

**EMPLOYEE PERCEPTIONS OF ORGANISATIONAL CULTURE CONSTRUCTS IN
SELECTED NON-GOVERNMENTAL ORGANISATIONS IN CAPE TOWN,
WESTERN CAPE PROVINCE**

by

ANITA SHOLOGU

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Supervisor: Prof CG Iwu

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DECLARATION

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ABSTRACT

Non-governmental organisations (NGOs) are perceived to be poorly performing partly due to their culture; the constructs of NGOs' culture usually affect employees' commitment and performance negatively, leading employees to leave the organisation. This discourages and demoralises employees' mind sets to perform as expected which affects NGOs' productivity, goals and competitiveness in a negative way. The study investigated employee perceptions in organisational culture constructs to selected NGOs in Cape Town in order to generate valuable information in understanding the role of organisational culture in the achievement of organisational objectives in NGOs. Mixed methods approach was used in this study as it allowed collecting of qualitative and quantitative data simultaneously and assessing different facets of complex outcomes in a richer way than one method alone. The study found that culture is set to boost employees' and organisations' performance, and that managers and owners in NGOs have knowledge of this. The study revealed that some criteria such as openness and the creativity view of the organisational culture are only considered positive to managers and owners of NGOs. This study found that managers and owners in NGOs believe the implemented organisational culture is very effective, positively affects and boosts employees' performance. The employees, however, had a different perception; they feel excluded from the development of the organisational culture which in turn affects their commitment and performance in a negative manner. This study found that employees' commitment towards organisational culture derives from the way it is designed and how it suits employees' expectations. Aspects such as remuneration, a safe work environment and sustainability, were found to be important for employees' performance and commitment. Therefore, it is evident that directing or developing NGOs' organisational culture that focus on employees' expectation such as remuneration and sustainable employees' innovation and practice will receive more support from employees. Furthermore, the criteria are keen to improve the way employees perform and commit to the organisation. It was recommended that NGOs involve employees in the design or development of its organisational culture in order to have more information on employees regarding what to expect from them. Another major implication is that the issue of employee benefit or remuneration have to be addressed in order to maintain employees' performance.

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DEDICATION

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TABLE OF CONTENTS

DECLARATION	i
ABSTRACT	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	vii
LIST OF TABLES	vii
GLOSSARY	ix
CHAPTER ONE: INTRODUCTION	1
1.1. Introduction	1
1.2. Research Overview	1
1.3. Statement of the Research Problem	2
1.4. Background of the Research Problem	3
1.5. Research Aim	4
1.6. Research Objectives and Questions	4
1.7. Rationale of the Study	4
1.8. Research Design and Methodology	5
1.9. Significance of the Study	6
1.10. Outcome and Contribution	6
1.11. Delineation of the Research	6
1.12. Summary	7
1.13. Thesis Structure	7
CHAPTER TWO: LITERATURE REVIEW: AN OVERVIEW OF PAST AND RECENT STUDIES	9
2.1. Introduction	9
2.2. Meaning of Culture	9
2.3. Characteristics of Culture	9
2.3.1. Denison's model of culture	9
2.3.2. Involvement	10
2.3.3. Consistency	11
2.3.4. Mission	12
2.3.5. Adaptability	13
2.4. Meaning of an Organisation	13
2.5. Organisational Culture	14
2.6. Organisational Culture Models	17
2.6.1. Schein's model of organisational culture	18
2.6.2. Hatch's model of organisational culture	18
2.6.3. Hofstede's model of organisational culture	19
2.6.4. Homberg & Pflesser's model of organisational culture	20
2.6.5. Martins' model of culture	21
2.7. Role of Organisational Culture	21
2.8. Organisational Culture and Performance	22
2.8.1. Perspectives on organisational culture	22
2.8.2. The concept of employee performance	22

2.8.3.	Organisational culture and employee performance.....	23
2.9.	Organisational Culture Constructs.....	26
2.10.	Non-Governmental Organisation (NGO) Definition.....	26
2.11.	Theoretical Framework.....	27
2.12.	Summary.....	28
	CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY.....	29
3.1.	Introduction.....	29
3.2.	Philosophical assumption.....	29
3.3.	Interpretivism research.....	29
3.4.	Data Collection Methods.....	29
3.5.	Qualitative and Quantitative Approach.....	30
3.5.1.	Qualitative research.....	30
	Advantages and disadvantages of the qualitative approach.....	31
3.5.2.	Quantitative research.....	31
	Advantages and disadvantages of the quantitative approach.....	31
3.6.	Data Collection.....	32
3.6.1.	Questionnaire.....	32
3.6.2.	Interview techniques.....	33
3.6.3.	Interview processes.....	34
3.7.	Data Analysis.....	35
3.8.	Thematic analysis.....	36
3.9.	Research Population Type and Site Selection.....	37
3.10.	Sample Size.....	37
3.11.	Sampling.....	38
3.12.	Pilot Study.....	39
3.13.	Ethical Consideration.....	39
3.14.	Validity, Reliability and Triangulation.....	39
3.15.	Delineation of the Research.....	40
3.16.	Summary.....	40
	CHAPTER FOUR: DATA ANALYSIS AND RESULTS.....	42
4.1.	Introduction.....	42
4.2.	Section One: Results related to Managers and Owners of NGOs in Cape Town.....	42
4.3.	Section Two: Results related to Employees of NGOs in Cape Town.....	57
4.4.	Results from Interviews.....	67
4.5.	Summary.....	70
	CHAPTER FIVE: FINDINGS AND DISCUSSION.....	71
5.1.	Introduction.....	71
5.2.	Findings Relating to Managers and Owners.....	71
5.3.	Findings Relating to Employees of NGOs.....	74
5.4.	Discussion of Findings.....	76
5.5.	Comparison with Existing Research Theory.....	78
	CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS.....	82
6.1.	Introduction.....	82
6.2.	Summary of the Research.....	82
6.3.	Addressing the Research Question.....	83

6.4.	Limitation of the Research	84
6.5.	Recommendations.....	85
6.6.	Conclusion and Further Possible Research.....	85
	REFERENCES.....	88

LIST OF FIGURES

Figure 3.1:	Competing value framework.....	28
Figure 5.1:	Organisation status	43
Figure 5.2:	Legal structure	43
Figure 5.3:	Form of structure	44
Figure 5.4:	Organisational culture constructs	46
Figure 5.5:	Focus of organisational culture	46
Figure 5.6:	Knowledge of organisational culture.....	47
Figure 5.7:	Correlation between organisational culture and employees' performance	50
Figure 5.8:	Employees commitment to organisation.....	51
Figure 5.9:	Organisational culture as a reason to employees' commitment	51
Figure 5.10:	Organisational culture aligns with employees' satisfaction	53
Figure 5.11:	Practice to deal with employees' stress.....	54
Figure 5.12:	Organisational values help to build organisational culture.....	56
Figure 5.13:	Organisational values trigger a good performance and atmosphere in the work place	57
Figure 5.14:	Respondents' demography	58
Figure 5.15:	Employees knowledge of organisational culture	59
Figure 5.16:	NGOs construct organisational culture.....	60
Figure 5.17:	The way organisational culture might affect employees' performance ..	61
Figure 5.18:	NGO's organisational culture affecting employees' performance	62
Figure 5.19:	Culture employees prefer	63
Figure 5.20:	NGOs' organisational culture compared to other organisations	65
Figure 6.1:	The clan culture theory.....	79
Figure 6.2:	The adhocracy culture theory	80
Figure 6.3:	The hierarchy culture theory.....	80
Figure 6.4:	The market culture theory	81

LIST OF TABLES

Table 5.1:	Description of participant's rate	42
Table 5.2:	Geographical area of activity	45
Table 5.3:	Effectiveness of organisational culture	48
Table 5.4:	Organisation's view on organisational culture toward employees' performance	49
Table 5.5:	Impact of an organisational culture on organisation	52
Table 5.6:	Sustainability of an organisational culture	53
Table 5.7:	Organisation employing a counsellor.....	55
Table 5.8:	Working duration	58

Table 5.9: Correlation between organisational culture and employee's performance	61
Table 5.10: Commitment to NGOs' organisational culture	63
Table 5.11: Value of NGOs organisational culture	64
Table 5.12: Organisational culture tied to job satisfaction	65
Table 5.13: NGOs' organisational culture triggers employees to leave the organisation.....	66
Table 5.14: Employees supporting NGOs	67

GLOSSARY

- **Organisational Culture:** a system of shared meaning held by members that distinguishes the organisation from the other organisations (Robbins et al., 2010)
- **Performance:** Is view as an achievement by the organisation in relation to it goals (Salem, 2003)
- **Employee Commitment:** is the extent to which employees tie with the organisation and constantly participate in it enthusiastically (Newstrom & Davies, 2002:211).

CHAPTER ONE: INTRODUCTION

1.1. Introduction

In this section, the researcher offers the following: the research overview, research background, statement of the research problem, research objectives and question, aim and rationale of the research, research methodology, and significance of the research. The research section also provides delineation of research. The section concludes with an outline of the thesis as a whole.

1.2. Research Overview

Organisational culture is pervasive and powerful (Buono & James, 2003:137). For business, it is either a force for change or a definite barrier to it. As indicated by Stewart (2007:32), an organisation is made up by individuals. Further, the author pointed that, an organisation's social practices significantly affect the individuals who are included within the organisation. For employees, it is either the glue that bonds people to an organisation or what drives them away; managers today are increasingly challenged with organisations' cultures to support new ways of accomplishing work (Agwu, 2014:1).

In support of the abovementioned view of organisational culture, Ravasi and Schultz (2006:433) defined organisational culture as a set of collective norms that guide what happens in organisations by defining appropriate behaviour for various situations. However, according to Schrodt (2002:189), organisational culture affects the way people and groups interact with each other and may influence how much employees identify their organisation. Lund (2003:219) and Sims (2002:1) explored organisational culture related to organisational commitment, performance, productivity and turnover intention. Organisational culture affects internal policies of an organisation, and influences employees' commitment and performance towards the goals and values of the organisation. Lastly, Uddin et al. (2013:63) highlighted that a positive organisational culture has the potential to enhance healthy organisational development and productivity; it also enthusiastically mobilises employee performance and motivates employees to work with more eagerness.

Srivas (2010:119) defines non-governmental organisations (NGOs) as a typical organisational type that relies on professional staff, involving volunteer employees in

delivering social services or advocating solutions. This type of organisation is well structured with executive board and professional employees. The NGO sector has written rules and procedures and is responsible for organisational operations to appropriate establishments. It is governed independently and has different kinds of objectives from for-profit organisations, which it has set itself (Metin & Coşkun, 2016:4). NGOs are becoming more culturally diverse in internal employees' composition, management styles, and working environments; however, cultural issues have been basically absent from the NGOs and non-profit research literature (Lewis, 2002:67).

In South Africa, particularly within the last decade of democratic privilege, NGOs have become a very popular sector; the sector is perceived as having the most reliable agencies through which unemployment and poverty are addressed (Mkhwanazi, 2012:1). NGO organisational culture was, for the most part, concentrated outwards, overlooking the assignment of building its own human resources (Meintjies, 1994:12). Metin and Coşkun (2016:3) illustrated that, the fundamental human resources of the NGOs are volunteers. The atmosphere within the NGOs relies on trust. Since it seems very cost-effective to use volunteers to implement the projects planned for NGOs, it creates challenges for performance due to lack of formal working relations (Burgos, 2012).

Organisational culture encompass measure made by an organisation to be successful. Reiman and Oedewald (2002:1) stated that organisational culture is a result of a gathering's encounters and consequently, it is an oblivious procedure. Since organisational culture has become resolutely recognised as an effective corporate resource or instrument of strategic advantage, it is imperative to examine perception of employees on NGO organisational culture constructs and understand their impact on the employees' performance and commitment in NGOs.

1.3. Statement of the Research Problem

According to Ritchie (2000:13), organisational culture is a well thought out motivational tool which encourages the employees to perform efficiently and guarantees better productivity. Schein (1990) emphasises on how culture influences employees' psychology and performance. Stewart (2007) highlighted that an organisation's cultural norms have a solid impact on the individuals who are included within the organisation.

NGOs are perceived to be poorly performing partly due to their culture. The constructs of NGOs' culture usually affect employees' commitment and performance negatively, leading to them leaving the organisation. It also discourages and demoralises their mind set to perform as expected, which results in NGOs' productivity, goals and competitiveness affected in a negative way.

Silverthorne (2004:592) highlights that there is a solid connection between organisational culture, employees' performance and commitment. Nonetheless, a negative organisational culture results in employees lacking commitment to the organisation. When employees negatively perceive the organisational culture, they tend to minimise their performance and organisational goals or productivity becomes jeopardised (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014:215).

1.4. Background of the Research Problem

Agwu (2014:36) identifies organisational culture as one of the most significant factors that has a direct impact on employees, commitment and performance in an organisation. Belias and Koustelios (2014:136) pointed out that due to organisational culture employees can have a sense of mission, feel responsible, and work towards achieving the overall organisational goal. In this regard, over the past years organisations have developed cultures that boost their success, whilst others have not been able to do so (Robbins, 2006).

NGOs tend to be late to the idea of management. They see management practices as a conventional, ordinary concern from which they are seeking to disengage. NGOs have considered it unnecessary to pay serious attention to their organisational cultural aspect, especially if this has been perceived as taking attention away from their actual work (Lewis, 2003; Lecy et al., 2012). The cultural difference finds among NGOs is a fact that often goes unappreciated by policy makers (Lewis, 2003:11). On the other hand, employees' negative commitment is due to the NGOs' loss of direction, lack of variety in work, lack of recognition and employees' frustration diminishing their contribution to the organisation's personal stability (Cancino, 2015:1).

Even a strong culture in an organisation can either have positive or negative implications. According to Schein (1992), organisational culture is a learning outcome of a group's experiences, therefore it is mostly an insensible process. Kunda (1992)

states that, attempting to impose a particular type of culture could produce negative outcomes. The effectiveness of an organisation declines when culture becomes incongruent with the changing of internal or external stakeholders' expectations (Ernst, 2001:532). In pursuing the objective of this research, this study explored the necessity to identify the scale of relationship between organisational culture and employees' performance and commitment to selected NGOs. The study focused on organisational culture constructs in NGOs to determine the influence organisational culture has on employees' commitment and performance.

1.5. Research Aim

The purpose of this study was to specifically examine the extent to which the influence of organisational culture has on employees' commitment and performance. The study also aimed to determine a comprehensive relationship or connection between organisational culture and employees.

1.6. Research Objectives and Questions

The objectives of this study were to:

- Examine the relationship between organisational culture and employee commitment in selected NGOs.
- Determine the current organisational culture constructs in the selected NGOs.
- Understand the influence of organisational culture on employee performance.
- Assess employees' perception of the culture among the selected NGOs.

The research questions of this study were:

- What is the relationship between organisational culture and employee commitment?
- What are the main organisational culture constructs in the selected NGOs?
- To what extent is the organisational culture of the NGO influencing performance?
- How do the employees of selected NGOs perceive their organisations?

1.7. Rationale of the Study

As mentioned above by Buono and James (2003:137), organisational culture is prevalent and influential. As for business, it is either a force for change or a definite barrier to it. Organisational culture affects internal policies of an organisation and

influences employees' commitment and performance towards the goals and values of the organisation. There are numerous major reasons for carrying out the present study. Firstly, after consulting five national databases and reading over 147 articles, there was no reported research on employee perceptions of organisational culture constructs within NGOs. Research into organisational culture is more commonly based upon interaction of employees in a profitable organisation and the private sector performance approach. Secondly, it is important to clarify the importance of organisational culture constructs to selected NGOs in order to understand the role of organisational culture constructs on employees in the achievement of organisational objectives in NGOs. The research was conducted to investigate employee perceptions in organisational culture constructs to selected NGOs. The expected benefit of this research will be to help NGOs' management, with sound administrative plans to use in decision-making.

1.8. Research Design and Methodology

Research design is referred to as a type of inquiry that is applied to obtain suitable research methods that provide direction in collection and analysis of data to ensure the attainment of research goals and objectives (Creswell, 2014:41). Data were collected by means of the mixed (qualitative and quantitative) approach. The mixed methods approach was selected for this study because it involves collecting data simultaneously or sequentially to best understand the research problems; mixed methods allow the researcher to combine elements of both qualitative and quantitative research approaches by using qualitative and quantitative viewpoints, data collection, analysis and implication techniques for the broad purposes of comprehensiveness and complexity of understanding and justification of the research problem (De Lisle, 2011:92). The benefit of using a mixed methods approach is pointing to assess different facets of complex outcomes or impacts, yielding a broader, richer portrait than one method alone can (Johnson & Onwuegbuzie, 2004:14). It employs both numerical and text information that is quantitative and qualitative research methods, whilst the research bases knowledge on practical grounds (Creswell, 2008:18). For the purpose of this study, the mixed approach was found appropriate as its purpose was to determine the need and capture the view of participants on employee perceptions in organisational culture constructs to selected NGOs around Cape Town, Western Cape Province.

1.9. Significance of the Study

This study set to investigate employee perceptions in organisational culture constructs to selected NGOs in Cape Town in order to generate valuable information in understanding the role of organisational culture in the achievement of organisational objectives in NGOs. It also aimed to provide management with the present level of employee commitment that is prevalent within their companies. It showed what was expected by employees in terms of leadership style, organisational culture, being satisfied with their job, and being committed to an organisation. It also added value to leadership and organisational culture studies by being a guide for current and future leaders in their struggle with retaining employees through job satisfaction and organisational commitment.

1.10. Outcome and Contribution

The outcome of this study on employee perceptions in organisational culture constructs to selected Non-Governmental Organisations (NGOs) in Cape Town, Western Cape Province was to provide solution to NGOs on how to design an effective organisational culture that will suit employee's expectation. Also, it was also designed to benefit NGOs as they could use the outcome to change perception of employees regarding NGOs organisation culture construct. Regarding contribution, the result enhanced good governance and practical understanding of organisational culture construct by describing the strategy necessary in implementing organisational culture.

1.11. Delineation of the Research

A significant aspect of organisational culture constructs to selected NGOs was reflected in this research; therefore, there was also a number of delineations in this study. First of all, the study was conducted on the employee perceptions in organisational culture constructs to selected NGOs in Cape Town, Western Cape Province, South Africa. The focus was on employees at selected NGOs and excluded all other employees from for-profit organisations that might face the same problem on which the research is based. The investigation findings, nevertheless, could also be extended to other provinces in South Africa by drawing the importance of understanding the role of organisational culture constructs in the achievement of organisational objectives in NGOs. There is a need to involve other provinces such the Eastern Cape. All employees were requested to respond using the English language only.

1.12. Summary

This chapter discussed various section of the research such as research overview, research background, statement of the research problem, research objectives and question, aim and rationale of the research, research methodology, significance of the research and delineation. The next chapter discusses recent and past research on organisational culture constructs and performance among NGOs.

1.13. Thesis Structure

The thesis is organised in the following way:

Chapter One

This is the current chapter, serving as an introduction and general description of the study.

Chapter Two

In this chapter, an outline is provided of recent and past research on organisational culture constructs and performance among NGOs.

Chapter three

In this chapter the research design, methodology and methods of research data collection are discussed. It explains in detail qualitative and quantitative research methods.

Chapter Four

The results and findings from questionnaires and interviews that were conducted among NGOs in order to determine organisational culture constructs are presented in this chapter. The responses will be analysed and findings will be provided.

Chapter five

The findings from questionnaires and interviews presented in Chapter Five are discussed in this chapter. The discussion will lead to the conclusion of the research.

Chapter Six

This chapter makes an effort to respond to the study's foremost and sub-questions that were listed earlier in the first chapter. The chapter will be concluded and recommendations to the research given.

CHAPTER TWO: LITERATURE REVIEW: AN OVERVIEW OF PAST AND RECENT STUDIES

2.1. Introduction

The preceding chapter outlined the foundation for this research. The literature review provides an overview regarding past and recent studies on organisational culture within an organisation with the essence of contextualising and elucidating the research problem which was taken into consideration for this research. The chapter includes reviews and definitions of concepts such as culture in broad terms, organisations, organisational culture, different organisational culture models, the role of organisational culture, organisational culture and performance, and organisational culture constructs.

2.2. Meaning of Culture

Guiso, Sapienza and Zingales (2006), characterised culture as standard convictions and qualities that ethnic, religious, and social gatherings transmit genuinely unaltered from era to era. Furthermore, the authors defined culture as an arrangement of learning, convictions, systems and states of mind that is shared inside a group. "Culture is a set of different values and behaviours that guide to success" (Schein, 1990:56).

Culture is a joint thinking of minds that differentiates members of one organisation to another. Heskett and Kotter (1992) describe culture as an arrangement of social beliefs, behaviours and values. The role of culture is influential and significant to an organisation. Organisational culture complements administrative policies and procedures, information systems, technology, organisational structure, and strategy. According to Noe, Hollenbeck, Gerhart and Wright (1996), culture supports the execution of organisational strategy and desired changes on the organisation's strategy, however, culture can obstruct the success of the execution of organisational strategy. Therefore, it is almost impossible to escape the impact of culture in an organisation.

2.3. Characteristics of Culture

2.3.1. Denison's model of culture

Denison's model of culture and effectiveness (Denison, 1990) presents the interrelations of an organisation's culture, its management practices, its performance

and its effectiveness. It highlights the importance of linking management practices to underlying assumptions and beliefs when studying organisational culture and effectiveness. The values and beliefs of an organisation give rise to a set of management practices, which are concrete activities usually rooted in the values of the organisation. These activities stem from and reinforce the dominant values and beliefs of the organisation. The model posits that there are four key cultural traits: involvement, consistency, adaptability and mission (Zakari, Poku & Owusu-Ansah, 2013:97).

2.3.2. Involvement

Involvement is the degree to which individuals at all levels of the organisation are engaged in pursuit of the mission and work in a collaborative manner to fulfil organisational objectives. This trait consists of building human capability, ownership and responsibility. (Zakari, Poku & Owusu-Ansah, 2013:97). Involvement, in this context, is to be understood as a regular participation of employees in deciding how their work is done, making suggestions for improvement, goal-setting, planning, and monitoring of their performance (MacLeod & Brady, 2008).

The involvement trait, for instance, is composed of the component indexes of “empowerment,” “team orientation,” and “capability development.” Organisations that value individual authority and employee initiatives, working cooperatively toward common goals, and the development of employee skills, are theorised to score high on this trait. According to Denison, a cultural profile scoring high on the involvement trait helps organisations to attain internal integration of resources by creating a sense of ownership and responsibility (Yilmaz & Ergun, 2008:292). According to Zhang, Li and Pan (2009), organisations that uphold an involvement culture emphasise the input and participation of its members. These organisations, therefore, make their members become highly concerned about immediate organisational interests and increase the cohesion, so they can easily reach an agreement when solving existing challenges.

Manyonyi (2012) emphasises that an organisation that maintains effective communication with its employees, and makes pertinent information readily available to all, will lead to the employees feeling like they are truly a part of the organisation. More open forms of participative management give workers decision-making authority regarding their domains of responsibility (Macey, 2009). One way of enhancing employee job performance is by involving them in the organisation’s decision-making,

at least to a level that they are allowed (Manyonyi, 2012). An organisation with a culture of involving its employees will tend to perform well because the employees will own the decision, and, therefore, hold themselves responsible in case of any failure (Bakker, Schaufeli, Leiter & Taris, 2008).

According to Achua and Lussier (2013), a performance culture is built around the shared desire to exceed expectations and achieve remarkable results. However, this starts with individuals. Organisations with high-performing cultures, notes Achua and Lussier (2013), see their employees as their number one asset. They will maintain a higher level of respect and dignity towards their employees, allow them additional autonomy, provide them more decision-making opportunities, commend both individual and team accomplishments, and provide a wide array of rewards as well as punishments to encourage higher performance standards (Achua & Lussier, 2013).

2.3.3. Consistency

According to Yilmaz and Ergun (2008:292), the consistency trait is also considered critical to achieving internal integration based on its ability to facilitate the coordination of activities; furthermore, the authors pointed out that, unlike involvement, which emphasizes flexibility, consistency emphasises stability and involves three components labelled “core values,” “agreement,” and “coordination and integration.” These three components refer, respectively, to the degree to which organisational members (1) “share a set of values which create a sense of identity and a clear set of expectations,” (2) “are able to reach agreement on critical issues and reconcile differences when they occur,” and (3) “work together well to achieve common goals” (Denison, 2000:10).

Consistency refers to how well the beliefs, values, and behavioural standards are acquired and shared among employees within an organisation (Denison, 2009:10). Organisational culture defines a normative order that serves as a source of consistent behaviour inside an organisation (Achua & Lussier, 2013). According to Zhang, Li and Pan (2009), consistency culture in an organisation is manifested by widely shared beliefs and values that help organisational members reach a consensus and take concerted action, so as to have a positive impact on performance. Such a high degree of unity within an organisation, adds Zhang, Li and Pan (2009), can save on manpower, materials, financial and other resources, while also bolstering performance.

Consistency provides a central source of integration, coordination and control. Consistent organisations develop a mindset and a set of organisational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of do's and don'ts. Consistency creates a "strong" culture based on a shared system of beliefs, values and symbols that are widely understood by members of an organisation. Implicit control systems based on internalised values can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations. The power of this method of operation is particularly apparent when organisational members encounter unfamiliar situations. It enables individuals to better react in a predictable way to an unpredictable environment by emphasising a few general, value-based principles on which actions can be grounded (Denison & Neale, 1996:10).

2.3.4. Mission

The mission trait defines the organisation's goals and provides its members with a sense of purpose and meaning. As such, the mission trait emphasises stability and direction, and helps the organisation to orchestrate its relationships with the external world. (Yilmaz & Ergun, 2008:292). Organisations with a well-defined and understood, clear set of values emphasising "strategic direction and intent," "goals and objectives," and "vision" are considered performing high on the mission trait (Fey & Denison, 2003). A mission provides purpose and meaning by defining a social role and external goals for the organisation. It provides a clear direction and goals that serve to define an appropriate course of action for the organisation and its members. A sense of mission allows an organisation to shape current behaviour by envisioning a desired future state. Being able to internalise and identify with an organisation's mission contributes to both short and long-term commitment to the organisation. Success is more likely when individuals and organisations are goal directed (Denison & Neale, 1996:12).

Achua and Lussier (2013) note that a unique corporate culture provides value to the organisation and, therefore, is difficult to simply imitate or replicate. In this regard, it helps to build and sustain a firm's competitive advantage. For this to happen, the organisation must have a mission statement and values that have meaning, a

statement that people will take seriously, and a set of overarching beliefs that serve as powerful guides for everyday action. An organisational mission is an organisation's reason for existence (Sorensen, 2002). It is sometimes referred to as a creed, purpose, or statement of corporate philosophy and values (Forest & David, 2003). The mission of an organisation is aligned to the expectations of its targeted customers, in order to achieve its ultimate returns (Zhang, Li & Pan, 2009).

2.3.5. Adaptability

Adaptability is the ability of the company to scan the external environment and respond to the ever-changing needs of its customers and other stakeholders. Organisations hold a system of norms and beliefs that support the organisation's capacity to receive, interpret and translate signals from its environment into internal behaviour changes that increase its chances for survival and growth (Denison, 1990:14) The adaptability trait concerns how the organisation copes with external contingencies and changes. This trait includes the component indexes of "creating change," "customer focus," and "organisational learning." "Adaptable organisations are driven by their customers, take risks and learn from their mistakes, and have the capability and experience to create change" (Denison, 2000:16). Adaptable organisations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998; & Senge, 1990).

When customer focus is higher than creating change and organisational learning, this signifies that the organisation may be good at meeting customer demands currently but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future. However, when organisational learning and creating change are higher than customer focus, there is an indication that then organisation is good at recognising best practices and creating new standards in the industry but has difficulty in applying their learning to their own customers (Zakari, Poku & Owusu-Ansah, 2013:97).

2.4. Meaning of an Organisation

The history of organisations is probably as long as the history of mankind. Early organisations like families or groups of hunters evolved into tribes, kingdoms and empires. The need to survive in a hostile world, to carry out missions too great for a single person and to share scarce resources, are just some of the reasons for the

creation of early organisations. Our modern society and its rapidly developing, complex technology, which results in the specialisation of experts in very narrow fields, created an additional reason for the existence of organisations (Shtub & Karni, 2010:19).

It has been highlighted that the term organisation has different definitions for individual researchers and authors. The term organisation is viewed by Greenwald (2008:6) as a body of individuals working under a defined system of rules, assignments procedures, and relationships designed to achieve identifiable objectives. In Business Dictionary (2012), an organisation is defined as a social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis. All organisations have a management structure that determines relationships between functions and positions, and subdivides and delegates roles, responsibilities, and authority to carry out defined tasks. Organisations are open systems in that they affect and are affected by the environment beyond their boundaries.

A more informal definition can include any situation in which two or more persons are involved in a common pursuit or objective (McLean, 2005:2). According to Hollensbe et al., (2010:1229) organisations not only produce goods and services, but people as well. Employees are affected by their work environments and the business culture that forms them. Furthermore, the authors point out that organisations are learning environments where good behaviours can be practiced and characters formed. Therefore, the way in which business leaders describe the purpose of the business, and the commitment and the dedication they inspire in their people, can have a great effect on the wider sense that those people have of their responsibility for one another and to the wider community given the broad-ranging and all-encompassing definitions of organisations. It is easy to understand the complexity of organisational culture and the large number of situations in which it can be applied.

2.5. Organisational Culture

Given the dynamic environment and continuing insights into sources of organisational performance, profit oriented and not-for-profit concerns are engaged in a constant review of what they do and a search for ways of accomplishing their goals effectively. Organisational behaviour literature has recognised the importance of culture in this search and identifies it as a key resource for motivating and optimising the productivity of human capital (Duke & Edet, 2012:66). More than any other factor, culture defines

the character of an entity and influences managerial decision-making, strategy choices and the pursuit of market opportunities in a way that marks one organisation from another. More critically, organisational culture is what determines the way members of an organisation interact with one another and outsiders (Malhotra, 2011).

Employees of an organisation are challenged with obstacles of external adaptation and internal integration, Greenberg (2011) explains. To cope with these problems, the group creates, develops or finds certain patterns to deal with them, and such patterns are called organisational culture. Values held and shared by the group are the basis from which organisational culture is borne and conceptualised. Typically, it does not react to change from outside, but it is continuously changing by itself and adapting step by step. To sum up, it is a cognitive frame formed by values, attitudes, behavioural norms and expectations which are shared by the group (Greenberg, 2011).

Organisational culture has been identified as one of the essential factors that affect the efficiency and productivity of a firm (Alas, Kraus & Niglas, 2009). Scholz (1987) emphasises that, in the modern corporate world, an organisation cannot maintain its mission and thrive in the competitive environment unless it can uphold a solid advantageous culture. While strategy ultimately decides a company's goals, culture determines how to achieve those objectives. Culture, therefore, becomes the determinant of organisational performance (Case, 1996). Ndwiga (2012) affirms this fact, noting that when an organisation has weak culture, then regardless of the level of strategy, the overall execution will be negatively impacted.

A study by Mobley (2005:12) pointed out that the sentiment each employee feels toward organisation and each part of corporate life when tallied together is organisational culture. Further, the author mentioned that organisational culture covers all the centre esteems, convictions and shared presumptions that get workers persuaded. Organisational culture is a less tangible factor that determines the wellspring of rivalry outside quality, cost, innovation, purchaser benefit mark, and so forth. According to Fakhar et al., (2012), Organisational culture is acquainted with all workers once they are enlisted; this encourages them to be familiar with the organisation. Organisational culture refers as to an arrangement of shared implications held by individuals from an organisational that differentiates them from others (Robbins, 2001).

By definition, organisational culture is “a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 2004).

Robbins et al., (2010) define organisational culture as a system of shared meaning held by members that distinguishes the organisation from the other organisations. In other words, culture is the set of values which are collectively shared by the members of the organisation. According to Robbins and Sanghi, (2007), culture describes a set of systems of common value that can project employees to have similar organisation culture despite their difference in upbringing at diverse levels within the organisation. These are an organisation’s customs and standards that project a solid outcome on all stakeholders within the organisation. Norms are important places where organisations pay attention to in order to enhance the performance of the employees and productivity (Stewart, 2010). “Organisational culture could be built up by two essentials factors of a social group: structural stability of a group and the integration of a single item in superior standard” (Schein, 1995). Organisational culture is the “personality” of an organisation that guides how employees think and act on the job, and is central to the values, beliefs, inter-personal behaviours, and attitudes to stakeholders that determine how the organisation does its job. Culture is a key factor not only in achieving organisational goals, but in attracting and keeping desirable employees, creating a positive public image, and building respectful relationships with stakeholders (Desson & Clouthier, 2010:1).

According to Ndwiga (2012) organisational culture is comparable to a house’s foundation. It is what gives identity to the organisation (Cheung, Wong & Wu, 2011). Some have described organisational culture as a shared mental mode or the social glue holding an organisation together (Toarmina, 2009). Ndwiga (2012), however, notes that unfortunately many organisations invest significant sums of money on hardware rather than investing in creating a high-performance culture, which is basically the software that drives the business. According to McNeal (2010), an organisational culture is exhibited in the values and beliefs that leaders expect and

carry out; in the behaviours and attitudes of employees; in ethical guidelines; in operating policies; and in the stories people repeat about events in the organisations.

Glinka and Jelonek (2010:26) stated that organisational culture should be seized on a few levels, considering the environment which the organisation works in, businesses surrounding it, national culture, interested parties, and the scenes inside the organisation (managerial staff, employees, procedures, co-workers' interactions, insidious pressures or crises). Schein (2004:14) suggests considering organisational culture in three contexts. They three are connected to each other and make up one value, that is, proper organisational culture.

The first is the most visible, and is created by cultural artefacts and creations, patterns of behaviour, language, symbols and ceremonies. Norms, values, prohibitions, ideologies and directives of behaviour bound in a single organisation are the second one. This is partially visible and made aware of. The third context, which is also the most difficult to see, is created by basic assumptions, applying to surroundings and reality, human nature, interpersonal relations and activities. Authors of different models of organisational culture, Cameron and Quinn (2011:16), emphasise that, organisational culture cannot exist by itself, that it is partially hidden in the minds of an organisation's members. It is created by shared ideas, values or norms. It is the components that keep the organisation together which basically means that it might either support its growth or decrease its efficiency.

2.6. Organisational Culture Models

Organisational culture theory describes the discernible pattern of commonly-held or shared basic assumptions that a group has learned and used over time in the process of achieving internal integration, cohesion and consistency, and external adaptation or environmental consonance which have been successful and therefore considered valid enough to be replicated or taught across the organisation, especially to new members, as the correct way to respond or act in solving problems (Schein, 1992:15). Organisational culture embodies the solutions created by an organisation to confront or tackle the demands posed by its core tasks (Reiman & Oedewald, 2002).

Different models of organisational culture exist in literature. Famous among these models are Schein (1992:14), Heskett and Kotter (1992), Hofstede et al., (1990),

Cameron & Quinn (2011:16), and Denison (1990). Schein (1992) argued that culture exists at three successive levels. The most visible level of culture is its artefacts and creations, consisting of its constructed physical and social environment. At the next level are the values that drive behaviour. The third level consists of basic underlying assumptions which evolve as solutions to problems. As culture repeated over and over again it is taken for granted (Zakari, Poku & Owusu-Ansah, 2013:96).

2.6.1. Schein's model of organisational culture

Schein's (1985) model is composed of three layers and distinguishes between observable and unobservable elements of culture. The most clearly visible levels are the artefacts and practices that form the physical space, technological output, written and spoken languages, and explicit behaviour (Schein, 1985). In order to understand what these artefacts mean, one must analyse the second level, which consists of values and norms. The deepest and least tangible level consists of basic assumptions; the unchallenged and non-debatable assumptions that are so taken for granted that very little dissimilarity exists within a cultural group (Schein, 1990). Basic assumptions reside at the core of organisational culture, and reflect the central questions people face, such as the nature of human nature (Zakari, Poku & Owusu-Ansah, 2013:96).

However, Hatch (1993) stated that Schein's model may be deficient because it does not address the interactive processes between artefacts, values, and assumptions. She therefore proposed an alternative model, based upon Schein's model, which is explored in the sections to follow. Furthermore, Hatch (1993) and Trice and Beyer (1993) criticised Schein's view that assumptions represent the core of culture, because assumptions ignore the symbolic nature of culture. Nonetheless, Schein's model is considered to be of significance, and one from which many other models have emerged. It is also a model that offers a high level of abstraction and simplicity (Dauber et al., 2012).

2.6.2. Hatch's model of organisational culture

Hatch (1993) expanded Schein's theory into a cultural dynamics model consisting of four concepts: assumptions, artefacts, values, and symbols. Not only did Hatch add a fourth domain symbols, but she also defined the process that links each element of the organisational culture construct. She postulated that the interaction of assumptions, artefacts, values, and symbols is a cyclical process, as opposed to Schein's layered

perspective. The elements of culture (assumptions, artefacts, values, and symbols) are less central to the relationships that connect them.

Hatch (1993) proposed that there are two likely means by which observable behaviour emerges through underlying assumptions: (a) through manifestations into values and realisation into artefacts or (b) through interpretations into symbols and through symbolisation into artefacts. It is, however, not clear under which situations such processes take place, or which factors define the path for the transformation of assumptions into artefacts or, in other words, when assumptions will manifest and realise, and when assumptions are interpreted and symbolised (Dauber et al., 2012). This model, however, represents a transition to a more dynamic view of culture, although to a somewhat limited extent, because external effects are not explicitly considered in the model (Dauber et al., 2012).

Both Schein (1992) and Hatch (1993) offered a simplified but restricted view of culture in organisations (Dauber et al., 2012). Their models, however, offer an important foundation for the development of an internal environment of an organisation. The high level of abstraction restricts the explanatory power relating to the interdependencies between organisational culture and other spheres of an organisation (example: strategy, structure and operations). External pressures on organisational culture are not clearly specified in their models. A more complete model should illustrate internal processes steered by organisational culture, and also demonstrate the consequences for the external environment, and vice versa (Dauber et al., 2012).

2.6.3. Hofstede's model of organisational culture

In the model put forward by Hofstede et al., (1990), symbols denote the words, gestures, pictures, or objects that hold a specific meaning within a culture and are recognised by those who share the culture. Heroes are persons, alive or dead, real or invented, who embody qualities strongly valued in the culture, and hence serve as models for behaviour. Rituals are collective activities that are technically superfluous in reaching desired ends, but are regarded as socially essential within a culture, and are thus undertaken for their own sake.

Symbols, heroes, and rituals can be subsumed under the concept of practices. The heart of culture is crafted by values, which is the broad inclination to prefer certain

states of affairs over others. Values drive practices, while feelings that are generally unconscious and cannot be discussed or directly observed by outsiders can only be inferred from the way in which people behave under various situations (Hofstede et al., 1990). Hofstede and his colleagues used the onion model to visualise the relationship between culture, values, and practices. Hofstede et al. (1990) see culture as essentially unchanged over time, as they place value at the core of culture, and see values as unchanged over time. According to Fang (2009), however, values can be understood as a relative and changing construct. What is evil or good in today's society might be quite different to what these were in the past. Also, the relationship between values (beliefs and norms), on the one hand, and behaviours and artefacts (symbols, heroes, and rituals), on the other, should be understood as a dynamic one; both sides can influence and be influenced by each other (Fang, 2009).

2.6.4. Homburg & Pflesser's model of organisational culture

Homburg & Pflesser's (2000) model illustrates the relationship between organisational culture and performance outcomes. They stated that market dynamism (the external environment) moderates the relationship between organisational culture and performance outcomes (Homburg & Pflesser, 2000). Organisational culture is defined as having three levels, similarly to the postulation by Schein (1985). However, in their model, artefacts and behaviour belong to the same level. Artefacts reflect the stories, arrangements, rituals, and language, while behaviour constitutes the organisational behaviour patterns. Homburg and Pflesser (2000) stated that behaviour is influenced by norms and artefacts. Market-oriented organisational culture includes four components:

- Organisation-wide shared basic values upholding market orientation
- Organisation-wide norms upholding market orientation
- Perceptible artefacts of market orientation
- Market-oriented behaviours

The model, however, does not consider interaction, and focuses only on linear effects from culture to performance. Hence, the model has limited explanatory power regarding the effects of the external environment, and assumes no feedback processes (Dauber et al., 2012).

2.6.5. Martins' model of culture

Martins (1989) developed a model based on the work of Schein (1985) to describe organisational culture; the model is based on the interaction between the organisation's subsystems (goals, values, and structural managerial, technological, and psychosocial subsystems), the two survival functions (external environment and the internal systems) and the dimensions of culture. The model is based on the interaction between three key elements: the organisational subsystems, survival functions, and the dimensions of culture (Martins, 1989).

2.7. Role of Organisational Culture

Cultural values make the organisational culture of each company unique and it also has to be recognised as intangible dynamics. It guides people to certain behavioural norms and therefore plays three roles within a group. On one hand, the organisation has to define its values and perceptions as clearly as possible, so that the members can strongly associate with the company and feel as a vital part of the organisation. On the other hand, organisational culture encourages commitment to the organisation's mission. When people feel as being a part of the whole organisation, having a say and being involved in the company, they begin to think beyond their own interests and realise that this is about something bigger than everyone's individual interests. Furthermore, it sets guidelines on how employees are expected to behave in several situations to support a company's mission. These guidelines are particularly helpful for newcomers and grant stability in behavioural patterns (Greenberg, 2011).

A culture of an organisation can encourage high performance or low performance. It is the organisational culture that helps to influence the behaviour of the employees towards this. Martins and Terblanche (2003) concur, saying that organisational culture plays an indirect role in influencing behaviour by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision-making, cooperation and interpersonal relationships, and so forth, which are all designed to accomplish specific tasks. As an explanation, if an organisation has a well-laid-down strategic plan, which in this case is meant to guide the organisation towards achieving its goals, the employees will be expected to show an atmosphere of high performance; the structure of the organisation must be one that promotes high productivity, the same will apply to the level of decision-making as well as interpersonal relationships in the organisation.

2.8. Organisational Culture and Performance

2.8.1. Perspectives on organisational culture

Martin (2004) discussed organisational culture from three perspectives: integration, differentiation, and fragmentation. The integration perspective is based on the notion that one dominant culture exists within the organisation. The agreement on values and basic assumptions is the organisation's culture. Culture seen through this lens brings unity, predictability, and clarity to work experiences (Champoux, 2010). However, the presence of an overriding culture does not negate the existence of multiple components or dimensions. Most research to date has adopted the integrative viewpoint (Ostroff et al., 2013).

The differentiated perspective views organisations as being made up of subcultures dispersed throughout the organisation. Subcultures characterise a focal unit's shared values, beliefs, norms, and assumptions, and can differ widely. Although the notion of subcultures is well accepted, very little research has scientifically investigated these or examined their relationship with an overriding culture (Ostroff et al., 2013). The fragmentation perspective emphasises the existence of ambiguity in organisations. Martin (2004) stated that the fragmentation perspective is valid because of the uncertainty related to knowing whether or not an overriding culture or a subculture exists. Martin's framework highlights the notion that organisational culture can be studied at multiple levels or using units of analysis and from different vantage points (Ostroff et al., 2013).

2.8.2. The concept of employee performance

Job performance is a very critical factor in every organisation. It is the basis of the success of an organisation which, in all aspects, is dependent on individual employee performance. In other words, if an individual performs according to the expected standards, then organisation performance will be enhanced and improved (Chegini, 2010). It is, therefore, logical that job performance is an extremely important criterion that relates to organisational outcomes and success. Given the importance of employee job performance, management has to carry out an in-depth analysis of their employees and find out the determinant factors that will increase high employee job performance.

Factors used to measure an individual job performance vary from one field of work to another. For example, in the healthcare industry, these factors will include the relationship of work experiences, job stress and psychological wellbeing (Burke, 1996). In the research industry, job performance can be measured by two categories, which are personal and environmental. Campbell (1990) came up with three core determinants of job performance, which he classified under declarative knowledge, procedural knowledge, and skill and motivation. He noted that these three are the core of any job performance, as one should have the complete knowledge about the task at hand. They must possess the required skills to perform the task and should have complete understanding of how to do it and lastly, have the level of motivation to perform the task with maximum will and effort.

2.8.3. Organisational culture and employee performance

Organisational culture has been identified as one of the essential factors that affect the efficiency and productivity of a firm (Alas, Kraus & Niglas, 2009). Scholz (1987) emphasises that, in the corporate world today, no organisation will go on with its mission and last in the world of competition without maintaining a strong advantageous culture. If strategy defines where a company wants to go, culture determines how it gets there (Case, 1996). Culture, therefore, becomes the determinant of organisational performance. Ndwiga (2012) affirms this fact, noting that if the culture of an organisation is weak, it does not matter how great the strategy is, the execution will be adversely affected.

According to Ndwiga (2012) organisational culture is akin to the foundation of a house. It is what gives identity to the organisation (Cheung, Wong & Wu, 2011). Some have described organisational culture as a shared mental model or the social glue that holds an organisation together (Toarmina, 2009) Ndwiga (2012) however, notes that unfortunately, many organisations spend a lot of money on hardware rather than investing in creating a high-performance culture, which is basically the software that drives the business. According to McNeal (2010) an organisational culture is manifested in the values, beliefs, and expectations that leaders preach and practice; in employee's attitudes and behaviour; in ethical guidelines; in operating policies; and in the stories, people repeat about events in the organisations.

Armstrong and Baron (1998), assert that sustainability and success of an organisation can only be attained by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It supports the rationale that people, and not capital, provide organisations with a competitive advantage (Reynolds & Ablett, 1998). The competitive capacity of an organisation can be increased by building strong people and effectively managing and developing them, which is in essence performance management (Cabrera & Banache, 1999). DeWitt (2010) is of the same school of thought when he says that improving employee performance begins by assisting and helping the employees to grow personally and professionally.

A culture of an organisation can encourage high performance or low performance. It is the organisational culture that helps to influence the behaviour of the employees towards this. Martins and Terblanche (2003) concur, saying that organisational culture plays an indirect role in influencing behaviour by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision-making, cooperation and interpersonal relationships, and so forth, which are all designed to help organisation. As an explanation, if an organisation has a well laid down strategic plan, which in this case is meant to guide the organisation towards achieving its goals, the employees will be expected to inculcate an atmosphere of high performance; the structure of the organisation will have to be one that encourages high productivity, and the same will apply to the level of decision-making as well as interpersonal relationships in the organisation.

Some elements of culture in an organisation help to encourage high employee performance. Among them are visible cultural symbols like the size of one's office, or pictures of employees placed at the entryways. The pictures make employees feel recognised as part of those who make the organisation thrive, hence they put more effort in their duties. Artefacts, that is, tangible evidence of organisational culture like computers, employee handbooks, a company logo, and corporate wares, make employees identify with the organisation; they feel proud to be associated with the organisation, hence a tendency to perform their duties well. Patterns of behaviour like how and where employees interact, how they behave in formal and informal meetings, also encourage high performance.

Organisations known for strong culture sustain it, as each successive generation of leaders and followers embraces and passes it on to the next, through mechanisms such as stories, artefacts, rituals, slogans, symbols and special ceremonies, as cited above. These mechanisms reproduce as well as reinforce the accepted culture (Dacin, Munir & Tracey 2010). According to Wines and Hamilton (2009), strong cultures make up the “cultural DNA” that gives organisations and individuals their identities. An example of this would be Sam Walton’s conception of Wal-Mart’s culture from its early years. The essence of Wal-Mart’s culture is a commitment to customer satisfaction, zealous pursuit of low costs, and strong work ethic.

According to Case (1996), powerful cultures have powerful effects on how a company's people work together. A successful corporate culture, however, adds Case (1996), is not some kind of black magic; it derives its power not just from abstractions, but from specific practices that employees understand as symbolising and representing the culture. A strong organisational culture pays off as it relates to the specific competitive demands of today’s marketplace, hence enables companies to outstrip their competitors. To relate this employee job performance here, we can give an example of a graphic design studio, which usually has its employees working under very high pressure and tight deadlines. If an organisation like this insists on teamwork and meeting deadlines with clients, employees will create a culture of going out of their way to satisfy the clients, hence high performance, and by extension more profits.

Ojo (2009) says that strong corporate culture potentially increases a company’s success. A company’s success depends on high employee performance by serving three important functions. First, it serves as a tool of management control. Organisational culture is a deeply embedded form of social control that influences employee decision and behaviour. It influences how workers relate with each other and how decisions are made in the organisation. By providing a powerful mechanism for controlling behaviour, organisational culture also manipulates how employees attach meaning to their world and how they interpret events. Secondly, organisational culture acts as the social glue ‘that bonds people together and makes them feel part of the organisational experience. Employees are motivated to internalise the organisation’s dominant culture because this helps fulfil their need for social identity, hence high performance. This social glue, says Ojo (2009), is increasingly important as a way of attracting new staff and retaining top performers.

Thirdly, organisational culture assists in the sense-making process. It helps employees understand what goes on and why things happen in the organisation. This makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it (Gordon, 2008). In contrast, emphasises Kotter (2012), companies have weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organisation. Gordon (2008) asserts that in any type of organisation, a poor culture can lead to staff disengagement and customer dissatisfaction, two criteria that significantly affect the profitability of an organisation.

2.9. Organisational Culture Constructs

For every cultural transformation initiative, finding out what works and what does not work for the organisation should be the starting point. This involves holding out a cultural indicative (a cultural values assessment) for the whole organisation, with information cuts for every specialty unit, division, and group, and organisation-wide statistic of classification, for example, sexual orientation and age (Barrett, 2016).

A study by Miller, Rex, Casey and Konchar (2014) points out that organisations present different kinds of culture. For the organisation to have or create a reasonable profile, it is important to elaborate certain valued, assumptions and objectives of the organisation into a clear framework that provides the principal basis. Furthermore, the authors illustrate the competing value framework as an example model to follow when designing an effective organisational culture as it provides major valuable indicators.

Kim and Quinn (2006) stressed that successful organisational culture must be calculated when it comes to its development; to do so, a cultural valuation of the workspace might be a valuable place to start. At first, when engaging employees, it is necessary to create an environment that motivates the personnel to innovate, collaborate and work efficiently. Furthermore, the author illustrates that workspace strategy and design is a perceptible opening to translate the workplace into a space that sets high performance standards.

2.10. Non-Governmental Organisation (NGO) Definition

NGOs are legitimately established organisations formed by natural or legal people and run separately from the government. NGOs originate from the United Nations and were

described as entities that perform outside government as not profit-seeking businesses (Wanjiku & Agusioma, 2014:1).

In support of the above statement, a study by Metin and Coşkun (2016:4), highlighted that NGOs have some specific characteristics that make them different from governmental organisations (public sector) and the private sector such as not seeking profit, having different sources of revenue from profit seeking organisations, having different kinds of objectives, having multiple stakeholders, and working with volunteers. This is despite the fact that non-profits can dispense their profit to workers in the form of bonuses like higher remunerations, short hours, or improved workplaces. However, because of the weak incentives, NGO entrepreneurs have to capitalise on profit, and could gain a competitive advantage in many areas (Glaeser & Shleifer, 2001:99). NGOs should have the advantage to provide goods and services where value is almost impossible to validate, and where the enticement for a for-profit provider to evade on value could be particularly high.

NGOs are mainly operated by selfless employees and volunteers working towards ideological, rather than financial ends. NGOs initiators are usually powerful, imaginative people who occasionally come up with new products to distribute or an improved means to distribute current goods and services.

2.11.Theoretical Framework

Cameron and Quinn (2011) and Quinn and Rohrbaugh (1983) have determined that different essential cultural frameworks are design to identify characteristics concerning the six core dimensions of the organisation that accumulatively represent culture by using the organisational culture assessment instrument (OCAI). According to Cameron and Quinn (1999), an organisational culture framework is built upon a theoretical model named the competing values framework (CVF). Furthermore, the authors illustrate that the CVF is a cluster of two major dimensions and four main bunches.

Evaluating the alternative of Cameron and Quinn (2006), Quinn and Rohrbaugh's (1983) theoretical framework was necessary in choosing specific courses of action that will be suitable for this research. For the purpose of this research, the conceptual framework was created upon the theory of Quinn and Rohrbaugh's (1983) formulation that is integrated into a CVF. Quinn and Rohrbaugh (1983:363) stated that, "the CVF

in the past was designed on research to identify indicators of organisational effectiveness”, not paying attention to any model allows organisations to only have a half view of their performance. For the purpose of this study, the outline is created on the construct of organisational culture which is to understand the perception of employees with regard to the influence of organisational culture on employee’s commitment, performance and the relationship between organisational culture and employees.

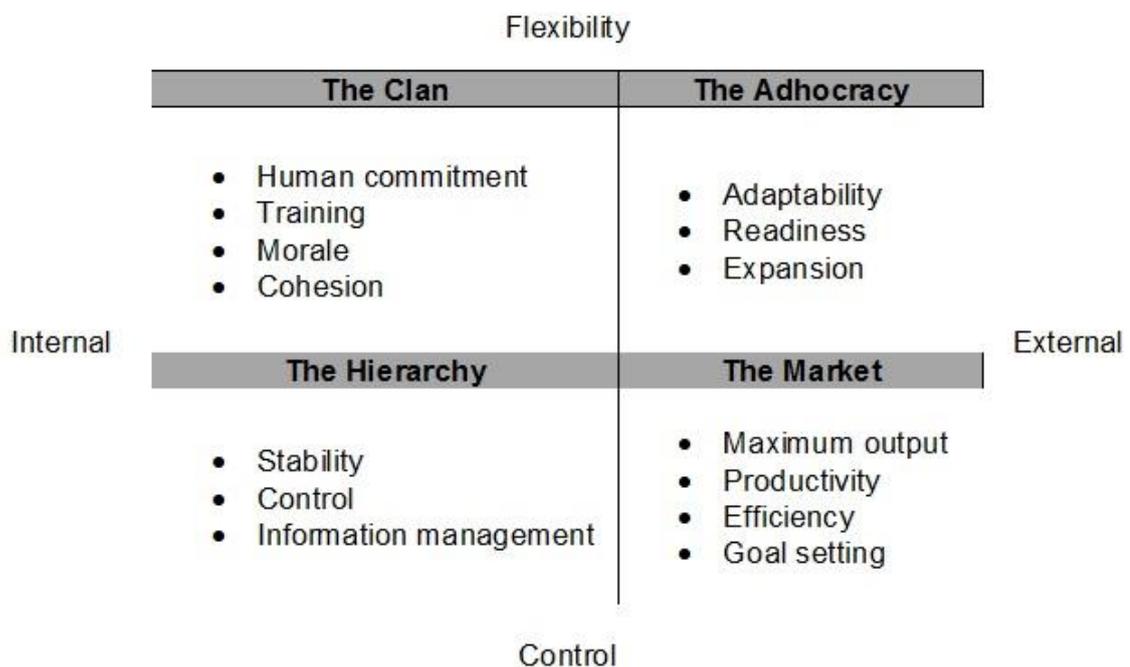


Figure 3.1: Competing value framework

Source: Quinn and Rohrbaugh (1981:136)

2.12. Summary

This chapter dealt with meaning of concepts such as culture, involvement, consistency, mission and adaptability. The relationship between organisational culture and performance is also explained. The next chapter explains the methods used in gathering data as well as how data was analysed.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter covers the research design and methodology. In this chapter, the approaches used to acquire data and subsequently the results, are explained as well as information about those who assisted with valuable information and the ethical practices that were followed. The purpose of this study was to investigate employee perceptions in organisational culture constructs to selected NGOs in Cape Town in order to generate valuable information in understanding the role of organisational culture in the achievement of organisational objectives in NGOs. The study also aimed to provide managers and owners of NGOs with the present level of employee commitment that is prevalent within the company and added value to leadership and organisational culture studies by being a guide for current and future leaders in their struggle with retaining employees through job satisfaction and organisational commitment.

3.2. Philosophical assumption

The argument of this research was not to define nor to explain the concept of organisational culture, but the research is designed to develop an understanding of the influence of organisational culture construct implications in NGOs. The study focused on interpretivism approach to lay the perception of both employees and employers at NGOs.

3.3. Interpretivism research

Interpretivism research support the view that the quality of the study lies in adopting criteria that are in harmony with the epistemological groundwork of the study (Farquhar and Michels2015:347). According to Zúñiga, O'Donoghue and Clarke (2015:52), "reality is viewed as a social construction which means there can be multiple realities or interpretations of an event", this makes interpretivism suitable to understand a particular and specific situation.

3.4. Data Collection Methods

The method used to collect data for this study was by means of the mixed (qualitative and quantitative) approach. According to Ivankova and Greer (2015:65), the mixed research approach is a method that evaluates the research question and problem by

combining the qualitative and quantitative approach to have more reliable and convincing conclusions about the research problem. Further, the author states that the mixed research approach generates multiple angles of tackling the research problem. This method was imperative to this research as it permitted the researcher to simultaneously or sequentially collect data to best understand the research problems. According to Johnson and Onwuegbuzie (2004:14), the benefit of using mixed methods is the fact that it assesses different facets of complex outcomes or impacts, yielding a broader, richer portrait than one method alone can. For the purpose of this study, the mixed approach was found appropriate as its purpose was to determine the need and capture the view of participants on employee perceptions in organisational culture constructs to selected NGOs around Cape Town, Western Cape Province.

3.5. Qualitative and Quantitative Approach

3.5.1. Qualitative research

Holloway and Wheeler (2002:30) refer to qualitative research as “a form of social enquiry that focuses on the way people interpret and make sense of their experience and the world in which they live”. The purpose of the qualitative research is to focus on the experiences from the participants’ perspective. Gay and Airasian (2000) characterise subjective research as the accumulation of broad information on numerous factors over a broadened timeframe, in a naturalistic setting, to pick up bits of knowledge unrealistic utilising different sorts of research. According to Rubin and Babbie (2010), the qualitative approach is essential to investigate the context of phenomena that could be understood within their natural setting. The qualitative approach is also essential in interpreting the meaning of human action and seeking a deeper understanding of social life as non-numerical data (Creswell, 2009). The important feature of the qualitative approach is to pay attention to complex problems such as human behaviour, interaction and felt needs (Isaacs, 2014).

Qualitative research can be categorised into various methodologies such as ethnography, narrative, phenomenological, interpretative, and grounded theory. This research study made use of a qualitative approach in the framework of the interpretive paradigm to capture the views of the employees and employers regarding organisational culture constructs.

Advantages and disadvantages of the qualitative approach

Qualitative research represents a significant advantage as the approach allows the investigator to have an in-depth understanding of the problem investigated (Babbie & Mouton, 2001). A study by Mert (2014) illustrated that, one of the important advantages of qualitative approach is in assisting the investigator in ameliorating the strategy competencies of the executives. Welman, Kruger and Mitchell (2006) expressed that the qualitative approach presents an advantage on addressing the investigation purposes through variables that are difficult to quantify in figures and it offers a high level of suppleness by permitting the investigator to manipulate the data collected at any given time in order to increase the validity of the findings. The qualitative approach gives a way of interpreting results easily and discovers new ideas (Babbie, 2004).

Research methodology is regarded as a logical approach used to obtain new knowledge or adjust existing knowledge (Hammel, 2006). The disadvantage of the qualitative approach depends on the results. The results gathered through the approach are more reliant on the understanding of the researcher, which makes it respondent rather than objective, and might influence answers not to be generalised (Babbie & Mouton, 2001). This research approach is an interactive process in nature and consequently requires the investigator to present good communication and analytical skills to provide the findings in a more clarified format (Babbie, 2004).

3.5.2. Quantitative research

Babbie (2010) pointed out that qualitative research can be characterised as research that discloses findings through numerical data investigated through scientifically based techniques, particularly measurements. Further, Creswell (1994) illustrated that, from a broader perspective, it can be described as a kind of careful examination into a social wonder or human issue and testing a speculation containing variables which are measured with numbers. The purpose of using the quantitative approach in this study is to examine the influence organisational culture has on employee performance and commitment in NGOs.

Advantages and disadvantages of the quantitative approach

According to Carr (1994), the qualitative approach is usually generalised as a whole population or a sampling as it involves the larger sample usually randomly selected. The advantage of the quantitative approach is less time consuming as it uses the

statistical software such as SPSS (Connolly, 2007). Statistical methods mean that the analysis is often considered reliable, appropriate for situations where systematic, standardised comparisons are needed. According to Powers and Powers (2015) the focus of the quantitative approach on samples reflects a large proportion that made the research more trustworthy.

The quantitative approach also has its own limitations. According to Denzin and Lincoln (1998), the quantitative approach leaves out common meanings of social phenomenon. The approach presents other limitations as it usually fails in investigating deeper some underlying meanings and explanation. According to Bouwer, Béguin, Sanders and van den Bergh (2015), the approach is unable to give a clear explanation on social meaning in particular context. Another limitation of quantitative approach is that it is unable to for how the social reality is shaped and maintained, or how people interpret their actions and others' (Blaikie, 2007).

3.6. Data Collection

Data collection is a tool used to collect information from surveys, questionnaires and data entries for the purpose of analysing it to produce original research results (Durheim, 2000:32). The method of data collection for this research was the semi-structured method by means of questionnaires and interviews. The research focused on the mixed approach as mentioned earlier. The research study used the qualitative approach to examine both employees' and employer's reaction toward organisational culture's construct. From this method, data were gathered through interviews because they were the main foundation of data collection in the direction of theory building. Further, the quantitative approach was also used to inspect and measure attributes of NGOs; the means of data collection from this method was through questionnaires to answer "what" or "how" questions in relation to the methodology (Shaffer, 2013:7-9).

3.6.1. Questionnaire

A questionnaire is defined as a "multiple-stage process that requires attention to many details at once. Various questions can be asked in detail and in different ways (Burns & Grove, 2003:234). A questionnaire is both a quantitative and qualitative form of research. Burns and Grove (2003:201) state that "quantitative research measures the incidence of various opinions in a chosen sample". Questionnaires are chosen as the preferred research method because they are comparatively rapid in gathering data

from a group of students. The responses are collected in a consistent way, so questionnaires are supplementary objective (Carter & Williamson, 1996). Open- and closed-ended questions were distributed to ask about the research problem.

Open-ended

According to Burns and Grove (2003), open-ended questions permit the participant to express their views without being influenced by the researcher. The benefits of open-ended questions comprise the likelihood of determining the responses that individuals give impulsively and to explore deviant responses of the individual to the closed-ended question. According to Reja, Manfreda, Hlebec and Vehovar (2003:159), using open-ended questions has a disadvantage around the requirement for widespread coding and large point non-response. Further, the authors state that open-ended questions produce a much diverse set of answers and more missing data.

Closed questions

Closed questions are a quantitative method of research. They consist of a low level of contribution from the researcher and a high number of respondents. Durkheim (2000:44) stated that “the participant’s responses are partial to an immovable set of responses.” A closed question can be answered with either a single word or a short phrase. Furthermore, the author pointed out that closed-ended questions, in general, yield a higher percentage of responses. However, it limits the respondent to the set of alternatives being offered.

3.6.2. Interview techniques

Remenyi (2011:1) characterises a meeting as a formal method for the scientist getting verbal proof from an educated witness. Meetings fall inside the subjective research worldview. They are a viable method for getting required data on the issue to be examined. Woods (2011:1) states that meetings are chiefly used to supplement and prolong our comprehension of a person's suppositions, sentiments, activities, qualities and translations by gathering detailed data using eye to eye contact by utilising oral inquiries. For the purpose of this study, semi-structured interviews were used because they are designed as a proper technique that extracts maximum adequate information based on the prior idea of questions that the study has.

Semi-structured interviews

Semi-organised meetings include incomplete pre-arranging of inquiries, are less controlled, and should be possible telephonically or via videophone, with up close and personal being the best strategies for leading those (Woods, 2011:2). This examination used inside and out semi-organised meetings. Although they are time serious and inclined to inclination, they enable the specialist to look for interviewees' viewpoints of their encounters and circumstances through redundant up close and personal experiences (Taylor & Bogdan, 1984).

Klenke (2005:126) upholds that a “semi-structured interview makes use of open-ended and closed-ended questions”. Semi-structured interviews allow for better suppleness with the investigator using the subject as a lead to questions that are enquired. Nonetheless, the way of enquiring questions is within a formless method and additional investigations might be added based on the interviewees’ responses. This research used in-depth semi-structured interviews. The advantage of using semi-structured interviews resides in their modification and completeness. Semi-structured interviews automatically save time and elaboration in analysis.

Even though they are time concentrated and disposed to bias, they enable the investigator to seek applicants’ positions based on their experiences and circumstances throughout repetitive face-to-face meetings (Taylor & Bogdan, 1984). The disadvantage of semi-structured interviews is that they are time consuming in analysis. Difficulty in generalising the findings is another disadvantage (Silverman, 2000). The researcher was able to look also on nonverbal language. The interrogator also enquired analytical questions permitting the interviewees to elaborate more on the problems that are perilous to them. The focus was to maintain a regular manner of gathering relevant information that will provide clear answers to the research questions.

3.6.3. Interview processes

According to Yin (2003:79), a pilot study is an important part of the qualitative study method. It aims to provide some benefit such as helping in detecting flaws in the measurement procedures, helping to identify unclear formulated items when conducted on a small number of respondents from the sample. This study for three eligible NGOs generated suggestions about employee perceptions in organisational culture constructs to selected NGOs predicting its effect on performance. Three

managers were randomly selected. The pilot was undertaken on completion of the first draft of the interview questionnaire. The questionnaires administered to the three managers were designed with both open- and closed-ended questions.

The researcher was able to adjust the questionnaire based on the preliminary interview outcomes and recommendations made by the interviewee. Upon the end of the pilot, the researcher started on the research interviews. Interviewees were contacted to ask for permission in order to arrange an appointment. Interview session appointments were sent via email and social media for confirmation in writing. During the interview, the researcher was the first to introduce herself and provided short background information of the study and how it would benefit the interviewee. Ethical consideration was presented as proof that the research was academically purposed. Most of the interview sessions were taken in the organisations' conference rooms. The average time of interviews was between 50 to 70 minutes and recorded on a smartphone. Furthermore, the requested language of the interview was English as it is the language of academic instruction for the university.

3.7. Data Analysis

Primary information was sourced from the completed questionnaires that were transferred. Primary information is data that is untreated and had been obtained directly by the researcher for a particular research project (Babbie, 2010:12). Data analysis means to organise, provide structure and elicit meaning (Polit et al., 2001:383). Analysing qualitative raw information is an active and interactive process. Data analysis started soon after conducting the first interview. The data collected from all the interview was transcribed by the researcher. Throughout this process the researcher was able to classify their initial thoughts and all ideas were written down. This transcribed information was reviewed and re-read on several occasions. What was important was that the researcher ensured that the transcripts retained the information needed from the verbal explanation in a way which remains true to its original nature. It was then followed by codes identifying structures of the information that the investigator measured relevant to the investigation question. At this level, it was the creation of initial codes from the data. Codes identify a feature of the data that appears interesting to the researcher and that can be assessed in a meaningful way regarding the phenomenon.

Microsoft Excel was the main quantitative tool of data analysis. The data was summarised in a table, all answers were represented by a single digit (1) and attributed to a cell corresponding to a participant answer. The total of the number in each cell on a row was then accumulated to have a total using sum formula. The total was then converted to an appropriate chart to display respective percentages of the raw data.

3.8. Thematic analysis

As it was important to ensure that the transcripts retained the information needed from the verbal explanation in a way which it remains true to its original nature, it was decided by the researcher that, the study should emphasis on identifying codes within the participants knowledge. These codes were essential to deliver the investigator with possibility for more coherent research of the respondent in query. From the statement above, it was clear that, the most suitable technique of analysing such information would be a thematic analysis. Fereday and Muir-Cochrane (2006:80) stated: "Thematic analysis is a search for themes that emerge as being important to the description of a phenomenon". This method of analysis is frequently used to detect, analyse and report information, meaning that are produced by people, situations and events (Jebreen, 2012). Thematic analysis is a form of qualitative study that describes the data in great detail and deals with a diverse Respondent (Ibrahim, 2012). In the past, there were censures concerning thematic approach regarding the absence of clear guidelines, however, Attride-Stirling (2001) pointed that, the drawback of thematic has afterward subsidised to certain investigators neglecting the process to how they would normally analyse their results; consequently, it was then necessary to the investigator in the research to engage a vibrant, clear and transparent methodology. The step used were as follow: Developing initial codes: the investigator conducted a series of interviews and also considered to identify the important parts of the raw data as initial codes, "investigators have to collect data through recurrence or repetition of words and phrases" (Jebreen, 2012: 171). Validate initial codes: Researcher directed an additional sequence of contributor interviews and questions. "When the initial codes were confirmed, the data is summarized, and clustered into groups that related to the research questions. By interpreting the data and assigning codes to the raw data, specific themes are identified" (Jebreen,2012:172). Identify themes: The identification and clarification of codes necessitates a long procedure of interpretation and revisiting the collected data. "Once a code is identified, the data is studied again in order to

identify and specify the parts of raw data which relate to the same theme” (Jebreen, 2012:172)

3.9. Research Population Type and Site Selection

Population is a collective number of people, gatherings or associations who could be included within the study; also, the combined gathering of mechanisms about which one needs to make orientations (Cooper & Emory, 1995:196). According to Peck, Olsen and Devore (2014:6), a population represents the entire pool of people or objects about which data is wanted. The targeted population in this study were individuals working in NGOs in Cape Town, Western Cape Province. They include:

- NGOs’ managers and owners
- NGOs’ employees

The study was designed to be conducted in the Western Cape, Geographically, the Western Cape is a South African province situated on the coasts of the intersection between Indian and Atlantic oceans. According to the 2011 census, the Western Cape is home to about 5.82 million people divided into 6 districts, namely the City of Cape Town Metropolitan Municipality, West Coast, Cape Winelands, Overberg, Eden and Central Karoo districts. The district which was focused on to gather data for the research was City of Cape Town Metropolitan Municipality. According to Statistics South Africa, based on the 2011 census, the Cape Metropolitan area had 3.7 million people and the overall site selected was the Cape Town Central Business District (CBD), Stellenbosch, Table View, Gugulethu, Bellville and Khayelitsha.

3.10. Sample Size

Sample size represents a segment of a population estimation that is taken and is the unit of study (Burns & Grove, 2007). The sample size chosen for this study was 100 participants, and the number was obtained on the basis of confirmed availability. As mentioned earlier, the target sample was NGOs, and NGOs’ employees around Cape Town CBD, Stellenbosch, Table View, Gugulethu, Bellville and Khayelitsha.

Participation was set as follows:

- Interviews: 10 interviews were conducted among NGO managers and owners
- Questionnaires: 90 questionnaires were distributed

- 60 to NGOs' employees around the Western Cape Province.
- 30 to NGOs' managers and owners

The participants selected for an interview in this study were chosen for their high position in the organisation in order to gather the inside information not available to others occupying lower positions.

3.11. Sampling

Sampling is defined as a set of entities in which the participants are selected to gather sufficient knowledge related to a research topic (Kothari, 2004). Sampling techniques are divided into two types: probability and non-probability. The sampling technique chosen for the study was non-probability. This technique is relevant when conducting social research where samples are selected in a particular way not recommended by probability theory (Babbie, 2013:199).

Non-probability sampling presents regular boundaries related to the personal nature in selecting the pilot. Also, it is valuable specifically in the case when randomisation is unbearable, also when the populations are vast. It might be valuable as well when the researcher has inadequate time, resources and employees. It might be utilised as well when the study does not aim to make outcomes that will be utilised to produce oversimplifications relating to the whole population (Etikan, Musa & Alkassim, 2016). Non-probability includes accidental, suitable, judgmental or purposive sampling, snowball, and quota sampling types.

In this research study, the investigator employed snowball sampling to select the participants and also to gather empirical data to realise the research objectives. The method allowed the researcher to recruit future subjects from among their acquaintances. For the purpose of this study and due to the limited numbers of participants, this method was effective to address the research design, aims and objectives as it is often used in hidden populations which are difficult for researchers to access. According to Katz (2006:4), "snowball sampling is described as a technique in which sampling frames are hard to establish and it is assumed that subjects are affiliated through links that can be exploited to locate other respondents based on existing ones".

3.12. Pilot Study

According to Yin (2003:79) a pilot study is an important part of the qualitative study method. It aims to provide some benefits such as helping in detecting flaws in the measurement procedures and helping to identify unclear formulated items when conducted on a small number of respondents from the sample.

This study for 100 eligible managers, owners and employees in NGOs generated a hypothesis about the employee perceptions in organisational culture constructs to selected NGOs in Cape Town. A pilot study was undertaken at the completion of the first draft of the questionnaire. The questionnaire was administered to Five (5) managers, owners and five (5) employees chosen among different NGOs in Cape Town. The aim was to check the clarity and validity of the questions. The response helped to determine questionnaire error before it was sent to a large research sample. This pilot study provided preliminary descriptive statistics that were used to design a small adequately mechanical study questionnaire.

3.13. Ethical Consideration

According to Cooper and Schindler (2001:112), the objective of ethics in research is to guarantee participant safety if they experience antagonistic outcomes during data collection. The investigator protected the subjects' privacy and confidentiality.

Other considerations included:

- Guaranteeing that none of the respondents are named amid the exploration timeframe
- Respondents were chosen to take part voluntarily
- All respondents were educated on the reason and motivation behind the examination
- Informed assent was sourced from the administration of the chosen organisation before beginning with the study.
- Finally, ethical clearance was obtained from the Faculty of Business Management and Science Research Ethics Committee

3.14. Validity, Reliability and Triangulation

According to Polit and Hungler (2001), validity refers to the accuracy of the data. Validity exists when the research findings reflect the perceptions of the people under study. Validity is important in qualitative research because researchers are able to

demonstrate the reality of the participants through a detailed description of the discussion.

Reliability refers to stability of data over time and over conditions. A dependable research study should be accurate and consistent. Reliable data is dependable, trustworthy, unfailing, authentic and reputable. Consistency is the main measure of reliability (Polit & Hungler, 2001). These aspects were attained by using recognised research methods discussed under section 3.2.

Johnson, Onwuegbuzie and Turner (2007:112) refer to triangulation as the use of multiple references to draw conclusions. It involves evidence from different sources, different methods of collecting data and different investigators. The use of triangulation enables the researcher to strive to distinguish between true and false information. The researcher used triangulation to establish the accuracy of data related to the questionnaires. This triangulation of data strengthens research design because the researcher's data have increased creditability and validity.

3.15. Delineation of the Research

As in all practical research, the limitations of the research should be identified. The limitations of this research are:

- The research was focused on NGOs organisational culture only.
- The research was focused only on both NGOs and NGOs' employees in Cape Town.
- All participants were requested to respond using the English language only.

3.16. Summary

The study methodology and design were deliberated in this section, as well as the population size designated. The study site and the methods of data collection that were utilised were discussed. Mixed study approaches were used to gather an in-depth analysis of the contributors' knowledge and experiences of the area of the research. Data was collected by means of interviews and open- and closed-ended questions. Questionnaires were the easiest and quickest way of collecting data. The questionnaires were limited to both NGOs and NGOs' employees in Cape Town. Quantitative data was captured in tables. This chapter also discussed ethics, reliability and validity. The chapter concluded with observing the principles of anonymity and to

ensure that the participants were morally and ethically protected. The following section highlights and discusses the outcomes of the research.

CHAPTER FOUR: DATA ANALYSIS AND RESULTS

4.1. Introduction

In this section, data obtained for this study through questionnaires are analysed. The results of the analysis are also offered. The overall participants rate was as follows:

Table 5.1: Description of participant's rate

Questionnaire to employees		Questionnaire to managers/owners	
Distributed	60	Distributed	30
Responded	60	Responded	27
Declined	0	Declined	3

The purpose of the research was to specifically examine the extent to which the influence of organisational culture has on employees' commitment and performance. The research also pitched to determine a comprehensive relationship or connection between organisational culture and employees. The findings and results are presented according to section 3.5 to 3.7. Section one (1) depicted the results from NGOs' managers and owners, while Section two (2) depicted results from employees working in NGOs. The last section depicted the interviews made with managers and owners of the NGO. After the mentioned section, the results from the interviews will be discussed.

4.2. Section One: Results related to Managers and Owners of NGOs in Cape Town

Status

The question was asked to identify the organisation's status by choosing between a social organisation and institution with social activities. The result shows that the majority of n=20 (74%) were social organisations (an approach of non-governmental and a market-based approach used for the purpose of social issues) and n=7 (26%) were institutions with social activities (entity that creates meaningful projects aimed at collecting sources of revenue only for social activities purpose). Figure 5.1 illustrates the result.



Figure 5.1: Organisation status

Legal structure

For the selected organisation, the demography according to their chosen legal structure to operate was as follows: Of the 27 respondents, the majority of n=20 (74%) organisations were listed as an NGO (a non-part of governmental non-profit making organisation working in the field of development for civil society) and the minimum of n=7 (26) were organisations operating under non-profit sector (non-profit organisation which are founded by its members to pursue and promote social objectives). See the Figure 5.2 below.

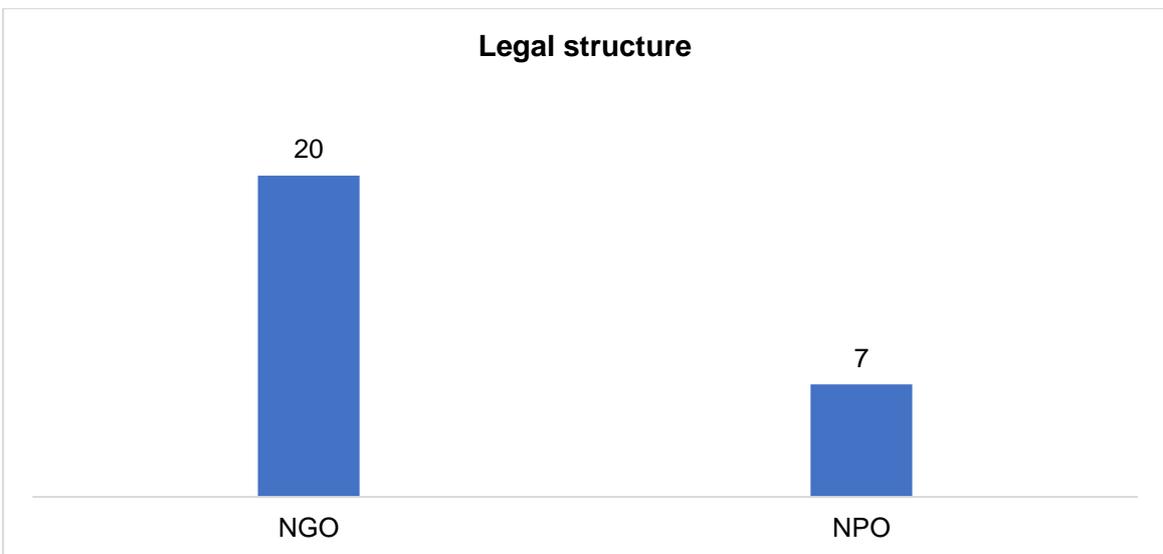


Figure 5.2: Legal structure

The selected organisations were also requested to disclose their Formal structure. Of the n=27 (100%) organisations, displayed different form of structures. From the result, the majority of n=20 (20,74%) organisations were operating under the form of “Section 21 companies”, the least minority of n=4 (4,15%) organisation were operating under the form of “Voluntary associations”, the minority of n=3 (3,11%) organisations were operating under other forms, and none of the selected organisations where registered to operate under the form of “Trust”.

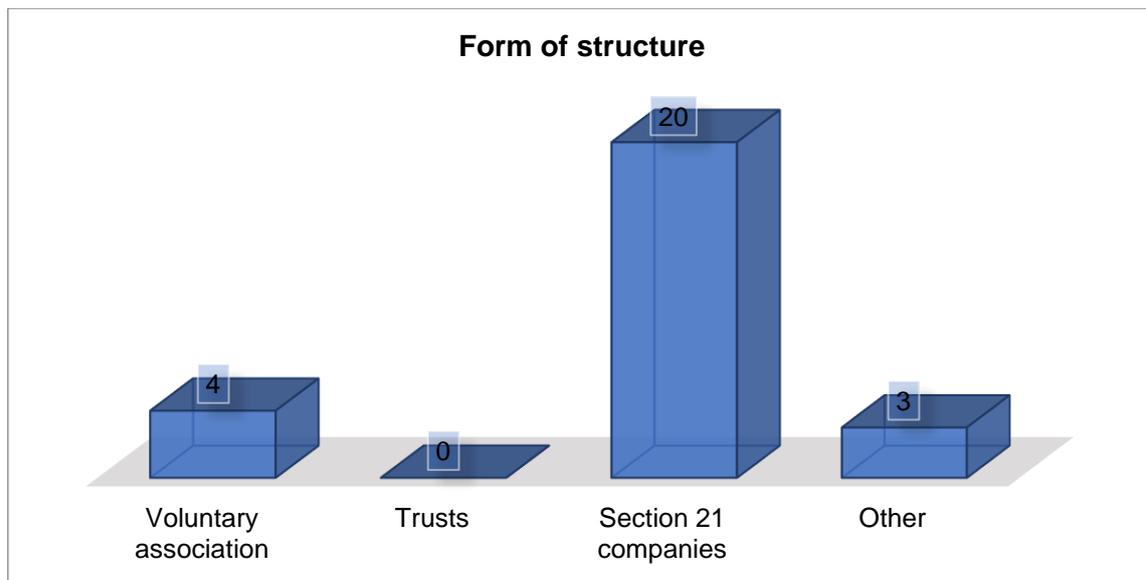


Figure 5.3: Form of structure

Geographical area of activities

The question was asked to describe the area where the selected organisations are conducting their activities. The table below illustrates geographical area of responded organisations. The majority of n=15 (56%) organisations carried mostly their activities in “Local community”. The least majority n=7 (26%) organisations were operating within a “Metropolitan area”; n=3 (11%) were represented in other provinces and only n=2 (7%) were operating “Nationally”.

Table 5.2: Geographical area of activity

		Frequency	Percentage	Accumulative percentage
Valid	National	2	7	7
	Provincial	3	11	18
	Metropolitan area	7	26	44
	Local community	15	56	100
	Total	27		

Organisation's social activity

Respondents were asked to describe up to three (3) of their main activities in the area where they were operating. Of the respondents, the result shows that the most common main activities that these selected organisations provided to the selected area was improving health, education and community development. Their common purpose was to improve the health of habitants of these areas through awareness and prevention of diseases such as HIV. The least common result among the selected organisations was basic training, with the purpose of educating young people in music, sport, reading and writing. The result also shows other purposes such as community development through outreach programs such as a library and play centre for young people. The research result matches Peredo and Mclean (2005) who illustrated that the purpose of an NGO is to pursue a social goal change in community through different activities, and the main objective is to alleviate socio-economic problems.

Organisational culture

The figure 5.4 displays the results from respondents on whether their organisation constructed any of its organisational culture. The result from the study shows that the overall n=27 (100%) respondents construct organisational culture for their organisation to compete. The research result is parallel with Duke and Edet's (2012) research who pointed out that given the change in environment and perception in resources of organisational performance, NPO apprehension are involved in a constant procedure reviewing what they do and the way to accomplish what they do. See the figure 5.4 below.

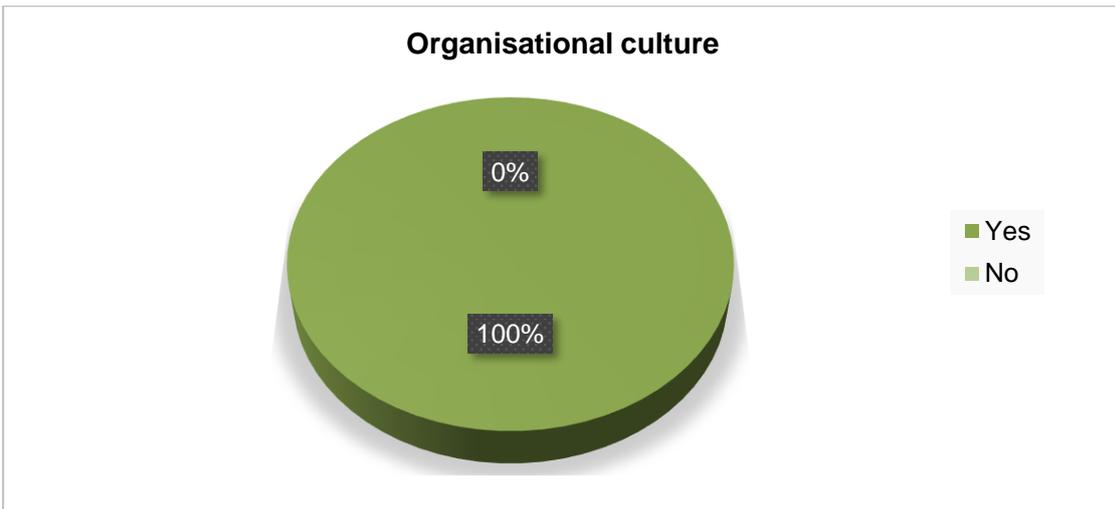


Figure 5.4: Organisational culture constructs

Furthermore, the research result shows that the majority of n=22 (29%) organisations constructed their organisational culture to focus more on “organisational value”, n=16 (21%) organisations focus on “organisational practice” and n=17 (23%) organisations on “performance orientation”. The research also shows that the minority of n=5 (7%) organisations constructed their culture around “employees’ characteristics”. n=5 (7%) organisations were on “job focus”, n=7 (9%) on “environmental practice”; only n=3 (4%) organisations for “resorts image” and no organisation was focusing on “resort characteristics”.

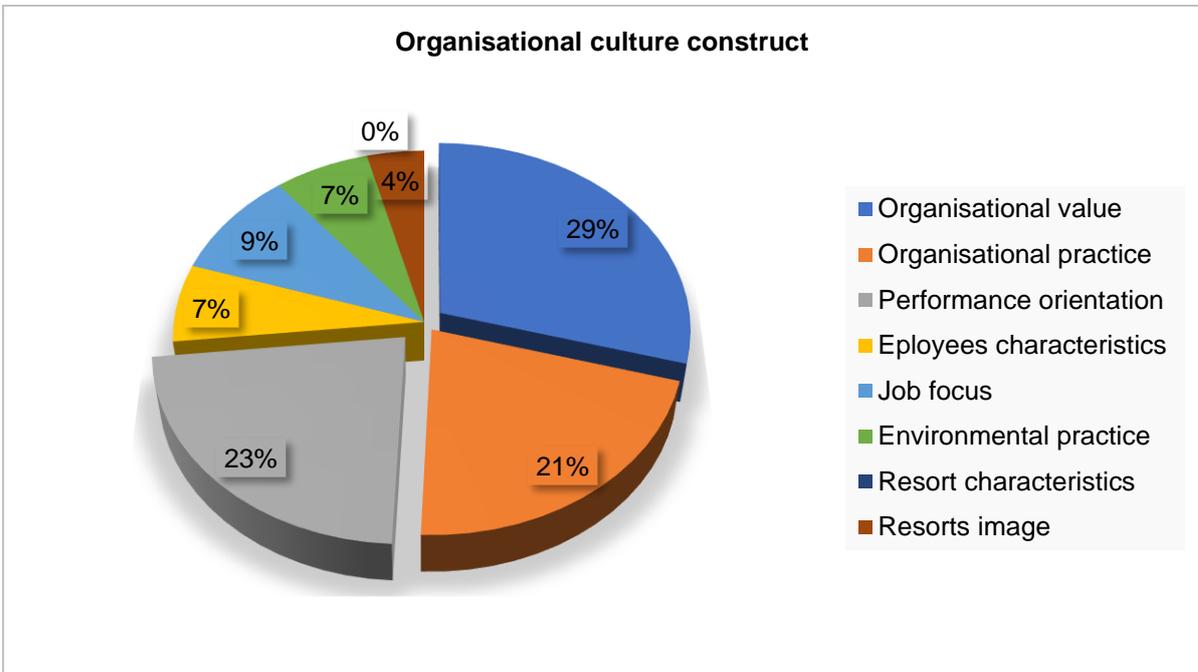


Figure 5.5: Focus of organisational culture

Organisational culture value

Respondents were asked to describe their organisational culture value from what they have constructed. The results show that the common answer regarding the value of organisational culture was based on “personal value”. This value was designed to focus on addressing people’s education and training. Other least common results show that respondents constructed their organisational culture values based on a “performance drive” that focuses on innovation and promotion. Few of the respondents constructed their organisational culture values focused on “behaviour and volunteering”. Robbins (2001), illustrated that organisational culture is developed relatively with different values throughout a period of time, and it is developed in strong way to hold value which employees have to be committed.

Understanding of organisational culture

The figure below displays the result from organisations on whether their employees have knowledge and understand their constructed organisational culture. Of the respondents, the results show that the majority of n=21 (78%) organisations believed their employees have knowledge of the current constructed organisational culture. The minority of n=6 (22%) organisations responded that their employees do not understand or have less knowledge of the constructed organisational culture.

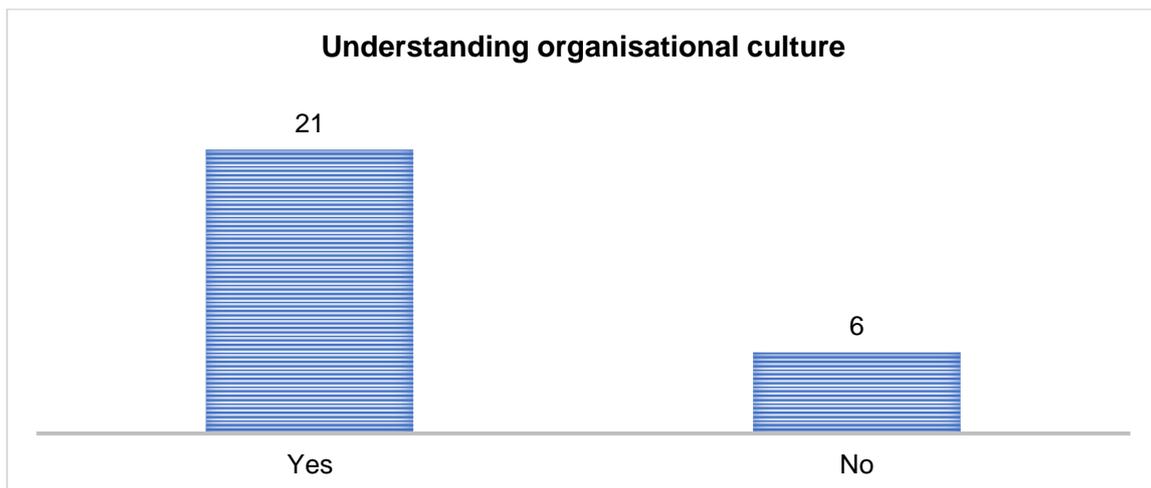


Figure 5.6: Knowledge of organisational culture

Complaint by employees

The question was asked to the organisation in order to mention the most common complaints employees made toward the constructed organisational culture. Of the result, the most common complaint mentioned by respondents was “inconsistency with

the design of employees' wage in regard to the working hours". Respondents mentioned that employees believe they work long hours with less pay. On the other hand, the least common result shows that employees also complained about structure of reporting back either from the employees to the organisation or from the organisation to the employees. The research results also show that employees complain about time management in the organisation.

Effectiveness of organisational culture

The table 5.3 depicts the degree to which the constructed organisational culture is toward an employee's performance. The results illustrated that the majority of n=20 (74%) organisations believed their constructed organisational culture was "very effective" toward employee's performance. The minimum of n=5 (19%) organisations admitted that they were "not sure" on whether their organisational culture is effective when it comes to an employee's performance and n=2 (7%) mentioned that from their perspective, the constructed organisational culture is not effective due to the behaviour of employees.

Table 5.3: Effectiveness of organisational culture

		Frequency	Percentage	Accumulative percentage
Valid	Not sure	5	19	19
	Not effective	2	7	26
	Very effective	20	74	100
	Total	27		

When asked to describe how the organisational culture is affecting employee's performance, of the respondents, the result shows that the majority of n=19 (70%) organisations believed their organisational culture positively affects employees' performance. On the other hand, result show that the minority of n=8 (30%) organisations were uncertain regarding the effect of their organisational culture on employees' performance. No result was found regarding whether the organisational

culture negatively affects employees' performance from the respondents. Table 5.4 shows the results in general.

Table 5.4: Organisation's view on organisational culture toward employees' performance

		Frequency	Percentage	Accumulative percentage
Valid	Uncertain	8	30	30
	Negatively	0	0	30
	Positively	19	70	100
	Total	27		

Correlation between organisational culture and employees' performance

The question was asked to managers and owners whether there is a connection between the constructed organisational culture and employees' performance. Of the respondents, the results show that the whole pool of n=27 (100%) respondents believed that there is a connection between the two (organisational culture and employees' performance). Furthermore, the common reason behind their view was that organisational culture was constructed partly to enhance simultaneously the employees' performance in achieving the organisation's objectives. The other common result was that employees' performance is tied to organisational culture as they have to practice the rule of ethics to focus on organisation goals. Figure 5.7 depicts the result

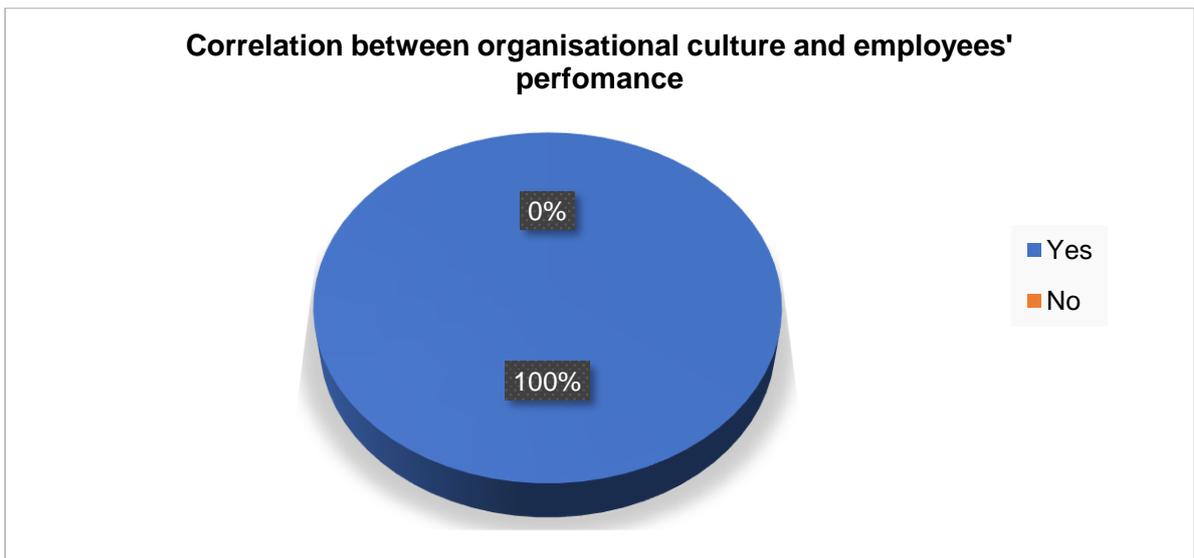


Figure 5.7: Correlation between organisational culture and employees' performance

Organisational culture to creativity

Regarding the openness of the organisational culture to creativity, the majority of n=45 respondents provided common answers by illustrating that their organisational culture was very open to creativity as it accommodates what employees can come out with. The result also shows a common reason to why it should be open and creative to employees as respondents believed employees must be creative and fruitful in their initiatives. Furthermore, common results show that creativity and innovation were part of the daily concerns set by the organisational culture. The less common result was that organisational culture was open to creativity, however, what is expected from employees to create or innovate must be aligned with an organisation's ethics. No result was mentioned from respondents that the organisational culture was not open to creativity.

Employees' commitment to organisational culture

The question was asked to describe the employees' commitment toward the constructed organisational culture in the organisation. Of the respondents, the results show that the majority of n=15 (56%) respondents believed that the employees were committed to the constructed organisational culture as they were responding well to the organisation activities and ethics. Minimum of n=9 (33%) respondents mentioned that they were uncertain as the behaviour of employees differs from one day to another; on the other hand, only n=3 (11%) organisations admitted that employees were not

committed to organisational culture as employees are not following ethics, have a high level of absenteeism, and produce unsatisfactory results. See the figure 5.8

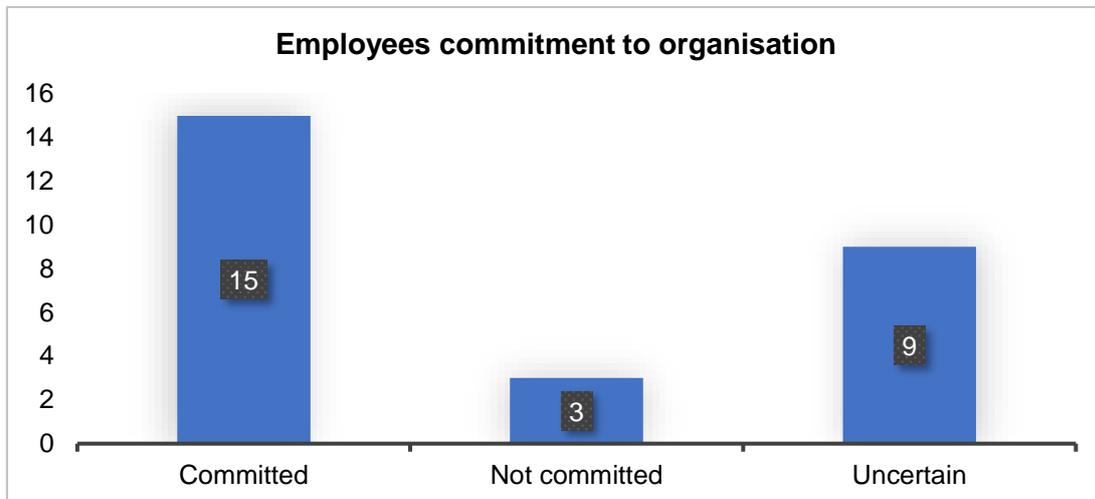


Figure 5.8: Employees commitment to organisation

Respondents were asked to describe if the main reason behind the employee's commitment or non-commitment is principally caused by the way organisational culture was constructed. The results show that the majority of n=17 (63%) organisations believed that employees' commitment toward an organisation was mainly because of how smooth the culture was constructed, and how it suits employees. The minority of n=10 (37%) organisations disagree, and pointed out that employees' commitment has nothing to do with the constructed organisational culture.

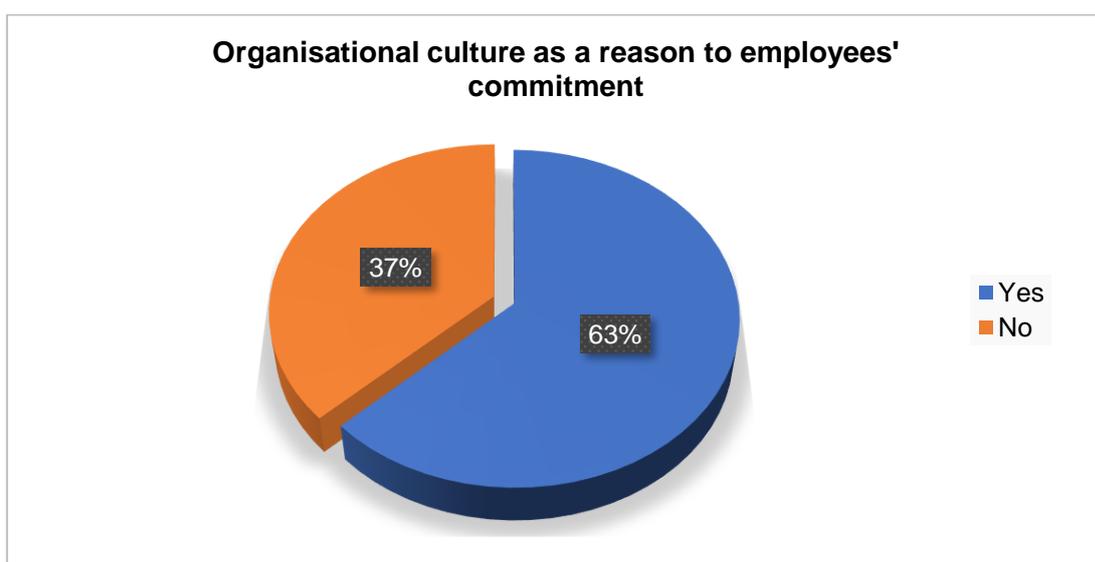


Figure 5.9: Organisational culture as a reason to employees' commitment

The impact of organisational culture on organisations

Table 5.5 depicts the results from respondents regarding the degree to which organisational culture impacts on the organisation. The result shows that the majority of n=19 (70%) respondents believed that organisational culture has positively impacted the organisation. One can argue that the reason regarding the positive impact was because it guides employees to ethically conduct or perform what was necessary for the organisation to achieve its objectives. Another reason could be its impact on organisational values as employees behave respectfully toward organisation's goal. It also impacts on an organisation's innovation. The minority of n=8 (30%) respondents were uncertain as to what impact (positive or negative) organisational culture has on their organisation. Also, the reason behind their uncertainty perception was that there is no change in organisational activities and employees continuously performed in a routine way. No result was recorded on organisational culture negatively impacting organisation.

Table 5.5: Impact of an organisational culture on organisation

		Frequency	Percentage	Accumulative percentage
Valid	Negatively	0	0	0
	Uncertain	8	30	30
	Positively	19	70	100
	Total	27		

Organisational culture alignment with employees' satisfaction

The question was asked to managers and owners as to whether their organisational culture aligns with employees' satisfaction. Of the respondents, the results show that the whole pool of n=27 (100%) respondents believed that their organisational culture aligns with employees' satisfactions. The shared result behind the reason they believed so was based on the commitment which the employees are giving to support the organisation's goals. They believed the support comes because employees are satisfied with the organisational culture. Other least mutual results were the level of

improvement in productivity as employees were satisfied with the ethics and empowerment.

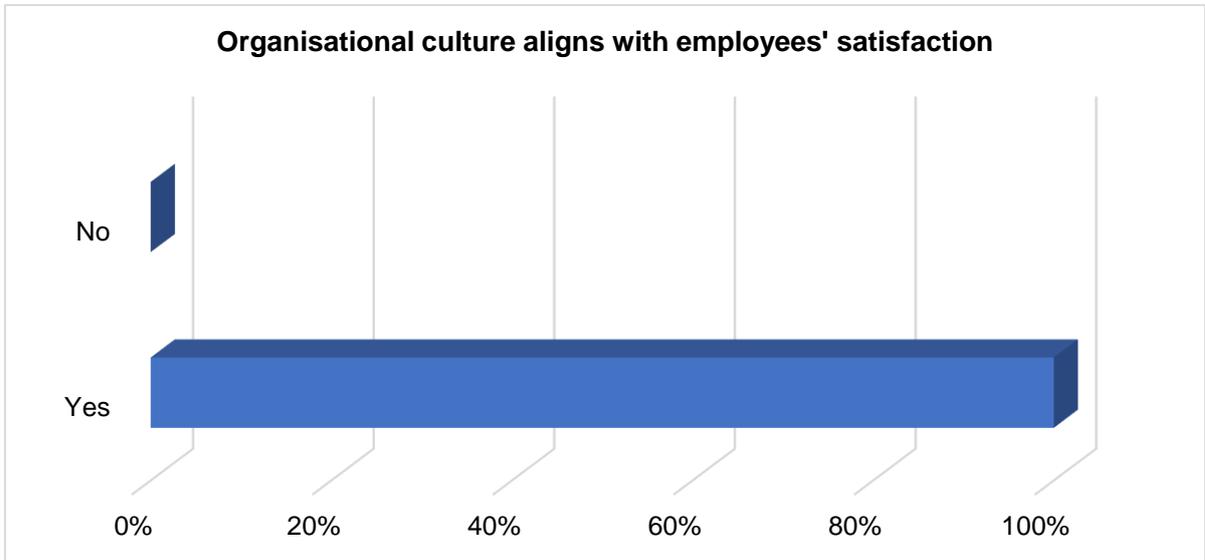


Figure 5.10: Organisational culture aligns with employees' satisfaction

Sustainable organisational culture

Respondents were asked to describe the sustainability of their organisational culture. Of the respondents, the results revealed that the majority of n=21 (78%) respondents were confident that the implemented organisational culture was sustainable; furthermore, the research results of most mutual response on the sustainability of the organisational culture was “performance driven and innovation”. On the other hand, the minority of n=6 (22%) respondents evoked that their organisational culture was not sustainable as the organisation continuously experienced more complaints and decrease in trust among employees in the organisation. Table 5.6 depicts the research results.

Table 5.6: Sustainability of an organisational culture

		Frequency	Percentage	Accumulative percentage
Valid	No	6	22	22
	Yes	21	78	100
	Total	27		

Activities that deal with employees' stress

Respondents were asked to select through the list of listed culture practice categories that are used to deal with employees' stress in the organisation. The results show that the majority of n=22 (37%) organisations selected "motivational lecture"; n=18 (30%) organisations selected "spiritual class", n=15 (25%) and employees counselling" and only n=5 (8%) indicated "leisure time activity" as the communal practice in dealing with employees' stress within the organisation. There was no result from "yoga and meditation" as a practice that deals with employees' stress.



Figure 5.11: Practice to deal with employees' stress

Employing counsellors or psychologists to counsel employees

When asked to state whether the organisation employed any counsellor or psychologist to counsel the employees, the research results show that the mainstream of n=16 (59%) respondents admitted to hiring a counsellor in order to deal with any employee's concerning issues. The minority of n=11 (41%) organisations did not. The results show that the communal reason to employ a counsellor was to adjust or overcome the degree of anxiety and provide common ways to deal with any anxiety. On the other hand, the shared reason for respondents not employing a counsellor or psychologist was that it was not necessary. Table 5.7 illustrates the results.

Table 5.7: Organisation employing a counsellor

		Frequency	Percentage	Accumulative percentage
Valid	No	11	41	41
	Yes	16	59	100
	Total	27		

Familiarity with organisational values

Respondents were asked to describe their familiarity toward organisational value. Of the respondents, the result shows that the most common answer n=49 regarding the respondents' knowledge on organisational values was the "way of sharing organisation experience with employees and focusing on their orientation and performance". Furthermore, the least shared result regarding knowledge with organisational values was "share of employee's development and innovation".

When asked to describe the importance of the organisational values, the results show that all respondents communally pointed out that the importance of organisational value was to care about their personnel by giving everyone an opportunity to grow and have a proper direction on how to contribute to the organisation.

Organisational value and organisational culture

The question was asked to find out if the organisational values play a part in building organisational culture. Of the respondents, the result show that the overall n=27 (100%) respondents stated that organisational value contributed in building organisational culture as it is one of the key characters that bind relationships between employees' performance or innovation, and organisation objectives.



Figure 5.12: Organisational values help to build organisational culture

Role of company values in hiring and performance

The question was asked to managers and owners to describe the role that company value plays when it comes to hiring new employees as well as review employees' performance. Of the respondents, the result shows that the majority of them N=49 communally described that the role is providing direction for organisations to have common ground when hiring new employees so that it can employ dedicated personnel. The results also show that the least common role of company values is that it adopts performance evaluation in achieving employees' potential in reaching the organisation objectives.

Organisational values and a good performance or atmosphere in the work place

The question was asked to describe whether incorporating organisational values in the work place result in a good performance or atmosphere in the work place. Of the respondents, the result shows that the majority of n=13 (48%) agreed that incorporating organisational values in the work place results in a good performance or atmosphere. The minority of n=6 (22%) responded that they were not sure if incorporating an organisational value in the work place results in a good performance or atmosphere. The other minority of n=6 (22%) totally disagree that incorporating organisational values in work place does not result in a good performance or atmosphere. Only n=2 (8%) strongly agreed with the statement. See the figure 5.13.

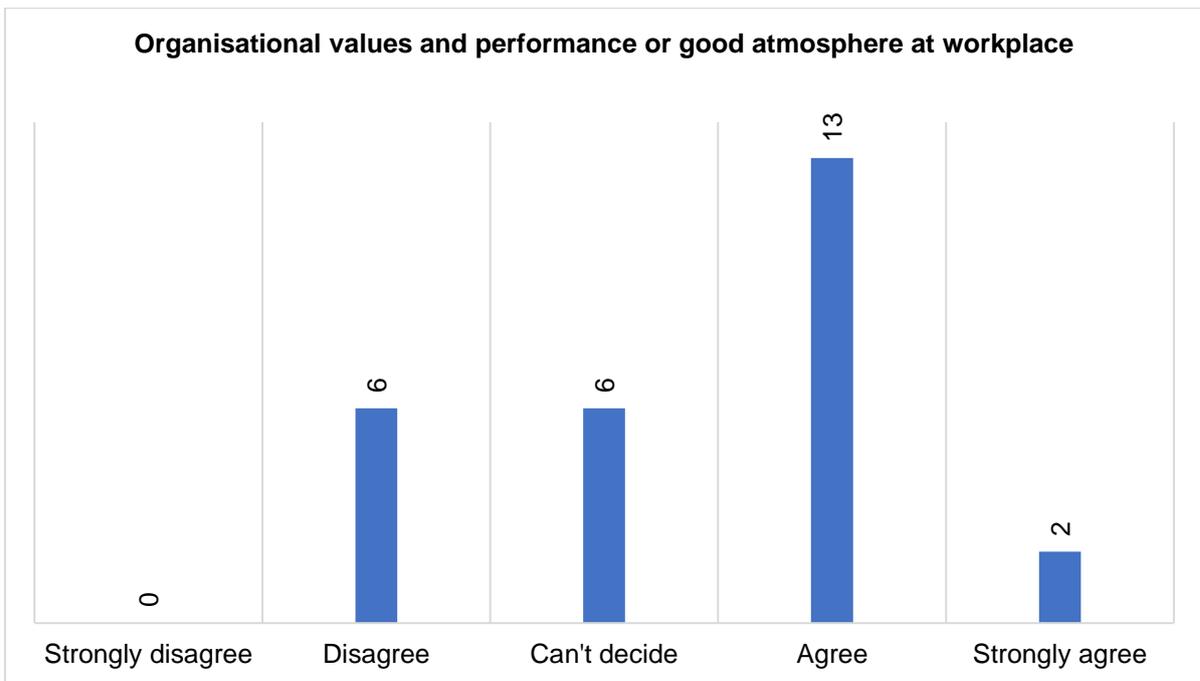


Figure 5.13: Organisational values trigger a good performance and atmosphere in the work place

4.3. Section Two: Results related to Employees of NGOs in Cape Town

Gender

Figure 5.14 illustrates the respondents' demographic according to gender. Of the n=60 participants, the majority of n=43 (72%) respondents were female while the minority of n=17 (28%) were male. The study shows that women were more responsive than men and are always ready to support. This research results on gender are in correlation with Thompson and Conradie (2011), who stated that "women's willingness to participate in community duties is their instinct as women to protect and secure an acceptable level of socio-economic transformation".

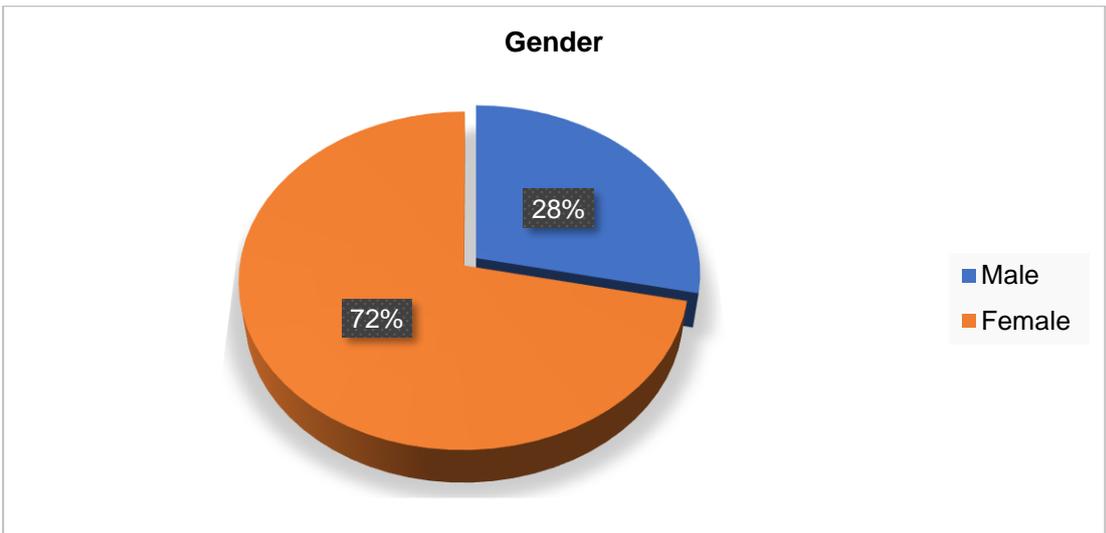


Figure 5.14: Respondents' demography

Working duration

The question was asked to determine the duration employees have been working for their particular organisation. From the respondents, the results show that n=49 (82%) employees have been working for their particular organisation for one (1) to three (3) years. The results show that only n=11 (18%) of employees were working about four (4) to ten (years). The research displayed no result from employees working for their organisation for between eleven (11) and twenty (20) years or more. The table below depicts the results of the research.

Table 5.8: Working duration

		Frequency	Percentage	Accumulative percentage
Valid	1 to 3 years	49	82	82
	4 to 10 years	11	18	100
	11 to 20 years	0	0	100
	More than 20 years	0	0	100
	Total	60		

Reason to work for an NGO

Respondents were asked to describe why they chose to work for an NGO. Of the respondents, several reasons were provided, however, the most common reason

among the respondents was “the fact that an NGO is not about gaining profit for itself but about helping people in the community”. Furthermore, the less shared result shows that they work for NGOs “because they personally want to give back to the community”.

Knowledge of organisational culture

The question asked employees whether they knew what organisation culture was. Of the respondents, the overall pool n=60 (100) answered that they know what organisational culture is. Furthermore, the shared description by employees of what organisational culture is was that organisational culture is “a bond between employer and employees on what to do or not in order to benefit both parties”.



Figure 5.15: Employees knowledge of organisational culture

Construct of an organisational culture

The question was asked to know if the NGOs in which the employees were employed construct any organisational culture. The research results show that all n=60 (100%) respondents admitted that their selected NGO does construct organisational culture. This research result is parallel with Jarnagin & Slocum’s (2007) work. The authors pointed out that organisational culture manifests in the shared fundamental beliefs and assumptions, attitudes, behaviour and values of an organisation’s members and it is the prime factor in shaping organisational procedures.

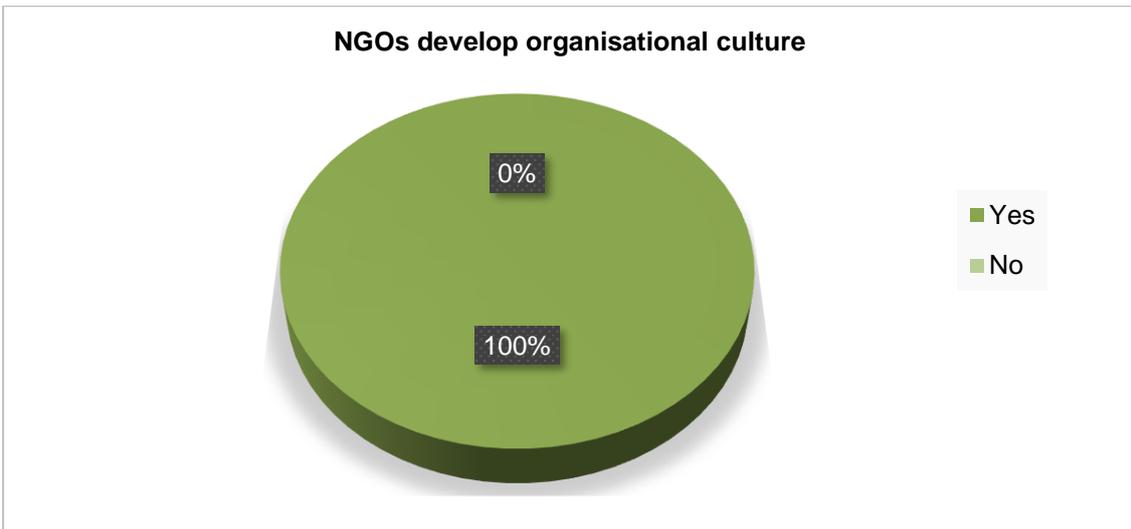


Figure 5.16: NGOs construct organisational culture

On the other hand, respondents were asked to develop on what they like or do not like about the constructed culture of their organisation. The majority of the respondents described that they do not like the direction and the focus of their NGO culture as it focuses only on the community and not on the employees within the organisation. The minority of respondents described that they like their organisational culture because it focuses on the value they admire.

Correlation between organisational culture and employees' performance

Table 5.9 depicts the degree to which the constructed organisational culture is connected to employees' performance. The results illustrated that the majority of n=52 (87%) believed that the organisational culture is correlated with employees' performance. The results also show that the minority of n=8 (13%) respondents who disagree that organisational culture is not connected to employees' performance.

Table 5.9: Correlation between organisational culture and employee’s performance

		Frequency	Percentage	Accumulative percentage
Valid	No	8	13	13
	Yes	52	87	100
	Total	27		

Organisational culture affects employee’s performance

Respondents were asked to describe in general how the organisational culture in certain ways can affect employees’ performance. The results show that the majority of n=46 (77%) respondents believe that organisational culture affects employees’ performance positively. The minority of n=14 (23%) respondents illustrated that they were uncertain on how organisational culture might affect employees’ performance.

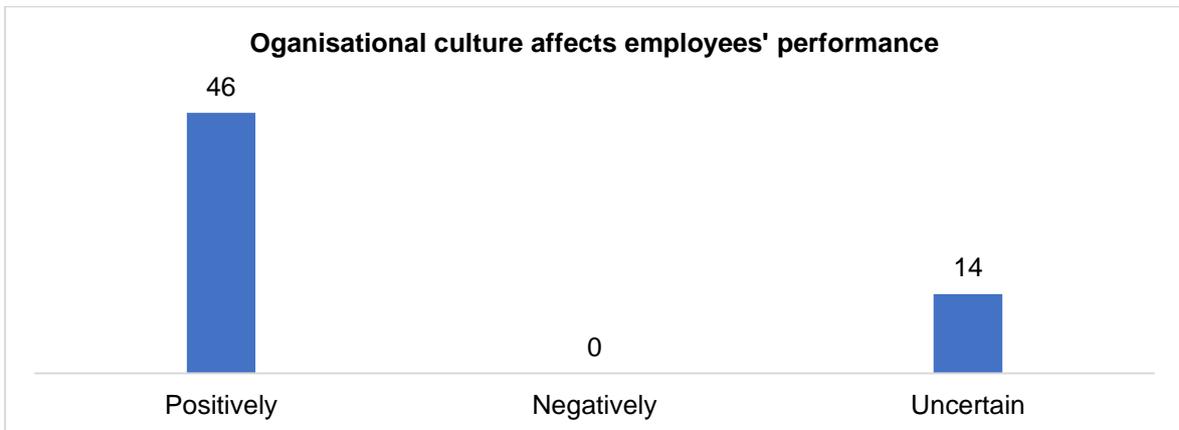


Figure 5.17: The way organisational culture might affect employees' performance

The same question about organisational culture affecting employees’ performance was asked to the respondents to describe its effect in their NGOs. The results show that the majority of n=46 (70%) respondents believed that the organisational culture of their selected NGOs negatively affects their performance. The most common reason was because their NGO’s organisational culture does not implement procedures similar to profit organisations, which focus on employees’ benefit and security, which are the

factors pushing NGOs' employees not to perform because they will not gain anything in return. The minority of n=14 (27%) respondents responded that it is positively affecting their performance because it was implemented through orienting them to do good in their community; however, n=2 (3%) of respondents were uncertain.

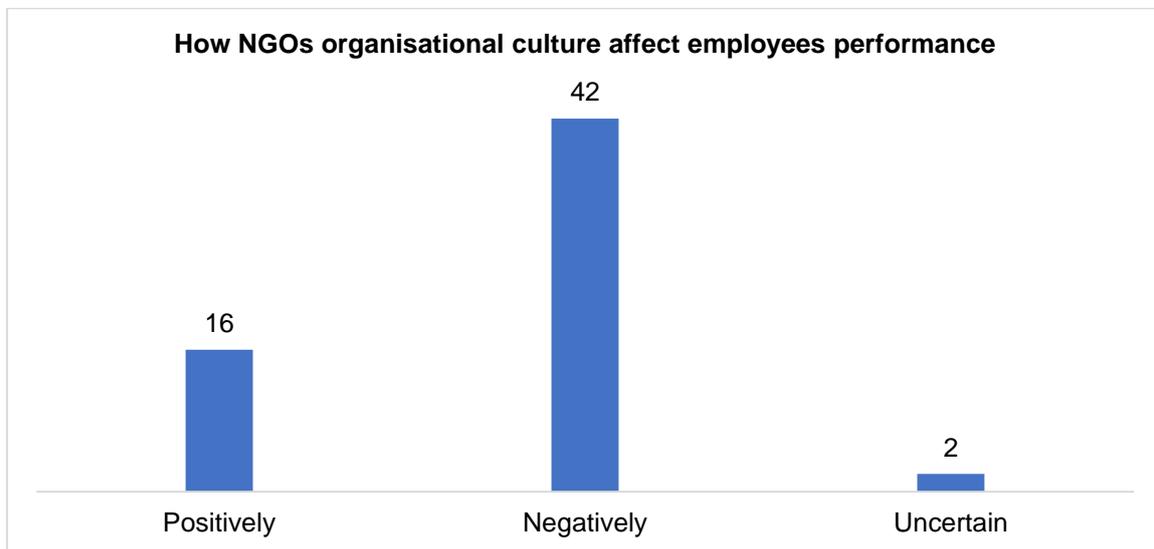


Figure 5.18: NGO's organisational culture affecting employees' performance

A factor to be presented in organisational culture for employees to perform

Respondents were asked to describe the single most important factor that must be present in NGOs' organisational culture for employees to be successful and perform. Of the respondents, the majority described the "employees' expectation", such as affordable remuneration, and a safe and sustainable work environment, which must be met in order to extract the full potential of employees. Other minor common result was "employees' working hours" which they believe is an issue to most NGOs.

Culture employees feel productive

The result regarding the culture in which employees will be productive shows that the majority of n=22 (33%) respondents preferred "performance orientation" followed by least majority n=16 (29%) in "job focus", n=5 (18%) in "organisational practice" and "organisational value" with n=17 (20%). The research shows no consideration in "employee's characteristics" "environmental practice" and "resort characteristics and resort's image".

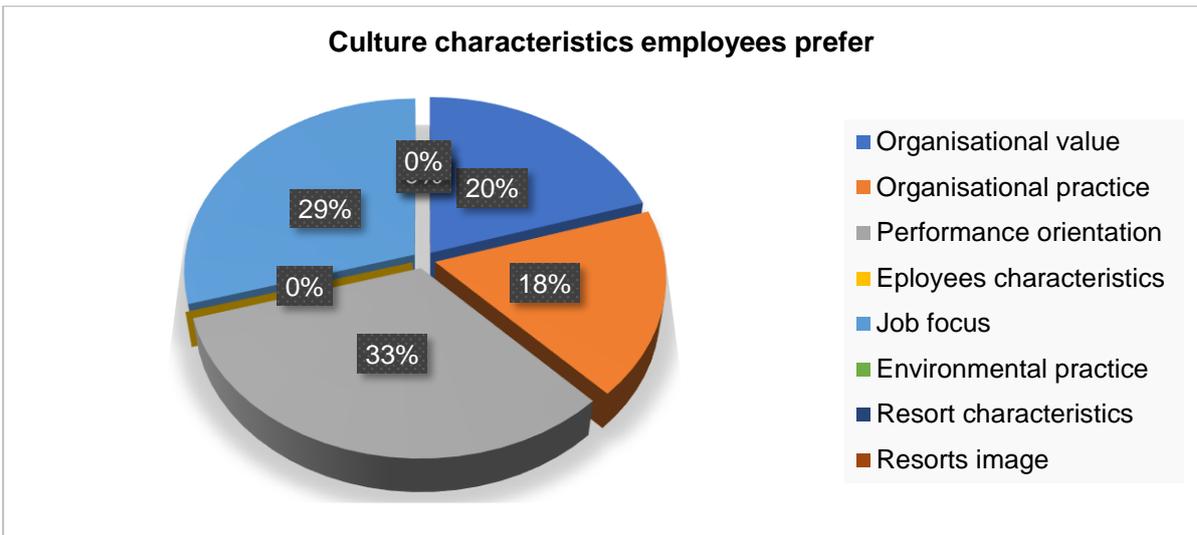


Figure 5.19: Culture employees prefer

Commitment to an organisational culture

The question was asked to know if the respondents were committed to their NGOs’ organisational culture. Of the respondents, the results show that the majority of n=39 (65%) respondents admitted to not being committed to their organisational culture. However, n=21 (35%) admitted to being committed. A clear communal reason to not be committed to the organisational culture was the culture’s focus that is not toward employees’ expectations. The research result also shows another close common reason why other respondent were committed to their organisational culture; the result was because organisational culture contributes toward the organisation goals also allows employees to maintain an appropriate behaviour to help people in need.

Table 5.10: Commitment to NGOs’ organisational culture

		Frequency	Percentage	Accumulative percentage
Valid	No	39	65	65
	Yes	21	35	100
	Total	60		

Value of the organisational culture

Respondents were asked to describe if it was because of the value of the organisational culture that they did or did not enforce their commitment. The result shows that of the respondents, the majority of n=42 (70%) agreed that the value behind their NGOs' developed culture is what made them to not commit or follow the organisational culture. The minority of n=18 (30%) agreed, saying their commitment had nothing to do with the value of their organisational culture. From the respondents who agreed, the research results show a similar reason that pointed to the fact that the more organisational culture does not display any value toward their expectations, such as allowing employees to consider NGOs as a safe work environment or long-term employment, the more they will neither appreciate nor commit to it.

Table 5.11: Value of NGOs organisational culture

		Frequency	Percentage	Accumulative percentage
Valid	No	42	70	70
	Yes	18	30	100
	Total	60		

Organisational culture and job satisfaction

Table 5.12 displays the result from respondents on whether their organisational culture is connected to their job satisfaction. The research result study shows that the majority of n=52 (87%) employees agreed that the organisational culture is tied to their job satisfaction and the minority of n=8 (13%) employees disagreed that organisational culture is tied to their job satisfaction.

Table 5.12: Organisational culture tied to job satisfaction

		Frequency	Percentage	Accumulative percentage
Valid	No	8	13	13
	Yes	52	87	100
	Total	60		

NGO organisational culture compared to other organisations

The question was asked to describe how NGO organisational culture is compared to other organisations. From the respondents, the result (see figure 5.20) shows that n=26 (43%) employees perceived NGOs’ organisational culture as different compared to other organisations. The results show n=12 (20%) respondents perceived that NGOs’ organisational culture is similar to the rest of the organisation. The research also displayed the result of n=13 (22%) from respondents who illustrated that they do not know if there were any differences or not, and n=9 (15%) respondents who illustrated that NGO organisational culture was bad.

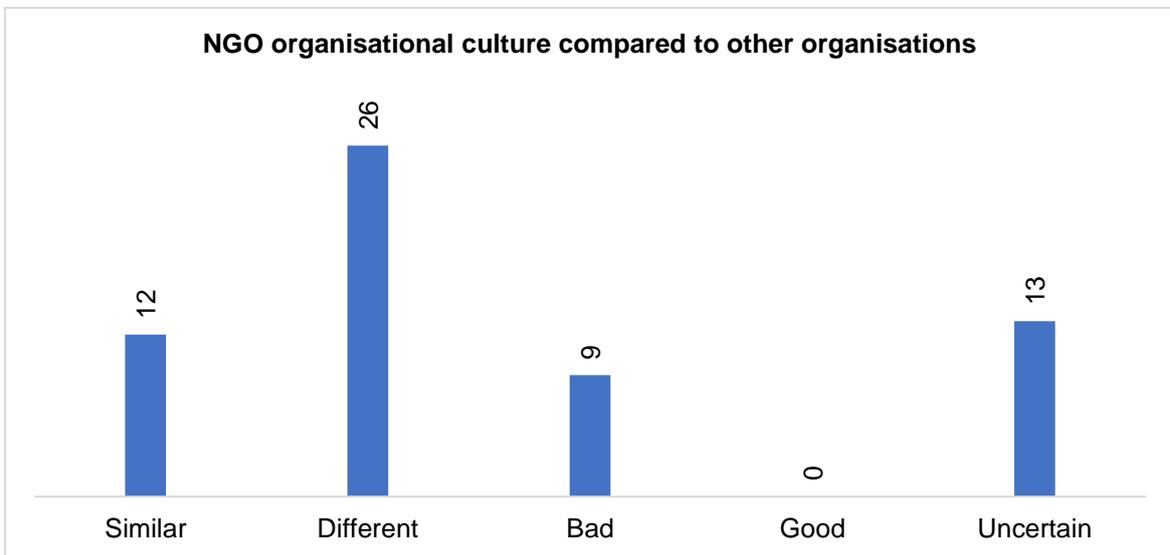


Figure 5.20: NGOs’ organisational culture compared to other organisations

Impact of NGOs' organisational culture on employees

A different view was clear from respondents concerning the impact of NGO organisational culture on employees. There were similarities in the respondents' answers, which stated that NGOs' organisational culture negatively impacts on their trust, performance and mentality. The respondents believed that this influence on their performance came from organisational culture which undermines their value and other factors, such as satisfaction. Employees considered it as an unfair situation, as this stops employees from displaying all of their capabilities to complete any task, resulting in a display of poor performance.

Does NGOs' organisational culture make employees leave?

Table 5.13 below displays the result from respondents on whether NGO organisational culture makes employees leave the organisation. Out of the respondents, the results showed that the majority of n=48 (80%) employees believed that the way NGOs construct their organisational culture is the first reason for employees leaving the organisation. The minority of n=7 (12%) respondents said that NGO organisational culture is not what made them leave the organisation and n=5 (8%) respondents were not sure.

Table 5.13: NGOs' organisational culture triggers employees to leave the organisation

		Frequency	Percentage	Accumulative percentage
Valid	Yes	48	80	80
	No	7	12	92
	Not sure	5	8	100
	Total	27		

Effort in supporting NGOs

Respondents were asked to describe if they were willing to put a great effort in supporting their organisation (NGO); the results show that the majority of n=46 (77%) respondents were willing to support the NGO only if some conditions are met. The common reason was that if the established organisational culture value is what employees think is important to them, they would support the organisation. On the other hand, the minority of n=14 (23%) respondents illustrated that they would support NGOs because they would benefit from it.

Table 5.14: Employees supporting NGOs

		Frequency	Percentage	Accumulative percentage
Valid	Yes	46	77	77
	No	14	23	100
	Total	60		

Things to change in NGO organisational culture

Respondents were asked to describe one thing they could change about NGO organisational culture. Of the respondents, the results show that, the majority of the respondents provided a similar answer pointing that if they could change the NGO culture it would be on “employee’s remuneration and other benefits”. Furthermore, the research result of the least common response on changing NGOs’ organisational culture was on employees’ innovation, job sustainability, practice and satisfaction.

4.4. Results from Interviews

As mentioned in the previous chapter, the research used mixed methods. Interviews were used in addition to the questionnaires in order to gather more complementary data. The interview questions were designed in accordance with the questionnaires in order to obtain more views regarding employee perceptions in organisational culture constructs to the selected NGOs. The interviews were scheduled with ten (10) participants, composed only of managers or owners working for NGOs. Out of the participants, seven interviews were conducted as the other three (3) participants

reported that they were preoccupied with other engagements. The results are presented below.

How do you describe your organisational culture?

The results from the majority of the interviewees described their organisational culture as a flexible process of completing any activities that are handed to the employees in order to achieve the organisational goal. One respondent said:

Our organisational culture is constructed to meet the need of both employees and organisation. Our culture allows employees to be flexible to use their own time to volunteer or participate in any activities. To those who are permanent with us, our culture focuses on their creativity and development.

Do you believe organisational culture influences employees' performance?

The interview results further show that the majority of the interviewees believed that well-designed organisational culture positively affects employees' performance and when it is not well implemented it has negative effects on employees' performance. One respondent said:

Employees are very difficult to convince and make them follow some rules tied to some ethics, however, when employees like the procedure and accept the value that the organisation has put in place; they will give their best in order to do well. For example, most employees see an NGO as a lower paid place to work, but once they accept the fact that they are doing it for a good cause their performance is always exceptional.

What about commitment, do you think your organisational culture tied employees to your organisation?

Most interviewees responded that from the way their activities are carried on, and the way employees are positively exercising their daily activities, they believed the constructed organisational culture and its procedures are the reason why employees

are committed to focusing on their daily activities. Other few interviewees stressed that commitment at their organisation is sometimes forged by the employees in order to maintain a pay day. One of interviewees went on to say:

Our organisational culture is constructed to maintain a clear path that will guide people to be valuable. In return they can have a safe environment to perform. Yes, our organisational culture is emerging commitment of the employees to the organisation because we have seen how our employees are committed to help the organisation. They are doing so because they believe in what have been set out as procedures.

Do you think your organisational culture is well perceived by employees?

The result on knowing whether employees are satisfied with the selected NGOs' organisational culture shows that most interviewees believed that their employees were comfortable with the designed culture in the organisation. However, few interviewees presented some concerns as employees sometimes quit their work, which NGOs believe might be related to their ethics. One interviewee said:

We do have employees that sometimes work overtime without getting paid. To me personally, as a manager, that shows that my employees' perception is aligned with our values because they understand and appreciate what we stand for.

On the other hand, one interviewee responded:

I'm not sure what their perception might be on the issue of organisational culture; my belief is that they might not appreciate it because they stop employment all the time and sometimes not providing any favourable reason to do so.

4.5. Summary

This chapter presented the analysis of raw data gathered from interview and the survey. Results from the survey related to Managers and Owners of NGOs in Cape Town were presented first following by results related questionnaire to Employees of NGOs in Cape Town and ended with results from Interviews with Managers and Owners of NGOs in Cape Town. The next chapter will look at findings and discussion

CHAPTER FIVE: FINDINGS AND DISCUSSION

5.1. Introduction

This chapter presents and discusses the findings of this research. The first section will focus on managers and owner of NGOs, followed by the employees of NGOs. This will be followed by a section on discussion and comparison.

5.2. Findings Relating to Managers and Owners

The research was designed to focus on social organisations operating in the Cape Town area. The research found that most of the selected social organisations were operating under NGOs as a legal structure rather than an institution with social activities. The selected NGOs focussed more on Section 21 companies as a form of business. It was found that the reason behind the selected NGOs' choice to legally operate under Section 21 companies was to improve the health of habitants in these selected areas through activities such as awareness, prevention of basic training and educating young people. It was also found that these activities were designed to support community development by outreach programs such as libraries and play centres for young people. Section 21 companies usually focus on alleviating socio-economic problems; this justifies the choice of these NGOs as the selected areas have considerable social problems such as poverty, unemployment, lack of education and health problems. Voluntary associations and trusts were found neglected by the selected NGOs as rate utilisation did not reach the 10% of the respondents in the research.

Considering their size, most of the selected NGOs conduct their activities and provide their service in the local community where they were physically implanted. Those local communities were around Mfuleni, Gugulethu, Bellville and Khayelitsha. It is evident that these communities require NGOs' activities and services in order to overcome their social problems. Furthermore, only a few of these selected NGOs were found operating in the metropolitan area.

The research found out that most of the selected NGOs that operated in the Cape Town area, such as Mfuleni, Gugulethu, Bellville and Khayelitsha where data was gathered, do construct or implement an organisational culture for their NGOs. The research found that the reason why the selected NGOs constructed or implemented

an organisational culture was to be more competitive. It was found that most selected NGOs constructed organisational culture focusing on “organisational values”, “organisational practice” and “performance orientation”. Other characteristics such as “employees’ characteristics”, “job focus” and “resort characteristics and resorts image” were revealed as not being a point of focus for these organisations ethics.

The organisational culture values of the selected NGOs found greater focus on addressing “personal value”. The organisational value of selected NGOs was put in place mostly to allow the organisation and its employees to share common experiences by focusing on orientation, performance, and employees’ development and innovation. Therefore, the importance of the designed value was initiated to care about the organisations’ personnel through giving everyone an opportunity to grow and have a proper direction on how to contribute to the organisation. This value was also implemented to address education and training of both employees and people in the community. The research also noted a “performance drive” that is implemented to address employees’ innovation and promotion. It was evident that managers and owners believed their organisational culture values were well implemented and working as planned.

The research further established that most of the settled organisational values contributed essentially in developing organisational culture. It is believed so because it is being found as a key characteristic that binds the relationship between employees’ performance or innovation, and organisation objectives. The role of these NGOs’ values was found to be necessary in hiring new employees as it provides direction by setting common ground that will help NGOs to employ dedicated employees. The selected NGOs’ values also adopted performance evaluation in achieving employees’ potential, so that they can help the organisation achieve its objectives. The organisational values were also found necessary as they enable a good performance or atmosphere in the work place.

The research found that managers and owners of the selected NGOs believed that their employees were aware or knew about the constructed or implemented organisational culture, however, as in any other organisation, an organisational culture is very difficult to meet all employees’ beliefs. From this statement, it was admitted by managers and owners that employees in the selected NGOs complained about the

constructed or implemented organisational culture regarding the inconsistency between employees' wages and the working hours. Furthermore, it was found that complaints regarding NGOs were extended to the structured procedures of the way to report information, whether is reporting back from the employees to the organisation or from the organisation to the employees.

The research found that managers or owners in the selected NGOs were aware of the degree to which their organisational culture affected employees' performance. Managers and owners of the selected NGOs believed that the degree of their constructed organisational culture was very effective and positively affected and boosted employees' performance. The research also found that managers and owners were aware that there is a correlation between organisational culture and employees' performance because an organisational culture in most organisations is designed to enhance simultaneously the employees' performance in achieving the organisation's objectives. Also, employees' performance is tied to organisational culture as they have to practice the rule of ethics to focus on organisation goals. Rules and ethics are made to accommodate employees' ability to be aligned with what the organisation wants in order for both to perform well.

The research also found that from the selected NGOs, most of the implemented organisational culture was designed to be open in order to allow employees to be creative. Creativity and innovation were part of the daily concern set by these NGOs' organisational culture. It is believed from these NGOs that employees must be creative and fruitful in their initiatives, however, creativeness of the employees must be aligned with the organisation's values. From the managers' and owners' perception, it was found that employees in these selected NGOs were committed to their organisational culture. The reason for managers and owners to believe so was based on the degree to which employees responded to the organisations' activities and ethics. It is evident that when employees are responding well to the organisation's activities and ethics, it showed that they were somehow in parallel to what is stipulated in their organisational culture. It was also found that an important number of the managers and owners were not sure whether employees were committed to the organisational culture as employees' behaviour changes on daily basis.

It was found that managers and owners from the selected NGOs believed that the reason behind the commitment of employees toward the organisational culture comes from the way it designed and how it suits employees' expectations. It is evident that when employees perceive that the characteristics of the constructed organisational culture play an important role or support what they believe, it tied them to the organisation's procedures. The research also found out that when organisational culture is well constructed or implemented and is accepted by the employees, the culture will positively impact on the organisation achieving its objectives because the culture will guide employees to adjust their ability to perform and adhere to what is necessary for the organisation.

From the selected NGOs, managers and owners believe that their constructed organisational culture was tied to employees' satisfaction. The reasons found were that employee's satisfaction comes from the commitment to organisational culture and efforts deployed by the employees to help the organisation achieve its goals. It was evident that employees' satisfaction was aligned with organisational culture because the more the culture is flexible, the more it allows employees to enjoy their work environment and improve productivity as they are satisfied with the ethics, benefit and empowerment. In most selected NGOs it was found that their constructed or implemented organisational culture was sustainable in maintaining the performance drive and innovation. On the other hand, it was also apparent that other NGOs continuously experienced complaints and decrease in trust among employees because of a lack in sustainable organisational culture. Furthermore, the research found that some selected NGOs, through their culture, do employ certain activities in dealing with employees' stress. The common activities found in these organisations were "motivational lectured, spiritual classes and employees counselling, leisure time activity". The research, on the other hand, found that organisations employed a counsellor to advise the employees concerning certain issues in their selected NGOs to adjust the level of anxiety.

5.3. Findings Relating to Employees of NGOs

From the selected NGOs, the research found out that most of the employed personnel were women. Several studies have indicated that women are usually involved in activities related to social challenges. It was found that most of these employees were involved with the selected NGOs from one (1) up to three (3) years of employment.

The research indicated that employees involved with these organisations up to four (4) years were managers or owners. This low record in employment period might be subject of the work environment, as NGOs are usually viewed to not be a good place to make a career out of, due to the perception of their culture.

Nevertheless, the research found that employees found working at the selected NGOs attractive because of the fact that NGOs are not about gaining profit but about helping people in the community. Another reason was that they were simply trying to give back to the community. It was evident that employees of these NGOs were aware of what an organisational culture is all about. The employees believed that organisational culture is used in organisations to set certain boundaries between employers and employees on what to do or not do in order to benefit both parties. The research found that from their organisation, the employees knew that their selected NGO does construct or implement an organisational culture. It was found that most employees did not like the direction and the focus of their NGO's culture as it was evident that it only focused on the community and not on the employees within the organisation.

It was evident to the employees that the level of their performance was tied to the way an organisational culture is constructed. It was believed so by employees because an organisational culture is made to dictate what to do and how work is expected to be done from the employees. This correlation between organisational culture and employees' performance was found critical because if an organisational culture is well implemented, it is believed to have a positive effect on employees' performance'. However, from the selected NGOs, employees believed that the way their organisational culture was constructed or implemented negatively affected their performance because it did not incorporate any benefits to them. This resulted in pushing them to not perform, as they felt were not gaining anything from what was designed as a culture.

It was found that employees in NGOs implored for some factors to be included in organisational culture for them to be productive and perform better. According to the research results, it was found that employees wanted remuneration and other benefits, such as a safe and sustainable work environment to be met, in order for them to be fully committed and acceptably perform. Employees in these selected NGOs were believed to be more productive under an organisational culture that focusses on

performance orientation. Due to employees' perception to their NGOs' organisational culture, the research found out that most of employees were not committed to their organisational culture because it does not reflect what they want and it does not focus on employee's expectation.

The research found that employees in the selected NGOs were not committed to the organisational culture because it did not put any value toward employees' expectations as pointed out above. Employees in these organisations were aware that organisational culture was tied to their job satisfaction. When differentiating their organisational culture to other types of organisations, the research found that employees found NGOs' culture to be different when compared to other organisations. Also, the perception of this differentiation in NGOs' organisational culture negatively impacts their performance because what employees receive from the implemented culture does not satisfy them as they consider it an unfair situation, leading them to not display all of their capability and complete tasks.

It was evident that employees of the selected NGOs were believed to leave the organisation due to its constructed organisational culture. However, the research found out that employees were keen to support the organisation under the circumstances of the constructed organisational culture incorporating their expectations. To employees, perception, remuneration, sustainable employment, innovation, time, and practice, are some points that should be changed in most NGOs' organisational culture.

5.4. Discussion of Findings

In South Africa, most NGOs usually focus on Section 21 because of the extent and degree of social changes around the country. This can be justified by the inequality that the country is facing. The activities that Section 21 companies focus on are basically socio-economic and it is evident that poverty, unemployment, lack of education and health problems should be the priority of these NGOs.

Communities such as Mfuleni, Gugulethu, Bellville and Khayelitsha are recognised for their socio-economic problems. There is no doubt why most of the NGOs are found in these areas as these communities reflect most of the socio-economic problems in the country. For any organisation to survive, a set of rules has to be placed. Organisational culture maintains the way an organisation and its employees act accordingly. Within

NGOs, the forms of culture are basically set to support the organisation as indicated by “organisational value”, “organisational practice”, and “performance orientation”. This focus is proof that NGOs usually pay less attention to “employees’ characteristics and job focus”. Most NGOs are set on “personal value” in order to address education and training of both employees and people in the community. These values seem questionable in practice because it is difficult to meet an employee’s expectation. That is why in many cases the employees in the selected NGOs keep complaining about the organisation culture.

Culture is set to boost employees and an organisation’s performance. Management in NGOs knows about this, however, some criteria, such as openness and creativity view, only seemed positive to the employers (NGOs). The fact that management in NGOs believed that the implemented organisational culture was very effective and positively affected and boosted employees’ performance does not mean that it is the same from employees’ perspective. Employees respond well only if they trust and see the benefit of the culture involving their needs. At this point, employees will develop commitment toward the organisation. From this research, employees and NGOs’ management had different views regarding the culture. To NGOs, the system works perfectly which is not in the case of the employees’ perception.

To those who design the system, the rules are always well settle. This is shown in this research as managers and owners from the selected NGOs believed in the positivity of their constructed organisational culture. It is true that commitment of employees toward the organisational culture comes from the way the NGOs design and suit employees’ expectations. Aspects such as remuneration, a safe work environment, and sustainability, are important for the employees. Employees are usually attracted to NGOs for their vision; however, since NGOs start employing permanent personnel, the shift of their culture has to include this employee’s most expected aspect. Employees know that for an organisation to function, it needs to have a set of rules. However, most NGOs’ rules are not welcome to most employees. The employees are usually left out of the constructed culture, which affects their performance. It is evident that factors, such as remuneration, can positively or negatively affect employees’ performance and commitment as proven by the poor performance and degradation of commitment in this research.

5.5. Comparison with Existing Research Theory

The aim of this research was to specifically examine the extent to which the influence of organisational culture has on employees' commitment and performance. The aim was also to determine a comprehensive relationship or connection between organisational culture and employees. The research focused on the Cape Town area because of its considerable number of NGOs. To meet the research objective, the mixed method approach was chosen as a means to collect raw data. Quantitative raw information was analysed by using Microsoft Excel software.

As indicated in the previous chapter, there is no report in the domain of employee perceptions in organisational culture constructs of NGOs. Therefore, it was important for the researcher to conduct this study. The above-mentioned method helped to gather valuable data as elaborated in the findings. Research conducted previously by Buono and James (2003:137) was pertinent; however, it focuses only for-profit organisations. The author found that organisational culture was prevalent and influential. As for business, it was either a force for change or a definite barrier to it because an organisational culture affects internal policies of an organisation and influences employees' commitment and performance towards the goals and values of the organisation.

Previous literature has pointed to the implementation of organisational culture in NGOs but however, fall short regarding the employee perceptions in organisational culture constructs to NGOs. It is evident that NGOs develop organisational culture, however, one is encouraged to bear in mind that organisational culture in NGOs is not well perceived by employees due to what NGOs value.

Four existing theories of culture are discussed in order to compare them with the findings of this study. These are the clan, adhocracy, hierarchy, and market culture theories



Figure 6.1: The clan culture theory

Clan culture theory

Clan culture is designed to transform an organisation into a family and teamwork environment to get employees involved (Cameron & Quinn, 2011). Organisational culture is constructed based upon a theoretical model called the competing value framework. According to Quinn and Rohrbaugh (1981), culture similarity in an organisation is pertinent, all the attributes (human commitment, training, morale and cohesion) are consistent with each other. Under the clan, the framework illustrates that organisational culture must support flexibility, openness and that the organisation is committed to employees' morals and objectives, and involving them in decision making (Rameezdeen & Gunarathna, 2003). Throughout this study, the research pointed out that most organisations implemented organisational culture that was designed to be open in order to allow employees to be creative.

This is evident that a good organisational culture must be open in order to share common values and goals. However, the research finds that organisational culture constructed in the selected NGOs did not commit to employees' morals and aims as most employees were found not liking the direction and the focus of their NGO culture as it only focused on the community and not on the employees' expectations within the organisation. It is evident that employees will respond well only if the culture meets their benefit and gains their trust. Through the culture, employees will develop commitment toward the organisation. Nevertheless, the research found that the selected NGOs did not meet employees' expectations such that the employees were not committed to the organisational culture and the organisation itself.

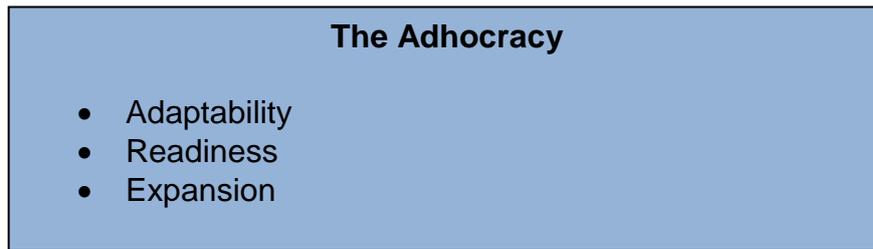


Figure 6.2: The adhocracy culture theory

Adhocracy culture theory

The adhocracy culture theory is based upon the open system. The framework under adhocracy displays adaptability, readiness and expansion. According to Cameron & Quinn (2011), the adhocracy culture is the way an organisation displays its dynamism or creativity. Furthermore, the authors point out that adhocracy culture's objective is to achieve adaptability and creativity to meet a changing environment. Regarding creativity in this research, the findings were that most implemented organisational culture was designed to be open in order to allow employees to be creative. It is evident that a good culture has to allow employees to be creative and fruitful in their initiatives. However, the creativeness of the employees must be aligned with the organisational values and that employees must adapt their initiatives toward the organisational values. On the other hand, the readiness characteristic from this research was found critical as employees' willingness to support the organisation must come under the circumstance of only if the developed organisational culture incorporates their expectation.

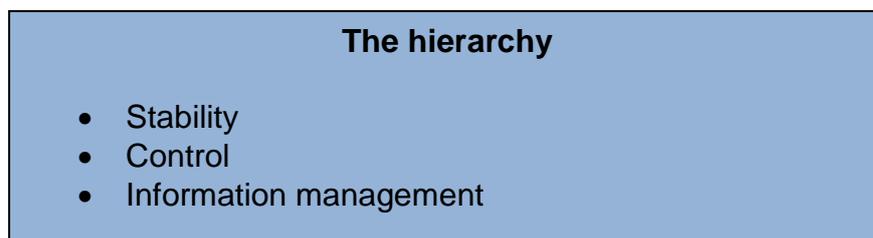


Figure 6.3: The hierarchy culture theory

Hierarchy culture theory

The hierarchy culture illustrates the internal process model that depicts stability, control and information management. The hierarchic culture gives a well-designed responsibility of clear rules and procedures; personnel are expected to respond well to

the procedures by following the rules as implemented in order to justify their action (Rameezdeen & Gunarathna, 2003). According to Cameron & Quinn (2011), hierarchy culture is visible in a controlled and dignified workplace. From this research, it was found that participants knew and followed the procedure as they recognised that it is made to maintain a boundary between them and the organisation. However, the procedure was mostly found not to be appreciated as employees complained about the inconsistency of the culture between employees' wages and working hours. Also, structured procedures in reporting back, either from the employees to the organisation or from the organisation to the employees, were negatively perceived.

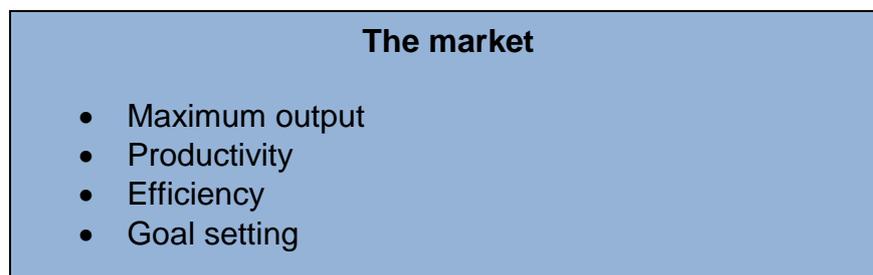


Figure 6.4: The market culture theory

Market culture theory

Market culture theory is based upon oriented goal, it illustrates goal setting, productivity, efficiency and maximum output. Yu & Wu (2009:38) state that “market culture has a competitive orientation, focusing on the achievement of goals”. From this research it was found that market culture was achieved as the developed organisational culture focused on “organisational value”, “organisational practice” and “performance orientation” that reinforces more or strives to pursue organisational goals. The evidence is displayed over the acceptance of the culture among employees which shows dislike in the direction and the focus of their NGO’s culture that only focuses on the community and not on the employees within the organisation.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1. Introduction

This chapter concludes and suggests certain recommendations based on the research findings. This chapter starts by illustrating the scale of the previous chapter by aligning the important aspect of each chapter. Following this, the chapter then expand by describing what was encountered as limitations and addressing the research questions. The later section concludes and put forward recommendations as well as possible further areas of study.

6.2. Summary of the Research

The research chapters were summarised as follows:

Chapter One

This chapter of the research outlined the research introduction on organisational culture; problem statement; background to the research; and its aims, objectives and questions. The section also outlined the significance and outcome of the research.

Chapter Two

In this chapter, an outline of recent and past research on organisational culture constructs, performance and NGOs was provided.

Chapter Three

In this chapter the research design, methodology and the methods of research data collection were discussed. Qualitative and quantitative research methods were explained in detail.

Chapter Four

The results of analysis from surveys and interviews conducted in NGOs were presented in this chapter in order to determine organisational culture constructs.

Chapter Five

The findings from surveys and interviews were presented in this chapter and a discussion was made. The discussions in this chapter led into concluding the research.

Chapter Six

From this chapter above an effort was made to respond to the study foremost and sub-questions that were listed earlier in Chapter One. The chapter will conclude and provide recommendations to the research

6.3. Addressing the Research Question

This section addressed the main question of the research in order to give clarification on the study.

- **What is the relationship between organisational culture and employee commitment?**

Organisational culture and employees' commitment are believed to be tied to each other. The relationships between organisational culture and employees' commitment exist throughout the design of the organisational culture. The rule or procedure set to guide employees plays an important role in employees' commitment. For example, when employees believe that their expectation has been met by the constructed organisational culture's procedures, it strengthens their commitment to the organisation. Thus, the relationship that exists between organisational culture and employees' commitment turns around the characteristics of an organisational culture as they play an important influential role on what employees will consider in order to commit to anything toward the organisation. When an organisational culture suits employees' expectation, it is evident that they will respond well to the organisational activities and ethics making them more committed because they perceive that the characteristics of the organisational culture support what they believe. It ties them with organisational procedures. The result of this commitment is that it strongly leads to a positive impact on objectives.

- **What are the main organisational culture constructs in the selected NGOs?**

There are different sets of culture that an organisation might focus on regarding their activities and goals. Despite it being a form of non-profitable organisation, an NGO operates like any other organisation. When it comes to the main organisational culture, these organisations develop certain culture in order to maintain their existence. It is evident that "organisational value", "organisational practice" and "performance

orientation” were the main organisational culture they focus on around the Cape Town area. The cultures that NGOs around the Cape Town area are focusing on is give a room to what employees have always perceive and believe as the focus of (organisational value, organisational practice and performance orientation) give much attention in protecting organisation value but not employees.

- **To what extent is the organisational culture of the NGO influencing performance?**

Performance is tied with an organisational culture; the extent here is that an organisational culture dictates what to and how to do it. This goes either from the employees or from the organisation itself. The tie between organisational culture and employees’ performance is as important as organisational culture because it has the capacity to influence performance positively or negatively. In NGOs for example, the implemented organisational culture is usually believed to produce a negative effect on employees’ performance. It is mostly believed by employees that organisational culture of the NGOs negatively influences performance because it does not incorporate the personnel benefit which in result pushes the personnel to not perform since they will not gain anything from what is designed as procedures.

- **How do the employees of selected NGOs perceive their organisational culture?**

Employees of selected NGOs perceive their organisational culture to be different from other organisations. Employees in this sector of business perceive that NGO organisational culture negatively impacts on their performance. It is perceived by most employees that the implemented culture of NGOs does not satisfy them as the implemented culture is considered unfair because it is inconsistent and does not concentrate more on employees’ expectations. Employees in NGOs perceive that the implemented culture leaves them not exercising their full capability to complete any task because it does not incorporate them in the picture.

6.4. Limitation of the Research

The research had some boundaries. At first, the research was limited to the Cape Town area in the CBD, Stellenbosch, Table View, Mfuleni, Gugulethu, Bellville and Khayelitsha; however, most of the data collected is from Mfuleni and Gugulethu. Another major limitation was the language impasse as the questionnaire was

requested to be answered using English. Respondents could not give as much information as they could. The research was also limited to the fact that some respondents were limited in their written answers because of lack of education.

6.5. Recommendations

There is a need for NGOs to implement a working organisational culture in order to remain competitive. However, the way NGOs construct their organisational culture seems to be organisation-oriented, meaning it focusses more on the organisation than its employees. This might have negative consequences on performance and the evolution of the organisation. To improve this situation, the following are recommended:

- NGOs have to involve employees in the design of its organisational culture. By involving employees, the designed culture will have more inside points on what to expect.
- The organisational culture of NGOs has to incorporate employees' expectations. By incorporating this, their satisfaction will encourage them to work more and be more productive.
- The issue of employee benefits or remuneration have to be addressed in order to maintain employees' performance.

6.6. Conclusion and Further Possible Research

Organisations design different forms of culture to guide employees within it and interact with one another. It also helps the organisation to survive and be competitive in any environment. Despite the fact that constructed organisational culture is designed to have procedures and rules capable to maintain the organisation to the course of its activities, employees in NGOs perceive their organisational culture as procedures that negatively affect their performance. The focus of many NGOs' organisational culture in the selected areas was "organisational value", "organisational practice", and "performance orientation", which employees perceive as the procedures made only to support the organisation and not the employees.

Organisational culture is important for both employees and the organisation's performance as it sets rule and procedures stating what to do or not. However, employees in NGOs dislike the direction and the focus of NGO culture as it does not

present more attention to employees. The inattention perceived by employees regarding the focus of NGOs' organisational culture that does not incorporate their benefit has led to the poor performance of most employees. The effect of poor performance surfaced as employees' performance is tied to organisational culture. The correlation between organisational culture and employees' performance is so important that it has to be well balanced to keep employees satisfied so that they can perform.

Employees in NGOs implored some factors to be included in organisational culture for them to be productive and perform. This is because employees in NGOs perceive that organisational culture values partially do not provide any benefit toward employees' expectations. It is important for NGOs to consider incorporating employees requested factors in order to boost satisfaction and commitment from employees. As it was found that employees want their expectations, such as remuneration and other benefits, to be met in order for them to fully commit and perform acceptably.

Most of these ongoing perceptions have painted the view from several employees in NGOs that their culture is different compared to others organisations. NGOs have to develop organisational culture that can satisfy employees, instead of them considering it as unfair situation that will mainly lead to employees not giving their best to complete any task. It is clear that the direction of NGOs not only leads to employees to not perform but also pushes them to leave the organisation. However, it is evident that with little change, NGOs' developed organisational culture that incorporates employees' expectations will receive their support.

The critical points in NGOs' organisational culture are employees' remuneration, sustainability, innovation, and practice. These points have to be considered by NGOs' management in constructing organisational culture.

- **Further possible research**

Constructing organisational culture is important for any type of organisation. However, NGOs are recognised to somehow implement a culture that is not well perceived by employees. From this research, the researcher believes there is still more room to explore regarding organisational culture in NGOs. For example, the researcher believes possible research might be conducted on NGOs' models of remuneration

toward employees' commitment. Also, the focus must be on the consequences of performance and the evolution of NGOs as organisations.

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