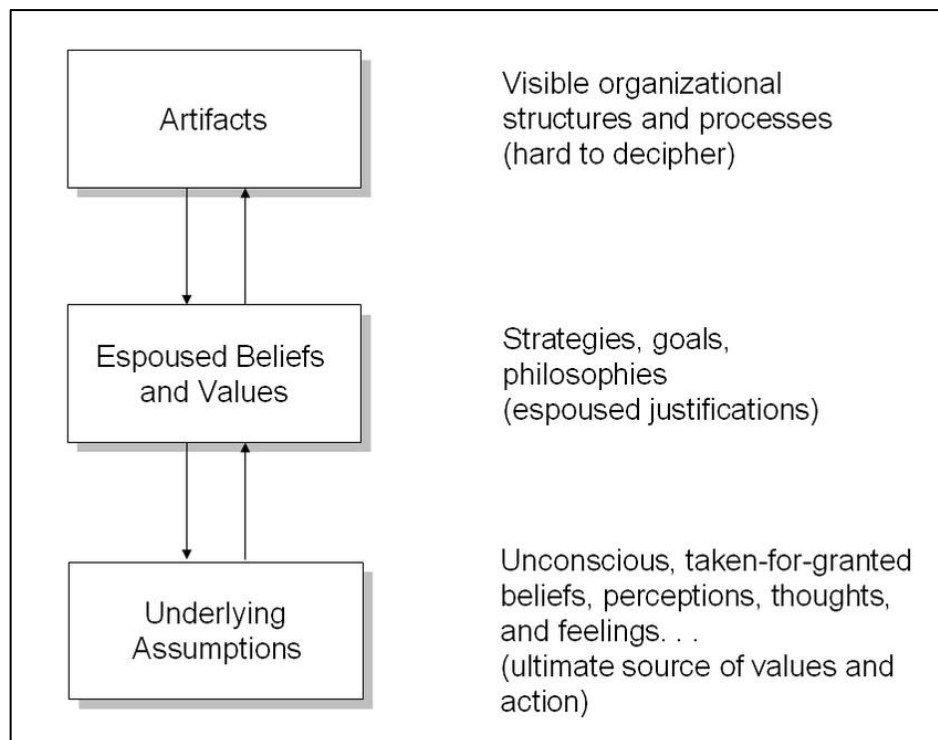
**Figure 2. Structural model of culture indicating different levels of culture. (Schein,1992: pg. 17)**

Palovaara (2017) explained Schein's model as having two levels of organisational culture. The first is a deeper, less visible level where culture refers to values shaped by the people. The second is the more visible level, where culture represents the behaviour that is encouraged. Unfortunately, Schein's model has currently not been applied in many of the case studies from Africa.

The organisational culture of Africa has its unique complexities and business models. The result, therefore, in utilising the model is due to its multi-facet and multi-dimensional nature. Consequently, the model can be adapted as required for this study.

The study's objective can be supported by engaging with Schein's model as it will ensure the exploration of the organisational dimensions are done and further analysed to explore the organisational dimensions for Africa. Schein's model is a collective mental model of values and beliefs known to be the foundation of human interaction and behaviours through the research done in this study. Therefore, the significance of the model in relation to

organisational culture is critical to this study's objective. As the model forms a foundation of human behaviour, this can also be applied to an African context. This study aims to determine the applicability of the model in Africa. This helps obtain the required objective. A successful application of Africa's aggressive opportunities can be ensured by facilitating this study's results. Schein's model highlights the current dimensions of organisational culture, which are key to the success of organisations and has been verified with Western organisations. The positive impact that globalisation will have within African countries is positive. To ensure a positive collaboration between the dimensions in Schein's model and the changing landscape within Africa, understanding the organisational cultural dimensions from an African perspective is important to ensure a successful change. The literature explored unpacks the wealth of current research in the industry and the opportunity to add to the gaps that have been identified from an African dimension in identifying the organisational cultural dimensions.

Another model that has been reviewed is the Hofstede cultural dimensions. This model refers to aspects dealing with how a person's needs and goals are prioritised versus the group's needs and goals. The model also determines how different rules apply for males and females. Another area that the model investigates is how comfortable people are with changing how they work or use preferred systems. Power distance is also explored in the degree to which people are comfortable with influencing upwards and how they can accept inequality in power distribution. A long-term versus short-term perspective and a focus on the present also impact these organisational cultural dimensions. The last part of this theory focuses on how gratification of basic drives are related to enjoying life and having fun vs regulating it through strict social norms.

Compared to Hofstede, Schein's model focuses on more tangible aspects that can be considered in organisational culture and would be a fundamental starting point to identify in an organisation, hence the preferred model in this study.

## 2.6 Chapter summary

In summary, the chapter highlighted the importance of globalisation and the impact of organisational culture. Organisational culture factors are critical to ensure that organisations remain successful during globalisation, and this chapter highlighted some of the important factors that need to be considered.

**CHAPTER THREE: RESEARCH METHODOLOGY**

**3.1 Introduction**

This chapter relays the research design used in this thesis to answer the study's research questions. The dimensions that could contribute to organisational culture are introduced. It reflects the way data was collected using the appropriate data collection method and further indicates how the data was analysed. The sample, sample setting and data analysis are discussed. The chapter concludes with a discussion on the ethical considerations of the study.

The study's overall aim was: To understand the organisational culture dimensions within Africa using Shein's model. This is being done in order to determine the dimensions of organisational in Africa.

This research was divided into two parts, viz. the literature review and the empirical section. The literature review discussed existing scientific knowledge on the subject. The second part of the study focussed on the empirical study and used qualitative measures to reach the research objectives.

**3.1.1 Part 1: A literature review on dimensions that contribute towards organisational culture.**

The literature consulted in this study focused on existing research findings related to culture, strategy and values.

Relevant articles published between 2000 and 2020 were identified through consulting the following sources: Textbooks, subject journals, Emerald, Sabinet online, WEBfet, ISI Web of Knowledge, EBSCOHOST, ProQuest, SA ePublications, JSTOR and Google Scholar. The following search terms were used (individually or in combination): 'organisational culture ', 'strategy for an organisation', 'goals', 'procedures', 'leadership', 'performance management', 'induction', 'communication', 'values', 'customer service', 'diversity' and 'recognition'.

Cross-referencing was done when identifying other essential information sources while studying a specific article mentioning a reliable source.

### 3.1.2 Part 2: Empirical Study.

The research focused on a qualitative approach and used a thematic analysis to analyse the participants' necessary information.

### 3.1.3 Research Setting.

These participants were from the financial, retail and healthcare industries within different countries in Africa, i.e. Botswana, Zambia, Namibia and South Africa.

## 3.2 Research design

Creswell and Poth (2016) stated that research design is a framework or blueprint for conducting research outlining the procedures necessary to obtain the information. This is important to ensure there is a structure to solve research problems, and there is a general plan of how one will go about one's research. This research study made use of a qualitative research approach to reach the specific objectives identified. The research aimed to understand Africa's organisational culture dimensions, and the qualitative approach allowed the participants to express their viewpoints without using closed-ended questions.

Cohen et al. (2000) described qualitative research to analyse data using an open-ended approach. This would mean that the analyses of the information were not set in a defined structure. It permitted the data to be studied without any predetermined assumptions, using a qualitative data approach. This allowed the data from the research questions to be analysed and included the researcher's theories and theories that could result from the data itself. It allowed for full integration of all aspects of the data being analysed, factoring theories and data results into a coherent framework. Sharma (2010) indicated that qualitative research records participants' behaviour in natural settings, with all the operating environment's intricacies. It is also beneficial for the in-depth study of small groups of people.

Additionally, Breakwell et al. (2012) described qualitative research as focusing on individual experiences. It is an approach that focuses on how people encounter their world through social and cultural practices. This is supported by Nerlich (2004), who indicated that qualitative research is an approach that uses language rather than numbers. It is an interpretative approach where language is used rather than using numbers to interpret data. A qualitative approach aims to understand emotion, feeling or perception of a situation, interpreting the social world they live in. Hence qualitative research supported this research in understanding the dimensions that contribute to organisational culture. This is supported by research from Tracy (2013), who indicated that qualitative research is rich and holistic and allows an understanding of a sustained process by focusing on lived experiences and honouring local meaning. It supports the ability to interpret a participant's viewpoint and story, which results in further self-disclosure from participants. Interviewing or observing participants can result in further self-disclosure and allow for an intuitive understanding of events. It is a process that allows an individual to express their experiences of an event which assists in understanding their opinions. The methodology allowed for the participants interviewed to express themselves freely using their experiences. This study aimed to obtain the participants' understanding of organisational culture dimensions, and hence the qualitative process supported the participants by allowing them to express themselves spontaneously. Through the discussions, it allowed the researcher to identify themes of organisational culture dimensions in Africa.

Guest et al. (2012) supported the above when they indicated that a common thread throughout all qualitative research methods is an inductive and flexible nature. Although there are certainly a few qualitative data collection and analysis techniques that are more structured and deductively oriented than others (e.g., content analysis), most research initiatives in the qualitative vein take an iterative approach. They further elaborated how flexibility can be built into the research design itself by employing a theoretical sampling strategy in which a

researcher adjusts the sampling procedures during the data collection process based on incoming data. Additionally, the use of qualitative data was supported by Biggerstaff (2012), who noted that qualitative methods have much to offer when exploring people's feelings or asking participants to reflect on their experiences. Qualitative research allows the researcher to discover and unpack individuals' understandings and emotional states and reflect on these accordingly. Allowing individuals to express their experiences allowed the participants to adopt an open-ended methodology to express their feelings regarding certain constructs. Gretzel and Fesenmaier (2010) supported that people can express themselves easier when using stories and descriptions of experiences to gather information.

This research was done using face-to-face interviews and skype meetings which allowed participants to express themselves freely. Thus, any clarity could be provided during the process, and further elaboration could be provided where necessary.

The approach used has advantages as well as disadvantages. The disadvantages of this type of research were discussed by Rahman (2017), who indicated that the qualitative research approach might exclude contextual sensitivities. Additionally, previous personal or professional experiences or beliefs can introduce preconceptions to a researcher. Hence, a researcher's frame of reference or the theories and models influenced by a researcher can affect such research. While this is a challenge, it can be mitigated by ensuring that the data is interpreted through competing conclusions.

Additionally, a researcher should also declare any beliefs before the start of a study. The nature of the study determines the extent of the findings that can be drawn and used. Breakwell et al. (2012) indicated that the researcher should adopt openness with all research. Additionally, all investigated phenomena are informed by careful receptivity and informed curiosity about the questions being asked. Finally, all phenomena being investigated include any contradictions that may relate to the criteria being investigated.

The researcher was aware of the positive challenges afforded in qualitative research and therefore ensured no preconceptions, beliefs or views that would influence the research. Additionally, a semi-structured interview was used to ensure that the objectives of the research were reached.

This research aimed to understand the relationships people have with objectives and the world in which they reside. Furthermore, it aimed to ensure that these relationships' complexity is not lost (Breakwell et al., 2012). This is supported by research done by Lim et al. (2017), who further supported that qualitative research explores phenomena and experiences that are not captured through a quantitative process but rather through an objective process. Thus, using a qualitative approach allowed the researcher to explore experiences and phenomena not easily captured through a quantitative or more objective process.

The research approach selected, as indicated above, allowed for results that could determine the dimensions that contribute to the organisational culture within Africa. The research explores Africa's organisational cultural dimensions and how this compares to Schein's organisational culture model, which will be achieved by adopting the qualitative research approach. There were at least over 400 articles consulted during this research, to which over 200 articles have been retained.

### 3.3 Participants

The study included participants from the financial, retail and healthcare organisations in Africa. All participants were part of the leadership team and had the unique experience of organisational culture. A total of 17 leaders were purposively selected in the age group between 31 to 60. A non-probability sampling technique was chosen to ensure that the selected sample illustrated features or processes in which the researcher was interested (Silverman, 2011).

**Table 1** below is a summary of the participants that were used in this study. The participants included six males and 11 females.

**Table 1. Summary of participants in the study**

| Item | Category | Frequency (N) | Percentage % |
|---|---|---|---|
| **Gender** | Male | 6 | 35% |
| | Female | 11 | 65% |
| **Race** | African | 12 | 71% |
| | Coloured | 3 | 18% |
| | Indian | 2 | 12% |
| **Age** | 31-39 | 8 | 47% |
| | 40-49 | 8 | 47% |
| | 50-60 | 1 | 6% |
| **Sector** | Healthcare | 6 | 35% |
| | Retail | 7 | 41% |
| | Finance | 4 | 24% |

The research population is described in Table 1. The age category of the population group was due to tenure and leadership.

The Participants were selected based on tenure and leadership level. Once lists were completed, participants were approached to determine who would participate in the study. It was indicated to all participants that their participation was voluntary.

Etikan et al. (2016) highlighted that judgement sampling, also known as purposive sampling, was used in this research. This research approach requires participants to be selected based on criteria that they possess the criteria applied in selecting participants is discussed further. As this researcher required knowledge specific to organisational culture, the participants were required to meet specific criteria in that they had to be leaders. The research required participants to provide information relevant to their experience and knowledge, which they could articulate expressively and reflectively. Guetterman (2015) indicated that purposive sampling would allow a researcher to be reflexive and make decisions in response to empirical findings and theoretical developments that occur in the study. The research allowed individuals

to explain, describe and interpret phenomena from the information obtained rather than generalise information.

## 3.4. Research Procedure

The participants that were selected form part of the leadership in the various corporate organisations selected. Everyone was different because they had a unique organisational culture and sound habits in managing their environments.

Once the organisation was selected, it was approached, and permission was requested to interview individuals. Individuals were used across multiple organisations to ensure a fair sample, and participants were selected based on their leadership in the organisation. Participants were on a senior level in their organisation and therefore had adequate working experience to be part of the study. The age group used in this organisation ranged between 31 and 60 years. The sample represented was 24% from the financial sector, 35% from the Medical Sector and 41% from the retail sector.

Each participant was briefed on the research. Additionally, each participant was made aware that their participation was voluntary and used in the analysis to determine this study's research objectives. The researcher ensured that permission was obtained from each participant to audio record the interview.

### 3.4.1. Procedure.

*Permission requested from participating organisations*

The researcher approached each organisation's Executive Heads to obtain permission to interview the individuals within the organisation. The organisations were selected to collect the data. Additionally, a letter was written to the retail organisations to request permission to approach a selected group of participants for the research. The research topic, objectives, and the potential impact on each participating employee were outlined to each organisational head. The researcher explained the value of the research to the organisation and that all responses

would be confidential. Verbal consent was provided to the researcher to continue with the research.

*Permission requested from individual employees*

On obtaining permission from the organisations, participants were called to request their participation in the research. Where possible, face-to-face meetings were scheduled at the individual's premises. The respective organisations provided a private venue to conduct the interviews. In other instances, skype meetings were set up, where the researcher presented the topic, the study's impact on the participating individuals, and the organisation. All interviews were done on a one to one basis at a suitable time for each participant. The researcher ensured confidentiality of the responses and possible value to the organisation. All the interviews were audio-taped, with the permission of the participants, to ensure descriptive validity. Responses to biographical questions were obtained from the interviewees, and then questions about the research objectives were asked. The participant was also allowed to pose questions and was reminded of the confidentiality of the study.

Participation in this study was declared voluntary, and the participants had an option to withdraw at any time. Ethical considerations were discussed, as well as the objectives of the research. Each participant was briefed on the research. Additionally, each participant was made aware that their participation would be used in the analysis to determine the research objectives of this study. The researcher ensured that permission was obtained from each participant to audio record the interview.

**3.4.2 Ethical Considerations.**

The researcher obtained ethical clearance from the Humanities and Social Science Research Ethics Committee of the University of the KwaZulu-Natal (HSS/1465/016/D) (**Appendix 2**). Ethical principles of voluntary participation, informed consent, anonymity and

confidentiality were adhered to throughout the study. The protection and fair treatment of the research participants was upheld during this research project.

The absence of ethical considerations could lead to consequences such as the exploitation of the research participants, researchers overstepping the ethics laid down by legislation through councils such as the Health Professional Council of South Africa (HPCSA), which could result in the violation of the protection of research participants.

### 3.4.4. Informed Consent.

Participants were selected based on their leadership position in the organisation. They were briefed prior to the interviews and on the research objectives when conducting the interviews. They could pose any questions before taking part in the interview. A written consent form was requested from all participants. This form included information regarding the purpose of the study, its objectives and the method in which data would be collected. The informed consent also included that participation was voluntary.

### 3.4.5 Privacy.

Participants were informed that the data collected would be shared with the supervising researcher. They were also informed that the university community would have access to the data collected without disclosing any personal details. Furthermore, they were informed that the data collection was for a PhD study and that the findings might be disseminated through publication. Participants did not raise any objections regarding privacy.

### 3.4.6 Anonymity and Confidentiality.

Confidentiality and anonymity of the participants were maintained to protect participants' identities in the organisation. Hence, the research does not disclose any confidential information linking to the participants' bridge of identities, such as names, employee numbers, or identity numbers. The researcher conducted all the interviews with the participants. During data collection, personal email accounts were used to return consent forms where individuals

required a further read on the consent details. All participants were informed that no personal details would be used in the research. Additionally, they were informed that no information would be shared with their employers. Anonymity was maintained during the research write up as no personal details were used in formulating the write-up, which assured confidentiality.

### 3.4.3 Research Data Collection.

Participants were invited from different organisations to participate. The research objectives were explained to them, and the consent form was given to them. Participants were invited directly from various organisations. This was done telephonically, and then an email invite was sent to manage the time. Participants were then requested to sign the consent form, and permission was requested to audio-tape the interview. The interview was scheduled at a time and venue convenient for the various participants. All interviews were conducted in English and were approximately 30 to 45 minutes in duration. Data collection was conducted over two (2) months.

A semi-structured interview was used to collect data for this study. Fixed questions were asked, and all respondents were asked the same question in a specific order (Harrell & Bradley, 2009). The questionnaire was structured to ensure the participants could present their views on organisational culture dimensions. It ensured that there were no leading questions and remained objective. This allowed the interviewer to limit nonresponse and mitigate any inappropriate responses. The semi-structured approach allowed for a flow of a set of questions when required. In some instances, this required some probing. The probing was done for clarity purposes but was done only in instances where more clarity was required.

The researcher used a structured interview to collect data recorded with the participant's permission in this research. An independent individual transcribed data to ensure accuracy and no bias.

A suitable setting familiar to the interviewed candidate provided the interviews' setting (Breakwell et al., 2012). It was important to ensure that the setting was familiar to the participant and that the participant had selected the interview venue. The richness of the data gathered was supported by the environment and the relevance of the data collected.

### 3.4.7 Protection.

This study posed no threat of causing physical harm to the participants or the premises where the interviews were conducted. However, as participants would be talking about a subject that could cause emotional distress, the interview would be stopped should the participant, e.g. become distressed and cry during the interview. The researcher would provide emotional support to the participant.

### 3.4.8 Protection of Sensitive Information.

All the participant's personal information was protected. Names or information that would lead to the identification of the participants was not disclosed. All participants were assigned a code. It was explained to the participants, during the briefing process, who would have access to the information. Participants were once again reminded that their participation was voluntary and that they could withdraw from the study at any time.

### 3.4.9 Storage of Research Data.

All interviews were audio-taped and stored**.** This data will be held in storage at the University of KwaZulu-Natal for three years. The data will be password protected and saved on a memory drive.


### 3.4.10 Creditability.

Accuracy and interpretation were followed in terms of the research processes to ensure creditability. Ethical clearance was given, and permission was obtained from all participating institutions as well as the participants. No personal details were used in this study or provided

to the relevant organisations. All discussions were kept confidential. The interviewee's that participated in the process were not divulged to their employees.

### 3.4.10.1 Reliability and validity

Noble and Smith (2015) indicated that reliability in qualitative research would relate to the method that the researcher has undertaken to ensure a trustable and consistent result is achieved. This study ensured reliability as all interviews were recorded and transcribed. Additionally, the transcription of the results was sent to a selected number of participants for verification.

Guion et al. (2011) stated that quality research validity refers to whether the research is trustworthy. This would refer to whether the research findings accurately reflect the situation hence supported by evidence. This study proved valid through the variety of information was used in determining the validity of the information.

### 3.4.11 Transferability.

Due to the limited number of participants in this research, qualitative research's transferability and generalisability are questioned. The objectives of the qualitative approach were to determine the dimensions of organisational culture in Africa. Organisations were selected from the corporate sector within Africa and the data, therefore, applies to the corporate sector.

## 3.5 Data Analysis

This research was done with 17 participants interviews conducted from the respective organisations. All participants were selected from three organisations within three industries viz., retail, finance and healthcare. The participants were from leadership positions in all urban areas. The areas were developed and had structures such as developed roads, transport systems, and commercial buildings. The participants were in leadership positions for more than a year and were selected on age and tenor in the organisation. Judgement sampling, also known as

purposive sampling, was used for this study. This is an acceptable sampling approach that uses an expert's judgment in selecting cases with a specific purpose in mind (Neuman, 1997).

All recordings were transcribed verbatim, and every effort was made to minimise distortions and bias. An independent trained individual transcribed all interviews verbatim. Transcripts were then sent to a sample of participants to verify if the information was captured correctly. Individuals confirmed via email if transcripts were accurate.

Once the transcripts were confirmed, the data was then analysed into meaningful and significant points of convergence which were written down. The themes extraction was also identified, analysed and reported by a research psychologist who assisted with this study. The themes were coded under different meanings to reflect increased confidence and reduce bias in the qualitative interpretation of data (Creswell, 2009; Nieuwenhuis, 2007).

Participants were contacted to critically examine the identified emerging themes to increase the confidence and reduce bias in the qualitative interpretation of the data (Creswell, 2009; Nieuwenhuis, 2007).

The approach detailed in **Figure 3** below was used to extract themes from the data (Braun & Clarke, 2006). The themes were coded under the different meanings as reflected by the manager's interviews.
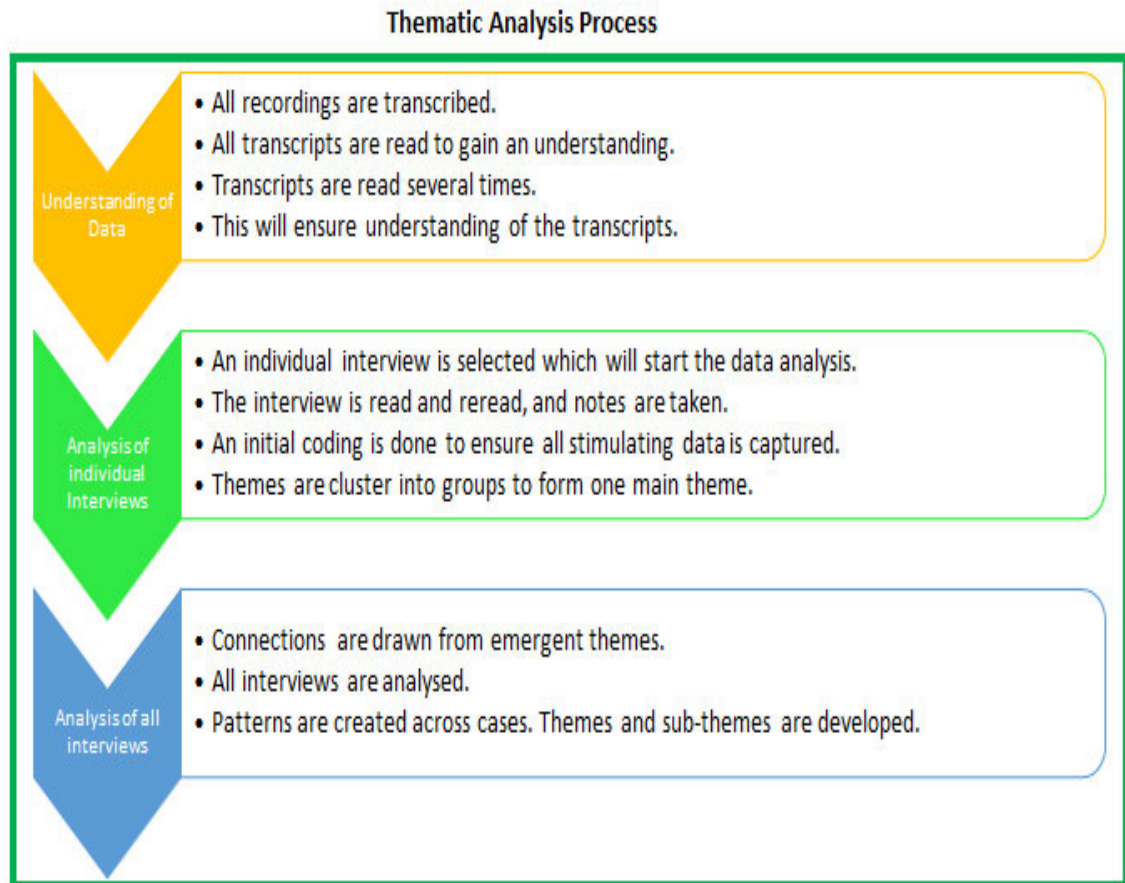
**Thematic Analysis Process**



Figure 3. Adaptation of sequential Steps for proper thematic analysis (Braun & Clarke 2006, pg. 96)

**Figure 3. Adaptation of sequential Steps for proper thematic analysis (Braun & Clarke, 2006 pg. 96)**

**3.6 Data Analysis Process**

Thematic analysis is a method that is often used to analyse data in primary qualitative research (Thomas & Harden, 2008). For data analysis, the thematic analysis method was used to transcribe the data collected from the interviews. Thematic analysis is a method for identifying, analysing and reporting patterns (themes) within data. It minimally organises and describes a data set in (rich) detail (Braun & Clarke, 2006). As per Petrus (2017), thematic content analysis is flexible, and this was one of the significant benefits drawn by the researcher when using this approach to analyse the data. Thematic analysis is a method of identifying,

analysing and reporting themes within data which are then marked as codes (Braun & Clarke, 2006).

### 3.6.1 Six phases of thematic analysis (Braun & Clarke, 2006; Clarke & Braun, 2013).

This should not be viewed as a linear model, where one cannot proceed to the next phase without completing the last phase (correctly); analysis is a somewhat recursive process. The following steps are descriptions of the model.

As this was a simple qualitative research process, the first step was that the researcher was required to ensure exceptional familiarity with the data. This was done by reading the data repeatedly as well as listening to audio-recorded data. At this stage, the researchers noted any primary observations.

The second step was the process where information was coded. This required the researcher to generate important data features, which may be relevant to the research question. This process supported the analysis of the data. This careful analytical process captured both a semantic and conceptual reading of the data and was not merely a process where the data was reduced. This step required each data item to be coded, which was then collated by codes and data extracts that were relevant.

The third step was the process where the researcher started a thematic analysis. This required a search for data patterns that were meaningful and clear to support the research question. This process can be compared to the tiles and bricks of a house, where the codes are the bricks and the house's tiles. The themes are then the walls and roof panels. This step required the researcher to construct the themes. Once the themes were constructed, all the data that was relevant was coded to each theme.

The fourth step required the themes to be checked against the coded extracts and the complete dataset. In this step, the researcher was confident that the themes were telling a

convincing and compelling story concerning the data collected. This step also required the researcher to split or combine themes or even create sub-themes. This step might also result in discarding themes and restarting the processing.

The fifth step required the naming and definition of themes. Here, the researcher wrote a detailed analysis of each theme, where the significance was presented.

The sixth phase entailed analysing the themes and data into a practical and understandable framework.

## 3.7    Chapter Summary

This chapter addressed the study's methodology and design, which focused on the study's instruments. The sampling, data collection methods and data analysis were explained.

# CHAPTER 4: QUALITATIVE FINDINGS AND ANALYSIS

## 4.1 Introduction

This chapter presents the qualitative research findings of the study. The themes and subthemes were identified through thematic analysis as guided by Braun and Clarke (2006).

This chapter includes the findings of the qualitative data analysis. Several themes and sub-themes about factors contribute to understanding the dimensions of Africa's organisational culture. The themes that emerged were related to espoused values relating to strategy, philosophy and artefacts. Each theme and sub-theme are interwoven and discussed with supporting quotations from the employees engaged in the different interviews, and relevant literature is integrated into the discussion. From the data, organisational culture did not have sub-themes. The data analysis process and the thematic analysis did not result in any sub-themes for organizational culture. **Table 2** summarises the main themes, sub-themes, and themes within the sub-themes extracted throughout the research. The quotations represent verbatim responses that the participants in this study gave. **Table 2** details themes that emerged from the interviews.

**Table 2. Themes and sub-themes emerging from the interviews**

| Main themes | Sub-themes |
| --- | --- |
| Organisational Culture | |
| Strategy for an Organisation | Goals |
| | Procedure |
| | Leadership |
| | Performance Management |
| | Induction |
| | Communication |
| Values | Customer Service |
| | Diversity |
| | Recognition |
| | Teamwork |

## 4.2 Themes

Each theme and its subsequent sub-themes are discussed, supported by literature and verbatim quotations from the participants.

### 4.2.1 Theme 1: Organisational Culture

Smit et al. (2011) described organisational culture as a set of behaviour, shared values and beliefs which influence the actions and activities within an organisation, and this can be described as the personality of an organisation. Mzangwa (2019) further elaborated on the importance of organisational culture as culture brings values, beliefs and organisational practices to align with the organisation's strategies and objectives to lead an organisation to

develop and grow. Organisational culture was identified as a persistent theme by participants which is indicated in the data responses as follows:

P1: "The culture and values are driven by what we are doing as a company. The culture of performance and delivery, these are the guiding principles. If everybody follows that, that's what will guide the company."

P3: "I think the culture of my organisation is great, super, it's excellent. … Reason being we work hard and play harder, and that makes one person to be excited to come to work. Because even though you work hard, you still got the support."

P3 further elaborates: "Best company to work for. Just to make it clear just yesterday we were talking about how fortunate we are because there are not many companies that will give you an afternoon off, birthday off and things like that. We are flexible, we are more of a family"

This concept that organisational culture is supported by the behavior which creates a particular environment within the organisation is mentioned below by P5, P7, P9 and P11.

P5: "This is my culture, if I go to a store people cannot tell me bend like or walk like this or do like this, it sometimes creates friction within the business, so we say from the beginning, if we are a professional organisation, we are driven by policies and procedures…. that's the only thing that helps accept the entire organisation because, on your own, you can't manage that people's attitudes and cultures."

P4: "Professional, Transparent, Hardworking fun company where you are acknowledged and rewarded for being a part of the company. The company has a welcoming face you are here,

we acknowledge you and thank you for the hard work. Professionalism is one of the stuff that I can say is well put in place.  It's set up in such a way that it is a natural process."

P6: "At this point, the implementation of the rest of the strategic objectives have a higher need, a higher attention needs from us."

P7: "We know why we are here... The culture is good; diversity is also playing a big part."

P9: "I must say it's not easy to fit into our culture as a new employee, but we try and make you fit because our culture is, for example, we greet, just for greeting, you know what we are one. We do not just pass each other in the corridors without greeting if you do not know that person. I will say our company's culture is the best in the world because where do you find the CEO on the floor chatting to people getting to know our things happening."

P11: "I think at the top of my head the first thing that comes to mind is that most organisations would say they care, but at the organisation, you can feel the care. Family orientation, it's not often that one can walk into our Executive's office, without there being any repercussions, but here people are comfortable to have conversations. The thing I love most is if people ask how you are doing, most people do want to know."

The above participants concluded that the organisational culture indicated shared values, strategic goals, respect, professionalism, hard work, behaviour, and transparency. The participants' behaviour that forms a  part of the environmental aspects mentioned is important to the organisational culture. African researchers, Bipath and Adeyemo (2014), Smit et al.

(2011) and Mzangwa (2019) indicated that organisational culture is made up of organisational practices that are supported by individuals behaviour within an organisation. Mzangwa (2019) elaborated that a sustainable and healthy organisational culture supports the strategy. The link between the strategy for an organisation and organisational culture is discussed in the next theme.

### 4.2.2 Theme 2: Strategy for an Organisation

Parnell (2014) indicated that it is important that top management's strategic decisions should be in line with the organisational culture to ensure that the values, patterns, beliefs, and behaviours shared by the organisation are in line with the organisational culture. Pathiranage (2019) further elaborated the relation between values and goals in a strong organisational culture. Childress (2013) supported the link between organisational culture and values as the researcher indicates that employees in a weak organisational culture will have a problem defining the organizational values and determine the right strategy for conducting business. This is further supported by Eathon & Kilby (2015), who indicated that an organisations existence is at risk when members have different values and beliefs. ParMahdi et al. (2015) articulated how strategy is a path towards achieving the optimum goals of individuals, groups, and organisations, leading to the best use of companies' available resources. Strategy for organisations also guides the company to stay in business and continuous improvements for its processes.

The participants indicated the importance of strategy for organisations:

P3: "As a company what happens, we have CEO sessions, where the CEO highlights our strategic objectives where we are, what have we achieved, how much we need to still push to get where we want to be."

P4: "Yes, it's shared throughout the year. We are told what the strategic plans are. What is expected of us and where we want to work towards. In between if something comes up. Example the new clients which was unexpected. Generally, this is done in the new year.  We were kept well informed. What the company will require of us for certain stuff is done.  We are informed."

P6: "At this point the implementation of the rest of the strategic objectives that we have been working on in terms of providing the providers with educational material in terms of working on the self-service, encouraging members to use their self-service portals, and one on one interactions with specific members who have a higher need, a higher attention need from us. the presentation of the company's strategic goals and where the company would like to be. Taking the bits and pieces of the entire organisational goals and finding places where Client Services department specifically can contribute."

P9: "Yes, every year, our Exco, plans ahead in terms of the new business strategies and business plans for the following year. Then they got to be communicated to all employees before even approaching the following financial year. So that when you start in January you already know what the goals of the company for the following year are. Strategic sessions and all that."

P11: "At the end of the year we get a feedback session with our CEO, who tells us where we are at, what we are doing and what we are going to do differently. Also, just how successful we have been in terms of reaching all of that. Goals within are set firstly at Group Level, then comes down to company level, so whatever we are putting in place, it inevitably talks to the bigger picture."

Parnell (2014) indicated the important link between organisational culture, including values, patterns and beliefs are linked to strategy. The above participant responses support this. Tedla (2016) elaborated on the essential nature of strategy towards organisational culture and business effectiveness to support both stability and improve performance in an organisation. Reddy and Scheepers (2019) further connected the organisational culture theme and the importance of organisational strategy as an important success factor. The researcher can therefore summate from the participant responses that strategy is a strong influencer of organisational culture. The organisations' strategy supports the organisation in ensuring that organisations know its heading directions and plan to get there. These are addressed in the sub-themes for the organisations' strategy.

Sub-themes that link to organisations' strategy are goals, performance management, leadership, procedures, induction and communication. Discussion of the sub-themes continues as follows.

### 4.2.2.1. Goals

Schein (2010) stated that to learn new things that respond to our personality, the environment needs to be scanned, and unique solutions must be created. Since different ways of achieving goals are chosen, managers must have clear goals to move learners in the right direction for the organisation to reach its strategic objectives hence the importance of aligning goals to strategy.

Most of the participants, P2, P3, P4, P6, P9, P11, P13 and P15, support the importance of goal setting in the following statements below.

P2: "Targets and goals absolutely. Targets are important … it is critical."

P3: "We work together to attain the company goals. I think direction from the leadership of the company. It's clear even the goals or mission of the company, we know exactly where we are going. We have sessions with the CEO, where the objectives are put out there to say this is where the company is heading to, and this is what we need from you guys to support us to reach where we are going, I think it's clear. The directions are there."

P4: "Times are changing so goals that you had for last year that's probably not a priority now because there could be something new that can come up."

P6: "Taking the bits and pieces of the entire organisational goals and finding places where Client Services department specifically can contribute. I think just by the openness in the communication and education in terms of the CEO's transparency and reaching out to say I need all of you to be with me in this, that gives us the motivation to support her in this goal."

P9: "Yes, every year, our Exco, plans ahead in terms of the new business strategies and business plans for the following year. Then they got to be communicated to all employees before even approaching the following financial year. So that when you start in January you already know what the goals of the company for the following year are."

P11: "For me important elements, within the business it that there must be a long-term goals something that we are continuously striving to develop and innovate toward in order to sustain the business because we cannot just be thinking about the next year."

P13: "Goals are there to drive us to do better than previously. We do have goals that we want to achieve next year in terms of targets, in terms of meetings targets example the store would want to reach higher sales and reduce the cost of selling and reduce their rem ratio."

P15: "In terms of my success, we the RH team have our own goals and mission that we must work towards. It's a constant thing that we do on a bi-weekly or monthly basis."

Hartnell et al. (2011) connected the participants' views regarding organisational culture and the link towards organisational goals. The importance of aligning the goals to the strategy for the organisation's vision and mission is critical. Bates, Boyd, Smith and Cole (2014) further supported that goals are critical for achieving an organisation's strategic objectives.

Goal setting is important, as is the communication of these goals. The communication of goals is important due to the link of organisational goals to an organisation's overall profitability (Osborne & Hammoud, 2017). Goals must be communicated and contribute to the overall goals of the organisation. Additionally, employees need to set and understand these goals through goal setting, which is done via Key Performance Indicators (KPI's). Dragana-Velimirovića et al. (2011) highlighted that the newest approach to measuring organisations' performance is via KPI's as KPI's are financial and non-financial measures that organisations use to reveal how successful they are in accomplishing long-lasting goals.

Based on the research findings, it is evident that goals are important to ensure that organisations deliver to their strategy. The goals are measured through the process of performance management, which is discussed in the next section.

### 4.2.2.2 Performance management

According to Kuhil and Michael (2019), it is important to understand how an individual performs, which influences the overall organisation's performance. Therefore, it is important

to ensure that the employee understands what is expected of them to deliver according to the business requirements and understand where they require assistance to develop and grow. This is done by setting specific Key Performance Indicators for employees.

P3, P6, P7, P12, P13 and P17 supported the statements of the authors and evidence of this in participant's statements:

P3: "I think that is through performance, your KPI's and we've got this thing, in our department, you would have maybe you will have an email from a member saying thank you for so and so for doing 1,2,3. We share among the group and distribute it among everybody to congratulate the person."

P6: "Yes, we have reports that we have to submit, our KPI's that we need to submit…, being able to reach goals together, just interacting."

P7: "Yes, in my department at finance, I am the one who draws data on what the consultant has done on a monthly basis, I put this data on the KPA's. whereby the Service Manager will have one on ones with those consultant or employees. You would be given a target you have to need the target. To reach that target, to be a standard, you will be rated a 3, there's also portion, a criteria, whereby if you have done such mistakes, you will also be rated on those mistakes. If let us say you have done 0.30% mistakes on your overall for the month, you will be rated a 3. It depends on how many percentage you have done, you percentage is lessor you might be even rated more than a 3."

P12: "Yes, we also look at our performance at the financial year and see if we can make changes on our way there. We also look at quarterly progress. We have made a lot of strides to get business in."

P13: "…to assist and share best practice, their knowledge and whatever tips they had. So obviously it was having to sit down and identify, what was necessary, have the plan and then we executed and reviewed it, to see if our outcomes were what we desired."

P17: "It very important because at the end of the day if we are performing and everything is in place, we make money and can keep our jobs."

Rich et al. (2010) elaborated further to guide the principle that management needs to set standards to highlight what is achievable and facilitate the discrepancies and differences between required and actual performance to know how much is required of employees to attain their individual and organisational goals. This process is managed through the Key Performance Indicators' setting, which positively impacts its overall strategy. This process is highlighted by Anitha (2014), who confirmed the importance of linking the organisational goals to the employee performance to ensure there is a link between the employee's goals, the organisational goals and links to the strategic goals.

The participants' responses highlight the importance of achieving these performance targets. The participants value the performance management process and adhere to it to ensure delivery to their goals. The leadership level participants appear to be responsible for ensuring that the performance management process is in place and KPI's are set according to the business goals. From the participants, it is evident that the leaders are the drivers of setting the performance goals to align with the business goals, which is the next theme for discussion.

### *4.2.2.3 Leadership*

Jabbar and Hussain (2017) elaborated on the pivotal role that leaders have in the evaluation process of an organisation as leaders are responsible for ensuring the effectiveness of the whole process, and this aspect will identify the drawbacks, sustain growth and manage changes should the organisation not achieve its business goals. Jabbar and Hussain (2017) further elaborated on how leadership is known as the nucleus of the organisation, and it should have a pivotal role like the role of blood and brain; as a result, the outcomes of the success can be guaranteed to be shared.

Many participants, namely, P3, P4, P5, P7, P8, P9, P10, P11 and P15 eloquently position the leadership concept.

P3: "I think direction from the leadership of the company. It's clear even the goals or mission of the company, we know exactly where we are going."

P4: "I think be able to listen, and lead by example, know what you are doing … I think leading by example goes a long way… Because I am setting the standard, this is how one of the elements is being approachable, somebody who is very approachable, somebody whose go that I don't know if I should say human element, yes you are a leader, but you have to understand the people, be a people's person and understanding you people also helps."

P5: "When you take on leadership, you should be able to be one, one who can reprimand, one who can take criticism, either good or bad."

P7: "A leader should lead by example, communication, teamwork and a good leader should think out of the box. Be innovative, be a decision-maker, have that ability to even listen to what the others say. I think that's a good leader."

P9: "The leader should remember that he leads people he is not the boss. He is the leader; he just leads a group of people to achieve a specific goal. Leading you need support of your subordinates, to achieve a bigger goal that you must reach."

P10: "If you empower them, within guard rails, you will see a different individual that you are dealing with, and I think this is where leaders lack because if you do not grow you individuals and really take time to understand and engage the, then it's all about you then your subordinates are not making decisions."

P11: "There's been a shift, in the way that manager started to deal with things and the team, some teams wanted more structure, some people wanted to be approached in not a strict way but in a calmer way."

P15: "I read a quote about leadership is not about gaining followers; leadership is about meetings and building other leaders. A group leader is someone who should be successful and open and honest in terms of communicating, someone who is obviously saying something and doing it. Someone who walks the talk. Someone who is empathetic."

P17: "They should be transparent, honest somebody, positive attitude, he should also be confident and have a sense of humour and a good communicator, ability to delegate the tasks."

Gandolfi and Stone (2018) indicated that an effective individual could inspire people. Furthermore, they can prioritise the needs of individuals, which creates a sense of safety. Luthra and Dahiya (2015) emphasised that leaders have coaching, mentorship, communication and motivational skills to drive an organisation's success. They further elaborated that strong leaders encapsulate a strong value system.

The participant's views link to Luthra and Dahiya (2015) as the participants also hold the view of the importance of leadership towards building, shaping and guiding organisations. The pivotal responsibility justifiably influences the organisation's prevailing image within the global arena, together with the important characteristics required to do this. From the participant's views, it is noted that leaders are important role players in ensuring structures are in place in an organisation. The participants agree that leaders are supportive of the development and building of a supportive organisation. Makhlouk and Shevchuk (2008) are referenced on page 25 of this study.

Therefore, as per the participants, leadership is an important factor in empowering, guiding, and supporting the business. It is common for participants to mention the importance of leaders to support and build employees within the organisation. The influence that leaders and their feedback have on the employees within an organization was noted.

The participants indicated that leadership is critical to ensure people and business goals are brought together. The participants mentioned the importance of leadership and communication, as well. Communication provides leaders with a platform to guide their teams, increase organisational commitment, and allow leaders' transparency. Communication is the next sub-theme that is discussed.

### 4.2.2.4 Communication

Skeepers and Mbohwa (2015) highlighted that through communication, leaders promoted trust, good working relationships and increased organisational commitment. Çetin et

al. (2012) further supported that a leader is critical to guiding the organisation and leading individuals to reach the required goals. This links to the importance of effective leaders in supporting goals and delivering to the organisation's strategy.

Several participants, namely, P1, P3, P4, P7, P8, P9, P10, P11, P14 and P15, elaborated on the value of communication:

P1: "I would say its transparency, you know, it's everything that is happening in the organisation, is communicated across board, you know like even other companies in terms of financials, it's an executive secret… "

P3: "I think the organisation has created a platform that with the introduction of Jostle, is the communication platform. It worked out very well, I should think. Even though internally or even in our current departments we've got weekly meetings, we meet on Wednesdays and Friday's mornings where we got a specific time to communicate and share information. Those are some of the platforms we got. But with me, I go around the people and say what needs to be said. That way nobody will say I missed your email. So, on top of the email that comes in, there is verbal communication that is going around."

P4: "The effectiveness of the communication it is to understand what is requested of you, what is needed in the time for you to do. Always check if there is anything else you can assist with. It will also be based on what needs to be communicated. We have meetings, interactive discussion. To communicate what is new, and what needs to be done, how we go about projects and tasks. Also, emails, not more than two or three points once it gets longer, we tend to have guys asking questions as they are not 100% sure. Obviously, via SMS or WhatsApp, we have

WhatsApp group for team in our space where there is a quick reference, not just for me but everyone is on.”

P7: “We have different communication platforms. We have Jostle where all communications are communicated to employees. The birthdays, anything to do with the pension fund, anything to do with events, we have calendars, it will tell us about cancer awareness.”

P8: “Since the company implemented Jostles. People communicate a lot on that. It’s easier to communicate to other departments. Except the meetings because there’s selective information that you can get from like our HOD’s, but from Jostle any changes you can get…. Jostle is an internal communication channel. ...We have a suggestions box. This keeps consultants informed, leadership informed?”

P9: “We recently employed somebody whose job is to make sure communication is happening on time.”

P10: “Obviously, we have our networks in place, WhatsApp groups, emails, skype. With what we are currently doing, it’s pointless doing something when you can’t measure it. That engagement is very important to us. We are dealing with people, and direction is very important.”

P11: “We have a communicator it’s called Jostle, it’s very informative, not very many people are keen on it as it does take up a bit of time and it’s a bit distracting to continuously go into it, but it’s such that an email communication with a summary of everything that happened on … So if we have to start in the hierarchy of communication, we have a management meeting, in

that forum is sitting our HOD's, Executives and Service Managers that head departments, and more often than not, we more recently changing some of our policies."

P14: "We have information overflow. We have regional WhatsApp groups that me and my operations partner is on. Whether it's any instant communication that needs to be given out or something that needs to be actioned, that would be the platform we will use. But in terms of messages and communications that they must read and understand, we will use emails and calls. I talk to my managers daily. You talk them; you visit their stores, you talk to them daily through emails, WhatsApp calls and messages and so forth."

P15: "Normally, I would like to use my boss as an example. For her to communicate with me, we have a one on one meeting; it could be daily, we will catch up in the morning and thereafter late in the afternoon. So, I would go in and sit in on that meeting, that is how she communicates with me."

Robinson et al. (2018) mentioned the importance of communication on all levels in a successful organisation, as the clearer the communication, the less room for interpretation and emotional reaction. Heyward (2017) supported the importance of communication through his research, which confirmed that effective communication is critical to support organisational effectiveness in all its forms.

Nwabueze and Mileski (2018) further highlighted that communication is critical and contributes to an organisation's success, especially in a global environment. This will require strong team management (Zambas, 2019). Zambas (2019) stated that communication needs to be open and honest to build and support a strong team as this allows for teams to collaborate, discuss opinions and consult with each other.

Nwabueze and Mileski (2018) noted the importance of communication and the different platforms that can be used. They further echoed Chattopadhyay and Ada (2008) views in that it is important to communicate with each other in an ongoing manner. The participants encourage and practice communication practices as they value the importance of human interactions. The participants acknowledged the importance of communication and recognised the benefits of communication in the workplace. The participants' value that there are better connections among the people through communication (Zambas, 2019). The participants' success results from the fact that the organisations are engaged and are aligned with the goals and objectives through communication. The company's energy from the participant's responses is good, and they attribute to ongoing communication using various methods and resources. An appreciation for open two-way communication allows employees to discuss their viewpoints on matters within an organisation and helps leaders support their teams. This improves organisational culture in an organisation as employees are clear on the goals required to set their strategies for a successful organisation. Communication provides leaders with a platform to guide their teams. The importance of communication appears to be a common practice and beneficial intervention from the participants' discussions at present. The outcomes are superb and interactive.

Oppong and Agyin-Birikorang (2014) confirmed that communication is important as it is the platform where ideas are shared and conveyed both personally and socially, which helps bring people together.

The effectiveness of communication in an organisation starts at the beginning of an individual's career. Induction in an organisation is important as it is the first and essential part of communication in an organisation. The participants expressed the importance of communication and its correct application within the organisation. The participants indicated that projects and tasks are achieved through effective communication.

### 4.2.2.5 Induction

Jakubiak and Kondas (2017) explained how communication supports a new employee's adaptation by paying close attention to induction and communicating to the new employee, especially in the initial weeks of work. A clearer understanding of messages ought to be ensured and, through successful communication and induction, create favourable working conditions which are more convenient with reduced stress, thereby creating a feeling of safety for the new employee.

P2, P3, P4, P6, P8, P9, P13, and P14 eloquently positioned the following in support of induction:

P2: "On the first day, there is Induction. Induction involves meeting your fellow colleagues, or the new people that are joining, your line manager; then you are taken around to see all the other consultants you are going to work with. You are shown your desk. There will be a welcome message on your desk. There will be a card that names are signed to welcome you. You will have your stationery, everything, then you will be taken to training, after training, you come down to the floor and the work gets done."

P3: "Induction should start when the person comes through the doors of the company, to say this is what you need, this is the policies this is what the company is about, so the person comes in with the knowledge, this is what the working hours is, this is the dress code, this is how I need to behave, it's better that way. I'm thinking it should happen that way."

P4: "In our space, the new person will be shown what we are about. They will have Induction meetings. Yes, that is also where you will know what the company is about. We show and

teach them about where we came from, where there's been changes, where we've implemented some stuff. Where we want to go and our mission and vision for the company, then we will obviously introduce them to the rest of the team and explaining how each department fits in their space. Then they will go on formal training, which will show and guide them in the space that they are going to be, what will be required from them whether it is systems, product training, email and telephone etiquette any form of communications, testing to see whatever they are taught that they are competent in that space."

P6: "What I like is that the induction is the main introduction to the company. Where the new members are introduced to every single department, through presentations whereby a member of each department comes through and gives them a short presentation about the department. They will also get the opportunity to be placed in specific departments while they are in training, just to get the knowledge of the specific people that are in the specific department."

P8: "The nicest thing about this company is that when we get a new employee, the exco welcomes the person. After that, HR, does Induction, at induction, we explain to the guys and show them how our company looks like."

P9: "Our HR is doing a good job in terms of their recruitment policies. They do the Induction. Thorough Induction when the new employee starts. New recruits being introduced to the company. Like I said about Induction, new employees get surprised to find out about our culture."

P13: "Yes, during the onboarding process. We try and inculcate the values while the minds of the new employees are fresh. We attach so much importance on onboarding."

P14: "A lot of this falls on our HR Department. Because what they do is have an Induction session which they obviously then tell them the new recruits about what is going on, what our companies are, share our values. Each manager from each department will go in that space and tell them what exactly they are doing in each department, so it gives them a bigger picture of how the company is operating. I think it is very effective."

According to González and Olivares (2008), induction is an information process in which new workers are given the necessary information they need to perform their job functions satisfactorily, besides being part of a socialisation process instilling staff attitudes, values and standards of behaviour prevailing in the company. It is important to ensure employees are aligned and understand the business, their job function, and working through an induction program. Hendricks and Louw Potgieter (2012) supported the view that a well-organised induction program will aid staff in dealing with anxiety by providing them with coping strategies like goal setting and planning during one of the most stressful times in organisational life.

Mabaso (2012) stated that it is essential for leaders and managers to show their belief in an induction program's importance else it may be ineffective. He further elaborated that induction prepares newly qualified employees to face challenges. Induction helps manage the daily pressures experienced and further states that individuals take on the same responsibilities as those experienced from day one. Vargas-Hernández (2017) amplified the views that the benefits of a proper induction program help the new employee to focus correctly on performing their job, which in the long term serves as an aid in the professional development of the person throughout his working life and prepares to meet future liabilities inside the company. Acevedo and Yancey (2011) mentioned that an induction program's benefits are improving the person-

job fit, reducing turnover and absenteeism, and improving engagement and job satisfaction. Sudhakar and Basariya (2018) further supported that induction is important for new employees to obtain the necessary understanding, abilities and conduct to become efficient organisation members.

The participants valued the early induction programs and agreed with the authors that an early induction supports the individual to align better to the business. The participants agreed that an induction program should be the first experience an employee has when entering a new organisation. There is an agreement that induction programs help the employee stay aligned, focusing on the organisation's procedures discussed next.

### 4.2.2.6 Procedures

Flamholtz and Randle (2012) connected the importance of organisational culture procedures by noting that creating and sustaining a corporate culture is complex. Whilst it is a complex process, it is a fundamental part of the strategy of an organisation.

P1, P3, P7, P11, P12, P15 and P17 highlighted the importance of procedures in an organisation.

P1: "Most definitely, even in the house rules, at work, we have got rules and guidelines, we can't live anyhow, so in an organisation, we need to live through rules and principles. How to run business successfully, how to operate business effectively if you follow the processes. One time I was saying to managers even if you had to ignore all principles and follow one principle of my company which is custom principle, whereby you task your employees and monitor and evaluate their performance that is the overall business philosophy you can follow."

P3: "I was involved in the testing, from day one so we were booked out to the SSD Department to assist with the testing the authorisations screens etc. and making amendments to the work

instructions to update them to what was coming up as well as a correspondence disclaimer to say because a correspondence disclaimer is very important in our department. I call it the bible of our department, it's a guide, it tells you step by step what needs to happen, if you get this kind of request, this is how you handle it, this is where you load the authorisation, update a case or to give authorisation. It is a system that we use internally. That pays the trends that has got the members profiles in, included in the profiles, it's got your limits, and benefits and all that. The benefits structure, Correct."

P7: "One of the values of our organisations I respect, I will say that respect comes in many ways. It does not mean you have to respect only your employees and one another; it goes broad in the organisation. You need to respect the policies, the procedures; you need to respect the equipment of the organisation. When I say you must respect the policies and procedures, that is where the policies and procedures guide you on how to work how to handle a certain process."

P11: "Because imaging people come and go as they please, yes there's flexibility if there are no set guidelines, regulations, hey this is how I should behave in a meeting, this is what the company values are, and I don't live them. I think it's very important; it's more like a guideline."

P12: "Yes, we have a lot of policies and procedures, and most of the things are contained in our procedures. There will be a lot of chaos if this is not in place. There are certain tribes their practices; there are certain leaders that want to embrace their tribesman. So, every vacancy is advertised. The panel must consist should not be less than three people that will protect us. So whatever action that we will take we are guided by this process. We manage diversity through

policies and procedures we are not looking at stats. Because those speak to business, not to specific employees."

P15: "Respect is a very important thing in terms of respect and empathy. Being empathetic, empowering our staff in terms of being able to function. Allowing them to take initiative, but of course, this must be in line with policies and procedures. Yes, it is very important with policies and procedures a lot of my store managers did not know that the code of conduct was updated. It's very important that we keep people updated on changes. We have a specific Namibian code of conduct."

P17: "We have onboarding training, whereby the individual will do training on the system on my focus, and then the whole process entails all the departments in the store should it be the stockroom and all processes."

AlHarbi and Sidahmed Abedelrahim (2018) confirmed the participants' view that procedures govern the organisation that gives people direction and creates a stable environment that makes an organisation more predictable and efficient.

Winkler and Fyffe (2016) confirmed the importance of procedures within an organisational culture as it creates structure and control through its management. It also aligns behaviour towards reaching goals and creates respect and value by ensuring the organisation adheres to procedures. The participants' responses confirmed this as the participants believed that procedures help create structure and control in the workplace.

Colley et al. (2013) mentioned that the relationship between values and procedures was part of the investigation done in an organisation where safety is critical. The relationship between organisational procedures and values was highlighted as important as procedures need

to be a set value within organisations to ensure optimal effectiveness. Values is the next theme that is discussed.

### 4.2.3 Theme 3: Values

Palovaara (2017) mentioned that Schein's model is explained in two levels of organisational culture. The first is a deeper, less visible level where culture refers to values shaped by the people and in the more visible level, culture represents encouraged behaviour.

P2, P6, P7, P10, P12 and P14 elaborated on the importance of values in an organisation.

P2: "I think an identity it is important to have an identity. In terms of who we are. In terms of types of clients that we service and in terms of how we want to be put into the market. Sort of like what values we share commonly as well as what values we share as people working in an organisation."

P6: "I like the values taken our values speak to respect as people working tougher coming from different backgrounds, different education levels, certificates etc. I think just by having respect as a value speaks to how we treat each other within the organisation."

P7: "One of the values of our organisations I respect, I will say that respect comes in many ways. It does not mean you have to respect only your employees and one another, it goes broad in the organisation."

P10: "What are you going to do by living it through the values mission etc., it's not so much as what is being put on paper, or black and white it's about you as an individual from a cultural point of view."

P12: "They have their own cultures, are from different parts of the country, have their values, so we have to harmonise. People are happy to work for the organisation. They are living the values. For you to succeed, you have to inculcate the values which is core to the business. We need to enforce the values from time to time, and we can be proud to say that you work for the organisation."

P14: "Values beliefs, how people behave in a company. These things have a strong influence on people in the organisation. It also dictates how they perform in their jobs.'

Sun and Xu (2012) indicated the importance for organisations to understand their cultural dimensions, and this was driven by the personal employee values to ensure that there was an amalgamation of thinking to support business and its employees' thoughts. Values are important in the organisation as it helps align how people feel towards an organisations culture. Remes and Lucian (2018) confirmed the importance of aligning values, beliefs, and behaviour to ensure that strategic decisions are adopted and aligned to the organisational culture.

Recognition, diversity, teamwork and customer service are sub-themes to values.

### *4.2.3.1 Recognition*

Research by Brick (2012) indicated that recognition is the celebration of an employee's or organisation's success which helps create the groundwork to support internal and external customers. This is linked to recognition, as indicated by research done by Luenendonk (2016), who showed that an employee would demonstrate a high level of involvement and commitment to the organisation's vision, mission, and values to which they belong. This shows genuine interest in what they can individually contribute and actively finds ways to do and give more.

Organisational style and engagement are important in organisations. It helps individuals create harmony within the work environment and allows employees to understand each other. Furthermore, recognition was also a concept that emerged for P1, P3, P4, P4, P5, P6, P7, P9, P10, P11, P12, P14 and P15 who illustrated the following descriptors are an indication of what the participants experienced concerning recognition in the workplace.

P1: "A lot of managers that we have in the country were promoted from non-management positions.so that in itself is a motivation to people, so if you work hard and prove yourself you will be rewarded."

P3: "Not as formal. We've got Ziyawa functions where we appreciate certain, Easter, we would be saying this is Easter, this is how we celebrate, this is how we thank our employees for being part of the company. We never had where we would be saying, through your performance, you see that you are being rewarded."

P4: "We celebrate in thanking each other because that is something that makes us want to always do more and do better at it. From my point of view when I see it, it is done effortlessly. We do have celebrations it's something we look forward to always because it's a form of acknowledgement and not only in the sense that I need to reward you for something but also for the fact that we work well in a team, that we respect and cherish every specific role in our space, for example, If I am on leave, for about two days, my team will know that I am not there and when you get there, you hear them say 'we missed you' even though it was just two days. Whether it be my high cost Consultant, it will be the same thing. We feel when that person is not there at that time so, it's easier to work in a space like that because everybody acknowledges everyone and respects each other in that space. Good work and making sure everything is

sorted. We have performance base in place, work is up to date, and we are within SLA, you are rewarded. Then there's a basic thank you that a lot of people want. There's also time off because if someone's worked extra, you would allow them the time off or if you have negotiated overtime pay, then they are paid overtime. That's basically in our space a few recognitions."

P5: "By rewarding and at times, the recognition is taken to another level. When I say another level, let's give an example, when I walk into a store and see the Flash packs are well done, I will take a picture with the store champion, and share with the entire region and say who this person is what this person has contributed to the business. Sometimes it's not always monetary, just a thank you or appreciating, or calling somebody and asking how you did it, can you show the others how you did it, it take somebody in a different aspect of the business, they feel celebrated."

P6: "We have got specifically each department will have their own way of celebrating their employees. Specifically, we have our own little chocolate times; we have the sharing of emails where we gain compliments, we share compliments on Jostle, that is specifically for client services department. We have 5- and 10-years recognition certificates that the company gives……. We would have our parties and that I would see that as a reward because it is a privilege. But in terms of being specific in terms of you have received a compliment; hence I've said this is specific to the department, but based on performance, you will get metrics, and it will be linked to a specific financial value at the end of the year for your bonus. So, you can take that as a reward as you have performed this way, therefore, you deserve this reward, financial reward at the end of the year so, you have given us this we will give you that."

P7: "A nice organisation to work for. They give you opportunities. They always drive us to have this value, to respect our work, to respect our processes, respect one another, and they give us that privilege to work extraordinary, to go an extra mile. Through recognition and incentives. Currently in our department, if a consultant has done an awesome job, they are given an extra off day, it's not always monetary. If we have within SLA, we give them chocolates and energy drinks. At the end of the year, we get incentive bonuses, and our incentive bonus are not the same. It rates according to what you have done for the whole year. I keep my staff motivated by recognition, to say thank you if they have done some awesome work. If they are within SLA, I will allow them to leave, maybe on a Thursday before payment run an hour earlier even allow departmental afternoon off. You give them to appreciate for the work that you have done."

P9: "We got incentives; we have 14th cheques. Company organises motivational speakers; we go on team buildings. 14th cheque in this time, how many companies offer this, so a big up to my company. We get 14th cheques. Unfortunately, you must work for your annual increase and 14th cheque if we do get. Small things like afternoon offs. And get recognised and in some departments have awards to recognise people. That is some of the examples. In my company the new employees, they are surprised, their remuneration is standing right on the top, compared to where they are coming from, and the benefit like I mentioned earlier, like your death benefit and all that, you can't find them, in most of the companies."

P10: "We have different programs, go for gold if you achieve targets, there are specific incentives granted to staff, there are cash pay-outs, there are recognition program, in December we have a program absolutely awesome with anything that the staff member has achieved, they get recognised get posted into the weekly newsletter, bonus pay-outs."

P11: "So, first up, our salaries are above average salaries across the organisation. That's the one aspect when the organisation pays bonuses, it is paid on what the employee puts in. So, people go through performance reviews on a monthly basis, others on quarterly and some bi-annually and at every step of the process people know where they stand in terms am, I performing So, at present I will have to back to the kind of salaries we pay, benefits that the organisation has, leading onto benefits the various types of leave that we have over and above the requirements of the basic conditions, our organisation is flexible. It's like while looking for employer of choice; they don't necessarily see the value in being family orientated, its more about business, every other person or most people I have interviewed in the past two years, would love nothing more than to work for our company. Next, we have an employee is 30 years with the company, employees that have finished 25 years with the company, some competed ten years with the company, those that are with the company for five years, just touching five years, cannot wait to reach the ten-year mark, so we are doing something right."

P12: "There are various initiatives that we have example absolutely awesome employees are rewarded for achieving certain targets. For going the extra mile, we buy chocolates."

P14: "Like you said I honestly feel like acknowledging someone, it does happen, you give someone, for example, lunch money or a bar of chocolate, or whatever it maybe. I think the greatest impact that it has on someone psyche, or motivational, you give that person that consistent reward of recognition it does not have to be monetary. Like me and my business operations, business partner, we visited the stores that did well in new accounts."

P15: "What we normally do we would celebrate at the year-end functions giving highlights to what worked or what need to be worked on. I only know of the year-end function. Then in my department if somebody did very well, for example, we have staff who works with credit and financial, normally when his numbers are looking great for Africa, we would stand up and just give a round of applause. Some sort of well done, we acknowledge that you are doing well and adding value. So, it's a small gesture but something....When it's a birthday, we take pictures at this wall. We also have the awesome campaign that was initiated by her as well. So, I think that would be it, the happy birthday type of thing and awesome campaign. So, initially when it was done, to acknowledge the employees in stores, and just to say well done, you actually doing a great job, or well done you guys have hit sales, take pictures and put them on the wall and just call it the absolutely awesome campaign. Goals are there to drive us to do better than previously. We do have goals that we want to achieve next year in terms of targets, in terms of meetings targets example the store would want to reach higher sales and reduce cost of selling and reduce their rem ratio. One by giving recognition when its due. Two provision of incentives, three exposing staff to more challenging tasks."

The participants mentioned that building a culture takes time and is a process. It is a strategic edge to the business as it helps build positivity, creates a positive brand, inspires motivation, and high performance, always beneficial in attracting and retaining talent. Boateng and Akafo (2015) stated that when employees receive rewards and recognition from their organisation, they feel obliged to respond with higher engagement levels.

Biro (2016) highlighted how, in an evolving workplace, the importance of employee engagement teaches organisations to be successful. He indicated that this could be done by focusing on engagement as, without engagement, where recognition is the primary drive, top talent will move on in a disrupted workforce.

Islam (2012) researched the importance of recognition in organisations as key in organisations. His research confirmed that recognition provides affirmation to an individual and ensures that individuals are respected in organisations. Lefton (2012) concluded that recognition supports positive employee behaviour, positively impacting the organisation's culture. Recognition allows employees to celebrate their achievements in a meaningful way, which positively reinforces the organisation.

African researcher Wanyoike (2019) supported this research by summarising that organisational recognition promotes its value and indicates that an organisation cares about its employees' well-being.

The importance of an organisation's optimal performance is linked to recognition, as researched by Ganta (2014). They confirmed that it is essential for managers to be aware of their staff compliment and each individual's psychology or understanding of what would drive their performance. This would entail understanding their behaviour and, in turn, the recognition techniques to support optimal performance. This will require creativity and consistency as it is not only monetary rewards that will drive recognition. The importance of recognition and the direct positive impact that it will have on an individual's performance was further researched by Bradler et al. (2016), who confirmed that recognition of individuals is linked to an increase in performance, hence the importance of recognition.

The South African researchers Meyer and Nujjoo (2012) indicated that intrinsic and extrinsic motivation plays a role in driving employees. Intrinsic motivation can be attributed to job roles and responsibilities, organisational commitment, and role autonomy. Extrinsic motivation can be in the form of monetary rewards. This research further supports that organisations are likely to attract, retain, and capitalise on the benefits of having a loyal and committed workforce to driving optimal performance through recognition strategies.

Lastly, Coffey (2013) supported that recognition forms part of the organisational culture in that employees require appreciation in the workplace, which influences an individual's intrinsic need. Organisations must ensure that employees' basic needs, such as salaries and security, are in place to effect effective recognition programs.

African researcher Wanyoike (2019) indicated that employees' worth should be rewarded on recognition and indicated the importance of expressing appreciation for work that is well done as this helps an employee know that he or she is not being taken for granted. This research further supports the need for ongoing communication with employees. Recognition can be driven through monetary methods as well, which is discussed next.

While non-monetary recognition has a positive impact on employees, Kosfeld et al. (2014) confirmed that monetary incentives also contribute to workplace performance in a significant way. African researchers Harunavamwe and Kanengoni (2013) supported the concept of monetary rewards and indicated that combined monetary and non-monetary rewards would also be useful in driving performance and task variety, flexible work arrangements, and task autonomy drive performance in organisations.

Thus, recognition is important in organisations as it drives performance and behaviour and supports a positive organisational culture. The participants' responses confirmed this.

Through a happier workforce, it is entrusted that employees will ensure excellent customer service to the clients.

### 4.2.3.2 Customer service

Merugu and Mohan (2020) have indicated that businesses' success depends on customer satisfaction, influenced by the customer's service. Customer service is critical for the future survival of businesses. Latta et al. (2020) defined customer service as an act where one takes care of a customer's needs by providing and delivering professional, helpful, high-quality service and assistance before, during and after the requirements are met.

P5, P6, P9, P12 and P13 articulated how customer service is displayed and ensured to be a top priority in their responses were:

P5: "Not only through mails, sometimes through EMT's, sometimes through training, sometimes through direct contact. I would call a store manager or a staff that is working in one department or if I enter a store. The most important thing was the customer, whether we like it or not, is going to come. Whether we advertised or not, they were going to come and say its Black Friday. So, we had to filter in that, how to make them so that comfortable for a customer to come ad shop. I think it's basically by listening to what our employees wants that internally and externally paying attention to what the customer needs and what is making our customer happy."

P6: "I think it is very important in a sense that we still need to achieve and look promising to our clients. We do have clients and the clients need to believe that we can do our job. I am going to go back to the private banking strategy that we, as the client services department worked on. We came together to change how customers services looked is seen basically. We started the process having an idea what we are looking for and going into the process all hands were on deck, support was available throughout the company. We rolled it off first. We were the guinea pigs, if I can say of the private banking experience and each and every department was supportive and was patient with us, and from there we were a success taken that other departments were able to learn from us, take guidance form us to roll out the private banking."

P9: "Important elements customer service, we are more customer-based, because that is what the company is about. We priorities the customer happiness, and recently we introduced private

banking which shows that we are more about satisfying our customer. Critical resources, like I said we are more customer-based, so whatever, project that one must complete or do, we put the customer first in the back of your mind. This is not about me, but about the customers through the company. We understand we exist because of customers. So, if our customers are not happy, then we do not have a business. So, I will say in that way they are teaching and promoting a culture of entrepreneurship with the employees to take ownership like to do it right the first time and all that kind of practices that we use within the company. Clients, because statistics can tell we are growing, growth means we are doing something right, we get regular feedback from clients. Sometimes they audit us yearly, we get positive audits reports, so I guess I will say our clients are very happy."

P12 "Well, the organisation has done a lot to remain competitive, the product that we are offering our customers. We have also tried to explain any changes that we want to make with our customers as they are an integral part of our organisation ell the feedback that we get from client, is very positive, not everyone will say good things. We respect our customers; they feel appreciated. The organisation pays attention to the needs of the customers."

P13: "it's our processes, that has to be refined reviewed as often as possible because we have to keep them streamlined for our clients. So, in line obviously, our process, work instructions, how we operate as a business. How we doing out there in the sector? Are still doing what is necessary for our clients? We are very big on celebrating our successes again the platform Jostle is used a lot. It's our main communication tool. Someone posts something quickly, so you can see it right at your desk because of operations. Yes, I also remembered, we had a service campaign, obviously to improve, customer service and service delivery, this is a very customer-centric project and campaign that we had, and it's still running."

Hamzah and Shamsudin (2020) highlighted the importance of ensuring customers are happy as they are critical in sustaining their respective companies' future business. They also highlighted that the values of an organisation would need to ensure that the customer is centric to ensure future success, hence intrinsic in organisational culture. Le Oo (2019) further emphasised that customer-centricity is critical for businesses and discussed how to improve customer service in their organisation. Dewi (2020) supported the concept of customer service in that it is an important concept for all businesses to drive and ensures reliability, responsiveness and assurance within organisations and, therefore, an important value to drive within the organisational culture. The participants' responses confirmed this.

Customer service ensures that customers are happy and teams working, therefore, closer to achieving goals. Teamwork is discussed next.

### 4.2.3.3 Teamwork

A team is a group of individuals working toward a common purpose (Katzenbach & Smith, 2015).

The following are descriptors of what participants indicated with regards to the team. P7, P9 and P10 indicated the following:

P7: "Teamwork is very important. If you work together then you can succeed on the task you are given, and you can succeed work that you are doing on a daily basis or a project because no if you don't, work as a team, you work silos, the other one can have his or her own time to finish the task. So, but if you are in a team and say we need to finish this task by this time, or we need to reach the SLA within maybe two days, this is the time we are being allocated, let's try to work together and push, and you get ideas from different people, and that will also assist

to lessen the work as you work as an individual, I think for me teamwork also plays a very important role. Everybody needs to be committed to what we do. And as we had processes, policies, and procedures, we need to work for the same goal, and we do not have to have somebody that can withdraw us, so we need to be all committed to what we are doing to be successful., we had a system issue, and we could not pay our employees overtime. So, we aid here is the challenge, if by a certain day, you are on a five-day turnaround, we will give you like, it was monetary, but it was for everybody to take part. So, we say if you within five days we give everybody R1000. If you within three days, we top up that R1000 to R2000, and it needs to be a teamwork thing. That is where I could see that to sit together and think about something for the group to be within SLA; it really assisted because the consultant really would jump to assist one another. Whereby with the overtime it was going to be I am working for my own. So even if I work two hours, but I do not reach target, I will get paid, so it was for everybody to take part."

P9: "In my company, we believe in supporting and teamwork, and that is one of our cultures, we are doing it for the business, not for yourself. To check progress. In my company that objective and goals set by Exco, this is distributed among different departments. Then every Exco gets to measure goals set. (Targets). Success and teamwork like I said walk as one and you work together to achieve specific goals. Remember I said our focus is customer service; it is what keeps us going, it is what is motivates us."

P10: "So, with the other qualities is to share best practices with your team, it's also to listen to your team working with other regionals that have been in the system for a long time. A regional member will start a conversation, with 10 to 15 seconds of the conversation they will interrupt the individual and give him the answer. Because of the culture that is slowly changing, which

I have mentioned before there are still off the older guys that rush it, that don't have the time they don't show interest to the people. When I leave the store, I won't be coming back with me it's about listening to understanding the individual, why he's done it this way that's where you gain best practice it's not about me the region. We all have different background, different cultural background and if you do not understand the diversity within the African countries it will be very difficult for an outsider to come in and try and manage that going forward. So, as a local understanding the different background, the different dialect, why they do things differently up North or why they do things differently down South, it's very important to understand that first."

Kabir and Dey (2015) indicated that teamwork is essential to manage conflict and improve performance. This is supported by another research done by Russell in 2019. Russel (2019) highlighted that teamwork connects individuals in an organisation. This allows them to support each other and connect, which creates a strong support structure and social network. From the research below, the evidence shows that this would positively impact leadership practices and organisational climate.

Bibi et al. (2018) provided evidence that a strong relationship exists between organisational culture, leadership practices, and team performance. This will support the understanding of teams' roles in organisations. Hence teamwork will be influence by the culture and leadership of the organisation.

South African researchers Castro and Martins (2010) indicated that it is also important for leaders to know their organisations and what is required from individuals to create a supportive environment promoting productivity and creativity. In having clear work expectations and understanding the importance of teamwork, work inefficiencies are prevented (Mousa, 2017). The improvement of teamwork was proposed to transform the impact of the

occurrences of adverse outcomes. The team's functioning would be improved through teamwork, collaboration, and communication, key traits of a positive culture. In collaboration with supportive leaders committed to coaching and supporting individuals, it is thus evident that teamwork supports a favourable climate, hence the importance of understanding coaching in organisations. Teamwork allows for employees to engage with a diverse workforce. Africa is made up of diverse individuals, and it would be an important concept to manage in Africa.

### *4.2.3.4 Diversity*

Pichler (2020) referred to the workforce changing in that different races, genders, ages and ethnicities are worked with. The following are descriptors of what participants indicated with regards to teams:

P2, P3, P6, P9, P14 and P16 reflected on the importance of diversity in organisational culture.

P2: "Its acceptance of diversity. Its acceptance of people come from different backgrounds. Its acceptance of people are different, in terms of skin tone, their educational backgrounds, skin tone, most important thing is that we have a common goal. So, it does not matter where we come from and what we bring. The most important thing is we need to put all our efforts together towards a common goal."

P3: "I think we are a diverse team, but we know the boundaries, meaning you will never come to stage where you get people saying Black people would do this, if they say it, they say it without us knowing. Because it could happen. But we are Blacks; we are Coloureds in one team, we laugh about everything."

P6: "In a positive sense, it does. It lets us open our minds, there's different races, different age groups, different cultures, there's different religions, there is nowhere in our culture that we are following one, the rules of one specific culture, or the religious beliefs of one specific culture. We learn and celebrate from different cultures as and when their celebrations take place depending also on the different friendships that we also build with the people. So, I think it's a positive impact in terms of people grow and learn about different cultures and different people."

P9: "South Africa is a diverse country. In my organisation, we respect each other's culture…… Diverse in terms of we got different races, different cultures, different backgrounds and all that. But in my organisation, we stress that we must respect each other. It works; we see each other as one. We do not say you are Black White, Indian, Xhosa; we are one."

P14: "I think it is a very diverse organisation but one that also sees for its people. With technology and platforms, they can voice their opinions."

P16: " I would say that honesty, in my field I'm trusted with confidential information, and I am required to keep that information as safe as I can create a platform for employees to trust me with such, it would require me to be very honest and confidential, if you are value-orientated, you take pride in what you are doing, efficiency, service delivery, if you say you are going to do something do it in time I would say that it's a flexible environment the culture is very diverse; we have people with different beliefs, different age groups, flexible and accommodative one. Diversity in a nutshell we are different but can still work together."

Pichler (2020) indicated that diversity could be managed through initiatives such as training, policy management, and practices. The writer further emphasises that diversity management is

important and can be managed by interpersonal skills where managers understand the differences between people and optimally utilise their skills. As the workforce changes, Wen and Oljaca (2020) indicated that organisations must manage this diversity, that is, gender, cultural and ethnic backgrounds, to ensure that values are enhanced within an organisation through diversity management. Okwurume and Onuoha (2020) showed that organisations need to drive diversity management within the correct structures that support and facilitate their workplace drive learning managed in organisations. This should be done through programs to support and manage organisations which will drive values in the organisation. Additionally, Sharma et al. (2020) indicated that it is important to manage culture in diverse workforces, as it helps to understand and value the differences in individuals. Furthermore, this supports the organisations to frame a sound workforce management strategy and develops workplace outcomes.

**4.3 Chapter summary**

This chapter described the findings as per the data collected for this study. Key themes identified in contributing to organisational culture dimensions at work were organisational culture, strategy and values. All supporting narratives were indicated in this chapter.

## CHAPTER 5: CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

### 5.1 Introduction

In this chapter, the researcher concludes the study. Literature findings, as well as empirical results from the study, are included. This chapter refers to the study's limitations and recommendations to support organisations within Africa for future research.

This research focussed on the applicability of Schein's model of organisational culture in an African context. This research was divided into two parts, namely, the literature review and the empirical section. The literature review discussed scientific knowledge on the subject, while the empirical section focussed on the study using qualitative measures to reach the research objectives.

As summarised in earlier chapters, Schein (2017) described organisational culture as its ability to cope and manage internal relationships and drive its strategy. Internal relationships and strategy are dimensions of culture that cannot be treated separately. This is supported by research conducted by Remes and Lucian (2018), who stated that an organisation's culture could be seen as a strategy to solve problems that have arisen over time, and this is done in combination with the existence of individuals values, patterns, beliefs, shared by employees in an organisation who influence the strategic decisions that are made by the organisation's top management. This will ensure and sustain a competitive advantage for organisations.

This study involved participants from financial, retail and healthcare organisations in Africa. A purposive sampling technique selected participants from Africa's financial, retail, and healthcare organisations. Leaders between the ages of 31 and 60 were selected. These leaders held critical positions that provided services to the organisations beneficial for optimal performance within the businesses. The researcher approached each organisation to gain permission to conduct the research. Once permission was granted to the researcher, the researcher contacted the respective participants to gain their voluntary participation in the

research. Participants were selected based on their leadership. As this research required specific leadership criteria, this was applied in the sampling technique used.

**5.2 Conclusions**

This research aimed to identify dimensions contributing to African organisations' organisational culture and Schein's model's applicability to the African context. This research contributed to the body of research by presenting a model to African organisations that will understand how organisations within African function uniquely understand the dimensions of organisational culture. This allows a better understanding of the African organisation to support the globalisation that will benefit African countries economically. It will allow for foreign investment and in turn, job opportunities to support African countries. It will support leaders to ensure that the African employee is adaptable to change in these organisations.

The key dimensions contributing to organisational culture in African countries were organisational culture, strategy for organisations and values. These were further divided into sub-themes which were discussed in this study.

Organisational culture, the first theme identified, had no sub-themes. The second theme identified strategy for organisations had sub-themes, namely goals, procedures, leadership, performance management, induction, and communication. Values were the final item identified in this research with sub-themes: customer service, diversity, recognition and teamwork. Indacochea et al. (2018) described that culture directs individuals' relationships through their beliefs, values, myths, shared feelings, and behaviour to contribute to an organisation's culture. This is supported by Hartnell et al. (2011), who indicated that individual experiences complement one another to support organisational culture. He further linked the importance of organisational culture to strategy for organisations, goals and culture.

The next central theme that contributed to organisational culture dimensions was strategy for organisations. As Reddy and Scheepers (2019) described, an organisation's strategy is

important in its culture as it supports an organisation's goals and gives employees direction. Leaders must be critically involved in this process to support the procedure's performance management and communication. Barnell (2014) indicated that strategic decisions led by leadership within an organisation would be successful as it shows the support that the leadership aligns to the shared organisational culture. This will be forthcoming in the induction and communication programs of the respective organisations. Mabaso (2012) highlighted that induction programs are critical in driving strategy in organisations.

Values is the final theme that was identified as a dimension of organisational culture in Africa. Values sub-themes include customer service, diversity, recognition and teamwork. Kondrla (2015) described values as a subjective experience. It is an individual's experience of the world and an objective standard. Values will influence individuals' goals and preferences. Fischer's (2010) research supported that values are integral in diversity management and individuals' recognition. This researcher concludes that individuals who identify with an organisation's values will identify with the organisation's goals and team identity. Additionally, Dewi (2020) indicated the importance of customer service in organisations as it drives reliability, responsiveness, and assurance.

The diagram below (**Figure 4**) summarises the dimensions that contribute to an organisation's culture in Africa. The main themes highlighted were Organisational culture, Strategy for organisations and Values. Each factor had sub-themes. The adapted model was researched and applied to African organisations and replaces Schein's model currently being used. The adapted model replaces Schein's model in the following ways:

- The key themes identified in the adapted model that make up the organisational culture within African organisations are organisational culture, values, and organisation strategy. Schein's model refers to artefacts, espoused values and assumptions and beliefs. The differences in the model support the uniqueness of

Africa. African countries do not need to follow a set trend in stead this study present its own African dimensions for organisational culture.

- Artefacts in Schein's model refers to visible organisational structures and business processes. While this study has referred to key procedures essential to an organisation's strategy, it is not evident in the organisational structure described by Schein.

- Additionally, espoused values refer to an organisation's strategies, goals, and vision and communication alignment to employees, customers, and suppliers. The African model references organisations' strategy as a key theme that encompasses the organisation's goals, procedures, leadership, performance management, induction, and communication.

- Schein's model further refers to assumptions and beliefs in contributing to organisational culture. This refers to unconscious beliefs, perceptions, thoughts and feelings. The African model underpins values as the main theme of customer service, diversity, recognition, and teamwork.

- The African model identifies key sub-themes such as customer service, diversity, recognition, teamwork, leadership, performance management, induction and communication as fundamental sub-themes of values and strategy. These sub-themes are not mentioned in Schein's model.
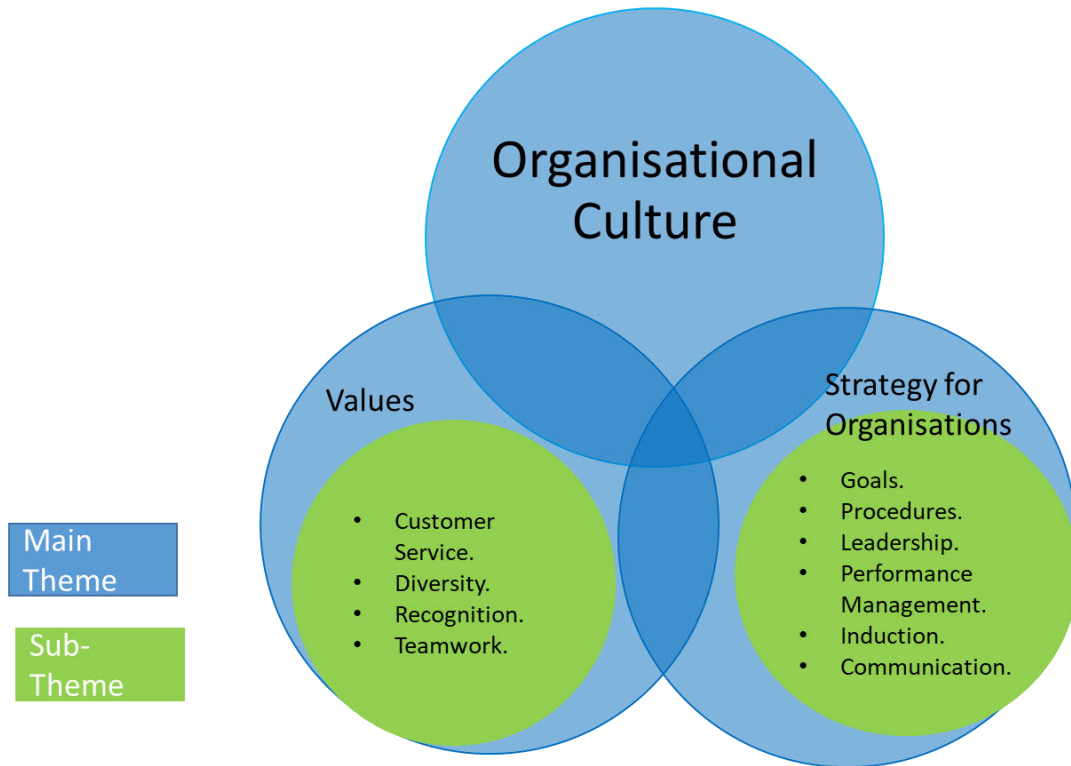
**Figure 4. Dimensions of Organisational Culture in Africa**
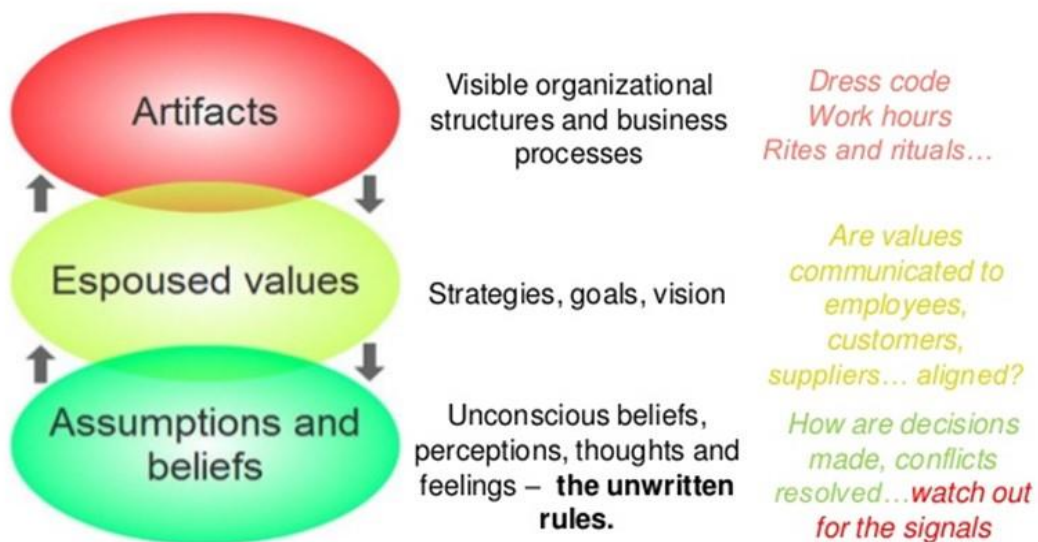


**Figure 5. Dimensions Contributing to Organisational Culture (Schein, 2010).**

**5.3 Synopsis of the study**

*Chapter 1* provided an introduction and research background and highlighted the importance of organisational culture dimensions and their impact within Africa. Barik and Nayal's (2013) research highlighted how important organisational dimensions are to an organisation's success. This was further supported by Acar and Acar (2014), Harinarain et al. (2013) and Emmanuel (2017), who indicated the importance of organisational culture in ensuring that organisations perform optimally. Hoosain (2015) further elaborated on how organisations value, norms, beliefs and principles are incorporated to ensure their culture is linked to organisational effectiveness. Some models determine organisational dimensions; however, this study's significance was to determine factors exclusive to Africa. This is due to the limited research focussing on organisational dimensions for African organisations.

*Chapter 2* provided the literature discussing organisational culture dimensions. A discussion regarding the importance of a global mindset and its impact on organisational culture was mentioned as this has a significant impact on organisations performance. Yesil and Kaya (2013) relayed the importance of organisational culture, and Harinarain et al. (2013) highlighted the importance of organisational culture and its direct impact on its effectiveness. Ramarumo and Kokt's (2014) research confirmed the importance of organisational culture as it ensures that the employees feel valued and appreciated. Organisational culture is defined by Schein (2017) as the important link between human interaction and behaviour, contributing to organisational culture and, ultimately, a successful organisation. As per Moela (2016), organisational culture indicated the importance of organisational culture to determine the unconscious force of human behaviour and contribute to the strategy, which links to organisational success.

Furthermore, Parnell (2014) indicated the importance of strategy that is linked with organisational culture to ensure that values, patterns, beliefs and behaviours shared are in line

with the organisational culture to achieve organisational success. Additionally, Mahdi et al. (2015) indicated that the importance of achieving strategy links to the organisational goals of the individual, group, and organisation would lead to business success and continuous improvement. Lastly, this chapter focused on Schein's organisational culture model, a theoretical framework summarised by Schein to define and unpack organisational culture dimensions that could be applied in different organisations as per Schein.

In *Chapter 3,* the research methodology approach was discussed. The qualitative approach, as well as the data collection process and analysis, was discussed. The qualitative approach was guided by a purposive sampling method using a structured interview to gather data that allowed the researcher to analyse. A thematic analysis was applied for the data analysis.

*Chapter 4* presented and discussed the results of the qualitative study. This chapter extracted the key dimensions that contributed to Africa's organisational culture, namely, culture, strategy, and values. No sub-themes were identified in culture. The sub-themes identified in strategy were goals, procedures, leadership, performance management, induction and communication. Values, the final theme identified in this research, had sub-themes: customer service, diversity, recognition and teamwork.

**5.4 Limitations**

The following must be considered to place these results in context:

- Firstly, a qualitative approach was used, which resulted in a smaller sample being used than with a quantitative approach; and

- As a purposive sample was used, the researcher may have been subjected to bias when selecting participants, which determined the dimensions that contributed to Africa's organisational culture. Musa and Alkassim (2016) indicated that a purposive sample is

a sampling technique that could result in a researcher being unable to draw differences in participants' selection. This is limited when the variables in the study are qualitative.

## 5.5 Recommendations

Understanding Africa's organisational dimensions will allow foreign investors to integrate within the organisations and optimise productivity. This will positively impact job creation in the countries, which will positively impact the economy.

Organisations need to have a clear strategy with defined goals. Employees will then have the direction of what is required of them to reach the specific outcomes that were outlined. Mahdi et al. (2015) highlighted the importance of ensuring that individuals, groups and organisations work towards a strategy to ensure optimum goals, which would lead to business success and continuous improvement. A practical will be to ensure that the organisational goals will be communicated and understood by all employees.

Leaders are critical in driving the strategy of an organisation which will result in the achievement of goals. Thus, leaders must ensure that employees know the goals and procedures required to attain their goals. Jabbar and Hussain (2017) indicated that leaders' role ensures that leaders understand their responsibility to guide organisational success. They referred to leaders as the nucleus of the organisation, meaning that leaders are pivotal in ensuring that they function effectively and efficiently. A practical implication would be that the correct profile of a leader is hired. A gap analysis is put in place to address any leadership gaps. An ongoing leadership program needs to be put in place to support leaders.

Communication is essential in driving performance amongst employees as it creates a dialogue to ensure people and businesses are aligned towards the organisation's goals. The correct communication channels need to be used. Skeepers and Mbohwa (2015) highlighted the importance of communication as a channel to ensure individuals are aware of the key performance areas and procedures required to attain a successful business strategy. A practical

application of this would be to ensure that there is a clear communication strategy in place. Sound communication platforms need to be considered and utilised when communicating with employees.

Recruitment processes need to assess the values systems of potential employees against the organisation's value system. This will promote synergy within the teams with diverse backgrounds and ensure optimal functioning. Wen and Oljaca (2020) recommended that value systems are essential in creating a cohesive workforce that will support goals. A practical implication would be to ensure that a sound talent management process is in place that supports talent recruitment and talent placement, and talent retention.

Leaders need to equip teams with adequate insight, skills and change management techniques to embrace the new way of working that may impact Africa's organisations. Castro and Martins (2010) indicated the value acquired from leadership in supporting individuals to promote creativity, productivity and awareness to ensure a positive change within organisations. A practical implication would be to ensure that a sound change management strategy is in place and can support the organisation.

Recognition needs to be given to employees through monetary or non-monetary initiatives. Luenendonk (2016) emphasised that employees should show a high level of commitment and involvement to an organisation that shows a genuine interest in what they do. A practical implication would be to have a robust reward and recognition program in place that motivates and retains talent.

A customer-centric environment would need to be implemented to ensure that the needs of the customer are met. Adequate training needs to give to staff to equip them with the skills required to provide customer service. A practical implication would be that a customer-centric environment is promoted. Ongoing training and development of employees are critical to support the changing organisation.

Induction supports the business by ensuring that all employees understand what is required to ensure the business thrives. Organisations need to ensure that induction programmes are implemented and remain relevant to the changing organisations. A practical implication would be a sound induction program for new employees to ensure integration within the organisation. Tran (2021) researched the impact of organisational culture in Vietnam, and the dimensions extracted were able to predict organisational dimensions that positively influenced the organisational culture. Wang (2021) highlights the positive impact of promoting organisational culture within the hotel and management industry where workable practices, staff mindfulness and empowerment, promotion of policies and values are integrated within the business practices.

## 5.6 Final Conclusions

The integrated research results were presented in this final chapter, and recommendations specific to the study's objectives were made. Furthermore, the limitations of the study were presented. The results introduced organisational cultural dimensions for African countries that should be used to ensure employees and organisations remain productive, efficient and relevant. The specific dimensions that contribute to Africa's organisational culture are culture, strategy, and values that have further sub-themes that were discussed. These organisational dimensions for Africa differed from Schein's model, and hence a new model was proposed for the organisational cultural dimensions for Africa. This model presents organisational cultural dimensions. It will support the African countries in preparing for globalisation and foreign investment. It will help promote growth as well as skill development in African countries. It will further uplift the respective economies and reduce poverty in that it will create more job opportunities. In order to ensure a positive organisational culture, African countries should ensure that they have adequate goals and procedures in place. Additionally, leadership need to be trained in key skills to support their teams. Sound performance management and induction

programs need to be in place to support the organisation. Communication platforms, as well as a sound communication strategy, needs to be in place. A value system that drives customer service, diversity programs, and recognition needs to support the organisation. The behaviour and belief system of the organisation needs to align to that of the individual to support the organisation.

5.7 Future studies

The opportunity for future studies could be to test the organisational culture dimensions identified in this study and validate its effectiveness within an African model.

5.8 Chapter Summary

This chapter provided an overall conclusion to this thesis. It provided a summary of each chapter and a conclusion to the research findings. The chapter also included the researcher's limitations and recommendations to the organisations on implementing organisational culture dimensions.

## References

Acar, A. Z., & Acar, P. (2014). Organizational culture types and their effects on organizational performance in Turkish hospitals. *Emerging Markets Journal, 3*(3), 18-31.

Acevedo, J. M., & Yancey G. B. (2011). Assessing New Employee Orientation Programs. *Journal of Workplace Learning, 23*(5), 349-354.

Acha, L., Lund, S., Roxburgh, C., Charles, R. & van Wamelen, A. (2010). *What's driving Africa's Growth*, June 2010. Mckinsey Global Institute (MGI). Retrieved from https://www.mckinsey.com/featured-insights/middle-east-and-africa/whats-driving-africas-growth# (15 September 2020)

Ajiboye, O. E. (2017). The Development of Africa: Issues, Diagnoses and Prognoses. In O. Akanle, J.O. Adésìnà (Eds. *Globalisation and Africa's development. The development of Africa*. (pp. 307-322). Springer Press. ISBN: 978-3-319-66241-1.

Alguacil-Mallo, S. (2018) A customer centric state of mind. *Talent Development, 72*(40, 38-42.

AlHarbi, S. H., & Abeldelrahim, S. S. (2018) Organizational Culture Assessment using the Competing Values Framework (CVF) in Public Universities in Saudi Arabia: A Case Study of Tabruk University. *International Journal of Business and Management, VI*(2), 1-16.

Anitha, J. (2014) Determinants of Employee Engagement and their Impact on Employee Performance. *International Journal of Productivity and Performance Management, 63*(3), 308-323.

Anthony, S. (2015). Impact of organisational culture on recruitment and selection practices in the oil and gas construction industry in Nigeria: Saipem in focus. *European Scientific Journal*, *11*(16), 161-172.

Aregbeshola, R. A. (2012). The high and low globalisation of The frail Africa and the

    Brawny West: A rhapsody of the fantasy. *African Journal of Business Management,*

    *6*(4), 1199-1213.

Baker, S. D., Mathis, C. J., Stites-Doe, S., & Javadian, G. (2016) The Role of Trust and

    Communication in Fostering Followers' Self Perceptions as Leaders. *Journal of*

    *Managerial Issues, 28*(3-4), 210-230.

Barik, A & Nayal, B. (2013). Assessment of the link between organisational culture and job

    satisfaction (Study of an Indian Public Sector). *International Journal of Advanced*

    *System and Social Engineering Research, 3*(3), 78-87.

Barnwell Jr, D. J. (2015). *Strategies to overcome barriers to a more effective leadership style.*

    (Doctoral dissertation, Walden University). Retrieved from

    https://scholarworks.waldenu.edu/dissertations/1835

Bates, I, Boyd, A, Smith, H & Cole, D. C. (2014). A practical and systematic approach to

    organisational capacity strengthening for research in the health sector in Africa. *Health*

    *Research policies and systems, 12*(11).

Bergh, A., Mirkina, I., & Nilsson, T. (2016). Do the poor benefit from globalization

    regardless of institutional quality? *Applied Economics Letters, 23*(10), 708–712.

Berkhout, E., Euwals, R., van Kempen, M., Meikerink. G & Ziegler, K. (2018). *The effects of*

    *globalisation in the Netherlands. A theoretical and empirical survey*. CPB Netherlands

    Bureau for Economic Policy Development. Retrieved from

    https://www.cpb.nl/sites/default/files/omnidownload/CPB-Achtergronddocument-

    okt2018-The-effects-of-globalisation-in-the-Netherlands%20%282%29.pdf

Bibi, M, B, Zafar, N, & Kausar, R. (2018). Perceived Authentic Leadership Practices,

    Organisational Climate and Team Innovativeness in Employees of Multinational

    Companies FWU. *Journal of Social Sciences, 12*(2), 123-134.

Biggerstaff, D. (2012). *Qualitative Research Methods in Psychology*. In Gina Rossi (Eds.),

    Psychology - Selected Papers (pp.175-206). IntechOpen. Retrieved from

    https://www.intechopen.com/books/psychology-selected-papers/qualitative-research-

    methods-in-psychology

Bipath, K & Adeyemo, K. S. (2014). The Strength of Organisational Culture: Organisational

    Performance in South African Schools. *Mediterranean Journal of Social Sciences,*

    *5*(23), 2405-2412.

Biro, M. M. (2016). *It Takes a Recognition Culture To Spark Engagement*. Retrieved from

    https://www.achievers.com/blog/takes-recognition-culture-spark-engagement/

Boateng, P.A. & Akafo, V. (2015). Impact of reward and recognition on job satisfaction and

    motivation. *European Journal of business and management, 7*(24), 112-124.

Bolman, L. G., & Deal, T. E. (2013). *Reframing organizations: Artistry, choice, and*

    *leadership* (5th ed.). San Francisco, CA: Jossey-Bass.

Bourne, M., & Bourne, P. (2012). *Handbook of corporate performance management*. John

    Wiley & Sons. ISBN: 9780470669365.

Bowen, R.B. (2000). *Recognising and rewarding employees*. New York: McGraw-Hill.

    ISBN: 9780071356176.

Bradler, C., Dur, R., Neckermann, S., & Non, A. (2016). Employee recognition and

    performance: A field experiment. *Management Science, 62*(11), 3085-3099.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research*

    *in Psychology, 3*(2), 77-101. DOI:10.1191/1478088706qp063oa.

Breakwell, G. M., Smith, J. A., & Wright, D. B. (Eds.) (2012). *Research Methods in*

    *Psychology* (4th ed). London, U. K.: Sage Publications. ISBN: 9780857022639.

Brick, W. P. (2012). Employee recognition programs critical to workplace culture. *Public Manager, 41*(4), 6. Retrieved from https://www.td.org/magazines/the-public-manager/employee-recognition-programs-critical-to-workplace-culture

Brown, T. (2018) Employees take the lead in creating a customer-centric culture. *Communication World, 1*-6.

Brown-Crowder, R. R. (2017). *Work Motivation Theory: Identifying Multi-Generational Values in the Workplace.* (Doctoral dissertation). Walden Dissertations and Doctoral Studies Collection. Retrieved from https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=5146&context=dissertations

Buljac-Samardzic, M., van Wijngaarden, J.D.H., van Wijk, K.P., & van Exel, N.J.A. (2011). Perceptions of team workers in youth care of what makes teamwork effective. *Health & Social Care in the Community, 19*(3), 307-316.

Burnett, S. & Huisman, J. (2010). Universities' Responses to Globalisation: The influence of organizational culture. *Journal of Studies in International Education, 14*(2), 117-142.

Byrne, D. (2010). *An exploration of the relationship between Induction and employee commitment*. (BAHons Thesis, National College of Ireland). Retrieved from http://trap.ncirl.ie/528/1/dermoy_byrne.pdf

Caselles, A. (2013). An application of fuzzy cognitive maps to improve well-being, sustainability and the globalization process. *Systems Research and Behavioral Science Syst. Res, 30*,646–660. DOI: 10.1002/sres.2235.

Castro, M. L., & Martins, N. (2010). The relationship between organisational climate and employee satisfaction in a South African information and technology organization. SA *Journal of industrial psychology, 36*(1), 1-9.

Catano, V. M., & Morrow Hines, H. (2016). The influence of corporate social responsibility,

    psychologically healthy workplaces, and individual values in attracting millennial job

    applicants. *Canadian Journal of Behavioural Science / Revue canadienne des sciences*

    *du comportement, 48*(2), 142–154.

Çetin, M., Karabay, M. E., & Efe, M. N. (2012). The Effects of Leadership Styles and the

    Communication Competency of Bank Managers on the Employee's Job Satisfaction:

    The Case of Turkish Banks. *Procedia Social and Behavioral Sciences, 58*, 227-235.

Chandrasekar, K. (2011). Workplace environment and its impact on organisational

    performance in public sector organisations. *International journal of enterprise*

    *computing and business systems, 1*(1), 1-19.

Chandrasekar, K. (2011). Workplace environment and its impact on organisational

    performance in public sector organisations. *International journal of enterprise*

    *computing and business systems*, *1*(1), 1-19. Retrieved on 19 June 2019 from

    http://www.ijecbs.com/January2011/N4Jan2011.pdf

Chapman, G., & White, P. (2019). The five languages of appreciation in the workplace:

    Empowering *organizations by encouraging people*. Moody Publishers.

Chasi, C. (2017). What we should have learnt from Mandela. *African Studies, 76*(4), 491-507.

Chattopadhyay, A. & Ada, A (2008) *Multiparty Communication Complexity of Disjointness*.

    School of computer science. Retrieved from https://arxiv.org/pdf/0801.3624.pdf

Choon, T. T. & Patrick, K. C. L. (2016) The Impact of Goal Setting on Employee

    Effectiveness to Improve Organisation Effectiveness: Empirical study of a High-Tech

    Company in Singapore. *Journal of Business & Economic Policy, 3*(1), 82-97.

Clarke, V. and Braun, V. (2013) Teaching thematic analysis: Overcoming challenges and

    developing strategies for effective learning. *The Psychologist, 26*(2). 120-123.

Cochrane, A. J., Dick, B., King, N. A., Hills, A. P., & Kavanagh, D. J. (2017). Developing dimensions for a multicomponent multidisciplinary approach to obesity management: a qualitative study. *BMC Public Health*, *17*(1), 1-15.

Coffey, L. (2013). *The relationship between reward management and recognition in the workplace* (Doctoral dissertation, Dublin, National College of Ireland). Retrieved from http://trap.ncirl.ie/876/1/lisacoffey.pdf

Cohen, L., Manion, L., & Morrison, K. (2000). *Research Methods in Education* (5th Edition). London: Routledge Falmer. Retrieved from https://gtu.ge/Agro-Lib/RESEARCH%20METHOD%20COHEN%20ok.pdf

Colley, S. K, Lincolne, J., & Neal, A. (2013). An examination of the relationship amongst profiles of perceived organisational values, safety climate and safety outcomes. *Safety Science, 51*(2013), 69-76)

Constantinides, M. (senior director of talent analytics, eBay), *interview with Ben Dollar*, 28 December 2015.

Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. (3rd Ed). Thousand Oaks, CA: SAGE. ISBN 9781412965569.

Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.

Dartey-Baah, K., Amponsah-Tawiah, K., & Sekyere-Abankwa, V. (2011). Leadership and organisational culture: relevance in public sector organisations in Ghana. *Business and Management Review, 1*(4), 59-65.

De Waal, A. (2013). *Strategic Performance Management: A managerial and behavioral approach*. Macmillan International Higher Education. ISBN: 9780230273856

Dewi, L. (2020). Customer Loyalty, Through Customer Satisfaction In Customers PT. XYZ. *Jurnal Aplikasi Manajemen, 18*(1), 189-200.

Dinescu, A. G. (2017). The Future of Globalisation. *Romanian Review of Social Sciences,*

    *7*(12), 29-44.

Dinescu, A. G. (2017). *The future of globalisation. Romanian Review of Social Sciences,*

    *7*(12), 29-44. Retrieved from

    https://www.proquest.com/openview/1ae67bf4ed3d1a93b5443797745b50cb/1?pq-

    origsite=gscholar&cbl=2036055

Dragana Velimirovića, D., Velimirovićb, M. & Stankovića, R. (2011). Role and importance

    of key performance indicators measurement. *Serbian Journal of Management, 6*(1), 63-

    72.

Du Plessis, Y., & Barkhuizen, N. (2012). Psychological capital, a requisite for organisational

    performance in South Africa. South African *Journal of Economic and Management*

    *Sciences, 15*(1), 16-30.

Dzimbiri, L.B. (2008) Experiences in New Public Management in Africa: The Case of

    Performance Management Systems in Botswana. *Africa Development, XXXIII* (4), 43-

    58

Eaton, D., & Kilby, G. (2015). Does your organizational culture support your business

    strategy?. *The Journal for Quality and Participation*, *37*(4), 4

Emmanuel, O. (2017). Understanding Organisational Culture and Organisational

    Performance: Are They Two Sides of the Same Coin? *Journal of Management, 9*(1),

    12-21.

Etikan, I., Musa, S. K., & Alkassim, R. S. (2016). Comparison of Convenience Sampling and

    Purposive Sampling. *American Journal of Theoretical and Applied Statistics, 5*(1), 1.

Feys, M., Anseel, F., & Wille, B. (2013). Responses to co-workers receiving recognition at

    work. *Journal of Managerial Psychology, 28*(5), 492-510

Finkle, T. A., & Mallin, M. L. (2010). Steve Jobs and Apple, Inc. *Journal of the International Academy for Case Studies, 16*(7), 31.

Fischer, C.D. (2010). Happiness at work. *International Journal of Management Reviews, 12*(4), 384-412.

Flamholtz, E. G, & Randle, Y. (2011). *Corporate culture: The ultimate strategic asset*. Stanford University Press.

Flamholtz, E. G., & Randle, Y. (2012). Corporate culture, business models, competitive advantage, strategic assets and the bottom line: Theoretical and measurement issues. *Journal of Human Resource Costing & Accounting, 16*(2), 76-94.

Flamholtz, E. G., & Randle, Y. (2014). *Implications of organizational life cycles for corporate culture and climate*. The Oxford handbook of organizational climate and culture, 235-256.

Gandolfi, F & Stone, S. (2018) Leadership, Leadership Styles, and Servant Leadership. *Journal of Management Research, 18*(4), 261-269

Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences, 2*(6), 221-230.

Ghadami, M., Ghayumi, A., Mohamadkhani, K., & Tohidy Ardahaey, F. (2014). *The Importance of Cultural Interactions in the Globalization Era*. Retrieved from https://dx.doi.org/10.2139/ssrn.2483800

Gibson, J. L., Ivancevich, J. M., Donnelly, J. H. and Konopaske, R. (1997). Organizations-behavior structure processes. P34. Retrieved from http://dl.motamem.org/organizations_behavior_structure.pdf

Gilley, A., Gilley, J. W., & McMillan, H. S. (2009). Organisational change: Motivation, communication, and leadership effectiveness. *Performance Improvement Quarterly, 21*(4), 75-94.

González, M., & Olivares, S. (2008). *Administración de recursos humanos*. Diversidad-Caos. México. Grupo Editorial Patria. 1ª reimpresión. Retrieved from https://editorialpatria.com.mx/pdffiles/9786074386400.pdf

Gray, D. E. (2009). *Doing Research in the Real World*. Thousand Oaks, CA: SAGE.

Gretzel, U., & Fesenmaier, D. (2010). Capturing sensory experiences through semi-structured elicitation questions. The tourism and leisure experience: Consumer and managerial perspectives, 137-162.

Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human resource management review, 21*(2), 123-136.

Guest, G., Namey, E. E., & Mitchell, M. L. (2012). *Collecting Qualitative Data: A Field Manual for Applied Research*. ISBN: 9781412986847.

Guetterman, T.C. (2015) Descriptions of Sampling Practices Within Five Approaches to Qualitative Research in Education and the Health Sciences. *Forum: Qualitative Social Research. 16*(2), 25.

Guion, L. A., Diehl, D. C., & McDonald, D. (2011). Triangulation: Establishing the validity of qualitative studies. *EDIS*, *2011*(8), 3-3.

Gurría, A. (2007). *Reaping the Benefits of Globalisation: The Importance of Public Policies*. Remarks by Angel Gurría, Secretary-General of the OECD, Foreign Relations Commission, Chamber of Deputies, Rome, February 22, 2007. Retrieved from http://www.oecd.org/general/38144150.pdf

Gyglia, S., Florian Haelgb, F., & Sturmb, J. E. (2018). *The KOF Globalisation Index – Revisited*. KOF Swiss Economic Institute, ETH Zurich, Switzerland. Retrieved from

https://ethz.ch/content/dam/ethz/special-interest/dual/kof-dam/documents/Globalization/2018/KOF_Globalisation%20Index_Revisited.pdf

Hamzah, A. A., & Shamsudin, M. F. (2020). Why Customer Satisfaction Is Important To Business? *Journal of Undergraduate Social Science and Technology, 1*(1).

Hansen, N. K., Guttel, W. H. & Antonacopoulou, E. P. (2010). *Induction Practices and the continuous recreation of organisational routines*. Fourth International Conference on Organizational Routines: Organizational routines between change and stability: Linking empirical research to recent theoretical debates Nice, 11-12 June 2010, France. Retrieved from http://www.gredeg.cnrs.fr/routines/Workshop-Nice-2010/papers/Hansen,%20Guetel%20et%20Antanacopoulou.PDF

Harinarain, N., Bornman, C-L. & Botha, M. (2013). Organisational culture of the South African construction industry. *Acta Structilia 20*(1), 22-43

Harrell, M. C., & Bradley, M. A. (2009). *A Training Manual: Semi-structured interviews and focus groups*. Rand National Defence Industry. Retrieved from https://apps.dtic.mil/dtic/tr/fulltext/u2/a512853.pdf

Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: a meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of applied psychology, 96*(4), 677.

Harunavamwe, M., & Kanengoni, H. (2013). The impact of monetary and non-monetary rewards on motivation among lower level employees in selected retail shops. African *Journal of Business Management, 7*(38), 3929.

Hays-Thomas, R., & Bendick, M. (2013). Professionalizing diversity and inclusion practice: Should voluntary standards be the chicken or the egg? *Industrial and Organizational Psychology, 6*(3), 193-205.

Hendricks, K., & LouwPotgieter, J. (2012). A theory evaluation of an induction programme. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur, 10*(3), 421.

Heyward, A. (2017). *Three key pillars of effective communication*. Retrieved from https://www.hcamag.com/au/news/general/three-key-pillars-of-effective-recognition/149128

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, 2(1). https://doi.org/10.9707/2307-0919.1014

Hossain, M. M., Alam, M., Islam, M. A., & Hecimovic, A. (2015). Do stakeholders or social obligations drive corporate social and environmental responsibility reporting? Managerial views from a developing country. *Qualitative Research in Accounting & Management*.

Idowu, O.E. (201). Understanding Organisational Culture and Organisational Performance: Are They Two Sides of the Same Coin? *Journal of Management and Research, 9*, 12-21.

Indacochea M. M. M, Concepción, R. R. F. & Lorenzo, A. F. (2018). Management of Organizational Culture in the Public Institutions of Ecuador Educational Sector. *Quality Innovation Prosperity, 22*, 44-57.

Islam, G. (2012). Recognition, reification, and practices of forgetting: Ethical implications of human resource management. *Journal of Business Ethics, 111*(1), 37-48.

Islam, G. (2013). Implementing care in organisations. Recognising employees: reification, dignity and promoting care in management. *Cross Culture Management, 20*(2), 235-250.

Jabbar, A. A. & Hussein, A. H. (2017). The role of leadership in strategic management. *International Journal of Research – Granthaalayah, 5*(5), 99-106.

Jakubiak, M. & Kondas, M. (2017). Employees' adaptation as a critical element of human resources management -a case study. *Scientific Quarterly-Organization and Management, 4*(40), 27-38.

Javidan, M., Teagarden, M. and Bowen, D. (2010) *Managing Yourself: Making it Overseas*. Harvard Business Review, April 2010. Retrieved from https://hbr.org/2010/04/managing-yourself-making-it-overseas

Jeffers, P. I., Joseph, R. C. (2010). Information Technology Resources and Customer-Service Process Coordination in Third-Party Logistics. *IEEE Transactions on Professional Communication, 53*(1), 69-83.

Jofreh, M., & Masoumi, E. (2013). Diagnosing organizational culture: An empirical investigation. *Management Science Letters, 3*(9), 2461-2466.

Kabir, M. A., & Dey, S. (2015). *Performance Appraisal of Commercial Bank's Executives: A Study of Selected Private Commercial Banks in Bangladesh*. 4th International Conference on Managing Human Resources at the Workplace, December 4-5, 2015.

Kalkschmidt, T. (2013). Organisational Culture in a cross-cultural context. *Journal of Applied Leadership and Management, 2*,40-51

Kaplan, K., Dollar, B., Melian, V., van Durme, Y., & Wong, J. (2016) *Shape culture: Drive strategy*, February 2016. Retrieved from https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2016/impact-of-culture-on-business-strategy.html (15 September 2020)

Katzenbach, J. R., & Smith, D. K. (2015). *The wisdom of teams: Creating the high-performance organization*. Harvard Business Review Press. ISBN: 9781633691063.

Kondrla, P. (2015) *Lotze – The Founder of the Philosophy of Values*. 2nd International Multidisciplinary Scientific Conference on Social Sciences and Arts SGEM2015, Aug

26-Sept 01. Book 3, Vol. 1, 615 - 622 pp. Retrieved from

https://sgemsocial.org/ssgemlib/spip.php?article1834

Kosfeld, M., Neckermann, S., & Yang, X. (2014). *Knowing that you matter, matters! The interplay of meaning, monetary incentives, and worker recognition*. ZEW Discussion Papers 14-097, ZEW - Leibniz Centre for European Economic Research.

Kuhil, A. M., & Michael, T. W. (2019) Employee Performance Management System Practices and Challenges: A Case of Commercial Bank of Ethiopia. *Arabian Journal of Business and Management Review, 8*(5), 1-7.

Kunene, N. (2019). *Attracting and retaining academic research staff: a case study of an institution of higher learning* (Doctoral dissertation, University of KwaZulu-Natal) retrieved from https://ukzn-dspace.ukzn.ac.za/bitstream/handle/10413/17782/Kunene_Nonhlanhla_2019.pdf?sequence=1&isAllowed=y

Kyeremeh, E.A. & Pepra-Mensah, J. (2018). Organisational culture: A catalyst for employee engagement in the Ghanaian public sector. *Global Journal of Human Resource Management, 6*(3), 11-28.

Lagorio-Chafkin, C. (2019). A company she'd want to work for. *Inc. 41*(3), 68-74.

Lamy, P. (2017) *Interview: Africa is too important to be left out, says Pascal Lamy*. Retrieved from https://africanbusinessmagazine.com/uncategorised/interview-africa-important-left-says-pascal-lamy/

Latta, M., Burns, D. J., McCall, M., Anitsal, I., & Anitsal, M. M. (2020) PANEL: *Are Students Our Customers? Perils and Pitfalls of Students as Customers*. Association of Marketing Theory and Practice Proceedings. Retrieved from https://digitalcommons.georgiasouthern.edu/amtp-proceedings_2020/25/

Le Oo, W. (2019). *Customer Perceived Value and Customer Loyalty Towards MPT Mobile Service* (Doctoral dissertation, Yangon University of Economics). Retrieved from https://ecor.yueco.edu.mm/records/2854#/.XuZdCEUzaM9

Ledimo, O. (2015). Diversity Management: An organizational culture audit to determine individual differences. *The Journal of applied business research, 31*(5), 1733-1746.

Lee, C.-C., Lee, C.-C., & Lien, D. (2020). Income inequality, globalization, and country risk: a cross-country analysis. *Technological and Economic Development of Economy, 26*(2), 379-404.

Lefton, C. (2012). Strengthening the workforce through meaningful recognition. *Nursing Economics, 30*(6), 331.

Lekka (2011). C. (2011). *High reliability organisations. A review of the literature.* Derbyshire: UK. Health and Safety Executive.

Lim, C. T., Tadmor, A., Fujisawa, D., MacDonald, J. J., Gallagher, E. R., Eusebio, J., … Park, E. R. (2017). Qualitative Research in Palliative Care: Applications to Clinical Trials Work. *Journal of Palliative Medicine, 20*(8), 857-861.

Littlejohn, S. W., & Foss, K. A. (2010). *Theories of human communication*. (10th Ed.) Waveland Press. ISBN: 9781577667063.

Luenendonk, H. (2016) *Empowering Proactive Employees*. Retrieved from https://www.cleverism.com/empowering-proactive-employees/

Luthra, A & Dahiya, R. (2015). Effective leadership is all about communicating effectively: Connective leadership and communication. *International Journal of Management & Business Studies, 5*(3), 43-48.

Mabaso, C.M. (2012). *The effectiveness of an induction programme for newly appointed staff at coastal KZN FET college*. (Masters Thesis, Durban University of Technology). Retrieved from http://openscholar.dut.ac.za/bitstream/10321/773/1/Mabaso_2012.pdf

Mahdi, H.A.A., Abbas, M & Taher Ilyas Mazar, T.I. (2015). A Comparative Analysis of
Strategies and Business Models of Nike, Inc. and Adidas Group with special reference
to Competitive Advantage in the context of a Dynamic and Competitive Environment.
*International Journal of Business Management and Economic Research, 6*(3),167-177.

Makarova, E. A., Makarova, E. L., & Korsakova, T. V. (2019). The Role of Globalization
and Integration in Interdisciplinary Research, Culture and Education Development.
*Journal of History, Culture & Art Research / Tarih Kültür ve Sanat Arastirmalari
Dergisi, 8*(1), 111–127.

Makhlouk, H & Shevchuk, O. (2008). *The importance and the influence of the corporate
culture in a merger and acquisition context*. (Thesis, University of Kalmar, Baltic
business school). Retrieved from http://www.diva-
portal.org/smash/get/diva2%3A1212/FULLTEXT01.pdf

Malterud, K. (2001). Qualitative research: standards, challenges, and guidelines. *The Lancet*,
*358*(9280), 483-488.

Martins, E., & Martins, N. (2002). An organisational culture model to promote creativity and
innovation. S.A. *Journal of Industrial Psychology, 28*(4), 58-65.

McMillan, M., Rodrik, D. & Verduzco-Gallo, I. (2014). Globalization, Structural Change,
and Productivity Growth, with an Update on Africa. *World Development, 63*, 11–32

McMurray, A. J., Pirola-Merlo, A., Sarros, J. C., & Islam, M. M. (2012). The impact of
leadership on workgroup climate and performance in a non-profit organisation.
*Leadership & Organization Development Journal, 33*(6), 522-549.

Meagher, K. (2016) The scramble for Africans: demography, globalisation and Africa's
informal labour markets. The Journal of Development Studies, 52 (4). pp. 483-497.
ISSN 0022-0388 DOI: 10.1080/00220388.2015.1126253

Merugu, P., & Mohan, V. K. (2020). Customer Satisfaction Towards Online Shopping with Reference to Jalandhar City. *International Journal of Management, 11*(2), 36-47.

Meyer, I., & Nujjoo, A. (2012). The relative importance of different types of rewards for employee motivation and commitment in South Africa. *SA Journal of Human Resource Management, 10*(2), 1-10.

Miftari, V. (2018). Transformational Leadership Communication in Developing Countries' Business Environment. *Journal of History Culture and Art Research, 7*(2), 259-264.

Mikail, K. I. and Abdullah, A. I. L (2017). *The Impact of Globalization on African Culture and Politics*. Journal of International Studies Vol. 13, 1-14 (2017)

Moela, J. S. (2016). *Investigating the relationship between organisational culture and employee engagement in a public service department*. (Master Thesis, University of South Africa) Retrieved from http://uir.unisa.ac.za/bitstream/handle/10500/23242/dissertation_moela-js.pdf?sequence=1&isAllowed=y

Mohelska, H., & Sokolova, M. (2015) Organisational Culture and Leadership – Joint Vessels? *Procedia - Social and Behavioral Sciences, 171*, 1011-1016.

Mone, E. M., & London, M. (2018). *Employee engagement through effective performance management: A practical guide for managers* (2nd ed.). Routledge/Taylor & Francis Group.

Morino, M. (2011). Leap of reason: Managing to outcomes in an era of scarcity. *Innovations: Technology, Governance, Globalization, 6*(3), 167-177.

Mousa, A. (2017). *Nurse staffing, patient falls and medication errors in Western Australian hospitals: Is there a relationship?* (Doctoral dissertation, Edith Cowan University). Retrieved from https://ro.ecu.edu.au/theses/1998/

Mugunzva, F. I. (2016) *Exploring operational level employees' contribution towards corporate entrepreneurship within a long-term insurance company based in Johannesburg* (Doctoral dissertation, University of Pretoria) Retrieved from https://repository.up.ac.za/bitstream/handle/2263/60492/Edoo_Corporate_2016.pdf?sequence=1&isAllowed=y

Munyalo, A. S. (2019). *Influence Of Human Factors On Performance Of Selected Medical Laboratory Projects Managed By Centre For Disease Control In Central Kenya* (Doctoral dissertation, University of Nairobi) Retrieved from http://erepository.uonbi.ac.ke/bitstream/handle/11295/109337/Munyalo_Influence%20Of%20Human%20Factors%20On%20Performance%20Of%20Selected%20Medical%20Laboratory%20Projects%20Managed%20By%20Centre%20For%20Disease%20Control%20In%20Central%20Kenya.pdf?sequence=1&isAllowed=y

Muscalu, E. (2014). Organizational culture in the age of globalization. *Buletin Stiintific, 19*(2) 120-125.

Musti, B. M. (2018). Impact of Globalisation on Employment in Nigeria. *International Economic Journal, 32*(1), 43–52.

Mzangwa, S. T. (2019) Transformation as part of evolving organisational culture in the South African higher education institutions. *Cogent Social Sciences, 5*(1), 1-13.

Naor, M., Linderman, K., & Schroeder, R. (2010). The globalization of operations in Eastern and Western countries: Unpacking the relationship between national and organizational culture and its impact on manufacturing performance. *Journal of operations management, 28*(3), 194-205.

Nathaus, K., & Childress, C. C. (2013). The Production of Culture Perspective in Historical Research. Integrating the Production, Meaning and Reception of Symbolic Objects. *Zeithistorische Forschungen–Studies in Contemporary History*, *10*(1), 89-100.

Nazarian, A., Atkinson, P. & Fouroudi, P. (2017). Influence of national culture and balanced organizational culture on the hotel's industry's performance. *International Journal of Hospitality Management 63*,22-32

Nerlich, B. (2004). *Coming full (hermeneutic) circle*. In Z. Todd, B. Nerlich, McKeown, & D. D. Clarke (Eds.) Mixing methods in psychology: the integration of qualitative and quantitative methods in theory and practice. Hove: Psychology Press.

Neuman, W. L. (1997). *Social Research Methods: Qualitative and Quantitative Approaches*. Boston, MA: Allyn & Bacon. Retrieved from http://letrunghieutvu.yolasite.com/resources/w-lawrence-neuman-social-research-methods_-qualitative-and-quantitative-approaches-pearson-education-limited-2013.pdf

Newkirk, P. (2019) Diversity has become a booming business. So where are the results? *TIME Magazine, 194*(16/17), 38-39.

Nguyen, H. N., & Mohamed, S. (2011). Leadership behaviors, organizational culture and knowledge management practices. *Journal of Management Development, 30*(2), 206-221.

Nieuwenhuis, J. (2007). *Qualitative research designs and data gathering techniques*. In Maree, K., ed. First steps in research. Pretoria: Van Schaik. p. 69-97.

Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research. *Evidence-based nursing*, *18*(2), 34-35.

Nwabueze, U., & Mileski, J. (2018). Achieving competitive advantage through effective communication in a global environment. *Journal of International Studies, 11*(1), 50-66.

Nwagbara, U. (2012) Leading A Postmodern African Organisation: Towards A Model of Prospective Commitment. *Journal of Pan African Studies, 4*(9), 67-84.

Odetunde, O. J., & Ufodiama, N. N. (2017) Transformational leadership and organisational culture as predictors of employee creativity and innovation in the Nigerian oil and gas service industry. *IFE PsychologIA, 25*(2), 325-349.

Okwurume, C. N., & Onuoha, B. C. (2020). Cultural Diversity Management Strategies and Organizational Performance of Multinational Companies in Nigeria. *International Academy Journal of Business Administration Annals, 6*(1), 25-42.

Oppong, A., & Agyin-Birikorang, E. (2014). Communication in the workplace: guidelines for improving effectiveness. *Global Institute for Research and Education, 3*(5), 208-213

Oriade, A., Osinaike, A., Aduhene, K., & Wang, Y. (2021). Sustainability awareness, management practices and organisational culture in hotels: Evidence from developing countries. *International Journal of Hospitality Management*, *92*, 102699.

Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology, 16*(1), 50-67.

Ostroff, C., Kinicki, A. J., & Muhammad, R. S. (2013). *Organizational culture and climate*. In N. W. Schmitt, S. Highhouse, & I. B. Weiner (Eds.), Handbook of psychology: Industrial and organizational psychology (p. 643–676). John Wiley & Sons Inc.

Palovaara, K. (2017). *The Impact of Globalisation on Organisational Culture*. (BBA Thesis, University of Wolverhampton) Retrieved from https://pdfs.semanticscholar.org/4a2a/f0e0e7920bbc2eff4590b63b1f4011222125.pdf?_ga=2.62789996.1172698468.1590394499-1632456056.1588620364 (15 September 2020)

Parmelli, E., Flodgren, G., Schaafsma, M. E., Baillie, N., Beyer, F. R., & Eccles, M. P. (2011). The effectiveness of strategies to change organisational culture to improve healthcare performance. *Implementation Science, 6*, 33.

Parnell J.A. (2014). *Strategic Management. Theory and Practice.* SAGE Publications, Inc. ISBN: 9781452234984

Parry, E., & Urwin, P. (2011). Generational differences in work values: A review of theory and evidence. *International journal of management reviews, 13*(1), 79-96.

Pathiranage, J. (2019). Organizational culture and business performance: an empirical study. *International Journal of Economics and Management*, *24*(2), 264-278

Pellet, L. (2016). *Organizational Values. The Society for Human Resource Management*. 23 February 2016. Excerpted from Lizz Pellet, The Cultural Fit Factor: Creating an Employment Brand That Attracts, Retains, and Repels the Right Employees (SHRM, 2009). Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/organizational-values.aspx

Petrus, R (2017). *Positive psychological resources and stressors of nurses working in a national health insurance (NHI) pilot site* (Doctoral dissertation, UKZN). Retrieved from

https://researchspace.ukzn.ac.za/bitstream/handle/10413/14963/Petrus_Ruwayda_Chantelle_2017.pdf?sequence=1&isAllowed=y

Pichler, S. (2020). *Managing Diversity and Inclusion Through Managerial Interpersonal Skills (MIPS). Pushing our Understanding of Diversity in Organizations*, In Pushing our understanding of Diversity in Organisations. Eds King, Robertson & Herbl, pp 183.

Pikirayi, I. (2017). Trade, Globalisation and the Archaic State in Southern Africa. *Journal of Southern African Studies, 43*(5), 879-893

Pinho, J. C., Rodrigues, A. P., & Dibb, S. (2014). The role of corporate culture, market orientation and organisational commitment in organisational performance. *Journal of Management Development, 33*(4), 374-398

Potrafke, N. (2014). *The Evidence on Globalization*. CESifo Working Paper, No. 4708, Center for Economic Studies and Ifo Institute (CESifo), Munich. Retrieved from https://www.econstor.eu/bitstream/10419/96829/1/cesifo_wp4708.pdf

Radhika, K., & Kalyani, V. (2017). Operational Analysis of Selected Public Sector Banks-A Study. Splint International *Journal of Professionals, 4*(5), 7-15.

Radovic Markovic, M. (2012). *Impact of globalization on organizational culture, behaviour and gender role*. Information Age Publishing. ISBN-13: 978-1617356957.

Rahman, M. S. (2017). The Advantages and Disadvantages of Using Qualitative and Quantitative Approaches and Methods in Language "Testing and Assessment" Research: A Literature Review. *Journal of Education and Learning, 6*(1), 102-112.

Ramarumo, R., & Kokt, D. (2014). Impact of organisational culture on job stress and burnout in graded accommodation establishments in the Free State province, South Africa. *International Journal of Contemporary Hospitality Management, 27*(6), 1198-1213.

Ratnatunga, J., Gray, N., & Balachandran, K. R. (2004). CEVITA: The valuation and reporting of strategic capabilities. *Management Accounting Research, 15*(1), 77-105.

Reddy, M. & Scheepers, C. (2019). Influence of Organisational Culture On Strategy Execution In A South African Organisation. *The Journal of Applied Business Research. 35*(4), 109-128.

Remes, E.F. & Lucian, I. F. (2018). The relationship between culture and strategy- a managerial perspective approach. *Studia Universitatis Economic Series, 28*(3), 76-85.

Rich, B. L., Lepine, J. A. and Crawford, E. R. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal, 53*(3), 617-635.

Robbins, M. J. (2014) *The Most Powerful Mouse in the World: The Globalization of the Disney Brand* (Honours Thesis, University of Tennessee) Retrieved from https://trace.tennessee.edu/utk_chanhonoproj/1651/

Robinson, L., Segal, J., & Smith, M. (2018). *Effective communication: Improving communication skills in your work and personal relationships*. Retrieved from https://pdresources.wordpress.com/2015/09/18/improving-communication-skills-in-your-work-and-personal-relationships/

Russel, T.W. (2019). *How to Create a Culture of Collaboration in the Workplace*. Retrieved from https://www.greatplacetowork.com/resources/blog/how-to-create-a-culture-of-collaboration-in-the-workplace

Saad, G. B & Abbas, M. (2018). The impact of organizational culture on job performance: a study of Saudi Arabian public sector work culture. *Problems and Perspectives in Management, 16*(3), 207-218.

Saghafian, M., O'Neill, D. K. (2018). A phenomenological study of teamwork in online and face-to-face student teams. *Higher Education, 75*(1), 57-73.

Saraç, Ş., & Yağlıkara, A. (2019). The Impact of Globalization and Financial Development on Environment within the Context of STIRPAT Model: The Case of Turkey. *Anadolu University Journal of Social Sciences, 19*(1), 55–64.

Schein (2017). *Organizational culture and leadership*. (5th ed). San Francisco: Jossey-Bass.

Schein, E. H. (1992). *Organizational culture and leadership* (2nd ed). San Francisco: Jossey-Bass.

Schein, E. H. (1995). *Organizational and Managerial Culture as a Facilitator or Inhibitor of Organizational Transformation*. Paper presented to the Inaugural Assembly of Chief Executives and Employers in Singapore. Retrieved from https://dspace.mit.edu/bitstream/handle/1721.1/2581/SWP-383133296477.pdf?sequence=1

Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed) Bloomsbury Business Library-Management Library. San Fransico, CA: Jossey-Bass, A Wiley Imprint. ISBN: 9780470190609.

Schein, E. M. (1999). *The corporate culture survival guide sense and nonsense about culture change*. Jossey-Bass A Wiley Company. Retrieved from http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.465.7545&rep=rep1&type=pdf

Schein, E. M. (2004). *Organizational culture and leadership* (3rd ed.). Jossy-Bass. Retrieved from https://agustinazubair.files.wordpress.com/2013/04/13-organizational_culture_and_leadership_3rd_edition-p-4581.pdf

Schreuder, D., & Coetzee, M. (2011). Careers An Organisational Perspectice. Juta and Company Ltd.

Sharma, A., Panicker, A., & Goswami, S. (2020). Managing Workplace Diversity through Motivation and Leadership. *Paideuma Journal, 8*(3), 85-91.

Sharma, G., & Good, D. (2013). The work of middle managers: Sensemaking and sensegiving for creating positive social change. *The Journal of Applied Behavioral Science, 49*(1), 95-122.

Sharma, S. (2010). *Qualitative methods in statistics education research: Methodological problems and possible solutions*. International Association of Statistical Education, ICOTS8. Retrieved from https://iase-web.org/documents/papers/icots8/ICOTS8_8F3_SHARMA.pdf?1402524971

Shaw C. *Successful Globalization: If McDonalds Can Do It, Any Company Can!* 09 April 2014. Retrieved from https://beyondphilosophy.com/successful-globalization-mcdonalds-can-company-can/ (15 September 2020)

Shin, J., Taylor, M. S., & Seo, M. (2012). Resources for Change: The Relationships of Organisational Inducements and Psychological Resilience to Employees' Attitudes and Behaviors toward Organisational Change. *Academy of Management Journal, 55*(3), 727-748.

Silverman, D. (2011). *Interpreting qualitative data: A Guide to the Principles of Qualitative Research*. London, SAGE. Retrieved from http://blogs.ubc.ca/outofplace/files/2013/09/Silverman-2011-Ch-3.pdf

Skeepers, N. C., & Mbohwa, C. (2015). A Study on the Leadership Behaviour, Safety Leadership and Safety Performance in the Construction Industry in South Africa. *Procedia Manufacturing, 4*, 11-16.

Smit, P. J., Cronje, G. D., Brevis, T., & Vrba, M. J. (Eds.). (2011). *Management principles: A contemporary edition for Africa*. Juta and Company Ltd.

Steinwart, M. C & Ziegler, J. A. (2014). Remembering Apple CEO Steve Jobs as a "Transformational Leader": Implications for Pedagogy. *Journal of Leadership Education, 13*(2), 52-66.

Stokes, A. (2010). Globalisation and Economic Development - Africa and Asia. *Ecodate, 24*(2), 2.

Sudhakar, R., Basariya, S. R. (2018) Theoretical Framework On The Effectiveness Of Training & Development - Review Of Literature. *International Journal of Mechanical Engineering and Technology, 9*(7), 932–943.

Sun, S., & Xu, Z. (2012). Cultural Values and Their Challenges for Enterprises. *International Journal of Business Administration, 3*(2), 68-73.

Tedla, T.B. (2016). *The Impact of Organizational Culture on Corporate Performance*. (PhD Thesis, Walden University). Retrieved from https://scholarworks.waldenu.edu/dissertations/2509

Thomas, J., & Harden, A. (2008). Methods for the thematic synthesis of qualitative research in systematic reviews. *BMC medical research methodology*, 8, 45. https://doi.org/10.1186/1471-2288-8-45

Tracy, S.J. (2013). *Qualitative research methods, collecting evidence, crafting analysis, communicating impact*. Wiley Blackwell. ISBN-13: 978-1405192026.

Tran, Q. H. (2020). Organisational culture, leadership behaviour and job satisfaction in the Vietnam context. International Journal of Organizational Analysis.

Tran, Q.H.N. (2021), "Organisational culture, leadership behaviour and job satisfaction in the Vietnam context", International Journal of Organizational Analysis, Vol. 29 No. 1, pp. 136-154. https://doi.org/10.1108/IJOA-10-2019-1919

Uddin, J., Luva, R & Saad Md, M. H. (2012). Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. *International Journal of Business and Management, 8*(2), 63-77.

Van Dyk, J., Coetzee, M., & Takawira, N. (2013). Satisfaction with retention factors as predictors of the job embeddedness of medical and information technology services staff. *Southern African Business Review, 17*(1), 57-75.

Vargas-Hernández, J. G. (2017). Organizational Development action: Induction program. *Ecoforum, 5*(2), 109-118.

Visagie, J. C., & Linde, H. (2010). *Evolving role and nature of workplace leaders and diversity: A theoretical and empirical approach*. Managing Global Transitions, 8(4), 381.

Von Bergen, C. W. & Collier, G. (2013) Tolerance as civility in contemporary workplace diversity initiatives. *Administrative Issues Journal: Education, Practice & Research,* 3(1), 86-97.

Waluyo, D. B. (2018) *Globalisation and Deglobalisation: The Indonesian Perspective*. BIS
Paper No. 100k. Retrieved from https://ssrn.com/abstract=3332008

Wankhade, P., & Brinkman, J. (2014). The negative consequences of culture change
management: Evidence from a UK NHS ambulance service. *International Journal of
Public Sector Management, 27*(1), 2-25.

Wanyoike, C. K. (2019). *Factors Affecting Organizational Citizenship Behavior and Trust
Disclosure in Telecommunications Companies in Kenya: A Case Study of Safaricom
Plc* (Doctoral dissertation, United States International University-Africa). Retrieved
from
http://erepo.usiu.ac.ke/bitstream/handle/11732/5177/CYRUS%20KAMAU%20WANY
OIKE%20MBA%202019.pdf?sequence=1&isAllowed=y

Warrick, D. D. (2014) What leaders can learn about teamwork and developing high
performance teams from organization development practitioners. *OD Practitioner,
46*(3), 68-75.

Wen, L., & Oljaca, M. (2020) The Influence of Inclusion in the Relationship between
Workplace Diversity and Organizational Citizenship Behavior. *International Journal of
Business Management and Technology, 4*(2), 16-27.

Wenjing, W., Rongcheng, W., Ayenagbo, K., Nguhi, S., Kimatu, J.M & Patrick, J.M. (2012).
The impact of globalization on African countries economic development. *African
Journal of Business Management. 6* (44), 11057-11076.

Wilderom, C. P., van den Berg, P. T., & Wiersma, U. J. (2012). A longitudinal study of the
effects of charismatic leadership and organizational culture on objective and perceived
corporate performance. *The leadership quarterly, 23*(5), 835-848.

Winkler, M.K. & Fyffe,S.D (2016). *Strategies for Cultivating an Organizational Learning
Culture*. Metropolitan Housing and communities policy center. Retrieved from

https://www.urban.org/sites/default/files/publication/86191/strategies_for_cultivating_an_organizational_learning_culture_2.pdf

World Economic Forum. (2014). The Global Enabling Trade Report 2014. Eds Drzeniek Hanouz M, Geiger T, Doherty S. Retrieved from http://www3.weforum.org/docs/WEF_GlobalEnablingTrade_Report_2014.pdf

Yann, M. Y., Cheng, L. T, & Ramayah, T. (2017). *Connect the Silos: Knowledge Management, Absorptive Capacity, Leadership Styles, Organisational Cultures*. Proceedings of the International Conference on Intellectual Capital, Knowledge Management & Organizational Learning. p310-315.

Yesil, S., & Kaya, A. (2013). The effect of organizational culture on firm financial performance: Evidence from a developing country. *Procedia-Social and Behavioral Sciences, 81*, 428-437.

Yu, H. H. (2013). Decoding Leadership: How Steve Jobs Transformed Apple to Spearhead a Technological Informal Economy. *Journal of Business & Management, 19*(1).

Zambas, J. (2019). *The Importance of Effective Communication in the Workplace*. Retrieved from https://www.careeraddict.com/the-importance-of-effective-communication-in-the-workplace

Zbirenko, A. & Andersson, J. (2014). *Effect of organizational structure, leadership and communication on efficiency and productivity - A qualitative study of a public health-care organization*. (Thesis, Umeå School of Business and Economics) Retrieved from https://pdfs.semanticscholar.org/f710/a7baf83ac0948c4c51264967822543b97f23.pdf?_ga=2.5903860.675182016.1592142676-1632456056.1588620364

Zhang, S. B & Liu, A. M. M. (2006) Organisational culture profiles of construction enterprises in China. *Construction Management and Economics, 24*(8), 817–828.

Zwack, M., Kraiczy, N. D., von Schlippe, A., & Hack, A. (2016). Storytelling and cultural family value transmission: Value perception of stories in family firms. *Management Learning*, *47*(5), 590-614.

# Appendices

**Appendix 1: Research Project Proposal**



UNIVERSITY OF KWAZULU-NATAL

ETHICAL CLEARANCE APPLICATION FORM: March 2014

(HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE)

PLEASE NOTE THAT THE FORM MUST BE COMPLETED IN TYPED SCRIPT.

HANDWRITTEN APPLICATIONS WILL NOT BE CONSIDERED

0716165930

## SECTION 1: PERSONAL DETAILS

1.1     Surname of Applicant:               _Ramiah_____

1.2     First names of applicant:          _Subashnee_____

1.3     Title (Ms/ Mr/ Mrs/ Dr/ Professor etc):  _Miss_____

1.4      Applicant's gender           :  _Female_____

1.5     Applicant's Race (African/

        Coloured/Indian/White/Other)       :  __Indian_____

1.6     Student Number      (where applicable)   :  214 584 580_____

        Staff Number (where applicable)     :  _____

1.7     School               :  _____

1.8     College              :  _____

1.9     Campus              :_____

1.10    Existing Qualifications           :  _Mcom Human Resources _____

1.11    Proposed Qualification for Project  :  _PHD Industrial Psychology _____

(In the case of research for degree purposes)

2.      **Contact Details**

Tel. No.                                    :    _012 37 44960

Cell. No.                                   :    _071 897 1339

e-mail                                      :     subashneer26@gmail.com

Postal address (in the case of Students and external applicants)      :

159 13th Avenune, Laudium, 0037

3.      **SUPERVISOR/ PROJECT LEADER DETAILS**

| NAME | TELEPHONE NO. | EMAIL | SCHOOL/INS TITUTION | QUALIFICA TIONS |
|---|---|---|---|---|
| 3.1  Prof Joey Buidentendach | 031 260 2407 | buitendach@ukzn.co.za | SNHS | PHD |
| 3.2  Prof Anna Meyer Weitz | 031 260 7645 | meyerweitza@ukzn.ac.za | SNHS | PHD |

**SECTION  2:  PROJECT DESCRIPTION**

**Please do *not* provide your full research proposal here: what is required is a short project description of not more than two pages that gives, under the following headings, a brief overview spelling out the background to the study, the key questions to be addressed, the participants (or subjects) and research site, including a full description of the sample, and the research approach/ methods**

## 2.1 Project title

Determining the dimensions that contribute towards organisational culture: A comparative analysis between SA and other African countries will be done.

## 2.2 Location of the study (where will the study be conducted)

**South Africa and other African countries (Kenya, Zambia, Zimbabwe, Nigeria, Lesotho, Lebanon, Congo, Algeria, Ethiopia etc.)**

## 2.3 Objectives of and need for the study

(Set out the major objectives and the theoretical approach of the research, indicating briefly, why you believe the study is needed.)

Bellot (2011) stated that organisational culture was the subject of multidisciplinary research since the early 20th century, although in the context of organisation and management in developed countries, especially in terms of business performance, this concept became dominant in the 1980s.

Organisational culture has also been considered a form of organisational capital (Barney, 1985; Camerere & Vepsalainen, 1998). Mishra (1995) stated that an organisational culture has the potential to enhance organisational performance, individual satisfaction, the sense of certainty about how problems are handled and other aspects of work life

Today corporate culture might be the "ultimate strategic asset" for many companies, especially in the advanced nations (Flamholtz & Randle, 2012). Hence, like other forms of intellectual

capital, the culture can be seen as a critical component of a successful business model (Ratnatunga, Gray & Balachandran, 2004).

"A common characteristics of the most definitions of organisational culture is an explicit focus on experiences, thoughts and opinions *that are shared* by several people *in a certain social context*" (Jacobsen & Thorsvik, 2008). It is also important to know that there is no such thing as a cultureless organisation. "Just as an individual must have a personality, a company must have a culture, even though it appears not to exist. A company that appears cultureless is actually a company with a 'weak' or ill-defined culture" (Flamholtz & Randle,2012)

Harris (2000), stated that organisational culture could contribute to higher performance in several ways, for example, greater motivation, more positive views of the organisation and higher staff retention, which could lead to employees experiencing lower stress levels. He further elaborates that organisational culture could be associated with greater job satisfaction if there is enough support for work-related problems, a positive view of leadership and a sense of participation in the organisation, thus diminishing the likelihood of employees developing job stress and burnout.

Barney (1991) indicated that as globalisation intensified competition it soon became clear that these elements no longer suffice in the struggle to achieve business success and therefore scientists are increasingly turning to inner, "soft" organisation elements. These elements are always associated with people in a particular organisation because only human resources are resources that are not only valuable but also rare, hardly replaceable and difficult to copy by potential competitors.

Rentfrow (2007) stated that with so many organisations operating in a multinational environment today, it is easy to assume that the increasing connection among countries and the globalisation of corporations would result in cultural differences disappearing or diminishing. Yet on the contrary, as economic borders come down, cultural barriers often go up, thus present new challenges and opportunities in business.

Gupta (2004) mentioned that as the increasing connection among countries and the globalisation of corporations, have not resulted in cultural differences disappearing. Cultural barriers often go up, presenting organisations with new challenges.

The importance of understanding the cultural background in Sub-Sharan African was highlighted as essential in order to comprehend stakeholder behaviour and attitudes. This will allow one to prevail over cultural barriers, improve attitudes, qualifications and performance levels of their activities to boost the competitive advantage of a company (Pierre & Matando, 2012.)

A study done by Muzondo and Okemwa in 2015 revealed that a well-defined system of knowledge production with a strong demand for material produced by AISA (African Institute of South Africa) was evident; however, it faced different challenges with the main one being organisational culture and this negatively shaped how organisation members feel, think and behave.  Organisational culture affects an organisational in the way it accepts and fosters knowledge production and knowledge management initiatives.

Javidan (2004) indicated that increased globalisation has created many challenges, including the need to design effective multinational organisations, to identify and select appropriate leaders for these entities and to manage organisations with culturally diverse employees.

Studies have indicated that there is a broad comparison between Chinese and African cross-cultural values. Differences and similarities were investigated between Chinese and Africa cultural backgrounds. None yet as intensive within South Africa and Other African countries

As an example it was stated by Paul Etchells, president of Coca-Cola China: "The most important thing is that you actually like being here and like working with the Chinese and that you are able to make the cultural adjustments necessary. If you are having trouble dealing with China and with the Chinese, then your business is unlikely to be successful "(Fernandez and Underwood. 2006, 10).

Evidence indicates progressive growth in the African countries, and hence the importance of understanding some of the African organisational cultures are important.

- As per the "Into Africa report done by PWC in 2015 ", Africa is at an exceptional historical crossroad. It is capable of continuing on a course of economic expansion not often seen in human history. But it is an extremely unusual opportunity, and it will probably not come around again. These momentous periods of major economic change – and especially of economic progress – rarely do.
- Africa should therefore take advantage of its current prospects while it can, and extend the good fortune for as long as it can, for all its citizens. If there was ever a moment for an entire continent to seize the day, this is it.

- The growing and universally recognised importance of Africa in the global economy, and the massive increase of interest in the continent

Schein's theoretical model will be used in this study.

Since Schein (1992) published the book *Organisational Culture and Leadership*, more researchers have recognised culture as a multidimensional and multilevel concept. Schein describes three levels of culture

- The first level consists of visible organisational structures and actions, such as dress code, facilities and procedures. This level of culture can be easily observed.

- The second level consists of espoused values manifested in the public images of organisations, such as strategies, goals, and philosophies. While not as visible as the artefacts present in the first level, these values can be ascertained by norms, the way things are done in the organisation.

- The third level consists of basic assumptions or unconscious beliefs, perceptions, thoughts, and feelings.

These determine both behaviour norms (the way people should behave) and organisational values (the things that are highly valued).

Below a graphical representation of Schein proposed organisational culture in **Figure 1**:
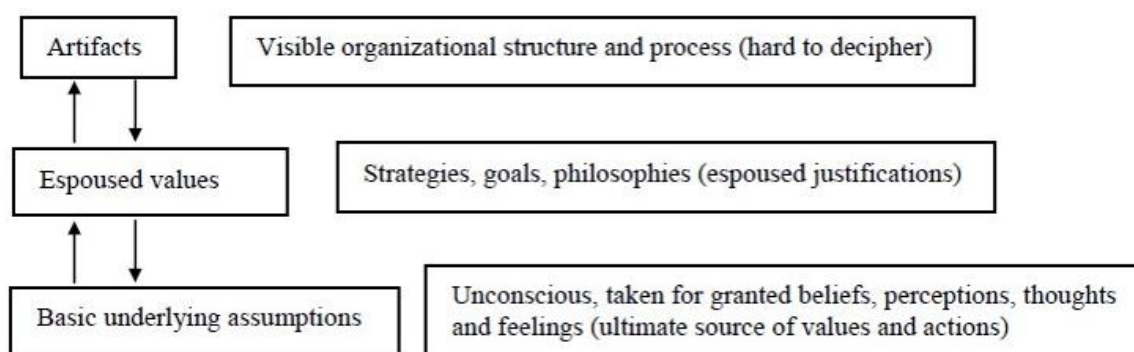
**Figure 1. Structural model of culture indicating different levels of culture (Schein, 1992:17).**

Schein (1995) defines organisational culture as learned responses where "basic assumptions and beliefs that are shared by members of an organisation… define in a basic "taken-for-granted" fashion an organisation's view of itself and its environment".

A mixed-method used for this study. The mixed-method design to be employed is an embedded approach with an experimental design. A Mixed-method, as stated by McMillan and Schumacher (2006) is a design procedure for collecting and analysing data mixing both qualitative and quantitative research methods in a single study to understand a research problem. The quantitative method was experimental. A Quasi-Experimental design; nonequivalent pretest-posttest control group design will be used. Quasi-experimental designs, like true experimental designs, involve the manipulation of the independent variables, but not the random assignment of participants to conditions (McMillan & Schumacher, 2006).

This study will be made up of 2 phases. The first phase will be a quantitative phase, and the second a qualitative phase.

Sequential mixed designs are used in studies in which one phase occurs after the other phase (i.e. Qual – Quan or Quan – Qual). The findings from the first phase lead to the development of the second phase. The researcher drew final conclusions based on the data from both phases. Research questions and data collection and analysis for the second phase evolve from the first phase. The second phase of the study is carried out to further explain or confirm the findings from the first phase ( Tashakkori & Teddlie, 2003)

**Objectives of the Quantitative phase:**

- To determine the different dimensions and subscales that contribute to organisational culture

- To determine the different dimensions and subscales that contribute to an organisational culture in South Africa and other African countries

- To compare the different dimensions and subscales that contributed to organisational culture in other South Africa and other African countries

- To determine the different dimensions across different sectors that contribute to organisational culture

**Objectives of the Qualitative phase**

Once the elements from the quantitative survey have been obtained to understand the various factors that contribute to organisational culture, this data will then be used in the qualitative phase

- What is the different dimensions and subscales that contribute to organisational culture?

- What is the different dimensions and subscales that contribute to an organisational culture in South Africa and other African countries?

- To compare the different dimensions and subscales that contributed to organisational culture in other South Africa and other African countries

- What are the different dimensions across different sectors that contribute to organisational culture?

## 2.5 Research approach/methods

(This section should explain how you will go about answering the critical questions which you have identified under 2.4 above. Set out the approach within which you will work, and indicate in step-by-step point form the methods you will use in this research in order to answer the critical questions – including sample description, sampling strategies, data collection methods, and data reduction strategies.

a. Study Design

The study design will be using a mixed-method approach. This will comprise of a qualitative and quantitative process.

The mixed-methods approach can be considered established as a formal discipline around 2000. This third movement is characterised by a practical/pragmatic attitude in that the research questions in empirical studies are given high priority, not the philosophy of science. Qualitative and quantitative methods are used in combination for answering such questions. Mixed methods were used in both basic and applied research, especially in the applied field of evaluation research. The patterns of strengths and weaknesses of the qualitative approach are different from that of the quantitative approach (Polit & Beck, 2004).

TABLE 1: DESIGNS FOR MIXED METHODS RESEARCH

| Component Designs | Integrated Designs |
|---|---|
| **Triangulation** | **Iterative** |
| Different methods are used to assess the same phenomenon toward convergence and increased validity. | Dynamic and ongoing interplay over time between the different methodologies associated with different paradigms. Spiral type design. |
| **Complementary** | **Embedded/nested** |
| One dominant method type is enhanced or clarified by results from another method type. | One methodology located within another, interlocking inquiry characteristics in a framework of creative tension. |
| **Expansion** | **Holistic** |
| Inquiry paradigms frame different methods that are used for distinct inquiry components. The results being presented side-by-side. | Highlight the necessary interdependence of different methodologies for understanding complex phenomena fully. |
| | **Transformative** |
| | Give primacy to the value-based and action-orientated dimensions of different inquiry traditions. Mix the value commitments of different traditions for better representation of multiple interests. |

Source: Caracelli & Greene (1997: 23)

TABLE 2: MAJOR MIXED METHOD DESIGN TYPES

| Design Type | Timing | Mix | Weighting/Notation |
|---|---|---|---|
| Triangulation | Concurrent: quantitative and qualitative at the same time | Merge the data during interpretation or analysis | QUAN + QUAL |
| Embedded | Concurrent and sequential | Embed one type of data within a larger design using the other type of data | QUAN(qual) Or QUAL(quan) |
| Explanatory | Sequential: Quantitative followed by qualitative | Connect the data between the two phases | QUAN → qual |
| Exploratory | Sequential: Qualitative followed by quantitative | Connect the data between the two phases | QUAL → quan |

Source: Adapted from Creswell & Plano Clark (2007: 85)

Figure 1 depicts the overall research design and design subtypes of the research. The sequential mixed model design utilised in this research is adapted from Tashakkori and Teddlies' (2003) typology of multistrand mixed-method research. Figure 2 represents the application of this design to the research described to be used. The mixed model design allows for the research questions for the second strand (phase) of research to emerge from the inferences of the first strand (phase) (Tashakkori & Teddlie 2003:687).

**Phase one: Quantitative analysis**

5    Measuring Instruments

The IPPQ was used to gather data for this research. This is an international instrument which is administered online. The instrument measures the 5 C's that contribute to happiness at work. The 5 C's are contribution, conviction, culture, commitment and confidence. Contribution is made up of achieving goals, raising issues, feeling secure, being listened to and positive feedback. Conviction is made up of feeling motivated, feeling affective, feeling efficient, feeling resilient and positive impact. Culture is the feeling of fit at work which is the love for a job, liking of colleagues, appreciation of organisational values, fairness of culture and control over activities. Commitment is made up of something worthwhile, positive emotions, trust vision of leaders, interest in job and respect for

colleagues. Confidence is made up of getting things done, self-belief, job fit expectations, job fits career plan and recommendation to friends. Trust, recognition and pride received for achievements and achievement of potential is also measured.

b.  Sampling and Sampling method

The following table indicates the nationality that this study will cover:

| Row Labels | Number of Participants |
|---|---|
| Africa | 172 |
| South Africa | 2688 |
| Grand Total | 2860 |

c.  Data Collection Techniques / Methods and Instruments

Data was gathered by the iOpener institute. All data was gathered by voluntary participants using an electronic questionnaire.

Questionnaire had standard questions administered online for each participant.

Questions could be answered at a venue of their choice, hence participants were not supervised whilst they responded to questions.


**Phase 2: Qualitative analysis** :

The interview consisted of several phases (Chell, 2004). First, the purpose of the interview will be explained briefly. Second, participants were assured that their responses would remain both confidential and anonymous and that, if quoted, participants would receive pseudonyms. To ensure descriptive validity, all of the interviews were audio taped, with the permission of the participants. Third, general background questions were asked to clarify the participant's work context.

The researcher will keep an open mind and treated the interview like a conversation (Butterfield et al., 2005; Chell, 2004; Maxwell, 1992), ensuring interpretative validity. Interpretative validity concerns the correct interpretation of what the participant means with his comments (Maxwell, 1992). This means that the respondents must have the freedom to speak in his own knowledge structures (Stenbacka, 2001). Halfway the interviews, another researcher was asked to read the transcripts to check if the interviewer maintained sufficient rigor. This ensured interview fidelity (Butterfield et al., 2005). All interviews were transcribed verbatim. The analysis of the interviews started with classifying comments in categories about autonomy, competence or relatedness.

The researcher can attempt to increase the validity of responses in such a setting (1) by making sure that informants are very clear on the nature of the research eg. why the researcher is there, what he is studying, how he will collect data and what he do with it (2) by first building a trust-relationship with the subjects and staying in that setting for a long period of time (3) by interviewing the same informant on several occasions and making observations more than once and over time (4) by comparing the results obtained with other evidence (5) by confirming findings and analysis with informant (the danger with this technique is that subjects may become sensitised to the researcher's inferences and provide the answer that support the researcher's point) (6) by keeping accurate and detailed fieldnotes to note the variations in^ responses over the course of time (7) by showing fieldnotes to a second outside researcher. Another researcher is often much quicker to see where or how a fieldworker is being misled or coopted.

Thematic analysis is a method that is often used to analyse data in primary qualitative research. For data analysis, thematic analysis method was used to transcribe the data collected from the focus group discussions. Thematic analysis is a method for identifying, analysing and reporting patterns (themes) within data; it minimally organises and describes data set in (rich) detail (Braun & Clarke, 2006).

**Six phases of thematic analysis** (Braun & Clarke, 2006).

This should not be viewed as a linear model, where one cannot proceed to the next phase without completing the prior phase (correctly); rather analysis is a recursive process.

1) coding *with the data*: is common to all forms of qualitative analysis – the researcher must immerse themselves in, and become intimately familiar with, their data; reading and re-reading the data (and listening to audio-recorded data at least once, if relevant) and noting any initial analytic observations.

2) *Coding*: Also a common element of many approaches to qualitative analysis (see Braun & Clarke, 2012a, for thorough comparison), this involves generating pithy labels for important features of the data of relevance to the (broad) research question guiding the analysis. Coding is not simply a method of data reduction, it is also an analytic process, so codes capture both a semantic and conceptual reading of the data. The researcher codes every data item and ends this phase by collating all their codes and relevant data extracts.

3) *Searching for themes*: A theme is a coherent and meaningful pattern in the data relevant to the research question. If codes are the bricks and tiles in a brick and tile house, then themes are the walls and roof panels. Searching for themes is a bit like coding your codes to identify

157

similarity in the data. This 'searching' is an active process; themes are not hidden in the data waiting to be discovered by the intrepid researcher, rather the researcher constructs themes. The researcher ends this phase by collating all the coded data relevant to each theme.

4) *Reviewing themes*: Involves checking that the themes' work' in relation to both the coded extracts and the full dataset. The researcher should reflect on whether the themes tell a convincing and compelling story about the data, and begin to define the nature of each individual theme, and the relationship between the themes. It may be necessary to collapse two themes together or to split a theme into two or more themes, or to discard the candidate themes altogether and begin again the process of theme development.

5) *Defining and naming themes*: Requires the researcher to conduct and write a detailed analysis of each theme (the researcher should ask 'what story does this theme tell?' and 'how does this theme fit into the overall story about the data?'), identifying the 'essence' of each theme and constructing a concise, punchy and informative name for each theme.

6) *Writing up*: Writing is an *integral* element of the analytic process in TA (and most qualitative research). Writing-up involves weaving together the analytic narrative and (vivid) data extracts to tell the reader a coherent and persuasive story about the data, and contextualising it in relation to existing literature.

d.  Data Analysis

An exploratory phase to validate the themes obtained from the secondary data will be conducted. The interview consisted of several phases (Chell, 2004). First, the purpose of the interview was explained briefly. Second, participants were assured that their responses

would remain both confidential and anonymous and that, if quoted, participants would receive pseudonyms. To ensure descriptive validity, all of the interviews will be audio taped, with the permission of the participants.

Data will be collected and analysed. Data is on an excel sheet format and will be processed using the SPSS program. The results of the statistical analysis generated on the basis of the use of the descriptive and inferential statistic, will be presented in the form of tables and graphs and will be subsequently discussed. The following statistics will be decided on the results required. However, example of statistics that will be utilised as follows:

- Psychometric properties of questionnaires by using factor analysis (do we get same structure for SA sample)
- Descriptive statistics comprising of frequency distributions, measure of central tendency and measures of dispersion
- Inferential statistics comprising of the spearman rank order correlation, analysis of variance, the t-Test and t-Distribution, multiple regression, etc.
- A factor analysis will be conducted. A factor analysis will allow for the construction of a new set of variables based on the relationship in the correlation matrix. While this can be done in a number of ways, the most frequently used approach is the principal components analysis. This method transforms a set of variables into an new set of composite variables or principal components that are not correlated with each other. These linear combinations of variables, called factors, account for the variance in the data as a whole.

Thereafter conclusions and recommendations will be made on the basis of the results obtained. It can, therefore, be concluded that research methodology is a critical aspect of the research process. When used correctly, statistics expose unwarranted conclusions, promotes precision and helps researchers to spot trends amidst diversity (Wade and Tavris,1990).

*For a study that involves surveys, please append a provisional copy of the questionnaire will be used. The questionnaire should show how informed consent is to be achieved, as well as indicate to respondents that they may withdraw their participation at any time, should they so wish.*

| | |
|---|---|
| Name | |
| Gender | |
| Age | |
| Profession | |
| **Business Sector** | |
| Where are you in the hierarchy of your organisation? [1=Bottom, 7=Top] | |

## 2.6 Proposed work plan

Set out your intended plan of work for the research, indicating important target dates necessary to meet your proposed deadline.

| STEPS | DATES |
|---|---|
| Present Proposal to Ethics Board | June 2016 |

| Obtain Ethical Clearance | July 2016 |
|---|---|
| Data Analysis Phase one | July 2016 |
| Data collection and analysis Phase 2 | October – November 2016 |
| Submit Draft 1 | February 2017 |
| Submit Draft 2 | March 2017 |
| Submit Final Thesis | April 2017 |

## SECTION 3: ETHICAL ISSUES

The UKZN Research Ethics Policy applies to all members of staff, graduate and undergraduate students who are involved in research on or off the campuses of University of KwaZulu-Natal. In addition, any person not affiliated with UKZN who wishes to conduct research with UKZN students and/or staff is bound by the same ethics framework. Each member of the University community is responsible for implementing this Policy in relation to scholarly work with which she or he is associated and to avoid any activity which might be considered to be in violation of this Policy.

All students and members of staff must familiarise themselves with, AND sign an undertaking to comply with, the University's "Code of Conduct for Research".

## QUESTION 3.1

| Does your study cover research involving: | YES | NO | MAYBE / UNKNOWN |
|---|---|---|---|
| Children | | | |
| Persons who are intellectually or mentally impaired | | | |

| Persons who have experienced traumatic or stressful life circumstances | | | |
|---|---|---|---|
| Persons who are HIV positive | | | |
| Persons highly dependent on medical care | | | |
| Persons in dependent or unequal relationships | | | |
| Persons in captivity | | | |
| Persons living in particularly vulnerable life circumstances | | | |

If "Yes", indicate what measures you will take to protect the autonomy of respondents and (where indicated) to prevent social stigmatisation and/or secondary victimisation of respondents. If you are unsure about any of these concepts, please consult your supervisor/ project leader.

**QUESTION 3.2**

| Will data collection involve any of the following? | YES | NO |
|---|---|---|
| Access to confidential information without prior consent of participants | | |
| Participants being required to commit an act which might diminish self-respect or cause them to experience shame, embarrassment, or regret | | |
| Participants being exposed to questions which may be experienced as stressful or upsetting, or to procedures which may have unpleasant or harmful side effects | | |
| The use of stimuli, tasks or procedures which may be experienced as stressful, noxious, or unpleasant | | |
| Any form of deception | | |

| If "Yes", explain and justify. If appropriate, indicate what steps will be taken to minimise any potential stress/harm. |
|---|

**QUESTION 3.3**

| Will any of the following instruments be used for purposes of data collection: | YES | NO |
|---|---|---|
| Questionnaire | | |
| Survey schedule | | |
| Interview schedule | | |
| Psychometric test | | |
| Other/ equivalent assessment instrument | | |

| If "Yes", attach copy of research instrument. If data collection involves the use of a psychometric test or equivalent assessment instrument, you are required to provide evidence here that the measure is likely to provide a valid, reliable, and unbiased estimate of the construct being measured. If data collection involves interviews and/or focus groups, please provide a list of the topics to be covered/ kinds of questions to be asked. | O | |
|---|---|---|
| **informed consent form, which specifies (in language that respondents will understand):** | | |
| The nature and purpose/s of the research | | |
| The identity and institutional association of the researcher and supervisor/project leader and their contact details | | |
| The fact that participation is voluntary | | |
| That responses will be treated in a confidential manner | | |
| Any limits on confidentiality which may apply | | |

| | | |
|---|---|---|
| That anonymity will be ensured where appropriate (e.g. coded/ disguised names of participants/ respondents/ institutions) | | |
| The fact that participants are free to withdraw from the research at any time without any negative or undesirable consequences to themselves | | |
| The nature and limits of any benefits participants may receive as a result of their participation in the research | | |
| Is a copy of the informed consent form attached? | | |

If NO to any of the above: (a) please justify/explain, and (b) indicate what measures will be adopted to ensure that the respondents fully understand the nature of the research and the consent that they are giving.

**QUESTION 3.5**

**Specify what efforts have been made or will be made to obtain informed permission for the research from appropriate authorities and gate-keepers?**

**QUESTION 3.6**

**STORAGE AND DISPOSAL OF RESEARCH DATA:**

| Please note that the research data should be kept for a minimum period of at least five years in a secure location by arrangement with your supervisor. |
| --- |
| How will the research data be secured and stored?  When and how (if at all) will data be disposed of? |

**QUESTION 3.7**

| In the subsequent dissemination of your research findings – in the form of the finished thesis, oral presentations, publication etc. – how will anonymity/ confidentiality be protected? |
| --- |
| How will you give feedback to your research participants? |

**QUESTION 3.8**

| Is this research supported by funding that is likely to inform or impact in any way on the design, outcome and dissemination of the research? | YES | NO |
| --- | --- | --- |

| If yes, this needs to be explained and justified. |
| --- |

**QUESTION 3.9**

Has any organisation/company participating in the research or funding the project, imposed any conditions to the research? **YES/NO**

If yes, please indicate what the conditions are.

**QUESTION 3.10**

Do you, or any individual associated with or responsible for the design of the research, have any personal, economic, or financial interests (or any other potential conflict of interests) that

If you answered YES to Question 3.10 please provide full details:

**APPLICANT**

I have familiarised myself with the University's Code of Conduct for Research and undertake to comply with it. The information supplied above is correct to the best of my knowledge.

| NB: PLEASE ENSURE THAT THE ATTACHED CHECK SHEET IS COMPLETED |
|---|
| DATE: …………………………… SIGNATURE OF APPLICANT …………………………………….. |

**SUPERVISOR/PROJECT LEADER/DISCIPLINE ACADEMIC LEADER**

| NB: PLEASE ENSURE THAT THE APPLICANT HAS COMPLETED THE ATTACHED CHECK SHEET AND THAT THE FORM IS FORWARDED TO YOUR SCHOOL RESEARCH COMMITTEE FOR FURTHER ATTENTION |
|---|
| DATE: ………………………………….. SIGNATURE OF SUPERVISOR/ PROJECT LEADER/DISCIPLINE LEADER _____ |

| RECOMMENDATION OF SCHOOL RESEARCH ETHICS COMMITTEE/HIGHER DEGREES COMMITTEE | |
|---|---|
| The application is (please tick): | |
| | Recommended and referred to the Human and Social Sciences Ethics Committee for further consideration |

| | Not Approved, referred back for revision and resubmission |
|---|---|
| | Other: please specify: |

**NAME OF CHAIRPERSON:**

_____**SIGNATURE:**_____

_

**DATE** ……………………………………

---

**RECOMMENDATION OF UNIVERSITY RESEARCH ETHICS COMMITTEE (HUMAN AND SOCIAL SCIENCES)**

**NAME** **OF**

**CHAIRPERSON:**_____**SIGNATURE**_____

_____

**DATE...**……………………………………

**CHECK SHEET FOR APPLICATION**

**PLEASE TICK**

| 1. Form has been fully completed and all questions have been answered | |
|---|---|

| | |
|---|---|
| 2. Questionnaire attached (where applicable) | |
| 3. Informed consent document attached (where applicable) | |
| 4. Approval from relevant authorities obtained (and attached) where research involves the utilisation of space, data and/or facilities at other institutions/organisations | |
| 5. Signature of Supervisor / project leader | |
| 6. Application forwarded to School Research Committee for recommendation and transmission to the Research Office | |

# Appendix 2: Approval from the Humanities and Social Science Research Ethics Committee for the University of the KwaZulu-Natal

**UNIVERSITY OF ™**
**KWAZULU-NATAL**
**INYUVESI**
**YAKWAZULU-NATALI**

6 October 2016

Miss Subashnee Ramiah 214584580
School of Applied Human Sciences
Howard College Campus

Dear Miss Ramiah

Protocol reference number: HSS/1465/016D
Project Title: Determining the dimensions that contribute towards organisational culture: A comparative analysis between SA and other African countries will be done

**Full Approval – Expedited Application**

In response to your application received 5 September 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

...........................................................................................................
Dr Shenuka Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

cc Supervisor: Professor Joey Buidentendach & Professor Anna Meyer-Weitz
cc. Academic Leader Research: Dr Jean Steyn
cc. School Administrator: Ms Ayanda Ntuli

# Appendix 3: Approval from the Humanities and Social Science Research Ethics Committee for the University of the KwaZulu-Natal for Amendment and Recertification

UNIVERSITY OF ™
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

02 July 2019

Miss Subashnee Ramiah (214584580)
School of Applied Human Sciences
Howard College Campus

Dear Miss Ramiah,

Protocol reference number: HSS/1465/016D
Project Title: Determining the dimensions that contribute towards organisational culture: A comparative analysis between SA and other African countries will be done

Approval Notification – Amendment / Recertification Application

This letter serves to notify you that your application and request for an amendment and recertification received on 28 June 2019 has now been approved as follows:

- Change in Research Methodology
- Change in Co-Supervisor (Prof A Meyer-Weitz -> Dr Ruwayda Petrus)
- Recertification for 1 year

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for period of 1 year until 02 July 2020. Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully

Dr Rosemary Sibanda (Chair)

/ms

cc Supervisor: Professor Joey Buidentendach & Dr Ruwayda Petrus
cc. Academic Leader Research: Professor Ruth Teer-Tomaselli
cc. School Administrator: Ms Ayanda Ntuli

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: ximbep@ukzn.ac.za / snymanm@ukzn.ac.za / mohunp@ukzn.ac.za
Website: www.ukzn.ac.za

1910 - 2010
100 YEARS OF ACADEMIC EXCELLENCE
Founding Campuses:  ■ Edgewood   ■ Howard College   ■ Medical School   ■ Pietermaritzburg   ■ Westville

**UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)**

**APPLICATION FOR ETHICS APPROVAL**
**For research with human participants**

**INFORMED CONSENT**

**Information Sheet and Consent to Participate in Research**

Date: 10th October 2019

Greeting: Good Day.

My name is Subashnee Ramiah from the University of KwaZulu Natal. I am currently a student at the University of KwaZulu Natal who is exploring organisational culture across Africa.

You are being invited to consider participating in a study to explore and understand how African organisations define and understand the different dimensions of organisational culture and how this compares to Schein's model of organisational culture. The study is expected to enroll (an minimum of 15 particpants, within the financial industry, medical industry and retail industry within the African continent). It will involve the following a qualitative interview. The duration of your participation if you choose to enroll and remain in the study is expected to be 2 hours – an initial 1 hour interview with the potential for a follow up interview should one be needed.

Participating in this study will not expose you to any risks however should you wish to stop the interview at any time due to discomfort, you may do so. Participating in this study will provide no direct benefits to participants. We hope that the study will provide us with the necessary insight to develop an understanding of an African organisational culture model.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number **HSS/1465/016D)**

In the event of any problems or concerns/questions you may contact the researcher at (provide contact details) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**
**Research Office, Westville Campus**
**Govan Mbeki Building**
**Private Bag X 54001**
**Durban**
**4000**
**KwaZulu-Natal, SOUTH AFRICA**

Participation in this research is voluntary and that you may withdraw your participation at any point. In the event of refusal/withdrawal of participation from this project, you will not incur penalty or loss as a result. .

Participation in this study is free and the project leads will bear all costs related to conducting interviews. There are no monetary or other reimbursements for participation in the study.

**CONFIDENTIALITY**

Your responses to this interview will be anonymous. Every effort will be made by the researcher to preserve your confidentiality including the following:

- Assigning code names/numbers for participants that will be used on all research notes and documents
- Keeping notes, interview transcriptions, and any other identifying participant information in a locked file cabinet in the personal possession of the researcher.

Participant data will be kept confidential except in cases where the researcher is legally obligated to report specific incidents. These incidents include, but may not be limited to, incidents of abuse and suicide risk.

**VOLUNTARY PARTICIPATION**

Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you decide to take part in this study, you will be asked to sign a consent form. After you sign the consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. If you withdraw from the study before data collection is completed, your data will be returned to you or destroyed.

**STORAGE OF DATA**

Data will transcribed and stored in a safe and secure space for a period of 5 years, after which it will be destroyed.

---

**CONSENT (Edit as required)**

I _____ have been informed about the study for Person Centered Care by (_____.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at (provide details).

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**
**Research Office, Westville Campus**
**Govan Mbeki Building**
**Private Bag X 54001**
**Durban**
**4000**
**KwaZulu-Natal, SOUTH AFRICA**
**Tel: 27 31 2604557 - Fax: 27 31 2604609**
Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion       YES / NO


_____          _____
**Signature of Participant                   Date**


_____          _____
**Signature of Witness                   Date**
**(Where applicable)**


_____          _____
**Signature of Translator                   Date**
**(Where applicable)**


| Name | |
|------|--|
|  |  |

| | |
|---|---|
| Gender | |
| Age | |
| Nationality | |
| Country you working in | |
| Race | |
| Profession | |
| Business Sector | |
| Where are you in the hierarchy of your organization? [1=Bottom, 7=Top] | |

# Appendix 5: Interview Schedule

Introduce yourself and the study and inform the participant what the interview will be focusing on

---

*Introduction:*

Thank you for agreeing to take part in this research interview. Today we will have a conversation about your understanding of what you think organisational culture is and how it impacts your organisation.

I will record our interview; I will not start recording until we are ready to talk, and I will tell you when I am switching it on. If at any time you'd like to pause, or stop, then please do tell me.
I am interested in hearing your thoughts so please do feel free to tell me what you think.

What we talk about will not be shared directly, so that when I describe what participants have told me, people will not be able to know who I interviewed or what they said.
I will now start the recording. If anything, I ask isn't clear, or you would like time to think about your answer, or you would like to raise what you think is important, then please do tell me. I would like this to be a conversation so that I can find out what you think and what matters to you.

---

**Relationship building**

1. Can you tell me a little but about your role in the organisation?
   a. *Probe for how long they have been working in the organisation.*

2. How would you describe your organisation?
   a. *Probe for what they think the vision and mission of the organisation is.*

3. What would you regard as important elements within your organisation and why?

4. .How do you ensure that all people are kept informed within your organisation?
   a. *How does leadership communicate matters of importance?*
   b. *Are people in the organisation well informed about matters that are relevant to them?*
   c. *What tools are used to communicate?*

5. How does your company celebrate organisations successes?

**Artefacts –(Visible organisational structures and processes ( hard to decipher). They are the visible elements in the organisation such as logos, architecture, structure, processes and corporate clothing.)**

6. What are some of the processes that happen when a new member of staff joins the team?
    a. *How does this program current look like?*
    b. *If you do not have an induction program, how would you structure this induction program?*

7. Can you think of a time when you had to complete an important project within your organisation? – What were important and critical resources/ support you had to consider to execute the project?

8. What were some of the barriers in managing the project? Was the project a success or not? Why?
    a. *Probe for whether there is a team approach, supportive environment, specific process in place to ensure employees are successful in their work.*

9. How is good work acknowledged and rewarded in your organisation?

10. What in your opinion, are qualities that a good leader must have?
    a. *Probe for how they would want to be lead?*
    b. *What is preferred in your opinion?*

11. Can you share how your organisation plans for the year ahead?
    a. *Probe for who is part of this process?*

**Espoused Values and Norms – (This concerns standards, values and rules of conduct. This is expressed in mission, vision, philosophies and values of the organisation)**

12. Every organisation measure its success against certain goals and targets? Would you agree that this is the same approach within your organisation and if so why? If not , how do you ensure that your organisation achieves its success?

13. Do rules and policies keep an organisation together?
    a. If you agree, how to set the rules and implement them?
    b. *If not, how do you manage your staff towards the company goals without rules*

*c. Organisations normally refer to a code of conduct? Does your organisation invest time in these initiatives pertaining to codes of conduct?*

14. Many organisations encourage a very entrepreneurial culture to remain competitive and relevant. Do you believe your organisation is very entrepreneurial?

- *If no, how do you ensure your organisation remains competitive and relevant?*
- *If yes? Do you believe that people within your organisation will break the rules and take risks to be entrepreneurial?*

**Underlying Assumptions and Beliefs – (Unconscious, taken for granted beliefs, perceptions, thoughts and feelings ( ultimate source of values and actions). The basic underlying assumptions are deeply embedded in the organisational culture and are experienced as self-evident and unconscious behaviour).**

15. The word "culture" refers to the general values, attitudes and behaviours you can observe in our organisation. How would you describe the culture of your organisation?

16. How do you think your staff would describe the organisation/environment that they work in?
    *a. How does the company access the work vibe within the organisation?*
    *b. How frequent is the process management and do you think the process is trusted?*

17. How do you keep your staff motivated?
    *a. Do you believe there is healthy attrition within your organisation?*
    *b. Do you believe that your leave is well managed within the organisation? Probe for sick leave stats as this could serve as an indicator for low staff morale.*
    *c. How often does social events take place ? Are these initiated by the company or the staff?*

18. Does diversity impact your organisation?
    *a. If yes, What does diversity mean to you as an organisation? How do you manage diversity?*
    *b. If no, how do you manage different types of people in your organisation?*

19. Inspirationally all organisations would like to be the employer of choice.
    a. How do you ensure that your organisations strive to be an employer of choice?

20. Which aspects of your organisation do you think can be improved to make your organisation a better place to work?

21. How important is success, teamwork, commitment to your organisation? Describe a time when you believed your team displayed this significantly well?

22. How is the relationship between management and staff?

23. How do you incorporate the different beliefs, personalities and philosphies of your people into a common value strategy for your organisation?

24. What would you think clients have to say about your organisation?

# Appendix 6: Data Collection Tool

| Question No. | Question | SB1 | SB2 | SB3 | SB4 | SB5 | SB6 | SB7 | SB8 | SB9 | SB10 | SB11 | SB12 | SB13 | SB14 | SB15 | SB16 | SB17 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Can you tell me a little but about your role in the organisation? | | | | | | | | | | | | | | | | | |
| 2 | How would describe your organisation? | | | | | | | | | | | | | | | | | |
| 3 | What would you regard as important elements within your organisation and why? | | | | | | | | | | | | | | | | | |
| 4 | How do you ensure that all people are kept informed within your organisation? | | | | | | | | | | | | | | | | | |
| 5 | How does your company celebrate organisations successes? | | | | | | | | | | | | | | | | | |
| 6 | What are some of the processes that happen when a new member of staff joins the team? | | | | | | | | | | | | | | | | | |
| 7 | Can you think of a time when you had to complete an important project within your organisation ? – What were important and critical resources/ support you had to consider to execute the project ? | | | | | | | | | | | | | | | | | |
| 8 | What were some of the barriers in managing the project ? Was the project a success or not ? Why ? | | | | | | | | | | | | | | | | | |
| 9 | How is good work acknowledged and rewarded in your organisation | | | | | | | | | | | | | | | | | |
| 10 | What in your opinion, are qualities that a good leader must have | | | | | | | | | | | | | | | | | |
| 11 | Can you share how your organisation plans for the year ahead | | | | | | | | | | | | | | | | | |
| 12 | Every organisation measure its success against certain goals and targets | | | | | | | | | | | | | | | | | |
| 13 | Do rules and policies keep an organisation together | | | | | | | | | | | | | | | | | |
| 14 | Many organisations encourage a very entrepreneurial culture to remain competitive and relevant. Do you believe your organisation is very entrepreneurial? | | | | | | | | | | | | | | | | | |
| 15 | The word "culture" refers to the general values, attitudes and behaviours you can observe in our organization. How would you describe the culture of your organisation? | | | | | | | | | | | | | | | | | |
| 16 | How do you think your staff would describe the organization/environment that they work in? | | | | | | | | | | | | | | | | | |
| 17 | How do you keep your staff motivated ? | | | | | | | | | | | | | | | | | |
| 18 | Does diversity impact your organisation ? | | | | | | | | | | | | | | | | | |
| 19 | Inspirationally all organisations would like to be the employer of choice. | | | | | | | | | | | | | | | | | |
| 20 | Which aspects of your organization do you think can be improved to make your organisation a better place to work? | | | | | | | | | | | | | | | | | |
| 21 | How important is success, teamwork , commitment to your organisation ? Describe a time when you believed your team displayed this significantly well ? | | | | | | | | | | | | | | | | | |
| 22 | How is the relationship between management and staff? | | | | | | | | | | | | | | | | | |
| 23 | How do you incorporate the different beliefs, personalities and philosphies of your people into a common value strategy for your organisation | | | | | | | | | | | | | | | | | |
| 24 | What would you think clients have to say about your organisation | | | | | | | | | | | | | | | | | |

# Appendix 7: Language Editing Letter

LEORA SEWNARAIN

14 Malton Mews

29 Malton Road

Seaview

14 January 2021

**To whom it may concern**

This is to certify that the Doctoral Thesis entitled "DEFINING AND UNDERSTANDING ORGANISATIONAL CULTURE DIMENSIONS WITHIN THE AFRICAN CONTEXT: A RECONCEPTUALISATION OF SCHEIN'S MODEL", written by Dr Subashnee Ramiah, has been formatted according to the CHS Guidelines for the presentation of a Doctoral Thesis.

Proofreading, language editing, formatting of the general style of the document and checking for consistency was conducted.

The document was prepared according to the Guidelines for APA Based Theses. Particular attention was paid to the Reference List and in-text referencing.

Please do not hesitate to contact the writer should you require anything further.

Yours sincerely

Leora Sewnarain

+27 73 963 4573

sewnarainl@ukzn.ac.za