Influence of organisational culture on optimisation of corporate performance in a mobile technology company in the Western Cape

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DECLARATION

I, Hlonipha Bara, thus certify that the contents of this thesis are my original, unassisted labor and that the thesis/dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it expresses my personal viewpoints rather than those of the Cape Peninsula University of Technology.

Signature ……Bara H.S…….

Date: ____05__/05_____/_2022___

ABSTRACT

Cultural influence is an essential aspect of any company. It substantially impacts employee and organisational performance, which is critical in a global trade facilitation. A company can quickly meet client demand with a strong cultural basis. It also ensures that employees quickly and readily absorb the firm's principles, achieving the company's objectives. However, when poorly implemented and managed, it becomes impossible for a corporation to compete effectively globally.

According to studies, an organisations values and norms must align not only with its goals but also with the views, perceptions, and expectations of its employees in order to be successful. On the one hand, studies in this area show that many organisations have focused on factors other than this for competitiveness. On the other hand, assessments of organisational culture have revealed the existence of variation in perceptions of organisational culture, which is partly due to employee diversity, and the extent to which this can affect the organisations performance. It is thus worthwhile to assess the variation in cultural perspectives within an organisation in order to effectively manage the culture for possible performance optimisation. That is how this study aimed to investigate the organisational at a selected mobile technology company in Cape Town.

The purpose of this study was to conduct an empirical investigation into the organisational culture of a mobile technology company in the Western Cape, as well as its impact on employee motivation and productivity.

The objectives of this study were addressed using a two-pronged approach. To fill in any gaps in the body of knowledge, it began by critically evaluating a number of earlier research papers on the application of cultural impact in heterogeneous technological organisations. Second, the research used a quantitative approach to solve the difficulties brought up and disseminated questionnaires to various industry professionals in mobile technology.

The information gathered using questionnaires handed to industrial specialists in the technology industry was analysed using deductive reasoning approaches, with a case study focused on a company in the Western Cape, South Africa. The participants in this study were identified through the convenience sample technique, as it allowed the researcher to choose volunteers who were easily accessible.

The data found that the values and norms at the mobile technology enterprise were in line with the employees' expectations, thus giving the company a competitive advantage in the global market. Furthermore, the data demonstrated that while firms' performances improve as employees feel more valued, there are still challenges, such as communication, that can lead to regression if not appropriately addressed.

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First, I thank the Lord, who is deserving of all glory and acclaim. I cannot list all the things God has done for me.

My sincere gratitude goes out to my supervisor, Mr. S Fore, for his consistent support of my research and study as well as for his tolerance, depth of wisdom, and inspiration. Your advice has been helpful throughout the dissertation's research and writing. There was no one else I could have requested to supervise my master's dissertation.

DEDICATION

I dedicate this dissertation to my grandmother Tembeka Lydia Bara, my mother Xoliswa Tembisa Bara, and my daughter Liyana Iviwe Tyopo.

GLOSSARY OF TERMS

Organisational Culture:

Refers to the fundamental beliefs, expectations, standards, and ways of interrelating that lead to an association's unique social and mental environment (Håvold & Oltedal 2018:53-70). Organisational culture influences how individuals and collectives relate with each other, customers, and shareholders.

Organisational Performance:

Organisational performance encompasses evaluating a business's performance (Mendoza-Abarca & Gras, 2019:984-1008) against its aims and goals, meaning that actual results or yields measure it compared with projected outcomes. This evaluation concentrates on three key developments: shareholder value performance, financial performance, and market performance.

Mobile Technology:

Mobile technology enables cellular communication (Yadav & Dobre 2018:10-16). Cellular communication uses a transactional software product that allows customers to make payments via mobile phones. Products such as commerce, loyalty, and rewards are utilised.

Corporate Performance:

Corporate performance is an analysis of an organisation's performance associated with goals and objectives (Steiss 2019:66-87). Corporate organisations mainly emphasise the study of three primary results: economic performance, market performance, and shareholder value performance.

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CHAPTER ONE: INTRODUCTION

The foundation of the research is provided by this chapter. This section highlights the study's goal and objectives while also defining the problem statement. Additionally covered in this chapter are the primary and secondary research questions. Additionally discussed are the purpose and importance of the study, the literature evaluation, and the research methods.

1.1 BACKGROUND

Present-day organisations are mostly dynamic as they pose tremendous opportunities and engagements to business experts and policy creators who must be well-versed in organisational culture for corporate success. Organisational culture has been defined in diverse ways by various researchers. Daft (2015) defines culture as a system of shared norms, values, and principles that shows individuals what is suitable and unsuitable conduct. These standards have a substantial effect on employee performance as well as a firm's performance. The mobile technology business considered in this study do not operate solely to endure but to advance organisational development and worker performance. Argyris (2017) maintains that growing competition makes it vital to increase organisational performance constantly. According to Lazaroiu and Andronie (2020) previous literature offers a variety of perspectives on the impact of organisational culture on corporate performance optimisation. Ward (2015) proposes that structure and culture are essential, while other scholars argue that it is not significant in running and sustaining businesses. These various views call for further investigation relating to the subject under discussion.

Understanding organisational culture will aid in your comprehension of how an organisation operates. Because it is well known that organisational cultures affect company success, understanding organisational life is essential (Daft, 2015:125-130). A review of the literature was utilised in this study (O'Reilly et al., 2014) to demonstrate how organisational culture affects performance. Organisational culture has a tremendous influence on business performance. Improvement of organisational culture has a beneficial effect on performance (Fusch & Gillespie, 2012). The effectiveness of a company's operations is significantly correlated with its organisational culture, claims Acar (2014). According to Eccles, corporate culture may positively or negatively impact how well a firm performs (2012).

In contrast to a paternalistic or founder-type culture, an entrepreneurial culture (externally focused, adaptive, agile, proactive, and long-term oriented) fosters creative performance. According to Park et al. (2016), innovative management positively affect how well an organisation performs (internal efficiency). However, employee opinions limit the relationship between participative management and perceived organisational performance. Organisational culture has been linked to both internal performance (innovation competency and interpersonal relationships)

and corporate outcomes, according to Polychroniou and Trivellas' (2018) research (profitability, growth, and reputational assets).

This study made it easier to understand organizational culture and how to embrace it for the benefit of the organisation. Understanding an organisation's culture will improve collaboration and togetherness, inspire employee passion and innovation. However, it is equally important to recognise that in order to improve organisational performance, businesses must foster a culture that benefits their employees.

1.2 PROBLEM STATEMENT

Identifying a problem certainly does not mean something is wrong with that particular condition and needs to be corrected instantly. A problem could also point us in the direction of finding the right solutions that might help fix a prevailing situation, thus it is correct to define a problem as any condition where a gap can be found between a real or desired state.

Organizations frequently take a passive or trial-and error approach to culture to run their business, despite the fact that culture should be prioritized and exercised within organizations as it is associated with business success. The organizational culture determines employee or worker productivity because it establishes standards to be followed. The research seeks to identify the influence of organisational culture on optimisation of corporate performance in a mobile company in the Western Cape. To achieve this, research needs to evaluate the influence of organisational culture on optimisation of corporate performance.

1.3 RESEARCH AIM

The aim of this study was to experimentally evaluate the organisational culture of a Western Cape-based mobile technology company and its effects on employee motivation and performance. This implies testing the hypothesis with the goal of determining whether the organisational culture has no or negative impact on the company's performance, or whether the organisational culture has a positive impact on the company's performance.

1.4 RESEARCH OBJECTIVES

The following are the research objectives:

- **RO 1:** To identify the relationship between organisational culture and performance culture in the mobile technology organisational productivity.

- **RO 2:** To examine the impact of organisational culture on corporate performance in the mobile technology industry.
- **RO 3:** To recommend strategies the mobile technology industry may adopt to improve organisational culture practices.

1.5 RESEARCH QUESTIONS

The following are the research questions for this study:

- **RQ 1:** What is the relationship between organisational culture and performance culture in the mobile technology organisation's productivity?
- **RQ 2:** What is the impact of organisational culture on corporate performance in the mobile technology industry?
- **RQ 3:** What strategies may be adopted by the mobile technology industry to improve their organisational culture practices
-

1.6 RESEARCH HYPOTHESIS

1. **Hypothesis one**

The null hypothesis: "The survey shows that the organisational culture has no impact on the performance of the mobile technology enterprise".

2. **Hypothesis two**

The null hypothesis: "Employees agree with the organisational culture's impact on the performance of the mobile technology enterprise".

3. **Hypothesis three**

The null hypothesis three: "The employees strongly agree that the organisational culture impacts the performance of the enterprise".

1.7 RESEARCH METHODOLOGY

Research can be classified as either quantitative, qualitative, or mixed techniques. A qualitative technique involves real-life tales told by people with understanding of the topic, in contrast to a quantitative approach, which focuses on statistical data that can be analysed and gathered through experiments (Creswell, 2012). For two major purposes, the quantitative technique was used in this study. Results from a quantitative approach would be more accurate than those from a qualitative strategy since it concentrates on exact science (Creswell, 2010). The second justification put out is that quantitative methods need less time than qualitative ones (Creswell,

2010). The quantitative approach saved the researcher a significant amount of time and money because no interviews were done (Yin, 2015). Participants in the study received an email with a study tool for data collection. Participants were from a South African Western Cape-based mobile technology startup.

1.8 SIGNIFICANCE OF THE STUDY

Technology is transforming quickly and influencing the majority of sectors. To thrive and outperform its rivals, a mobile technology business must foster an innovative culture that supports organisational growth. Organisational culture greatly influences management and organisation because of its nature and content. We will learn more about innovation and culture thanks to this study. Other organisations' cultures will be enhanced in order to work more effectively . The study's findings may be useful for company managers in understanding the role of organisational culture. Employees with the necessary expertise in mobile technologies and a solid understanding of strategies in establishing an effective organisational culture in the corporate entity from Western Cape were the study's target population. The study's findings may have a positive impact on business managers by providing strategies to improve their company's performance.

1.9 SUMMARY OF THE CHAPTERS

This following five chapters make up this study:

Chapter One gives a general introduction to the study, the research questions, the purpose and objectives, the definition of important terminology, the problem statement, the importance, and the ethical issues.

Chapter Two presents an overview of the literature, highlighting works on organisational culture theory, organisational culture policy, and issues facing the public sector.

Chapter Three the study technique is included. This chapter explains the methodology and design, population and sampling, data collecting, data analysis, and the validity of this study.

Chapter Four gives an analysis and explanation of the study's findings.

Chapter Five summarises the key findings from the literature review and the research's major conclusions. The chapter also offers ideas for further reading and proposals for future study.

1.10 CONCLUSION

This chapter puts the study's overview into context. It discussed the research's background, problem statement, study significance, aims, and chapter outline. The chapter that follows will go over a literature review on organisational culture, organisational performance, and corporate performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The literature pertinent to this topic is presented in this chapter. This literature survey aided in understanding the perspectives of academics who have investigated organisational culture practices in the mobile technology sector. These opinions on cultural practices in this industry have substantial ramifications for this study,and will be utilised to compare the study's conclusions to other studies. The chapter begins with a definition of key cultural terms. Organisational culture and culture management are the ideas that are specifically covered in-depth in this chapter.

The chapter highlights and investigates the theories that affect organisational culture and how it affects employees' performance. The chapter also describes the legal framework that has an impact on the organisational cultures or practices of the company under investigation. The research issue and its concepts in relation to the body of literature are discussed in this chapter. It's vital to keep in mind that information grows with time, and this study will probably contribute to the body of knowledge already known in this area.

The concept of culture has its roots in sociological and anthropological disciplines. Still, it has gained much recognition in business organisations, considering the argument that all organisations reflect the macro societies in which they are immersed. Despite significant studies on culture in many settings and environments, this study focuses on the context of a selected organisation within the mobile technology sector in Cape Town, Western Cape Province of South Africa. Assumably, the culture at any organisation could differ from that at another organisation, or the culture dominating a particular sector or industry may not be the same as that which is prevalent at another. Despite many studies of organisational culture, knowledge gaps still arise due to variations in contexts and organisational settings.

2.2 ORGANISATIONAL CULTURE

Organisational culture is a hot issue among managers, clients, and researchers since it plays several functions in a company. Culture creates organisational distinctiveness by defining boundaries between organisations and within individuals. First, culture has the ability to transform an individual's self-interest into something larger that aligns with organisational aims (Judge & Robbins, 2017; Hamington, 2019:91-103). Furthermore, culture influences employee performance by offering appropriate ideals, therefore boosting the organisational system level. Furthermore, culture functions as a guiding factor that leads and defines an employee's mindset (Bell, Rogers & Pearce, 2019:166-176).

The relationship between organisational culture and worker performance has become more popular in the workplace today. More people are interested in researching the connection between organisational culture and performance. Caliskan, and Zhu (2020:20–39) used various approaches, such as field investigations and theoretical research, to study the connection between organisational culture and organisational performance. Lee and Kramer (2022:49-69) asserted that cultural elements such as gender relations and communication practices at various levels are important for organisational culture. Martin and Siebert (2016) demonstrate the existence of strong cultures when employees' values align with the company standards. It has been shown by Newman, Schwarz, Cooper, and Sendjaya (2017:49-62) that there is unquestionably a link between organisational culture and worker performance.

Although there is no clear definition of organisational culture or culture in general, they differ widely and share some traits. Gay (2018:16-20) summarises seven major organisational culture characteristics:

1. Innovation and risk-taking: Workers are inspired to be imaginative and take risks, which results in inspiration.
2. Attention to detail: Workers must pay close attention to the little things because they make the difference between success and failure.
3. Outcome orientation: The management concentrates on results used to attain results.
4. People orientation: The opinions of management affect individuals in the organisation.
5. Team orientation: Proceedings at work are systematised among people and teams.
6. Aggressiveness: This is an individual's drive or lack thereof throughout work.
7. Stability: When an association looks onward to maintaining its status.

Additionally, Jones and Welford (2016:141-150) posit that culture comprises levels fluctuating from overt appearances of culture to the unfathomable underlying expectations that drive the establishment's action. The author's representation of cultural artefacts shows the noticeable structure and processes from which the adopted beliefs and values of individuals within an organisation emanate (Jones and Welford, 2016:141-150). The prototype helps display that culture is significant in an organisation as it determines worker performance either positively or negatively.

A number of things may influence organisational culture, Abut most significantly by the founding ideals (Martinez-Caas & Ruiz-Palomino, 2014; Schein, 2010). According to Uddin, Luva, and Hossian (2013), the source of organisational culture also includes the learning experiences of group members and as well as fresh attitudes and presumptions held by new recruits and

supervisors. Early on, the founders may lay out the organisation's purpose and course of action. A company's founders have a big impact on how it runs (Andish, Yousefipour, Shahsavaripour, & Ghorbanipour, 2013). The culture of a new company is shaped by its founders (Flamholtz & Randle, 2012). The founders' implementation of their business strategy and operational presumptions is impacted by culture. According to Toma and Marinescu (2013), the founders' opinions may alter as a result of their personal experiences and cultural background.

O'Reilly, Caldwell, Chatman, and Doerr (2014) claim that founders may impose their own culture and experience on their team members and business partners. For instance, Steve Jobs, the creator of Apple, forced his own beliefs and experiences on his staff. Jobs' perspectives and experiences aided Apple Corporation in developing a flourishing and effective culture (Kaliannan & Ponnusamy, 2014; Toma & Marinescu, 2013). As a result, he created an influential and successful business culture that helped the inventor of Apple realise his goal. Apple is a perfect example of how the founders' assumptions and culture greatly influence the company culture (Schein, 2010).

Another component of corporate culture is the learning process. The educational process is based on social trends in the workplace (Thompson, 2020). Corporate managers borrow traits from the neighborhood and the corporate environment (Uddin et al., 2013). A firm’s culture may be influenced by its employees because they are local residents. Given that the organisation's members are community members, society could impose its culture on the organisation through these individuals (Gibbs, 2012).

2.2.1 History of Organisational Culture

In 1951, Jacques used the phrase "informal social structures" to define corporate culture in order to explain why formal rules and procedures had failed to change the unproductive dynamic between managers and employees, which included cultural challenges in the mobile technology industry (as cited in Bernien et al., 2013). According to Srisathan (2020), a healthy organisational culture must be maintained for organisations to perform better and attract and retain outstanding individuals. Furthermore, the latter identified 46 great American organisations based on their organisational cultures. Several scholarly publications on organisational culture have recently been published, making it a hot topic in the domains of leadership and business. Lehman (2017) divided organisational culture into three areas to emphasise the influence of organisational culture on organisational performance. Assumptions represent the organisation's essential yet unspoken principles. Artefacts present organisational culture, such as work routines, work surroundings, and organisational structures. The values embody the members' views and business philosophy

(Bernien et al., 2013). The three components work together to develop a healthy organisational culture.

Over 200 American companies were analysed by Awadh and Alyahya (2013), who found a strong correlation between organisational culture and financial success. In what Schein later hailed as a seminal work in organisational culture, Kotter and Heskett conducted four studies to ascertain whether a relationship between corporate culture and long-term economic performance exists, to clarify the nature and reasons for such a relationship, and to determine whether and how that relationship can be exploited to improve a firm's performance (2010A lot of information on organisational culture and performance was provided by Flamholtz and Randle, including case studies from businesses in the United States, Europe, China, and other nations. They continued by saying that, if correctly managed, corporate culture is a strategic asset that might serve as the key difference in a winning business strategy. It also shows how, if not handled correctly, it may end up becoming a burden. Organisational culture theory was introduced in the early 1980s, especially in the social science disciplines of sociology, anthropology, and social psychology. Ouchi evaluated the theories, empirical research, and contributions to the field of organisational knowledge (2015). According to Nwibere, there is no theoretical basis for managers' success in organisational culture (2013).

2.2.2 Types of Organisational Culture

The four categories used to classify organisational cultures are clan culture, adhocracy culture, hierarchical culture, and competitive culture (Fiordelisi, 2014; Sok et al., 2014; Wiewiora et al., 2014). Clan culture contains elements that are employee-focused on cooperation, leadership, cohesion, and participation (Han, 2012). On the other hand, adhocracy culture affects the characteristics of an inventive, creative, and adaptive nature (Veiseh et al., 2014). Rules and procedures for controlling organisational operations are part of a hierarchical culture (Rai, 2011). Addressing competitiveness and market performance in relation to business goals and objectives is part of the competition culture (Pinho et al., 2014).

Human engagement, collaboration, attachment, trust, loyalty, and support are encouraged in clan or supportive cultures (Fiordelisi, 2014). According to Pathiranage (2019), business managers in a clan culture must work together to inspire employees to create a positive work environment. Clan culture includes elements such as cooperation, participation, and open communication (Pinho et al., 2014). According to Tyagi (2021), in a clan culture, managers promote collaboration and employee emancipation. Business managers promote employee engagement and commitment to the organization, according to Mango and Ikyanyon (2012), since dedicated personnel are more likely to complete tasks and uphold their duties. Clan culture only exists to

improve employee performance via ownership, responsibility, ownership participation, and cooperation (Han, 2012; Murphy et al., 2013; Nongo & Ikyanyon, 2012). The results of the study show a strong correlation between clan culture and organisational success (Han, 2012; Man & Luvision, 2014; Murphy et al., 2013). Givens (2012), on the other side, made the claim that improving organisational productivity and efficiency is less important for clan culture than it is for addressing employee relations concerns. Kotrba et al. (2012) acknowledged both points of view and emphasised the direct contribution of clan culture to increasing effectiveness and efficiency while supporting the indirect contribution of clan culture to boosting performance.

Innovation and change are beneficial to the effectiveness of an organisation under an adhocracy or entrepreneurial culture (Fiordelisi, 2014). In an adhocracy clan culture, corporate managers invest more in research to promote and motivate staff to consider innovative firm ideas (Sok et al., 2014). According to Hartnell et al., some of the principles and presumptions of an adhocracy clan culture include growth, risk-taking, innovation, variety, independence, and adaptation (2011). In an adhocracy culture, employees must get clear instructions on how their work assignments will affect the organisation's objectives (Veiseh et al., 2014). Engelen et al. discovered a link between adhocracy culture and an innovative entrepreneurial approach (2014). According to Hartnell et al. (2011), there is a long-term, favorable association between organisational performance and the adhocracy culture.

To develop a hierarchical culture, the entire organisation must implement effective control mechanisms. According to Hartnell et al. (2011), organisational members follow the laws and traditions of hierarchical culture, where each work is carried out according to preset rules and techniques. Hierarchical cultures place a premium on efficiency and effectiveness, and among its guiding principles and presumptions are clear communication, consistency, and stability (Fiordelisi, 2014). Cao et al. discovered a link between hierarchical culture and customer integration (2015). Murray (2020) discovered a connection between a hierarchical company culture and subpar business results.

Components of competitiveness or market culture include understanding customers and competitors, establishing appropriate goals, planning, and making decisions, as well as task-focused leadership and aggressive market behaviour. It is clear in a competitive culture that employees of the company have particular objectives to increase their salary through market success (Han, 2012). According to Miguel, a competitive culture must value achievement, competence, and open communication (2015). In a society where competition is fierce, company managers emphasise on the efficiency of the external business environment through market management and safeguard their competitiveness through market success. Business managers

must understand both the demands of their clients and those of the market if they are to compete in a cutthroat industry (Miguel, 2015).

According to Han (2012), business managers must continue to practice customer-driven leadership since client happiness is a top priority in today's competitive culture. Another objective for business managers in a cutthroat climate is to gratify their owners. In a competitive culture, only high revenue, high market share, high profits, rapid expansion, and productivity count (Hartnell et al., 2011). In order to create an enduring and competitive business, business executives in an influential organisational culture make advantage of the attitudes, inclinations, and talents of their workforce. Fair competition and stakeholder return need to be appropriately matched for organizational culture success (Eaton & Kilby, 2015).

2.3 ORGANISATIONAL CULTURE AND PERFORMANCE CULTURE

2.3.1 Organisational Excellence

To create a greatness vision, the company must maintain a positive workplace culture (Fusch & Gillespie, 2012). Business excellence, according to Bolboli and Reiche (2013), is important to success. Organisational culture and business excellence have many similarities. Effective organisational culture reflects excellence, and business excellence need effective organisational culture first and foremost (Brown, 2013). Pathiranage (2019) identified eight characteristics of effective organisational cultures, including quick decision-making and problem-solving, leadership autonomy and entrepreneurship, and productivity through people, based on a thorough analysis of 46 high-performing organisations in the United States (Abusa & Gibson, 2013). According to Pathiranage (2019), there are distinguishing features between high-performing and low-performing organisations. To increase productivity and profitability, managers take use of the good characteristics of company culture (Bernien et al., 2013). The organisation's successful organisational culture and commercial excellence depend on these characteristics.

2.3.2 Strong and Weak Organisational Culture

Strong organisational cultures promote loyalty to the organisation's core values and the sharing of similar viewpoints among personnel (Flamholtz & Randle, 2011). Since culture engages and motivates people, business leaders must establish a strong corporate culture influence on their workers' work attitudes and performance (Simoneaux & Stroud, 2014). New hires quickly accept the principles and goals of healthy organisational cultures (Stronge & Xu, 2021). A quantitative study found a favourable correlation between organisational culture and company performance

(Han, 2012; Hartnell et al., 2011; Jofreh & Masoumi, 2013). A powerful culture may also inspire an organisation's performance.

Performance and organisational culture are positively correlated, according to recent and historical study. For instance, Flamholtz and Randle (2012) found that organisational culture affects corporate operations, worker productivity, and total output. Enhancing an organisation's profitability and financial performance requires a strong organisational culture (Sharma & Good, 2013). A strong and supportive organisational culture can improve an organisation's performance (Nwibere, 2013). A strong organisational culture is necessary to align the organisation's current and future goals (Cameron & Quinn, 2011). However, management with a poor or ineffective organisational culture may have a detrimental effect on productivity and profitability.

Employees at a firm with a bad organisational culture struggle to define the company's ideals and choose the best approach to do business (Bernien et al., 2013). According to Schein (2010), ineffective organisational culture management lacks clear and consistent communication. Employees with a poor organisational culture act in ways that contradict the organisation's goals owing to a lack of communication and consistent leadership advice (Flamholtz & Randle, 2011). Individuals inside an organisation may act against management's intention if the organisational culture is poor and the organisation's viability is threatened because they have various views and viewpoints (Eaton & Kilby, 2015).

In an organisation with a strong culture, business managers may establish and maintain a solid cultural foundation (Simoneaux & Stroud, 2014). Examples of foundation work include developing a set of rules and guidelines for conducting business inside the organisation and encouraging the members' work cultures (Flamholtz & Randle, 2011). Customers and other stakeholders benefit from the organisation's culture, which stands out from other organisations' cultures owing to the efforts of the members (Cian & Cervai, 2014). Customers and stakeholders may evaluate a company's quality using perceptions of its corporate culture (Bernien et al., 2013). Business leaders replace formal rules and regulations with a strong business culture (Zehir, 2011). To create a set of organisational norms and trends, management and employees must establish a clear channel of communication (Schein, 2010). Business leaders may utilise the communication channel to encourage open, honest communication among staff members as well as collaboration and cooperation among them (Cao, Huo, Li, & Zhao, 2015).

Transparent communication requires a high level of engagement from all team members (Miguel, 2015). Employee engagement in decision-making at high levels is crucial for motivating staff. Motivated workers may aid the business in fostering an environment of accountability and ownership (Engelen, Flatten, Thalmann, & Brettel, 2014). When a sense of ownership and an

accountability culture are established, employee participation in the company swiftly rises without continual supervision (Nwibere, 2013).

Employees that are dedicated and engaged are crucial to maintaining a healthy organisational culture and improving performance. Employees who sense ownership of the firm, for example, are more likely to work well and be productive, according to Pinho et al. (2014). Employees who have a strong feeling of justice and duty are more likely to carry out their responsibilities without continual supervision and control (Korschun, 2014). Business executives can focus their efforts on other critical responsibilities inside the organisation. Employees are motivated to work better when their organisation has a positive culture (Jofreh & Masoumi, 2013). Managers and employees who collaborate can assist to establish a pleasant working environment (Paille, 2014).

When employees work in a favourable atmosphere, they may be driven to improve their performance (Schein, 2010). Loyal and engaged workers contribute to strong organisational cultures that boost output and performance (Fiordelisi & Ricci, 2014). Strong organisational cultures enable business executives to encourage employees and boost the efficiency and output of their organisations (Kohtamaki et al., 2016; Senaji et al., 2014). Employee participation in organisational operations is one example of workplace openness. When group members are free to speak their minds, the organisation can promptly share important information (Simoneaux & Stroud, 2014). According to business experts, organisations with strong organisational cultures encourage employee participation in significant decision-making processes. Increasing performance and productivity requires that employees participate in organisational decision-making (Miguel, 2015).

To encourage employees, a strong business culture is essential. Employee motivation is an important aspect in boosting organisational performance (Simoneaux & Stroud, 2014). According to Schein (2010), highly motivated individuals may outperform disinterested employees at work. Employees that are motivated utilise their time productively in their daily duties (Flamholtz & Randle, 2011). Motivated personnel greatly boost performance and help the company meet its objectives (Fiordelisi & Ricci, 2014).

2.3.3 Positive Organisational Culture

To improve organisational performance and productivity, business managers may promote and preserve a positive workplace culture (Flamholtz & Randle, 2011). According to research on organisational culture, effective organisational culture boosts productivity and performance within an organisation (Bernien et al., 2013). According to Inabinett and Ballaro (2014), Performance and a strong corporate culture are linked. Several business leaders cited a strong organisational

culture as a key element in the success of their companies (Bernien et al., 2013; Melo, 2012). For instance, the founders of Southwest Airlines and Walmart recognised the value of corporate culture in growing their companies (Flamholtz & Randle, 2011). Both Google and Apple's founders thought that building a strong business culture was the key to securing a long-term competitive advantage (Simoneaux & Stroud, 2014). Several business leaders cited a strong organisational culture as a key element in the success of their companies (Bernien et al., 2013; Melo, 2012).

Business leaders may inspire a high degree of trust among their subordinates when they operate in an atmosphere with a favourable organisational culture (Andish et al., 2013). Business leaders use an open leadership style in an environment where internal organisational trust is fostered and established (Simoneaux & Stroud, 2014). A consistent decision-making process and open communication throughout the organisation exemplify transparent leadership. When corporate managers exhibit consistent decision-making processes and open communication inside the organisation, employees may start to trust them (Miguel, 2015).

Business executives that promote a positive corporate culture are responsible for articulating and informing stakeholders and employees of the organisation's aims and objectives (Simoneaux & Stroud, 2014). Employees that work in organisations with positive cultures can completely understand the organisation's mission and basic principles (Flamholtz & Randle, 2012). If employees are aware of and aligned with the organisation's values, they are more likely to engage in value-added activities (Bernien et al., 2013).

2.4 THE IMPACT OF ORGANISATIONAL CULTURE ON CORPORATE PERFORMANCE

According to various studies on organisational culture (Flamholtz & Randle, 2012; O'Reilly et al., 2014), business managers may take use of an organisation's influential culture to increase performance and productivity. Business leaders claim that strong organisational cultures are both a hindrance and a competitive advantage (Flamholtz & Randle, 2011). Business managers use organisational culture to control and impose rules on the workplace, claim Pathiranage and Abeysekera (2020). Business managers may alter employee attitudes, increase operational effectiveness, and boost financial performance by creating a successful organizational culture (Hartnell et al., 2011). Operational effectiveness describes the methods management use to develop and innovate new goods, improve processes, and deliver better services. Information on the organisation's growth, productivity, and profitability is included in the financial performance.

A good organisational culture is created through the fusion of powerful and inspiring values. People who work for a company with a strong culture behave in ways that are consistent with the company's guiding principles (Flamholtz & Randle, 2011). Positive corporate cultures inspire staff

to share the company's objectives and values (Flamholtz & Randle, 2012). Business executives may develop strong corporate culture to increase productivity and performance (Inabinett & Ballaro, 2014). According to Givens (2012), managers that encourage a strong organisational culture generate excellent customer service and a lively workplace. Business leaders demonstrate moral decision-making in a compelling corporate culture, strong interpersonal ties, and employee-focused leadership (Engelen et al., 2014).

Business executives influence corporate culture to maintain a positive work environment (Pinho et al., 2014). A lively organisational culture is made up many sub-organisational cultures. An effective customer service culture comprises management that prioritises employees, good interpersonal relationships, outstanding leadership, and moral decision-making (Bernien et al., 2013). To motivate employees, it is critical to preserve an influential business culture (Berg & Wilderom, 2012). Strong organisational culture among managers may help organisations operate better (Shahzad et al., 2012).

Employees who adhere to the organisation's values and principles form a strong organisational culture (Schein, 2010). To fulfill the organisation's objectives, employees who share its values are more likely to execute more effectively (Dobre, 2013). An important organisational culture, according to a study on organisational culture, includes shared values and a mission to foster a sense of community (Flamholtz & Randle, 2011).

Members of an organisation create a solid organisational culture to promote cooperation and information exchange (Wiewiora, Murphy, Trigunarsyah, & Brown, 2014). According to Schein (2010), managers who have an impact on organisational culture encourage collaboration to boost performance. Working as a team is crucial to achieving shared organisational goals. A strong organisational culture involves collaboration between management and staff to raise output and performance levels (Bernien et al., 2013). It takes a strong organisational culture to motivate and retain qualified workers (Eaton & Kilby, 2015).

Excellent customer service is a primary priority for corporate executives who have established a strong organisational culture (Berg & Wilderom, 2012). Excellent customer service is frequently included in a mission statement for organisational leadership (Kotter, 2017). Miguel (2015) contends that CEOs should consider essential customer service as a source of long-term competitive advantage. Employees that work for an organisation with a strong culture share its values and principles (Tsai, 2011). When workers are motivated by the same values and principles as the business, they work harder to meet objectives by giving customers a warm and welcoming experience (Bernien et al., 2013). In a successful organisational culture, managers must prioritise providing excellent customer service (Berg & Wilderom, 2012).

Early studies have discovered a connection between organisational culture and worker performance. Employee performance is impacted by organisational culture, which is intrinsically tied to organisational behavior. Uddin and Luva (2013) assert that organisational culture can enhance general performance. According to them, an organisation's culture encourages employees to learn about the company's past and current methods of operation. This particular directive provides guidance to employees regarding expected and approved future organisational behaviours and standards. According to Alberto, Amar, and Patrisia (2019), organisational culture has a significant impact on managerial practices. These include, among other things, how they handle with challenges connected to employees' views, relationships, motives, social institutions, and habits. As a result, a strong organisational culture serves as a guideline for addressing any issues that may impact employee performance.

Organisational culture, according to Uddin and Luva (2013), is responsible for the internal integration and management of a company's operations and staff. The construction of boundaries for organisational feelings of identification and commitment among employees are also part of internal integration, which concerns the sociocultural interactions of new members and current members. Through encouraging employees to work toward a shared goal and target and shaping and directing employees' behaviour in that direction, a strong organisational culture fosters adaptation and employee growth. To ascertain the impact of organisational culture on employee performance, several elements are taken into consideration, including employee engagement, innovation and risk-taking, incentive systems, openness to communication, and customer service orientation.

People are more motivated to work harder on their responsibilities when there is a supportive organisational culture, which enhances performance. An effective human resource system founded on guiding principles has a positive effect on employee attitude and behavior, making implementation easier, according to some theoretical models. Additionally, the type of organisational culture that is established affects how much of an impact it has on employee performance. It might have a positive or negative impact. It is possible to see the organisational model graphically. Sukowski (2014) modified a Schein research's graphic representation of organisational culture (2010).

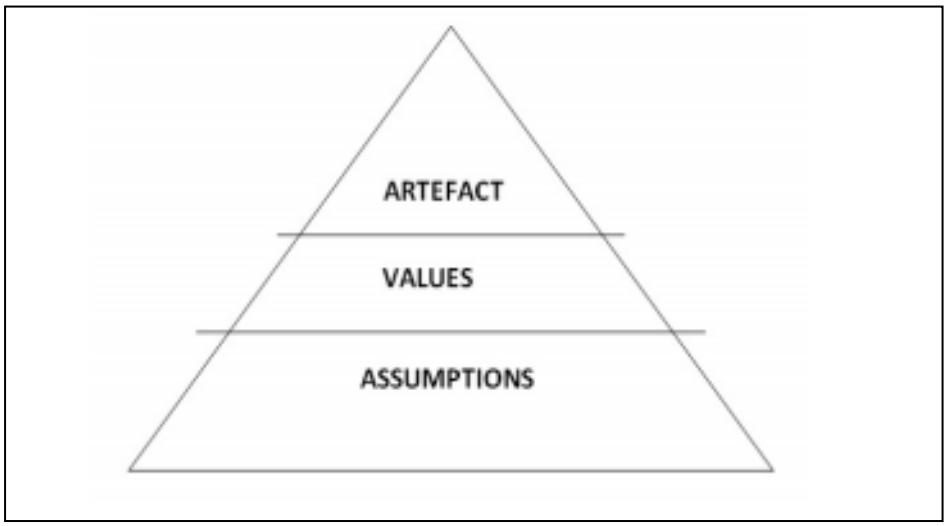

FIGURE 2.1 ORGANISATIONAL CULTURE MODEL

Source: Sulkowski (2014:19-36)

According to the above organisational culture model (Figure 2.1), organisational culture is made up of three parts: (i) artefacts, (ii) values, and (iii) assumptions. Schein (2010) endorsed the latter by arguing that culture can be perceived in three major ways inside an organisation. These are visible artifacts, professed beliefs, and fundamental underlying assumptions. Observable artifacts are an organisation's attitudes, behaviours, and ideas about what is important and significant. The researcher sees organisational culture as a set of prevailing values and behaviour standards that are underpinned by assumptions about the nature of reality and exhibited as artifacts. According to Chatman (2016), values in an organisational culture include providing credit and taking into account other employees' contributions to organisational activities. This indicates that empowering employees may result in more clear inputs and making them feel valued in an organisation, ultimately enhancing their self-esteem. Organisational cultures have both good and bad effects on employee attitudes.

2.4.1 Social Change Implications

Melo (2012) found a significant link between organisational culture and corporate social performance. Social traits, beliefs, customs, and the shared presumptions of an organisation's members make up its culture (Schultz, 2012). Social values that emerged from organisational members' sense of participation and cooperation are part of the organisation's cultural orientation (Sharma & Good, 2013). To maintain positive change for corporate social performance, managers employ their business culture (Melo, 2012).

Business executives need to understand how important social change is for the workplace. Senior management is essential to social advancement (Sharma & Good, 2013). The organisation may have an immediate and major impact from social change. When managers concentrate on social transformation, they may achieve a positive human effect, moral goodness, and unconditional societal advancement via and inside organisations (Sharma & Good, 2013). The following ways that social transformation may benefit businesses include (a) cost savings, legitimacy, (b) organisational resilience, and (c) good organisational performance (Melo, 2012). Corporate leadership benefits society both directly and indirectly through self-regulated corporate citizenship and accountability. Productive and profitable organisations may help society. Among the advantages are dependable customer service, job stability, and career prospects (Bolboli & Reiche, 2014).

2.4.2 The Impact of Organisational Culture on Job Satisfaction

According to Schein (2010), experiencing formal and informal employee behaviours requires a fundamental awareness of culture. Organisational culture has an indirect and direct impact on employees. Research has shown that organisational culture affects performance, effectiveness, productivity, and job satisfaction. Organisational culture has been emphasised as a crucial aspect of organisational behaviour that contributes to the explanation of how organisations function. Schein (2010) claims that culture is a set of underlying implicit beliefs that a group of people have about how the world is and should be, and that have an impact on their perceptions, thoughts, feelings, and, to some extent, overt behaviour. Organisational behaviour scholars have investigated and established certain links between organisational culture and employee performance.

Employees are more likely to evaluate aspects of job satisfaction, particularly intrinsic aspects, and more accurately when the workplace or organisational culture is positive and encouraging, according to Stephen (2016). Stephen (2016) discovered that participation in an organisation with a bureaucratic culture led to the lowest levels of work satisfaction and organisational commitment after analysing several forms of organisational culture. On the other side, organisations that promoted supportive and creative cultures saw high levels of employee satisfaction. It is simple to see how a company with a culture of cooperation, respect, trust, and productivity would foster an atmosphere where employees would feel happy in their work. A favourable work environment also promotes the growth of a certain organisational culture, according to numerous academics who have studied the relationship between organisational culture and job happiness. A specific aspect of organisational culture has been investigated concurrently with employee job satisfaction. Employees are more likely to be pleased in adaptable businesses that practice participatory management, emphasising communication and employee rewards (Belias, 2014).

Olasupo investigated the connection between organisational culture and job satisfaction (2011). The findings suggest that organisational culture positively influence job satisfaction, especially when employees support the organisation's aims. Employees work together for the benefit of the company and their own satisfaction as a consequence. Studying the effects of organisational culture on work satisfaction while taking into account demographic factors. Belias and Athanasios (2014), for example, established a significant association between age, position held, and tenure for Indian employees, demonstrating that older workers who had held higher positions for a longer length of time reported better levels of job satisfaction.

Hartnell and Kinicki (2011) assert that because organisational culture and work happiness are intertwined, changes to organisational culture have an impact on job satisfaction. The organisational culture determines the kind of the office environment. Because they feel important and appreciated for a job well done, employees tend to be extremely satisfied in workplace cultures that promote an environment where they are highly driven and supported. According to Baker, Perreault, Reid, and Blanchard (2013), receiving good comments at work would greatly stimulate people. For a very long time, organisations and businesses have used feedback to help in progress and advancement. A vital component of every organisation is feedback since it links organisational goals to continuity and culture, fosters innovation, builds trust, and motivates people (Bakers, 2010). Additionally, a culture that supports relationships and communication between the employer and the employee has a good effect on the employee's job happiness. Employee work happiness is greatly influenced by organisational culture, which is a critical antecedent of job satisfaction.

2.4.3 Principles for Mobilising Organisation Culture

Organisational culture and business are inextricably linked. According to Quinn and Cameron (2019), culture and leadership are the root causes of many organisational difficulties. This means that the organisational culture and leadership stability is critical for business challenges. Cultural differences in an organisation should not be overlooked. Most organisations place culture in the hands of human resources experts. However, leaders at all levels of the organisation are crucial in protecting and supporting desired behaviors, energising personal sentiments, and maintaining cultural alignment (Katzenbach, Oelschlegel, and Thomas, 2016).

The importance of emotional commitment cannot be overstated. Assume that employees see a schism between the culture that an organisation promotes and the one that its formal leadership follows. In those circumstances, employees will swiftly detach from the marketed culture and adopt the behaviour of their seniors. People at the top must model the change they wish to see.

The essential few play a role here as well. To begin the process, a small group of the proper sort of leaders must be brought on board (Lindegaard, 2010). Adopting a leader's cultural behaviour reduces variety and leads to homogeneity since all subordinates look up to their bosses. Leaders should consistently uphold beliefs that benefit the organisation. This results in a healthy creature.

According to Pinder (2014),motivations, sentiments, and ideals are all necessary components of a strong culture. The latter should be utilised as a standard for establishing a consistent organisational culture across corporate workers. Many employees, according to Griffin (2014), leave culture- or values-focused meetings asking how the advice to be a better person translates into their job. Specific examples of how cultural changes increase performance and financial outcomes must be provided to employees. Because they are aware of the differences in organisational cultures, employees choose behaviours that are obviously tailored to the organisation. Every organisation recognises organisational culture as a crucial element since it significantly affects business decision-making, financial stability, employee performance, and overall well-being. Like any other company asset, organisational culture must be safeguarded.

2.5 THE EFFECTS OF ORGANISATIONAL CULTURE IN TECHNOLOGY INDUSTRY DEVELOPMENT

2.5.1 Effect of Positive Culture on Corporate Performance

According to Fusch and Gillespie, establishing a positive workplace culture improves the organisation's performance (2012). Organisational culture has a significant influence on how effectively an organisation functions, claim O'Reilly et al. (2014). According to Uddin et al., there is a significant association between performance and organisational culture (2013). A company's culture can have a favorable or negative impact on its performance, according to Bernien et al. (2013). According to Yesil and Kaya's (2013) research, there is a link between successful company cultures and profits. Organisational cultural competency has an effect on 46% of business revenues, according to Flamholtz and Randle (2012). As evidence of the connection between culture and financial performance, Berg and Wilderom (2012) proposed that if an organisation's culture changes over a longer period of time, performance may be influenced.

The phrase "organisational performance" is used by business managers to describe a firm's activity and a result that exemplifies its outputs. Organisational performance is the ability of organisation members to complete duties inside the organisation when used to convey action by business management (Uddin et al., 2013). The efficacy of a manager's activities may be

evaluated using a high, medium, or low scale. Business managers define an organisation's performance as its output or results, such as its productivity, profitability, and growth (Carter & Greer, 2013). The outcomes might be contrasted to the objectives and goals that they were designed to achieve. Five indicators were created by Berg and Wilderom (2012) to measure how organisational culture affects business success. Some of the signs are employee empowerment, an external emphasis, cross-departmental cooperation, a concentration on human resources, and a propensity for performance improvement. These qualities are essential for assessing how organisational culture affects performance (Uddin, 2013).

2.5.2 Positive Culture in the Organisation

To increase business performance, managers may establish and maintain a healthy organisational culture (Bernien et al., 2013; Fiordelisi & Ricci, 2014; Flamholtz & Randle, 2011; Melo, 2012). Strong corporate cultures were recognised as being necessary for long-term competitive advantage by Google and Apple's founders (Simoneaux & Stroud, 2014). Strong corporate cultures, according to the founders of both Walmart and Southwest Airlines, were responsible for their businesses' success (Flamholtz & Randle, 2011). According to Inabinett and Ballaro, organisational culture and firm performance are positively correlated (2014). To establish and sustain trust in their leadership in a productive workplace setting, business leaders utilise a transparent leadership style. Consistent decision-making and open communication throughout the whole organization are necessary for transparent leadership (Andish et al., 2013; Miguel, 2015; Simoneaux & Stroud, 2014). When there is a healthy organisational culture, managers can effectively communicate the company's aims and values to employees and other stakeholders (Flamholtz & Randle, 2012; Simoneaux & Stroud, 2014). Workers are more likely to engage in value-added activities when they are aware of and supportive of the company's aims (Bernien et al., 2013).

2.5.3 Effectiveness of Organisational Culture

When a strong organisational culture is combined with an advantageous organisational culture, an influential organisational culture is produced. Members of an organisation operate in ways that are compatible with the organisation's ideals if it has a strong organisational culture. Employees that work in an effective organisational culture understand and support the company's objectives and core values (Flamholtz & Randle, 2012). According to Bernien et al. (2013), a great organisational culture is made up of five sub-cultures: solid interpersonal relationships, employee-focused management, outstanding leadership, and ethical decision-making.

Business managers use a successful organisational culture to influence employee attitudes, enhance operational performance, and promote financial success (Hartnell et al., 2011). According to several researchers (Flamholtz and Randle (2012), Inabinett and Ballaro (2014), O'Reilly et al. (2014), Pinho et al. (2014), and Shahzad et al. (2012), an effective organisational culture may be utilised to foster a positive work environment and improve organisational performance. A strong organisational culture is a competitive advantage, whereas an ineffective culture is a liability, claim Flamholtz and Randle (2011). Strong organisational cultures are created by business executives who foster a creative work environment (Givens, 2012). A strong company culture promotes employee-centered leadership, positive interpersonal relationships, and moral decision-making, according to Engelen et al. (2014). An effective organisational culture is characterised by low staff turnover and high employee satisfaction rates (Hartnell et al., 2011). A strong corporate cultureis necessary for businesses to succeed in luring and keeping capable and reliable personnel (Berg & Wilderom, 2012; Eaton & Kilby, 2015).

When it comes to reaching a shared corporate objective, teamwork is crucial. Shared values and a similar goal are combined in an effective organisational culture to foster a sense of belonging (Flamholtz & Randle, 2011; Schein, 2010). Corporate managers may improve collaboration and information sharing by building an effective organisational culture, as demonstrated by Wiewiora et al. (2014). Firm management and workers collaborate in an impactful organisational culture to increase the success of the business (Bernien et al., 2013; Schein, 2010).

An effective organisational culture places a high priority on customer service since it gives businesses a sustainable competitive edge (Berg & Wilderom, 2012; Givens, 2012; Miguel, 2015). A successful organisational culture is created by workers who adhere to the organisation's values and ideas (Denison, 1990). Employees are motivated to achieve company goals by providing excellent customer service because of their common dedication to the organisation's values and guiding principles (Bernien et al., 2013). Business leaders adopt transformational leadership that is employee-focused in order to improve organisational performance. Transformative leadership and a successful organisational culture are positively correlated, claim Veiseh et al. (2014). Business executives that are transformational promote collaboration and teamwork (Wiewiora et al., 2014). Employees may gain from advantageous partnerships and shared information as firm management promote collaboration and teamwork (Man & Luvision, 2014). Employees are inspired to create higher results when they work in a positive and pleasurable environment (Veiseh et al., 2014; Wiewiora et al., 2014).

Solid interpersonal interactions are the foundation of a great organisational culture (Engelen et al., 2014). Employees are more likely to get along with their bosses and freely share their thoughts when there are good working connections (Nongo & Ikyanyon, 2012; Veiseh et al., 2014).

Business managers employ an open-door policy and good interpersonal interaction with their workforce to foster a high degree of confidence in the leadership, claims Pathiranage (2019). When employees feel satisfied and confidence in their management, they feel a sense of responsibility and ownership for the company, which is essential for inspiring and pushing them to work more (Nongo & Ikyanyon, 2012).

2.6 STRATEGIES THAT THE TECHNOLOGICAL INDUSTRY MAY ADOPT TO IMPROVE ORGANISATIONAL CULTURE PRACTICES

2.6.1 Measuring the Effectiveness of Organisational Culture

Business leaders may assess and gauge a company's culture's effectiveness using a variety of metrics. According to O'Reilly et al., using the right assessment approach is crucial for effectively analysing an organisation's culture, which may be unique (2014). Quantifying the efficacy of organisational culture is difficult due to disagreement and a lack of worldwide standardisation, according to Hartnell et al (2011). O'Reilly et al. (2014) developed a framework based on six traits: flexibility, integrity, collaboration, outcome-focused, customer-oriented, and detail-oriented in order to assess the efficacy of organisational culture. Flamholtz and Randle (2012) developed three components—cultural alignment, behavioral consistency, and cultural gaps—to assess the influence of organisational culture. For evaluating organisational values, attitudes, and norms, the six elements proposed by O'Reilly et al. (2014) are more comprehensive and applicable (Kim, 2010). By emphasising the discrepancy between anticipated and actual values in each domain, the analysis helps detect any existing cultural gaps.

A performance analysis model was developed by Fusch and Gillespie (2012) to assess the discrepancy between the organisation's desired and actual performance. By contrasting the organization's actual performance with its desired performance, Fusch and Gillespie's performance analysis technique illustrates how business managers may identify performance gaps. A thorough examination of the organisation’s vision, purpose, strategy, aim, objectives, and other intended results is necessary to achieve desired organisational performance. A few of the external and internal factors included in the performance studies are markets, economics, and consumer relationships. Finding performance gaps is a vital first step in putting performance interventions into place that have a significant impact on organisational culture and performance (Fusch & Gillespie, 2012). A work-life strategy was used by Fusch and Gillespie (2012) as a performance intervention.

Flamholtz and Randle (2012) developed a framework with five key aspects to measure the impact of organisational culture: commitment to change and innovation, employee orientation,

performance and accountability standards, and corporate process orientation. Leaders are referred to as "customer oriented" if they comprehend and meet their consumers' requirements. Business managers must specify their organisational values in order to help employees have fruitful customer relationships (O'Reilly et al., 2014). High levels of customer satisfaction are maintained through organisational ideals, which promotes company culture (Hartnell et al., 2011).

Organisational members have an impact on how employees behave at work (Flamholtz & Randle, 2012). Business managers utilise employer orientation as a technique to preserve a positive organisational culture. The third organisational culture factor in Flamholtz & Randle's (2012) framework focuses on how performance and accountability standards interact with one another in the organisation's business process. These policies describe in detail how personnel are accountable for their work obligations and how they get performance evaluations and rewards.

Performance and accountability expectations have a significant impact on employee behaviour and job performance, claim O'Reilly et al. (2014). Green (2012) exemplified how accountability and performance criteria assist organisations in achieving their objectives and preserving a healthy organisational culture. According to Flamholtz and Randle (2012), company managers must take the initiative to drive unanticipated changes and improve products and services if they are committed to innovation and change.

Commitment to strategic innovation and willingness to change are essential elements of organisational culture (Hartnell et al., 2011). The method of incorporating organising, planning, decision-making, communication, and social responsibility into corporate business structures is known as "company process orientation" (Flamholtz & Randle, 2012). Economically sound planning, open decision-making procedures, unambiguous communication channels, and socially responsible organisations are some examples of characteristics that have an impact on an organisation's culture (O'Reilly et al., 2014).

A strong organisational culture is characterised by high employee engagement, outstanding customer satisfaction, well-established performance standards, openness to change, innovation, and a well-defined corporate process orientation (Flamholtz & Randle, 2011). Corporate success is impacted by a variety of organisational culture effectiveness factors (Schneider et al., 2013). For example, an innovative organisational culture may increase sales growth, a supportive organisational culture may increase employee happiness, and an ineffective organisational culture may increase efficiency (O'Reilly et al., 2014). Using a consistent and useful evaluation instrument, the corporate group leadership examines how organisational culture performs inside the corporate group (Zahavi & Lavie, 2013). Many skilled corporate group managers utilise return on capital, net profit, or earnings per share as three indicators to evaluate the performance of member companies (Eukeria and Favourate, 2014).

2.7 THEORIES OF CULTURE

The literature makes the clear observation that culture is organised hierarchically. It is seen by theorists in levels. Widespread acclaim has been accorded to Hofstede's (2011) classification of culture according to country (regional) level, professional level, organisational level, and gender level as a significant and universally applicable classification of culture. The categories of Hofstede's cultural paradigm are displayed in Figure 2.2.

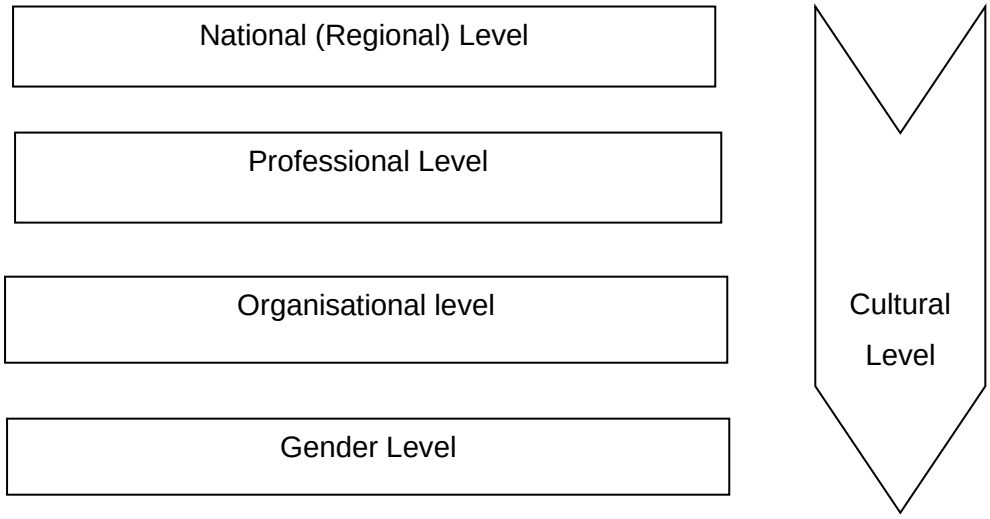

FIGURE 2.2: HOFSTEDES LEVELS OF ORGANISATIONAL CULTURE

Source: Dimitrov (2012:101)

According to research done by Hofestede (2011), there are six ways in which national and regional cultures differ from one another: power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, long-term versus short-term orientation, indulgence versus restraint. While Hofstede seemed to have a simplified culture in this manner, it should be observed that other scholars (Schein, 2009) seem to have identified more details that could be useful in understanding the cultures at the different levels proposed in Figure 2.2. Schein (2009) focused more on organisational culture and expanded this corporate level in a way that is not clear in Hofstede's work. While Hofstede's (2009) theorisation of culture clarifies culture, it lacks finer details at each level. As such organisational culture and the optimisation of performance cannot be adequately understood by simply following the model.

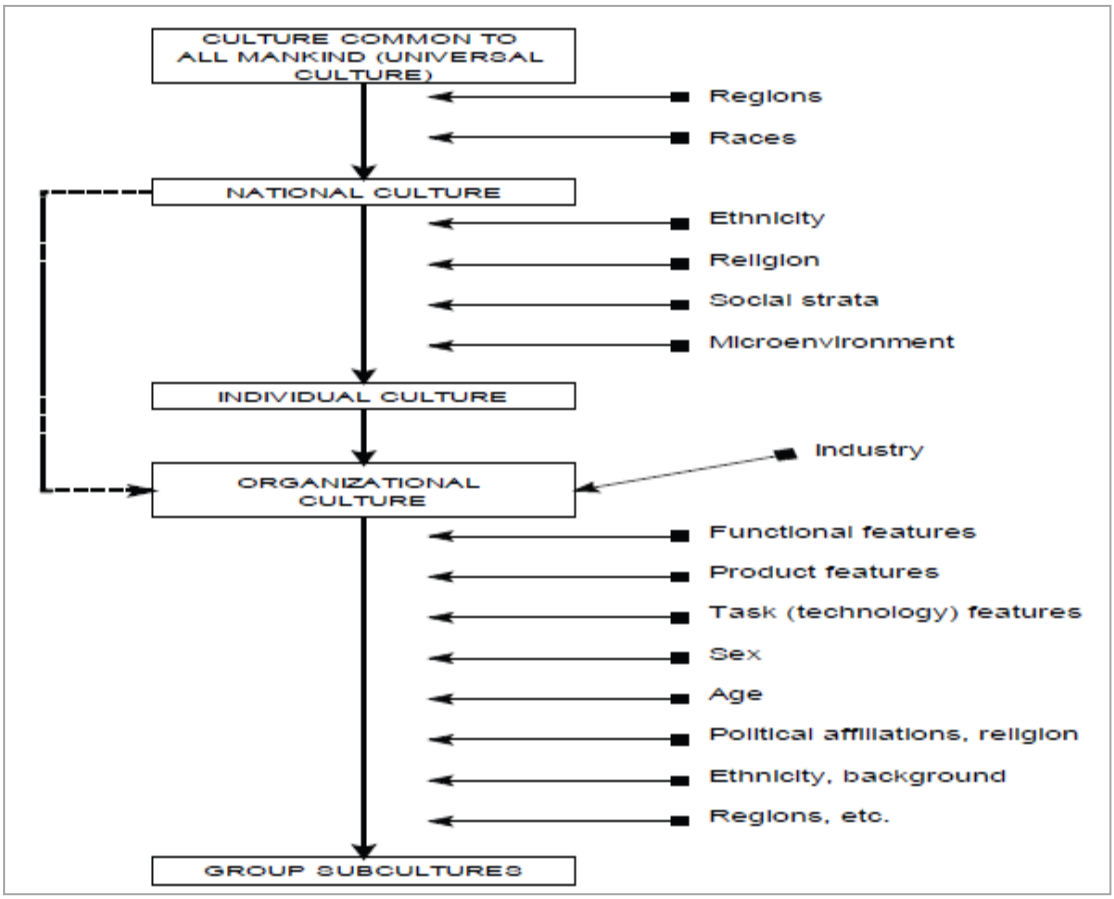

FIGURE 2.3: LEVELS OF ORGANISATIONAL CULTURE

Source: Paunov in Dimitrov (2012:103)

Figure 2.3 presents a broad interpretation of culture, showing that culture can be all-encompassing within the organisation. And it can refer to regions, races, and nationalities. Within nationalities, it can be considered in terms of social status, religion, or other micro criteria. It can also move to the organisational, group, and individual levels. Within groups, there are many subcultures. It should be noted that organisations are composed of people from different cultures and subcultures. As such, leaders in organisations must develop a single culture out of the many cultures based on the backgrounds of individuals who make up an organisation.

As observed in the previous discussions, culture tend to be analysed in terms of levels, and the analysis of culture at the organisational level involves how culture permeates within a group of people. Siudek and Zawojska (2014:1) suggested that the notion of organisational culture studies developed from studies of the competitiveness of Japanese organisations compared to those of the United States of America (USA). The comparisons showed that the businesses from the various areas have varied operational principles and corporate ideals. As a result, organisational culture arose as the study of the principles or methods of operation that set one organisation apart

from another (Cameron & Quinn, 2011:120). Since then, organisational culture has gained a lot of attention in literature. Significant data show that organisational culture significantly affects an organisation's effectiveness (Cacciattolo, 2014:1).

In their study of organisational culture, Cacciattolo (2014) provided a web to illustrate the various elements of organisational culture. These are shown in Figure 2.4.

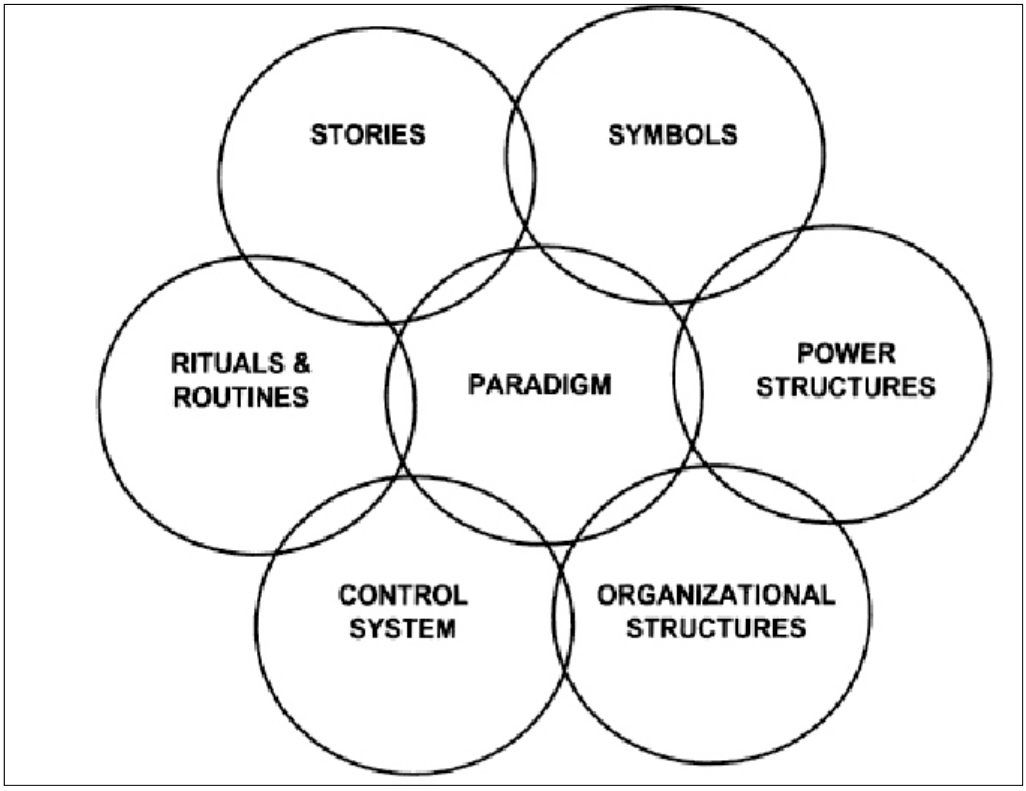

FIGURE 2.4: THE CULTURAL WEB

Source: Cacciattolo (2014: 90)

A consistent set of fundamental beliefs and principles that set one group or organisation apart from another and guide decision-making are provided by organisational culture. It is also considered a notion for which an empirical channel must be constructed, even if doing so requires dissecting the concept into more manageable parts for analysis. Because of this, organisational culture denotes "a pattern of fundamental assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that have worked well enough to be considered valid and, therefore, be taught to new members as the correct way to perceive, think, and feel about those problems" (Kompaniiets, 2019). This was also supported by the claim made by Alberto, Amar, and Patrisia (2019) that organisational culture is a pattern of core ideas developed by a group of people in order to handle challenges

linked to the outside world and integrate with the internal environment. It is acknowledged as a source for solutions to issues that are both internal and external and have regularly led to favourable outcomes for a group. A person in charge will assign tasks for how a specific circumstance should be handled in an organisational culture. In doing so, it promotes good performance by removing uncertainty and preserving organisation (Godinic and Obrenovic, 2020).

2.7.1 Theories of Organisational Cultures

According to Cacciatolo (2014:1), two fundamental viewpoints—the structural perspective and the interpretative view—shape conceptions of organisational culture. The interpretative perspective of culture contends that leaders in organisations form and build culture, in contrast to the structural view of organisational culture, which is linked to the functionalist view of societies and holds that culture evolves through work interactions. Some scholars use organisation-based ideas to simplify the idea of organisational cultures. Figure 2.5 represents some of the significant themes in organisational management research that researchers have been interested in (Antonsen, 2017). Such articles include the study of multiculturalism, studies of corporate culture, organisational cognition, and organisational symbolism. Researchers have presented significant findings on these themes. This present study contributes to existing knowledge on corporate culture and organisational performance.

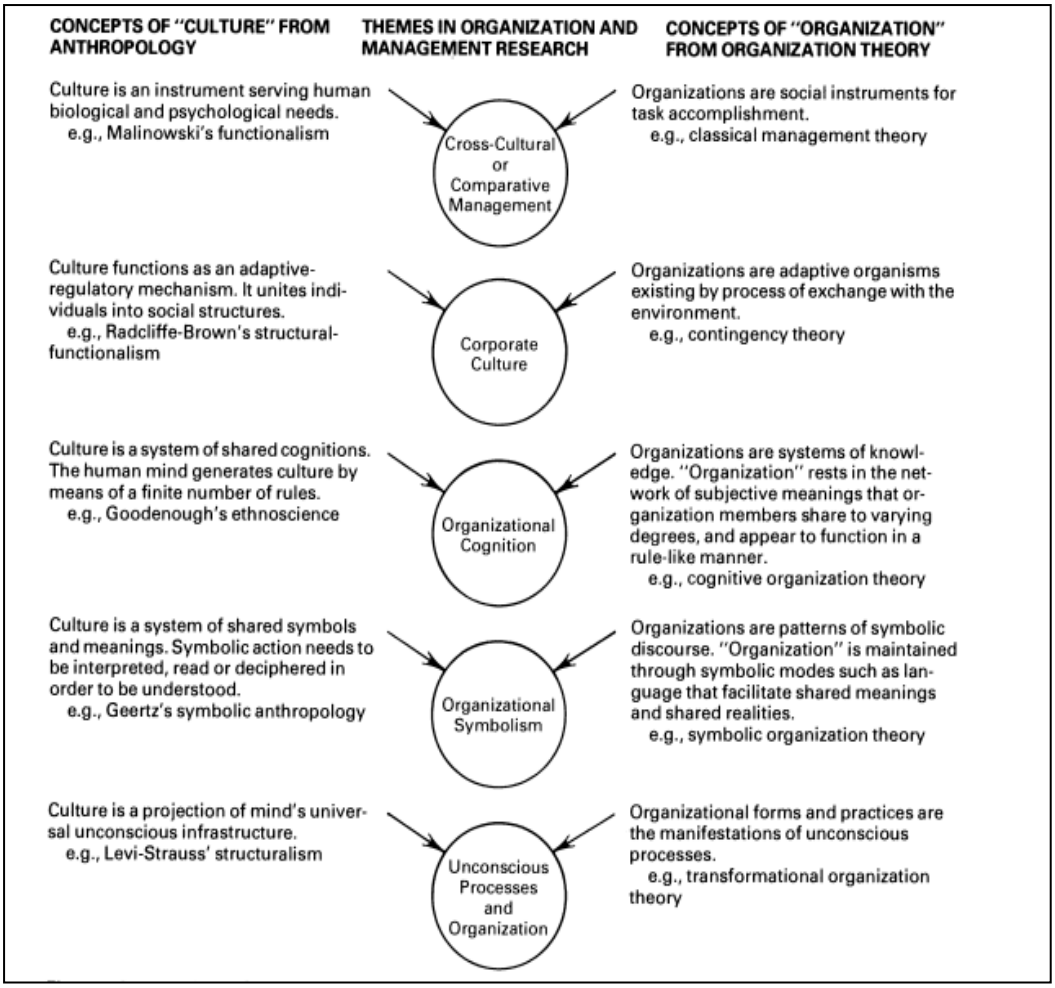

FIGURE 2.5: CULTURE AND ORGANISATIONAL THEORY

Source: Antonsen (2017: 51)

As seen in Figure 2.5 above, organisational culture combines "organisational idea" with "cultural concept." Organisations are knowledge-based frameworks that an organisation uses to carry out certain tasks, whereas culture is the customs, beliefs, and social conduct of a particular group of people or civilisation.

2.7.2 Complexity Theories

Schruijer (2020) stated that it is constructive to think of organisations as complex systems even though proving they are challenging is not easy. This theory tries to give a clear understanding and interpretation of organisations. Viewing an organisation as complex, one can see behaviours that might be missed if organisations are framed as simple linear systems of cause and effect. Simple cause and effect do not clarify experience and how members feel about issues happening in an organisation. Hence, complexity is there to fill that void. Mihaela and Bratianu (2012) regard organisational culture as the most complex. Thus, intensive research has been done to

understand it better. An organisation must have a transparent organisational culture directly linked to employee performance and business well-being.

2.8 MODEL FOR ORGANISATIONAL CULTURE

The basis of Hogan and Coote's (2014) culture model is the differentiation of four types of organisations depending on how they see feedback and rewards after employees do an action as well as whether they are risk averse. In an organisation, culture plays a significant role, as it influences employees' ways of thinking, handling things, and behaviour, among others (Mihaela & Bratianu, 2012). Organisational culture also builds a relationship between employees and an organisation, given that employees come from different cultural backgrounds. Hence, organisational culture is a cornerstone to bridging employee cultural differences. To get a better understanding and explanation concerning the issue of organisational culture, experts concluded that no one could buy an employee's heart. Still, managers may bring about a suitable organisational culture, a source of motivation and commitment (Paais and Pattiruhu, 2020).

Initially, it was believed that emphasising integration and internal coordination could be achieved through organisational culture. Due to the continual changes that must be assimilated, there was the idea at the beginning of the twenty-first century that a strong yet flexible organisational culture was required to design behavioural norms and patterns. This is because its great importance in helping an organisation adapt to environmental conditions was only later acknowledged (Baumard, 2011; Cheung & Wong, 2011; Schein, 2010).

Different definitions of organisational culture have been offered. According to Becker and Geer (cited by Redman and Wilkinson, 2009), it is a set of accepted notions.While Alvesson (2012) contended that it is a specific pattern of meanings transmitted down through symbols, inherited beliefs, and communication channels from one generation to the next. Organisational culture is described by Fidalgo and Thomass (2022) as a set of explicit informal standards that mandate a certain code of behaviour. According to MacIntosh and Doherty (2010), organisational culture is a collection of principles that aids employees in understanding what behaviours are acceptable and unacceptable inside a certain organisation. According to Thompson (2018), organisational culture is a collective set of mental programs designed to set one group or particular social category apart from other groups or social classes. No matter the viewpoint, common values, beliefs, and expectations within a group and organisation are particularly valued since they support the environment. Initially, this perspective on organisational culture placed a strong focus on internal coordination and integration.

Below is an explanation of the four civilisations listed by Cacciattollo (2014): First, a culture of hard work and hard play. The cultures organisations are known for giving quick feedback and being reluctant to engage in hazardous endeavors. Because there are few or no uncertainties, such organisations are under pressure from the sheer volume of work they must do. The mobile technology sector is a prime example of such cultures.

The second type of culture is the tough-guy macho culture, where getting feedback or rewards quickly and at high risk creates tension because of the high chance of either losing or gaining incentives. In this type of civilisation, the short term is prioritised above all else. This includes people who work in law enforcement, medicine, and sports.

The third is process culture, which promotes high levels of stress, sluggish productivity, relaxation, and job stability. It is characterised by slow feedback/reward and minimal risk. Internal politics and the system's inherent incompetence might exert pressure. Bureaucracies can be created as a result of this culture in order to preserve the status quo. Banks and insurance providers fall within this culture's corporate umbrella.

Then there is the "bet-the-company" culture, which is common in industries like the construction of airplanes and the oil industry. Its traits include sluggish feedback or reward and high risk, which can result in stress due to high risk. As a result, senior managers and important decision-makers must comprehend the culture of their firm in order to better manage the teams that report to them.

2.9 CONCLUSION

The organisational culture of every company is a complex issue. It represents any entity’s typical mindsets, icons, and shared ideals. Organisational culture is important because it has an impact on how well a company performs and pursues excellence. As a result of being impacted by observances like conventions, beliefs, eating habits, and employee intelligence, among other things, organisational culture is not uniform among organisations. Organisational culture is a significant contributor to organisational performance and a possible source of long-term competitive advantage for a business.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The techniques and procedures used to gather, prepare, and analyse the data are covered in this chapter. This chapter also discusses the approach and procedure used to determine sample sizes. The methods made to increase the results' credibility are listed in the chapter's conclusion. A well-thought-out strategy that outlines the sequential order of activities, methods, and procedures that a researcher chooses to utilise to gather and evaluate study data is known as a research methodology (Mubarak,2015).

Two crucial issues are attempted to be answered by a research strategy: (1) How was the data assembled or produced? Moreover, how was the research conducted? In other terms, a methodology gives the entire research process or activity a conceptual framework or a systematic direction. The theoretical and philosophical underpinnings of the entire inquiry are established by a methodology. It serves as a study's beginning point (Atmowardoyo, 2018).

Depending on the research goals being pursued, a technique is affected by either an interpretivist or a positivist paradigm. It makes sense to comprehend the approach that was employed while analysing a study's conclusions. The technique that was utilised to perform the study frequently has an impact on its findings. A methodology describes the research's design and also outlines the researcher's planned procedure for gathering and analysing research data (Moser, 2018).

3.2 RESEARCH APPROACH AND DESIGN

The investigation used a quantitative research approach. For evaluating correlations and investigating cause-and-effect interactions among variables, Mohajan (2020) defines quantitative research as a formal, objective (i.e., unaffected by the researcher's ideas and values) systematic technique. In contrast, Ingham (2014) defines quantitative research as "a survey to gather information from a sample of people via self-report, in which the participants react to a sequence of questions presented by the researcher." Surveying, interviewing, and running tests are the three main methods for performing quantitative research, according to Fellow and Liu (2018). Consequently, the researcher administered a common questionnaire to the respondents in order to collect data for this study.

A descriptive survey was chosen because it accurately captures traits such as behavior, attitudes, talents, beliefs, and knowledge of a person, scenario, or group (Burns & Grove, 2016). The study's objectives included determining how organisational culture and performance culture relate to organisational productivity, investigating how organisational culture affects corporate

performance, assessing how organisational culture affects the development of the technology industry, and recommending tactics for the sector to improve its organisational cultural practices. This technique was chosen to achieve these objectives.

3.3 SCOPE OF THE STUDY

The population under study is the employees of a mobile technology company established in Cape Town. The company develops mobile solutions for mobile transactions while providing businesses and consumers with a secure transaction platform. Through mobile applications and software, the company services retailers, brands, insurance companies, banks, and companies for quick services.

3.4 TARGET POPULATION

Any group of persons who are qualified to participate in a study based on the traits the researcher has mentioned is referred to as a population (Fellows & Liu, 2018).The target population for this study included business analysts (5) and IT professionals (14) in the Western Cape mobile technology sector. Other participants included software program engineers (4), managers (1), HR personnel (1), administrators (1) and directors (1). The twenty seven participants had been chosen because it was thought that they would be able to address the issue raised by the study.

They were given a well-structured questionnaire to complete in order to get their responses. According to research tradition, a researcher must select a manageable sample size from the entire population allocated for a study. Thus, a manageable sample serves as the focus of a study investigation. In this sense, "manageability" refers to "defining a sample size that requires less of the researcher's time and resources" (Popoola, 2011). Sampling usually occurs between two extremes. A common research strategy is to sample a sufficient number for a study using either probability or non-probability procedures.

The population is the whole pool of potential study participants from whom a sample is drawn (De Vos, 2011). For comparative purposes, this research was conducted at a technical organisation based in the Western Cape province. The organisation was chosen because it was convenient for the researcher to reach, some of the employees were ready to participate, and they all came from different cultural backgrounds. Choosing to concentrate on a single object was therefore wise, as the data was easy for the researcher to collect.

3.5 SAMPLE

There are two types of sampling techniques: probability sampling and purposive sampling. The use of probability sampling techniques in quantitative research is widespread (Teddlie & Yu, 2017). For this analysis, random sampling was chosen above stratified sampling, cluster sampling, and sampling that used a variety of probability techniques. The same criteria were used to choose each participant—they all had to work for a mobile technology professional operating in South Africa—and random selection was used since it gave everyone an equal chance of being chosen. According to Rahman and Tabash (2022), the strategy is frequently used when the sample size is too large to adequately represent the entire population or when the target group exhibits the same performance or attributes.

When a non-probability sampling method is used, the population elements chosen do not fairly reflect the population since they were chosen using a non-random selection methodology. When non-probability sampling is used, the researcher selects the study subjects at their discretion. "Purposive sampling" is the process through which a researcher collects samples with a particular goal in mind. Because they are aware of who in the population will provide the information needed to advance their research agenda and are aware of their aims, researchers use purposeful sampling to choose just those portions of the population that are appropriate for their purposes. To put it another way, a researcher selects subjects based on a wide variety of expertise and experience judged essential to the topic under study. On the other hand, individuals from the population who are thought to lack pertinent information are eliminated (Alvi, 2016).

The researcher selected purposive sampling because it gave her the freedom to choose people based on her judgment and prior familiarity with the subject. Participants in the study included 27 technology professionals who had in-depth knowledge of the unique environmental contexts supporting the organisational cultures of the firm. Mugo (2014), Cherry (2017), and Morgan (2014) all used purposive sampling to investigate the relationship between cultural practices and business performance.

3.6 DATA COLLECTION

The use of a questionnaire in this study's data collection allowed the researcher to fully comprehend the respondents while also providing them time and space to compose their ideas. The study was restricted to one province, the Western Cape, which was a key factor in choosing this instrument. The issues or difficulties highlighted by the literature led to the creation of the questionnaire. 27 people responded, each with the necessary expertise in mobile technologies and a solid understanding of organisational culture.

3.7 DATA COLLECTION TOOLS

A questionnaire was chosen as the data collection tool for this study since it is seen to be a successful technique to gather information from many respondents (Gupta, 2022). A structured online questionnaire was also used as a data collection method due to the COVID-19 pandemic. The questionnaire used a Likert scale in accordance with the objectives of the study (Leon-Mantero & Casas-Rosal, 2020). From the company's perspective, the data about the investigation of the organisational culture at the mobile technology company under study was collected based on questions based on the Likert scale graded from 0 to 5. The results for each assessment statement were the average for all the views of the participants on that particular assessment. Rounding off rules applied where necessary. The average grade for each assessment statement is obtained by taking the sum of the scores by the number of people divided by the size of the population.

Weller and Johnson (2018) claim that although questionnaires include fewer in-depth questions, the information they yield is equivalent to that from interviews. The questionnaire is a form with a list of pertinent inquiries that are simple to comprehend, clear, and ready to be examined.

Both closed-ended and open-ended questions were included in the survey for this investigation. Respondents were required to submit written responses to the open-ended questions, using their own words and include any details they felt were crucial. In the closed-ended portion, respondents were not allowed to write anything of their own; instead, they had to select from a list of options. Six sections made up the questionnaire, the first of which was section A, which evaluated the respondents' personal data. The `second portion examined the effects of culture, the third the effects on organisational performance, the fourth the effects of effective teamwork, the fifth the effects of being innovative, and the sixth portion the open-ended questions where the respondents were asked general understanding of organisational culture.

Of the 60 questionnaires that were given out, 27 were returned. However, twenty seven with a 45% response rate were considered for the assessment after they were delivered.

Table 3.1 below provides a summary of these facts.

TABLE 3.11QUESTIONNAIRE RESPONSE

Responses to questionnaires	Respondents

Questionnaires were distributed.	60
Returned the questionnaire	27
Usable questionnaire	27
Usable Response Rate %	45%

In order to provide a precise and error-free evaluation, the data were picked using the IBM SPSS 19 (Static Package for Social Sciences) software's frequency analysis tool. The elements found in the reviewed literature were compared using a Likert scale to the impact of organisational influence on the enhancement of corporate performance in a Western Cape-based mobile technology company. The following changes were made to the scale:

1. = Strongly disagree
2. = Disagree
3. = Neutral
4. = I agree
5. = Completely agree

3.8 DATA ANALYSIS

The goal of this study was to find out how organisational culture affected the ability of a Western Cape company to maximize corporate performance. ATLAS.ti is a network diagramming, coding, and analysis tool, according to Lewis (2016). The tool was used to investigate the dimensions of organisational culture and employee productivity. The quantitative data was analysed using descriptive and inferential statistics. On a Likert scale, respondents were asked to rate the workplace culture at a mobile technology company, as well as issues with organisational culture, the influence of culture, the impact of organisational performance, the impact of effective teamwork, and the impact of innovation. The data were subjected to the following analysis:

3.8.1 AVERAGE ELEMENTS SCORE

The impacts of organisational culture, organisational performance, effective teamwork, and being innovative were evaluated using a Likert scale, as was previously said. We used the following scales:

1. = Strongly disagree
2. = Disagree
3. = Neutral
4. = Agree

5. = Strongly agree

By computing each Likert scale, the Mean Item Score (MIS) was created, allowing each item to be ranked according to its mean score. Following that, the MIS was calculated for each item. The mathematical model will be expounded in Chapter Four.

When the mathematical calculations were complete, the individual criteria were sorted in descending order of their mean item scores (MIS), from highest to lowest.

3.8.2 Exploratory Factor Analysis (EFA)

This technique examines each component individually, reporting how many individuals responded to the question and providing the percentage for each. It does exploratory factor analysis based on the number of respondents to the questions to see how many themes or factors emerge from the data.

3.9 RELIABILITY

Reliability is the constancy or accuracy with which an instrument measures the attribute for which it was designed (Heale, 2015). If a study and its findings are reliable, it means that if the same study were repeated, the same conclusions would be drawn. A scale's reliability reveals how impervious it is to random error. Two often used metrics for a scale's dependability are internal consistency and test-retest reliability. However, internal consistency—the extent to which the scale's items all measure the same underlying feature (i.e., the degree to which the items are connected to one another]—will be the study's main emphasis (Bazeley, 2013). The most used technique for assessing internal consistency is Cronbach's alpha. This statistic displays the average correlation between each scale item. Higher values denote more dependability; the value can be between 0 and 1. 2020 (Pallat). Pallat (2020) recommends at least a 0.7. Amazing scale elements have a complete bearing on Cronbach's alpha values. When an extended and lengthy kind of element is feasible (less than 10). Potentially low Cronbach's alpha values exist. In this case, it is more crucial to calculate and record how the instruments are connected implicitly (Pallet, 2020).

While different levels of reliability are required depending on the scale's nature and purpose, Pallat (2020) recommends a minimum level of 0.7 Cronbach alpha values depend on a number of scale items. Cronbach alpha values can be quite low when the scale has a small number of items (less than 10). In this case, it may be preferable to compute and report the mean inter-item correlation for items (Pallat, 2020). The Cronbach alpha coefficient represents the consistency with which a research instrument measures a specific performance or behaviour.

3.10 ETHICAL CONSIDERATION

Recognising the work of earlier researchers and authors served as an ethical factor for this study. The participants were made aware that their answers would be kept private, and the name of the case company will be kept anonymous in any publication and in the research. Without using compulsion, respondents were advised of their ability to decline to answer questions considered inappropriate or to fully withdraw from the research. Including approval of the questionnaire sample, the institutional Ethics Committee granted this study a letter of ethical clearance. While gathering the data, confidentiality and anonymity were upheld. When respondents are anonymous, even the researcher cannot relate them to their individual replies (Burns and Grove 2017).

3.11 DELIMITATIONS OF THE STUDY

Purposive sampling was problematic because not every technical or cultural employee with in-depth knowledge of cultural practices within technology entities had an equal chance of being chosen. There was a chance that some of the fired employees had vital information that could have greatly aided the investigation. In such a situation, generalizing the study's findings was impractical. In order to ensure neutrality in the sample selection process, the researcher invited several college students to supervise the participant selection procedure.

3.12 CONCLUSION

This chapter covers the research methodology. The guidelines and organised processes that guide logical enquiry are referred to as research techniques. To choose the appropriate sample, the researcher used a number of sampling strategies that were described in the chapter. The questionnaire that was utilised as a research instrument and the Likert scale that was used to analyse the data were both highlighted in this chapter. The results of the investigation are further detailed in the next chapter.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

This chapter deals with the presentation of the data and the analysis of its results. Out of 60 people who were contacted to be part of this study, only 27 replied. While 28 respondents who declined to take part in the study cited pressing obligations, the remaining 5 withdrew themselves without providing any justification but this was part of the ethical considerations.

The following are the research questions for the investigation:

- What is the relationship between organisational culture and performance culture in the mobile technology organisation's productivity?
- What is the impact of organisational culture on corporate performance in the mobile technology industry?
- What strategies may be adopted by the mobile technology industry to improve their organisational culture practices?

To have a holistic view of the data gathered, descriptive statistics were used with biographical information of the employees, the education level, the experience, and the expertise being presented using pie charts. In addition, the data gathered from the survey with Likert-scaled responses which targeted to determine the impact of the organisational on the performance of the mobile technology enterprise was visualised using tables, histograms and pie charts.

Finally, to be able to determine the extent of the impact of the organisational culture, inferential statistics were employed with hypothesis testing being conducted to know whether the organisational culture had no or negative impact on the performance of the enterprise or whether it had rather a positive impact. In addition, employees' data to open ended question on their perceptions of the culture at the enterprise was gathered, put in themes and analysed.

4.2 DATA PRESENTATION AND ANALYSIS

The respondents' completed surveys were acquired, and before moving on, they were tested for usability. Since the quantitative data had already been pre-coded by listing specific number codes against various responses, it was necessary to convert the quantitative data from text to numerical form before entering it into SPSS to allow for proper quantitative and descriptive statistical analysis (Kent, 2015). The Likert type scale was also used to examine the impact of organisational

culture, organisational performance, effective teamwork, and being innovative. The mean item scores (MIS) of the respondents were derived from the five-point scale for each of the criteria. The indices, which were discussed in the chapter previously, were then used to determine the ranks of each item. Following the calculations, the criteria were arranged in descending order by their relative importance index (from the highest to the lowest). The survey results and some discussions are included in the following section.

4.3.1 PRESENTATION AND QUANTITATIVE ANALYSIS OF THE DATA

The results of the 27 questionnaires administered indicated that 14 men participated in the study, representing 51% of the general population against 13 females representing 49 % as shown in Figure 4.1.

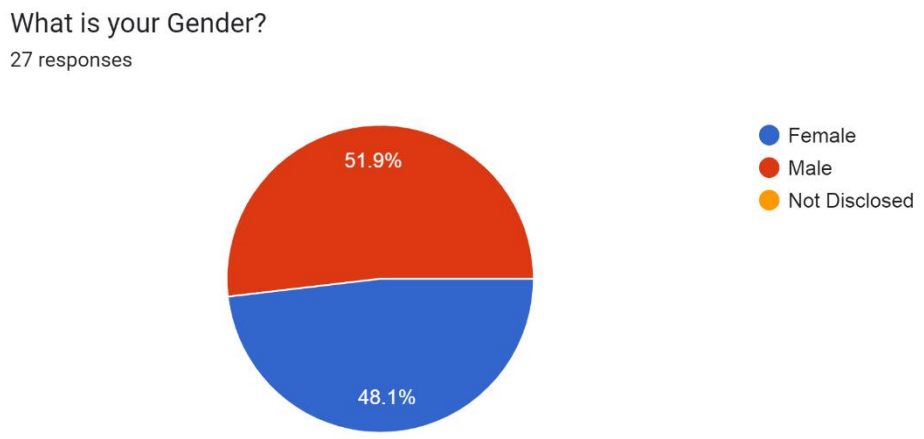

FIGURE 4.1: GENDER RESPONDENTS

The results regarding the respondents' ethnic groupings are displayed in Figure 4.2 below. Results showed that 57% of respondents identified as African (black), 25% as white, 9% as colored, and 9% as Asian or Indian. According to the findings, the organisation is diverse and adheres to BEE regulations.

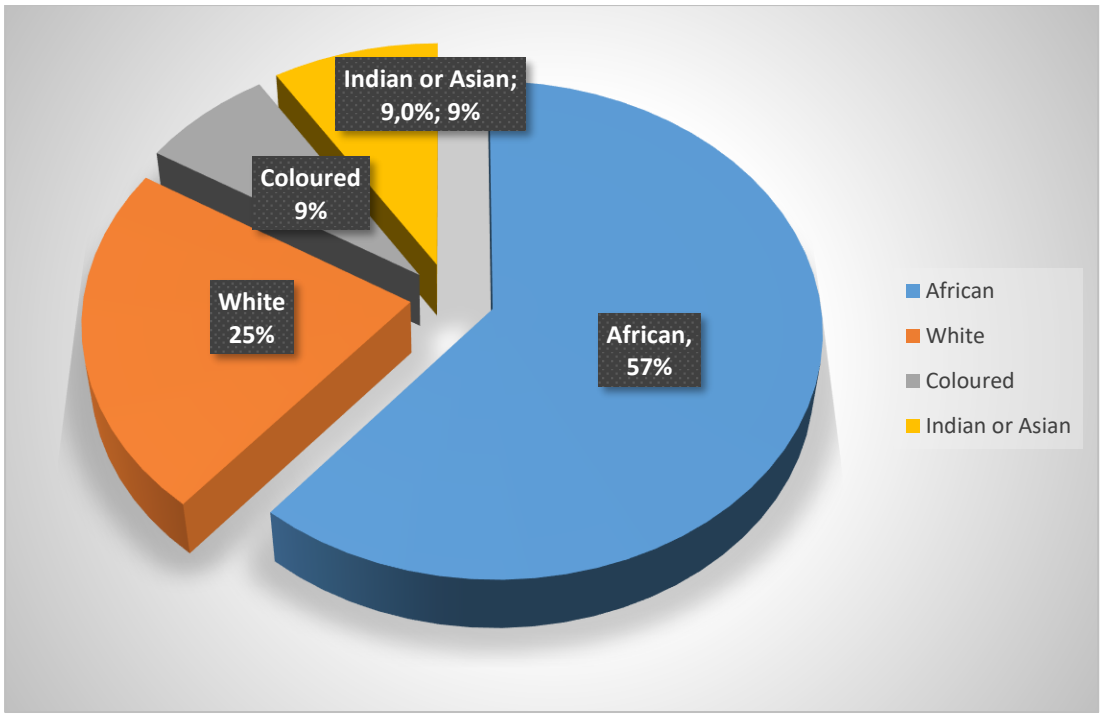

FIGURE 4.2: ETHNICITY OF THE RESPODENTS

The range of ages among the respondents is seen in Figure 4.3. The biggest age group among the various respondents, including 15% of respondents, was between the ages of 21 and 25, while 33.5% was between the ages of 26 and 30, accounting for the majority of respondents. The organisation has a young workforce that can promote the desired performance culture .28.1% of respondents were between the ages of 31 and 35, 10.8% were between the ages of 36 and 40, 9% were between the ages of 41 and 45, and just 3.6% were between the ages of 46 and 50 indicating that the organisation is made up of both youth and elder employees.

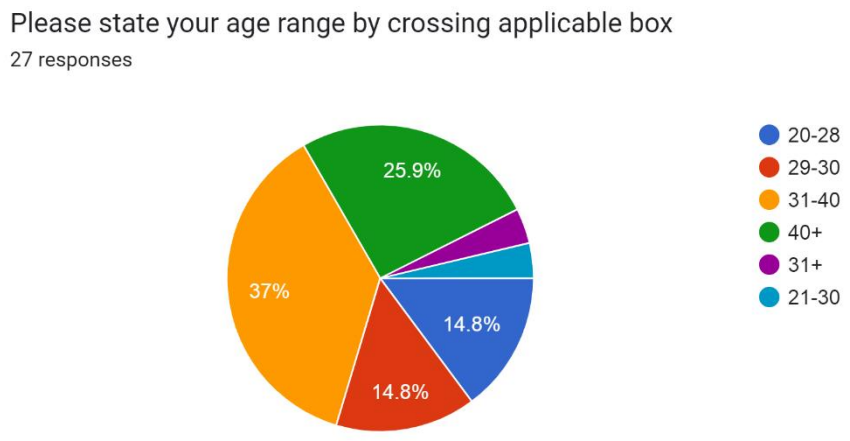

FIGURE 4.3: AGE RANGE OF RESPONDENTS

Figure 4.4 displays the highest degree of education attained by the sample under examination. According to the findings, 4% of respondents had completed grade 12 and possessed matric certificates, while 35% had diplomas, 42% had bachelor's degrees, 12% had honors degrees, 5% had master's degrees, and 2% had doctorates. The majority of the sample consists of highly educated people, which is advantageous in a corporate competitive mobile technology industry.

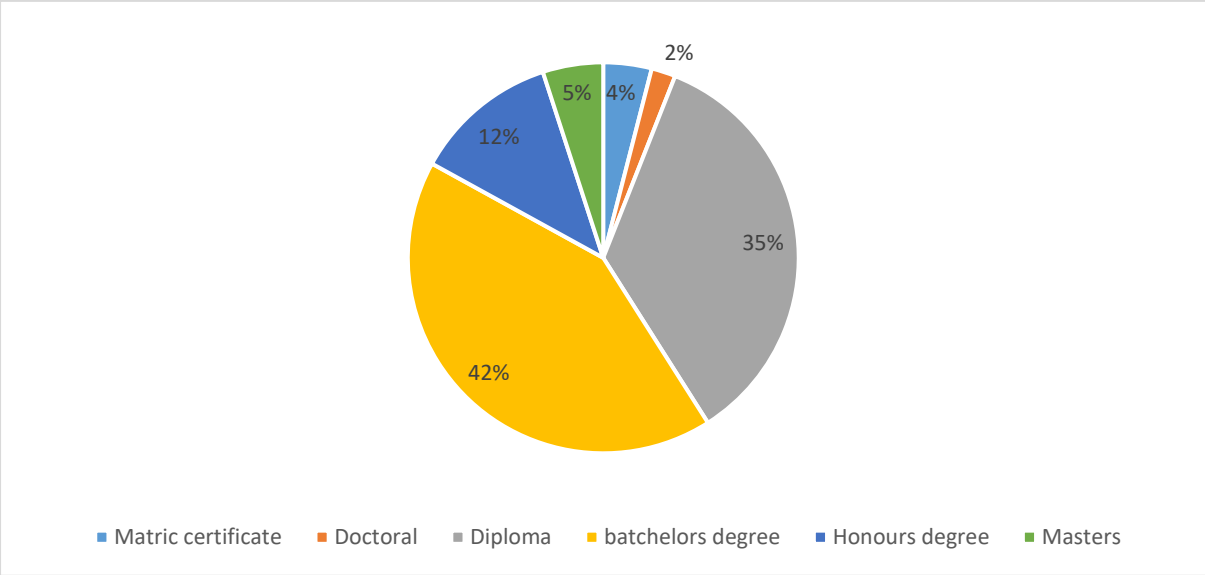

FIGURE 4.4: EDUCATIONAL QUALIFICATION OF THE RESPODENTS

The professions of the respondents are described in Figure 4.5. According to the results, 45% of respondents were IT specialists, 13% business analysts, 12% were managers, 10% were HR, 10% were others, and 10% were administrators. There were more participants in IT specialists than at any other level, which is good for a corporate competitive industry. As they may have input on strategies that the mobile technology industry may adopt.

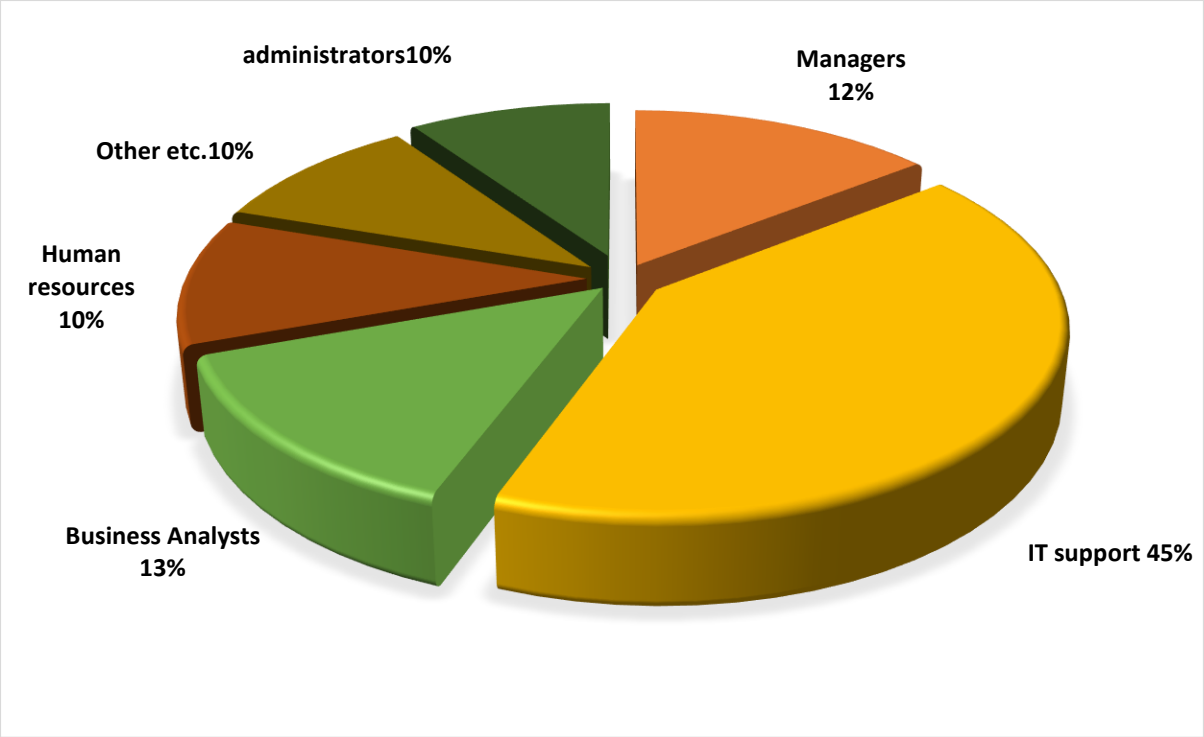

FIGURE 4.5: RESPONDENTS BY THE PROFESSION

Figure 4.6 shows that the company has all levels of experience ranging between below 5 and 20 years and more. One can also notice that the mobile technology enterprise under study has enough experience as it covers the duration of the existence of the mobile technology.

This demonstrates that employees stay longer where there's good organisational culture, valued and appreciated.

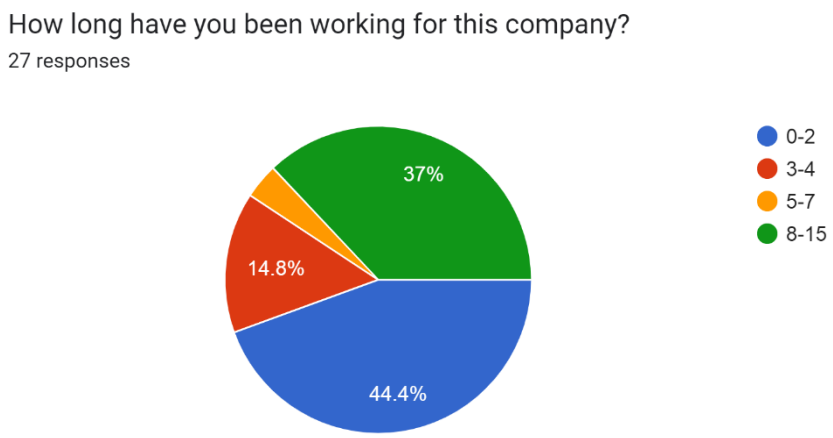

FIGURE 4.6: YEARS OF EXPERIENCE OF THE RESPONDENTS

4.3.2 FINDINGS AND ANALYSIS

The results of the survey for the organisational culture statements evaluated based on the Likert scores ranging from 1 through 5 for strongly to strongly agree were grouped in Table 4.1. Descriptive statistic methods were used to present and analyse the findings of the study.

On the same table, the middle item scores were also calculated and included in the same table to have an overall view of the statement rating. Equation 4.1 was used to make the calculation of the middle item score.

The average grade for each assessment statement or MIS is obtained by taking the sum of the scores by the number of people divided by the size of the population.

$$MIS = \frac{s_1 * p_1 + s_2 * p_2 + s_3 p_3 + s_4 p_4 + s_5 p_5}{p} \qquad \text{Equation 4.1}$$

Where s_1 through s_5 are the scores for the Likert scale ranging from 1 through 5 with p_1 through p_5 being the population sizes that have responded to those respective scores and p is the total population size that participated in the survey related to the impact of the organisational culture on the operation of the mobile technology enterprise. Remembering that the size of the population that participated in the survey.

In a general form, the MIS for each statement can be written as per Equation 4.2 as follows:

$$MIS = \sum_{i=1}^{5} \frac{s_i p_i}{p} \qquad \text{Equation 4.2}$$

Table 4.1: Results of the survey

Score Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	MIS
Impact of culture						
Organisation has a healthy culture	0	2	4	16	5	3,89
People trust one another in the company	0	2	5	17	3	3,78

People work well together in this department	0	0	2	20	5	4,11
Organisation dedicated to diversity	1	2	4	14	6	3,81
Each department is open to making decisions	0	1	10	11	5	3,74
Impact on performance						
Communication between the department	1	4	6	11	5	3,56
Employees encouraged to take initiatives	1	1	5	16	4	3,78
Communication channels among employees are open	1	2	8	10	6	3,67
Team members listen to each other	0	1	4	14	8	4,07
Team members help each other	1	0	2	17	7	4,07
Impact of effective teamwork						

Teams have a meaningful shared purpose	0	3	3	18	3	3,78
Team members understand their roles	1	1	4	19	2	3,74
Team members appreciate unique capabilities	1	0	5	19	2	3,78
Team members listen to each other	1	0	4	20	2	3,81
Team members help each other	1	0	2	17	7	4,07
Impact of being innovative						
Employee understands importance of innovation	1	1	5	19	1	3,67
Vision and innovation are open shared	2	1	7	16	1	3,48
Organisation structure supports innovation	3	2	4	16	2	3,44
Organisation values their relationship with the suppliers	0	0	6	17	4	3,93
Organisation regularly	0	1	8	16	3	3,89

evaluates needs for customers						
Total	15	24	98	323	81	
Average	0.75	1.2	4.9	16.15	4.05	

Result presentation was also made using bar charts (Histograms) where five organisational culture statements of the four the evaluation areas (Figure 4.7-4.10).

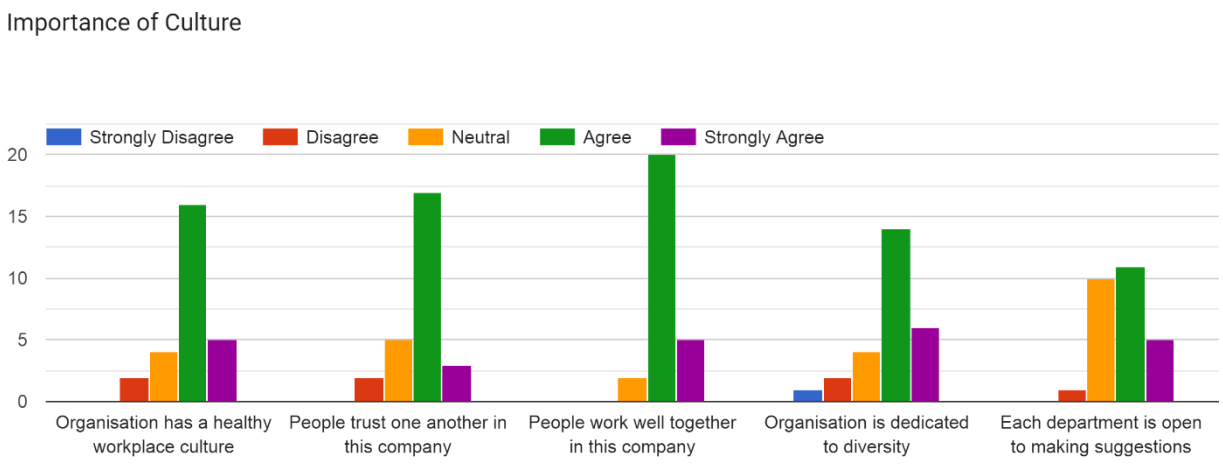

FIGURE 4.7: BAR CHARTS FOR THE IMPORTANCE OF THE ORGANISATIONAL CULTURE

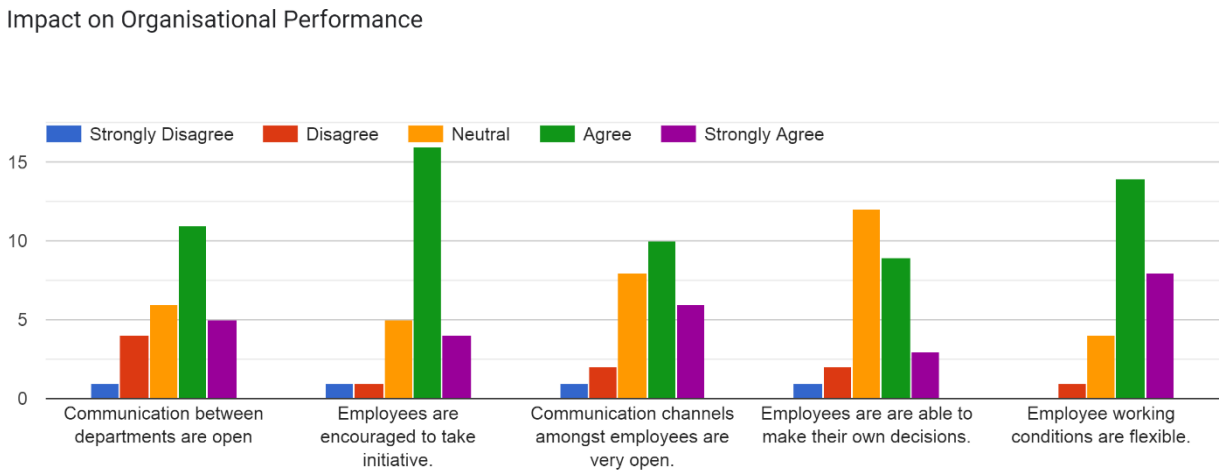

FIGURE 4.8: BAR CHARTS FOR THE IMPACT ON ORGANISATIONAL CULTURE ON THE PERFORMANCE

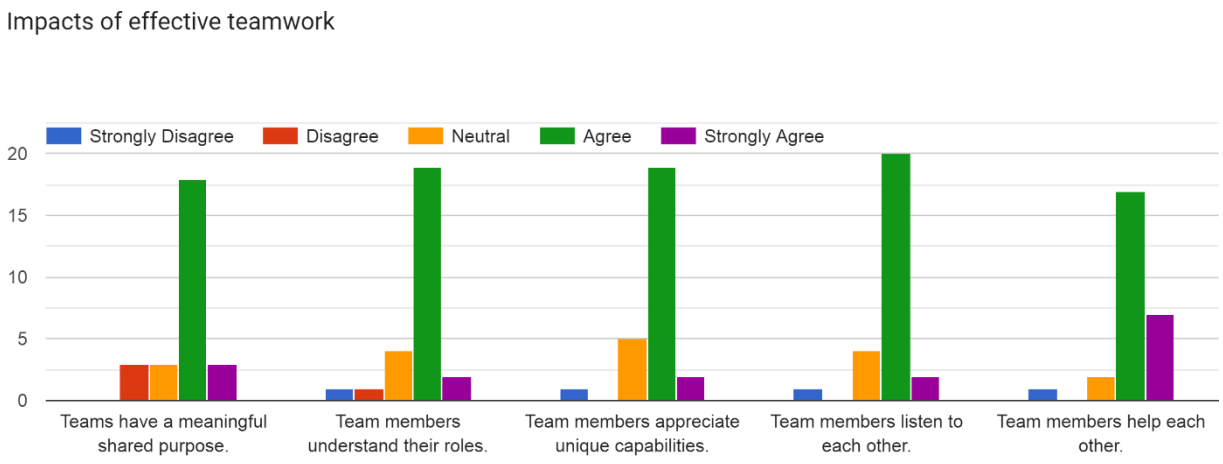

FIGURE 4.9: IMPACT OF ORGANISATIONAL CULTURE ON THE EFFECTIVE TEAMWORK

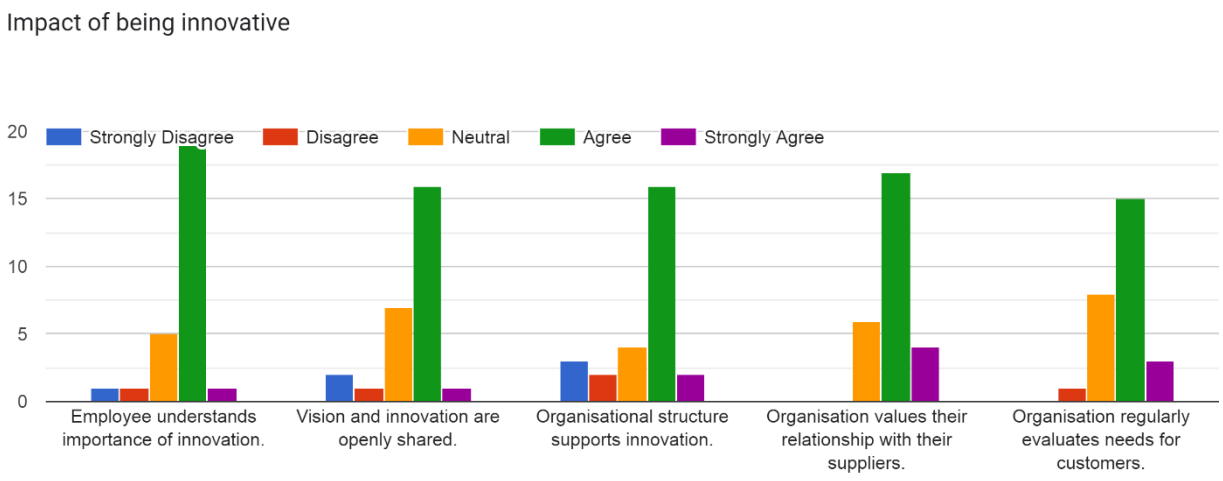

FIGURE 4.10: BAR CHARTS OF THE ORGANISATIONAL CULTURE ON THE IMPACT OF BEING INNOVATIVE

Putting all the score of the 20 statements together yields Figure 4.11.

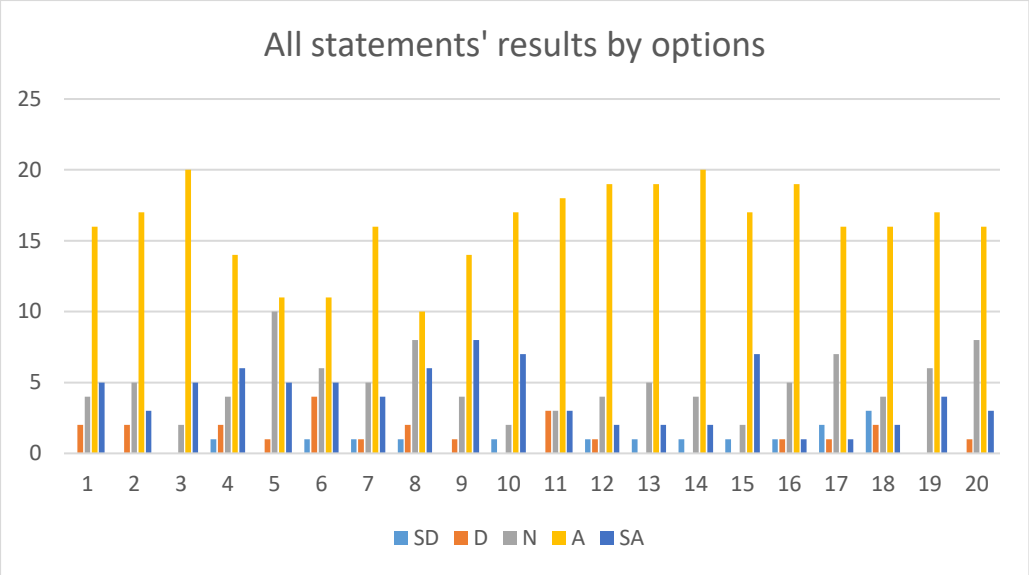

FIGURE 4.11: BAR CHARTS OF THE OVERALL SCORES OF THE ORGANISATIONAL CULTURE

On this bar chart, SD stands for strongly disagree, D stands for disagree, N stands for neutral, A stands for agree, and SA stands for strongly agree.

However, there is a need to have an overall view of how many scores SD, D, N, A and SA. Table 4.2 shows the counts each score has received in total and an average of that count over 20 statements which is the size of the population that participated in the survey. Figures 4.12 shows the bar chart representation of the total frequencies each score has obtained during the survey. Figure 4.13 shows the average frequency each score has obtained. Equation 4.3 expresses the way the total frequency is calculated while the average frequency is obtained as per Equation 4.4.

$$f_{score} = \sum_{i}^{20} pi \qquad \text{Equation 4.3}$$

$$f_{ave} = \frac{f_{score}}{20} \qquad \text{Equation 4.4}$$

Where p_i is the population that has voted for a score by statement, f_{score} is the total counts per score over the 20 statements and f_{ave} is the average counts of a score.

	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree	Total
Counts	15	24	98	323	81	
Average (/20)	1	1	5	16	4	27

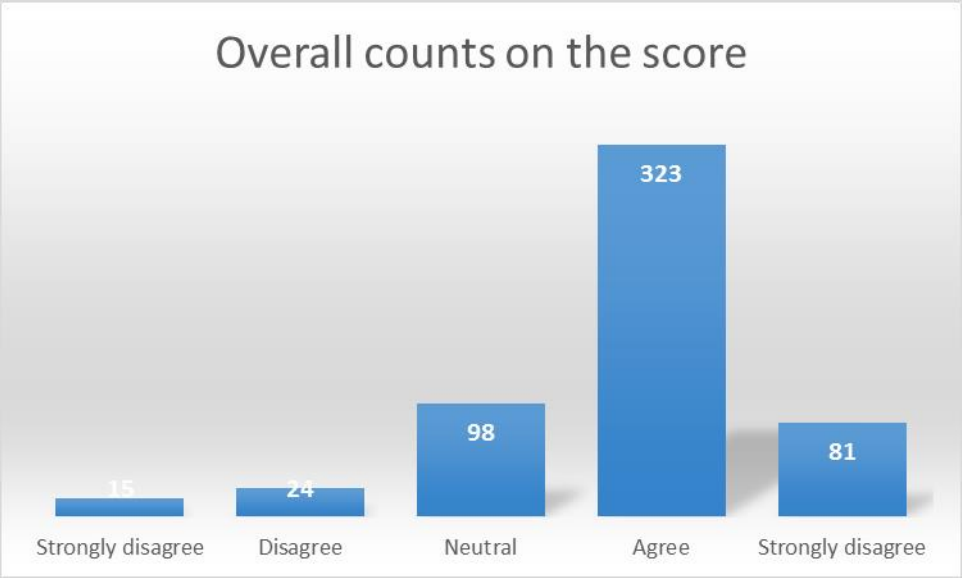

FIGURE 4.11: PRESENTATION OF THE SCORE COUNTS

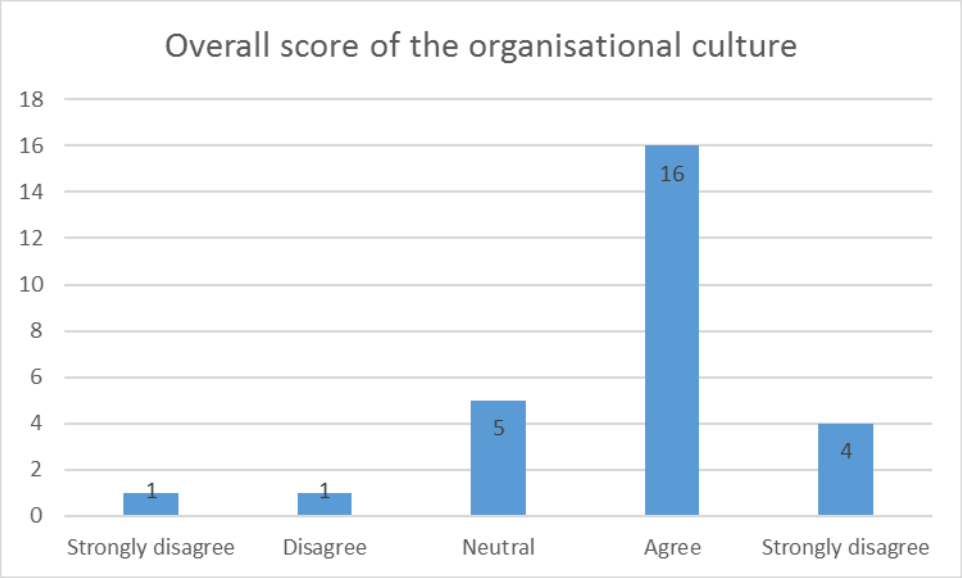

Figure 4.12: Bar charts presentation

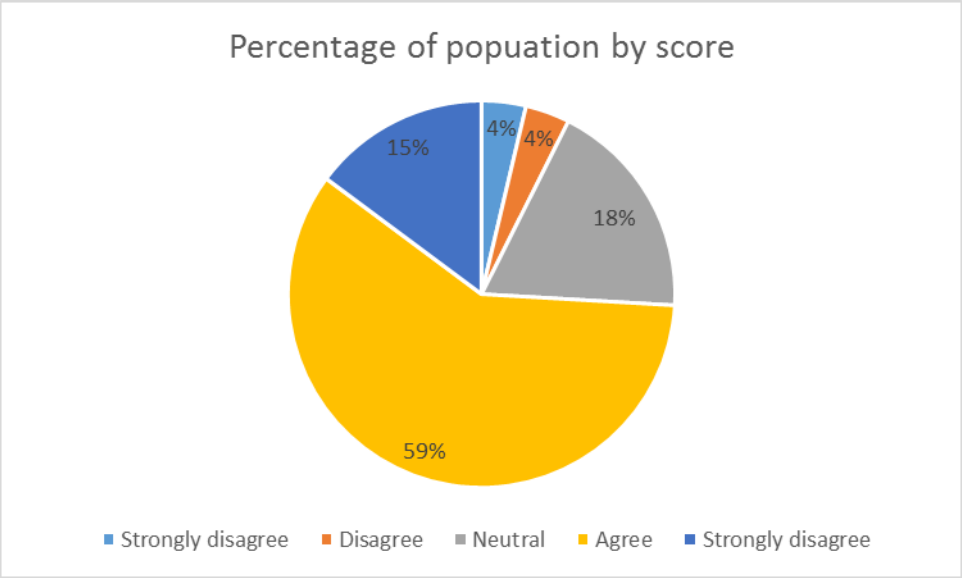

FIGURE 4.13: PERCENTAGE OF POPULATION BY SCORE (PIE CHART)

From Table 4.1 and Figure 4.12, "agree" is the most dominant score and thus is the mode of the distribution of the population size that participated in the survey with 16 counts out of 27. Figure 4.3 confirms this fact as 59 % of the population agreed on the impact of the organisational culture, 19 % being neutral, 15% strongly agreeing, 4% disagreeing and the remaining 4 % strongly disagreeing.

However, there is also a need to consider the weight of the score and mean item score (MIS) to be able to effectively analyse the findings.

4.1.4 HYPOTHESIS TESTING

Inferential statistics were used to analyse the results of the survey as regards the impact of the organisational culture on the enterprise's performance. From the Likert scale ranging from 1 to 5, the middle value is 3 corresponding to neutral. This study will test three hypotheses.

4.1.4.1 Hypothesis one

If the result of the survey was 3, this would imply that the organisational culture was having no impact on the mobile technology enterprise. One can then phrase a null hypothesis as follows:

"The survey shows that the organisational culture has no impact on the performance of the mobile technology enterprise".

In terms of the Likert scale values, this would translate to:

"Results show that the organisational culture has a score of 3 when it comes to its impact on the performance of the mobile technology".

On this other side, the alternative hypothesis will be:

“Results show that the score of the impact of the organisational culture on the company’s performance is not 3”.

To be able to test a hypothesis, we first need to have the mean and the standard deviation of the sample. Furthermore, one needs to have the confidence level at which the hypothesis will be tested. A confidence level of 95 % was adopted, meaning that the rejection percentage corresponding to 5 % split into two 2.5 % rejection regions. The 2.5 % values are also known as the critical values. To these critical values, the alpha corresponding values are -2.093 and +2.093 with a degree of freedom of 19 (20-1) (Figure 4.14).

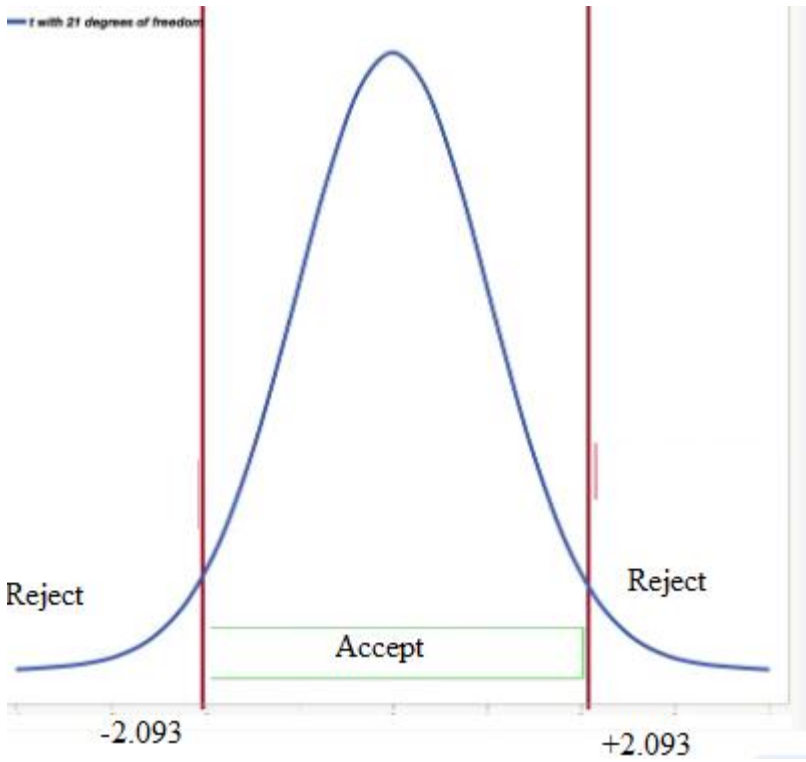

FIGURE 4.14: ACCEPT AND REJECT REGIONS ON A T DISTRIBUTION.

Secondly, we need to determine the t-score which will allow us to accept or to reject the hypothesis. With such a hypothesis, we will conduct a two-tail test since we may have the score of the survey which is less than 3 or which is greater than 3.

The formula to calculate the t-score is expressed as follows (Equation 4.5):

$$t_{score} = \frac{x-\mu}{\sigma} \qquad \text{Equation 4.5}$$

where x is the variable defined in the null hypothesis, μ is the mean of the sample, σ is the standard deviation, n is the size of the sample.

From the excel sheet, μ =3.80 and $\sigma = 0.19$.

$t_{score} = \frac{3-3.80}{0.19} = -4.2$

With the score lying in the rejection region, the null hypothesis saying that the performance of the company is not affected by the organisational culture is rejected. On this basis one can also deduce that hypotheses that employees disagree or strongly disagree with the impact of the organisational culture are to be rejected.

4.1.4.2 Hypothesis two

The null hypothesis: “Employees agree with the organisational culture’s impact on the performance of the mobile technology enterprise”.

The alternative hypothesis: “Employees do not agree with the organisational culture’s impact on the performance of the mobile technology enterprise”.

The null hypothesis may translate into “The score of the survey is greater than or equal to 3.5”. 3.5 is taken as reference since from that value, figures can be rounded to 4 which on the Likert scale corresponds to “Agree”. We are going to perform a one-tail test still at a confidence level of 95 %. The t-critical value or alpha value is 1.729.

The t score calculus is shown in Equation 4.6:

$t_{score} = \frac{3.50-3.80}{0.19} = -0.1579$ Equation 4.6

The probability associated to this t-score is 0.0571 of having 3.5. The probability to have the score equal or greater than 3.5 is:

$P_{(\geq 3.5)} = 1 - 0.0571$

$P_{(\geq 3.5)} = 0.9429$

In terms of percentage, we have 94 % of having a score of 3.5, or having employees of the mobile technology enterprise agreeing with the fact that the organisational culture has a positive impact on the performance.

4.1.4.3 Hypothesis three

The null hypothesis three is defined as “The employees strongly agree that the organisational culture impacts the performance of the enterprise”.

The alternate hypothesis can be defined as “The employees do not strongly agree that the organisational culture impacts the performance of the enterprise”.

The null hypothesis can be defined as “The score of the survey is equal to or greater than 4.5”

A one-tailed test is being conducted with a level of confidence of 95 %. The critical value is 1.729.

The calculation of the t-score is as follows:

$$t_{score} = \frac{4.50-3.80}{0.19} = 3.6842$$

This t score falls within the rejection region of which the critical value is 1.729. Therefore, the hypothesis that employees strongly agree with the impact of the organisational culture is rejected.

To conclude the hypothesis testing section, based on three hypotheses tested employees at the mobile technology enterprise agree at 94 % with the fact that the organisational culture has an impact on the performance.

Furthermore, respondents answered open-ended questions about their perceptions of the organisational culture at their workplace. In order to investigate the employees' perspectives of the organisation culture within the mobile technology organisation, respondents were asked to respond to the question: "Describe the important features of the culture of this organisation". The data was transcribed verbatim and was later reduced by screening for keywords and phrases which described the way the culture was perceived by the respondents. Some keywords and phrases were similar for more than one respondent. The responses were as provided in Table 4.3.

Table 4.3: Response of employee to a specific question about the organisational culture

	Respondent	Theme
1	Respondents:1 and 10	Flexible. Working hours
2	Respondent: 19	Inclusive and diverse
3	Respondent: 20	Career development is reactive rather than proactive in terms of innovation
4	Respondent: 11	Open policy
5	Respondent: 5	Task-oriented workplace culture resulting in a relationship-oriented culture which in turn often influence one's ability to achieve project goals.
6	Respondent: 6	Mix of good and bad days in terms of administration employees' treatment
7	Respondent: 1, 7 and 8	Everyone is professional and hardworking, with a positive attitude, while at the same time being flexible and relaxed at times.

8	Respondents: 8 and 10	Welcoming culture - family feeling.
9	Respondents: 9,11 and 13	It is quite a friendly oriented culture but very professional
10	Respondent: 10	Strives to be open-ended and collaborative
11	Respondent: 12	Open to change, supportive, flat structure
12	Respondent: 13	Critical to the health of the business to build, maintain and support a constructive, open, inclusive company culture so that we can deliver world-class solutions to our customer base, on time and on budget.
13	Respondent: 14	A learning organisation in which innovation and self-management is encouraged
14	Respondent: 15	A learning organisation in which innovation and self-management is encouraged
15	Respondent: 16	Positive. There is a good positive work ethic, and the Management are aware to maintain a healthy balance in work and personal circumstances as much as possible
16	Respondent: 17	Open, straight to the point, no need to tiptoe around issues
17	Respondent: 18	Great, free, friendly, helpful, team-driven - always able to ask anyone for assistance
18	Respondent: 19	The different department's divisions are quite divided and there is very little room to spend time in interpersonal work relationships in the office even with teammates as all-time for consultants needs to be logged and accounted for
19	Respondent: 1,9, 12 and16	The company has a very diverse culture and values individuals
20	Respondents:10; 12, 13 and18	It is very positive. Employees are free and relaxed while they know their roles at the workplace.

From Table 4.3, dimensions of the organisational culture have been deduced to show how the employees' perceptions are in support (Figure 4.14).

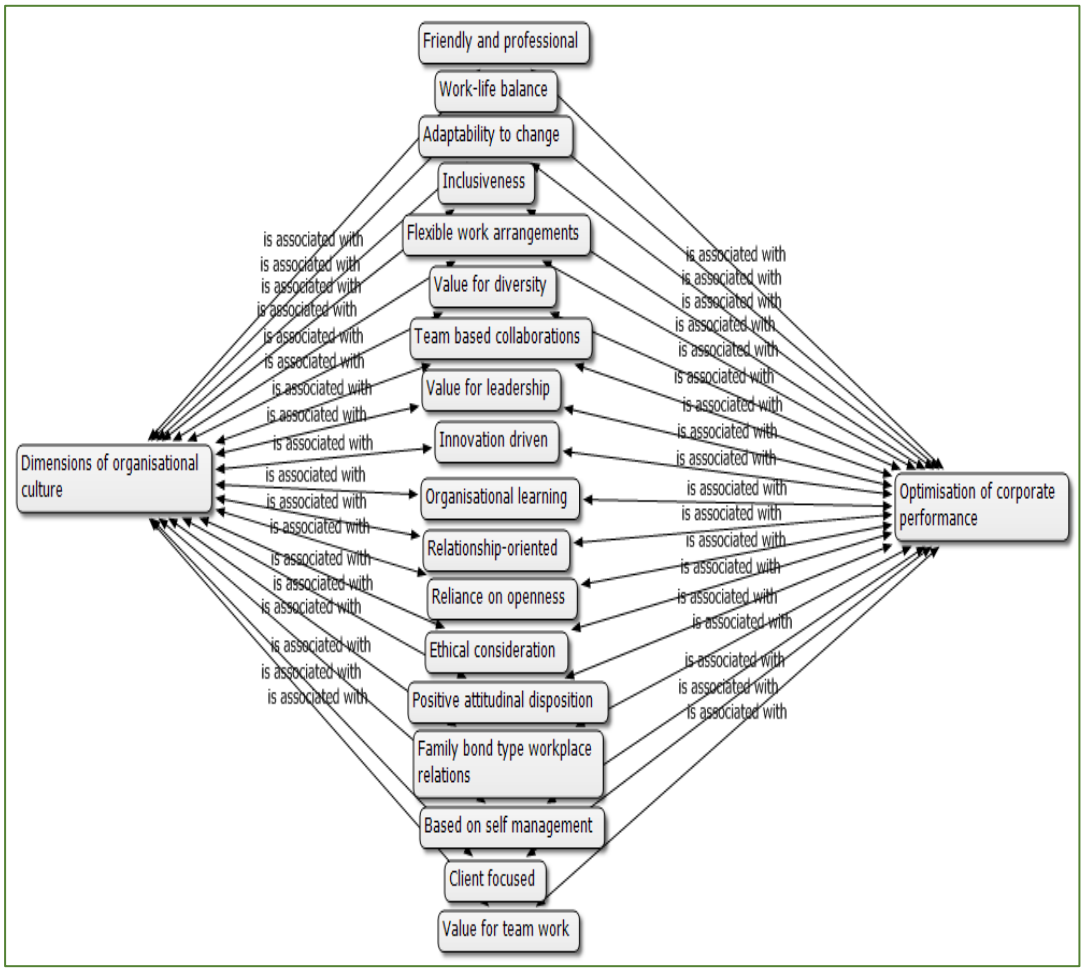

FIGURE 4.14: DIMENSIONS OF CULTURE AT THE MOBILE COMPANY AS POSTULATES FOR THE OPTMISATION OF CORPORATE PERFORMANCE

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TABLE 4.4: THEMES IN SUPPORT OF THE PERFORMANCE OF THE ENTERPRISE

- A friendly and professional organisational culture has a favorable influence on an organisation's success.
Positive organisational performance is positively correlated with a culture that supports work-life balance.
- Performance is enhanced by an organisational culture that values flexibility.
- An organisational culture that is based on self-management positively optimises performance
- A client focused organisational culture positively optimises organisational performance
- An organisational culture characterised by ethical considerations lead to improved organisational performance

An organisational culture characterised by family bond type workplace relations led to improved organisational performance
- A flexible work arrangement based organisational culture positively optimises performance
- Friendly and professional relations as part of organisational culture led to improved organisational performance
- An organisational culture characterised by inclusiveness optimises organisation a performance
- An innovation driven organisational performance is essential for promoting organisational performance
- An organisational learning based organisational culture positively optimises organisational performance
- An organisational culture characterised by positive attitudinal dispositions optimises organisational performance
- Relationship-oriented organisational cultures lead to improved organisation performance
- An organisational culture that relies on openness is associated with better organisational performance
- Team based collaborations are components high performance organisational culture
- Value for diversity is critical in developing performance based organisational culture
- Value for leadership is critical in developing performance based organisational culture
- Value for teamwork is critical in developing performance based organisational culture
- Work-life balance is critical in developing performance based organisational culture

4.4 DIMENSIONS OF ORGANISATION CULTURE FOR OPTIMISATION OF PERFORMANCE

The essential dimensions for organisational culture were developed after thorough consideration of the findings mentioned in the paragraphs above. According to the opinions of the literature study, culture refers to a people's common values, norms, and beliefs. According to MacIntosh and Doherty (2010), organizational culture is a set of principles that help people inside a corporation determine whether their actions are proper or wrong. The purpose of culture, according to Thompson's definition from 2018, is to distinguish members of one group or social category from members of other groups or social categories through collective mental training. The atmosphere is supported by giving special attention to shared values, beliefs, and expectations regardless of perspective, within a group and/or organisation. This study consequently determined the four key components of organisational culture. The following are the areas on which organisational culture is concentrated:

i. Focus on organisational values and norms. This dimension describes the organisational culture that values and focuses on the organisational values and norms. The way of doing business in such cultures is based on prioritising the values and norms of the organisation.
ii. Focus on individual values and norms. This dimension resonates such cultures that are hinged on the importance of individual values and norms. In such cultures, diversity and individualised practices are valued.
iii. Focus on community values and norms. This study also found that some elements are the organisational culture are based on the society as a whole and its beliefs, values, or norms.
iv. Focus on team values and norms. This dimension considers the culture that relies on team operations and team problem solving.

The participants in this study's respondents displayed all four aspects. The organisation uses a hybrid organisational culture that emphasises several organisational culture elements in order to meet its business objectives. The four organisational culture aspects are discussed in the parts that follow, along with how they enhance an organisation's performance.

4.5 DIMENSIONS OF ORGANISATIONAL CULTURE AND EMPLOYEE PRODUCTIVITY

Figure 4.15 depicts the dimensions of organisational culture and how they manifest themselves in the organisation. A focus on team values led to consultative performance systems and frequent meetings, both of which were reported in organisations. On the other hand, the emphasis on organisational goals was reflected in frequent performance reviews and the emphasis on key performance indicator reports as part of the organisation's performance management.

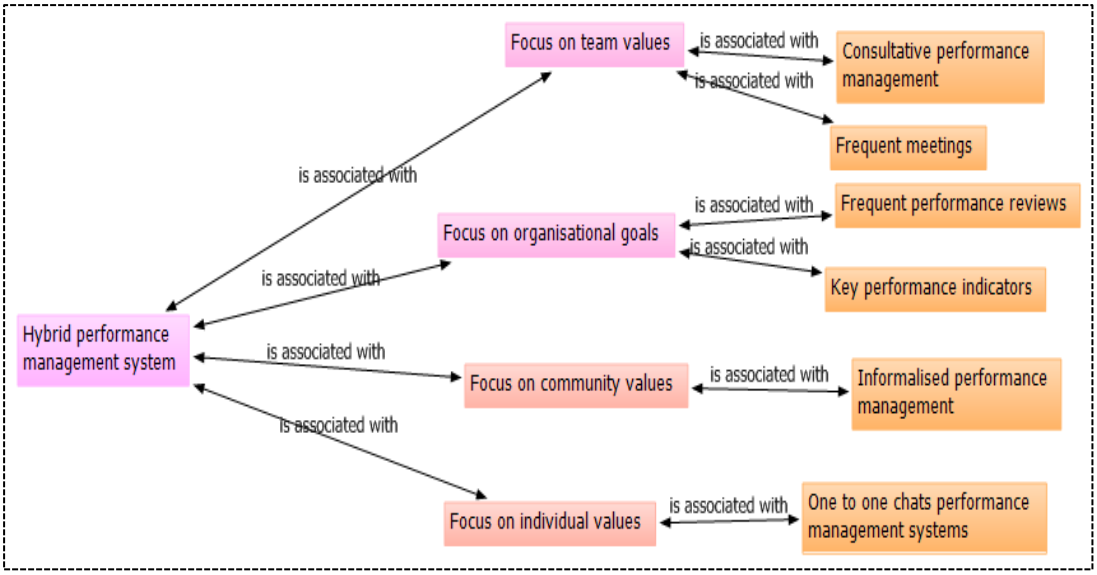

FIGURE 4.15: IMPACT OF DIMENSIONS OF ORGANISATIONAL CULTURE'S IMPACT ON THE ENTERPRISE PERFORMANCE

4.6 CULTURE AND THE OPTIMISATION OF ORGANISATIONAL PERFORMANCE

Data from the study were also utilised to show how organisational culture elements improved organisational performance. Through thematic analysis and appropriate coding of the responses from the questionnaire, several ways that organisational culture components lead to improved performance were examined. The qualitative data analysis application ATLAS.ti was used to integrate the themes and codes that were discovered during the data analysis to create Figure 4.16. Figure 4.17 demonstrates how organisational culture improved performance by raising employee engagement, organisational citizenship behaviour, job quality, employee embedding, customer focal focus, and role awareness.

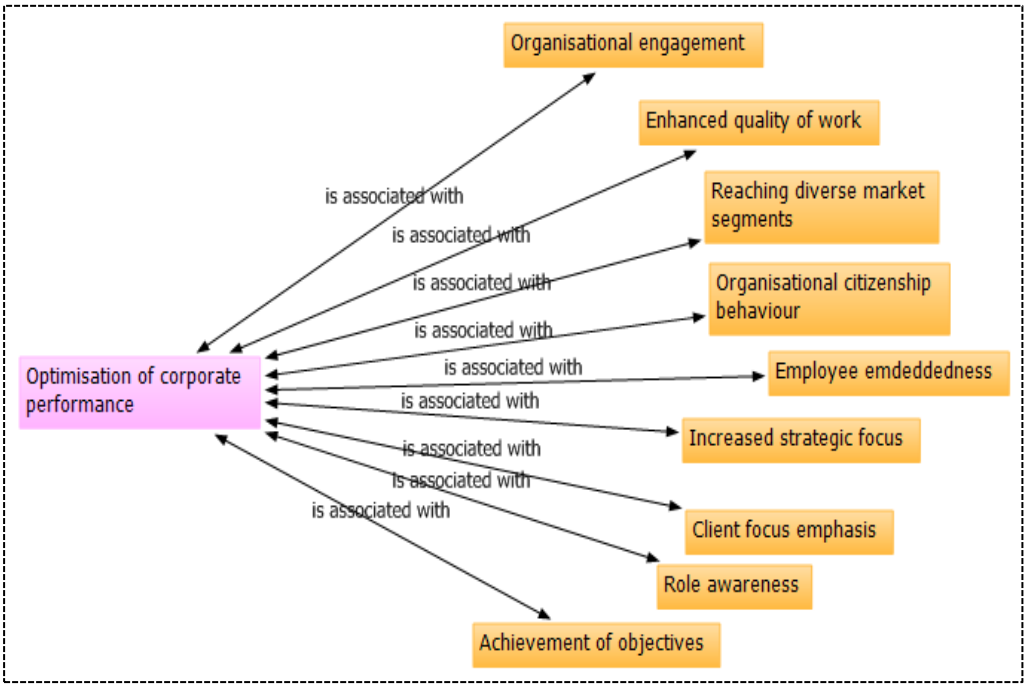

FIGURE 4.16: CULTURE AND THE OPTIMISATION OF CORPORATE PERFOMANCE

4.7 ELEMENTS FOR IMPROVING ORGANISATIONAL CULTURE IN THE ORGANISATION

The respondents were asked to identify areas that could be improved to improve the organisation's culture. The study also discovered evidence that culture is a dynamic phenomenon, with new dimensions to improving the emergence of organisational culture. Figure 4.13 depicts some of the themes raised for consideration in ensuring culture consistently optimises

performance. These include concepts such as automation (technological adoption), increasing interdepartmental cooperation, celebrating cultural diversity, providing support infrastructure, reducing employee workload, addressing gender imbalances, adopting flexible working patterns, and accelerating employee motivation. The changes were interpreted to mean that changes in the business environment should also be considered and used as the foundation for culture change. In light of changes in the corporate environment, organisational culture seems to be a dynamic requirement for optimising organisational performance. Major shifts like the technology revolution may be the driving force behind the demand for flexible work schedules and automation. The conclusion drawn was that organisational performance is a factor in performance optimisation.

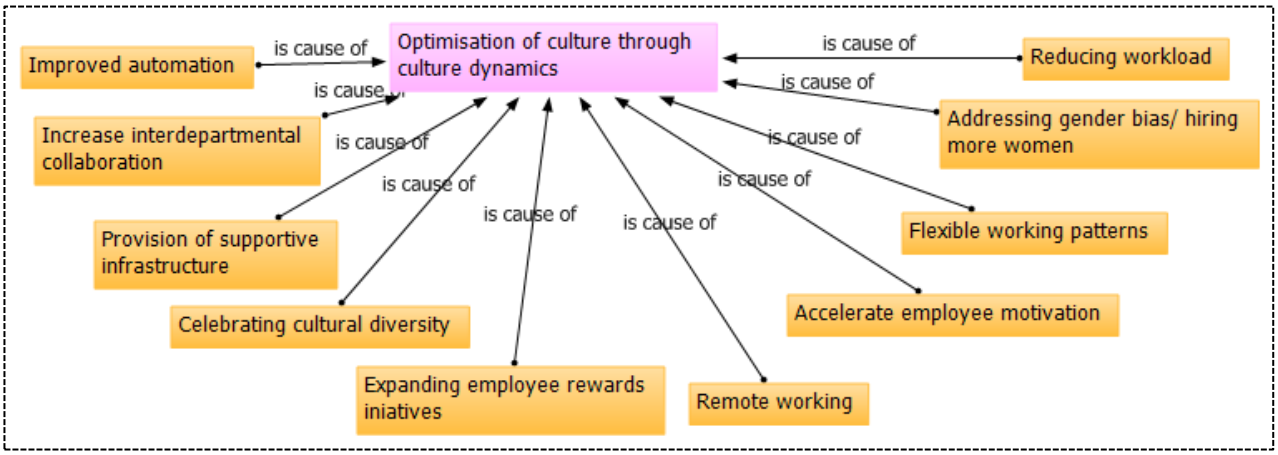

FIGURE 4.13: ELEMENTS FOR CULTURAL DYNAMICS IN THE ORGANISATION

4.8 SUMMARY OF FINDINGS

Regarding the study questions, the findings in this chapter were summarised as follows:

TABLE 4.6: SUMMARY OF FINDINGS

Questions	Findings
Main research question: What is the link between corporate success in a mobile technology business and organisational culture?	The results of this study show a favorable relationship between enhanced organisational culture and increased company success. Successful teams, business relationships, and performance that is laser-focused are all examples of positive outcomes that are linked to organizational culture.
What are the dimensions of organisational culture that impact corporate performance in a mobile technology company in the Western Cape?	The study found that organisational performance in the mobile technology company was composed of the following four dimensions: 1. Focus individual values. 2. Focus on team values and norms.

	3. Focus on organisational values and norms. 4. Focus on community and societal values and norms.
To what extent does organisational culture enhance corporate performance?	The extent to which organisational culture enhances organisational performance in the organisation is subject to environmental influences such as technological advancements and changes in societal taste and preferences.
What impact does organisational culture have on management and productivity?	The productivity of an organization is impacted by its culture.

Figure 4.14 Provides a summary of the findings listed in Table 4.6.

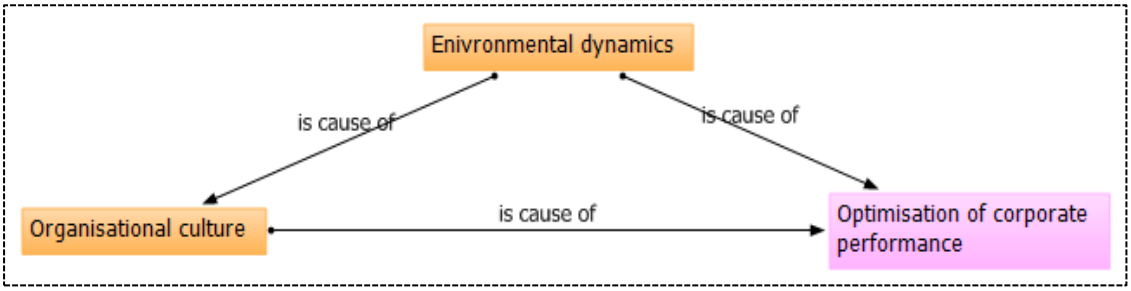

FIGURE 4.14: CONCEPTUAL RELATIONSHIPS ESTABLISHED

4.9 CONCLUSION

The primary data that were the focus of this chapter were collected by the researcher using a structured questionnaire. The questionnaires were distributed to cultural and technology professionals from the Western Cape Province of South Africa, including IT support specialists, human resources personnel, managers, business analysts, administrators, and others. Tables and graphs were used to display the analysed data for easier understanding. Descriptive statistics study showed that above 90 % of the population were in agreement with the impact of the organisational culture on the performance of the enterprise. This was also confirmed by the inferential statistics that having the performance of the enterprise not under the influence of the organisational culture was null.

CHAPTER FIVE: CONTRIBUTION TO FIELD OF KNOWLEDGE, SUGGESTIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This study aimed to comprehend and analyse the impact of organisational culture on corporate performance in a Western Cape-based mobile technology business, as well as the link between organisational culture and performance culture in the organisation's productivity. In a sense, the study looked into the influence of organisational culture on business performance and the technology sector and recommend strategies to be adopted to improve the organisational practice.

The data was collected using questionnaire with both Likert based and open-ended questions. On the same questionnaires, the employee personal data was gathered as well. Likert-based questions were allocated a score range from 1 through 5 for strongly disagree through strongly agree. The employee data has been analysed and presented using pie charts, whereas the results of the survey were presented in a tabular form where each score was associated with its score for each of the twenty statements that constituted Likert-based questions. In the same manner, open-ended responses were tabulated for further use towards the optimisation of the organisation performance. The data analysis was made using descriptive and inferential statistics.

5.2 SUMMARY AND CONCLUSION TO THE STUDY

The drafting of the summary and conclusion to the study was completed by checking alignment of the findings to the aims, objectives, and research questions of the study. In this regard, a recap of the aims, objectives and research questions were recapped.

5.2.1 RECAP OF THE AIMS, RESEARCH QUESTIONS AND OBJECTIVES

The objectives of the study were phrased as to determine the connection between organisational culture and performance culture in terms of organisational productivity using mobile technologies; to analyse how organisational culture affects business success in the field of mobile technology; to recommend strategies that the mobile technology industry may adopt to improve organisational culture practices. The research questions were phrased as what-questions related to the objectives.

5.2.2 FULFILMENT OF THE RESEARCH OBJECTIVES

Firstly, the employee and workforce data, it is in line with all the three objectives and the research questions the study.

The demographic information, the sex and the ethnicity are well distributed, with male and female representation on per while the race distribution is with a black predominance at more than a half, whites at about a quarter, while the rest (coloured, Indians and Asians) share the remaining quarter of the whole employee population. With such a distribution, the company is on par with the racial and gender ratios and thus equity nationwide. In other words, the enterprise is a reflection of the rainbow nation and a home for everyone working there.

Moving to other details related to the aspect relating to the company's functionality, the details are being analysed by looking at diverse indicators: level of education, expertise, a position occupied, and experience held in the mobile technology industry as well as the age of the employees. The statistics in terms of the position occupied by employees give a reflection that the presence of IT experts is about half of the company's staff. For a mobile technology-based enterprise, where software and technology form the core of the business, this is a good indication that human resources and management are doing a great job, and the goal of serving customers with quality products and services is likely to be met without challenges.

The company has also proven to have employees with a wide range of years of experience from 2 to 20 years. This is a good indicator for a mobile-based enterprise where the products are a result of disruptive and fast-evolving technology. The presence of young talent and old talents in the field of interest aligns with the mission of the company to navigate through the demands that may originate from the nature of technology driving the business of the enterprise. The distribution of the employees' age group, with the majority of staff falling under the category of 21 through 45 years, constitutes another indicator that the enterprise is well structured since having a blend of young and mature employees which is, in the end, beneficial to the organisation.

Secondly, looking at the four major areas of the organisational culture which were considered for this study, namely the impact of the culture, the impact of the culture on the performance, impact of the culture on effective teamwork and impact of the culture on being innovative. The overall result of the survey showed that they have scored an average of four which implies that employee "agreed" with the organisational culture in respect of mentioned areas. With such evaluation areas, the relationship between the culture at the enterprise and the productivity was identified as well as the impact of the organisational culture on the corporate performance established.

Thirdly, using inferential statistics, the study has shown that the probability of having the success and performance of the mobile enterprise without the impact of the organisational culture was

null. On the contrary, the hypothesis that employees agree with the impact of the organisational culture on the performance of the enterprise was found to have a probability of above 90%. This was corroborated by open-ended responses where employees expressed how happy they were at the working environment, how healthy the latter was for the success of the enterprise in relation to the collaboration, friendliness, personal development and openness at diverse levels. Briefly the study has shown that the norms and values of the organisation align with those of the employees which bring a positive impact to the success of the organisation.

For objective 3, that has to do with recommending strategies that the mobile technology industry may adopt to improve organisational culture practices the following should be considered.
The open dialogue approach must capture all components of the organisational culture, which may be unique to the firm in issue. Measuring the efficacy of organisational tradition is challenging due to disagreement and a loss of general standardisation. A method based exclusively on six qualities must be employed to assess the success of the organisational subculture: flexibility, integrity, collaboration, results-centric, patron-oriented, and element-oriented variables.

According to the data, the top five critical fulfillment components for "optimising corporate performance" are organisational participation, increased work quality, stronger strategic focus, and goal achievement. Furthermore, "the study revealed that the following components can affect culture optimisation: supply of enabling infrastructure, expansion of employee incentive programs, remote working, and flexible working patterns."

5.2.3 IMPLICATIONS OF THE STUDY TO MANAGEMENT

Despite its limitations, the current study has important management implications. For starters, it helps managers understand the role that organisational culture plays in the workplace. Organisations should identify valued expectations and assess how employees respond when these expectations are met. Meeting these expectations will help an organisation retain its best talent and will result in superior work performance.

5.3 RECOMMENDATIONS FOR FUTURE RESEARCH

5.3.1 RECOMMENDATIONS BASED ON THE LITERATURE REVIEW - THEORETICAL IMPLICATIONS

Employee behaviour, organisational performance, and individual vs organisational ideals are all linked. Connecting individuals' values with those of the company through recruiting and selection procedures, according to studies, is vital for any organisation, whether technology or not, to improve brand promise delivery. There is therefore a link between organisational culture and

performance culture, and since this link has an effect on organisational strategy, additional research is needed. Human resources and managers may utilise these insights to enhance organisational culture practices.

5.3.2 COMMUNICATION

Communication should also be a driving force because it is critical that the company uses proper communication channels to ensure that employees are aligned with company values, while also ensuring that individual cultures are given adequate attention and respect, are fully aware of the changes that are coming, and are less likely to resist them. It is hard to connect with all an organisation's employees at the same time through personal interactive channels such as meetings. Employees with business email addresses may be contacted about cultural impact. Employees who are too hesitant to speak up in meetings may prefer email communication. Letters or brochures might also be distributed to employees (they may be more likely to open a letter from the company than check their emails though this cannot be proved). All workers, even "sceptics" and "resisters," should be thoroughly educated about the cultural influence, how it may improve their performance, how it will directly benefit them, and what role they will play. The communication channel may be used by managers to promote collaboration and cooperation among staff members as well as open and transparent communication among themselves.

5.3.3 RECOMMENDATION BASED ON THE EMPIRICAL STUDY

The technology industry has so far been the focus of the majority of cultural research on performance optimisation. This research was carried out in the private sector in a specific geographic location. Furthermore, because personnel profiles in a technological firm may differ from those in other industries, investigations of cultural effect on optimal performance in various sectors and even departments are necessary. Future study might reveal if the findings are specific to the technology sector or industry wide.

5.4 LIMITATIONS

The following are the study's limitations:

- The study's sample or population group is its limitation. All respondents are from the same organisation, which may influence their perceptions due to its practices and other factors.
- The limitation of the study being conducted in one organisation makes it difficult to compare results and interpretations with similar studies in other organisations. As a result, the current findings cannot be extrapolated to other population groups without additional research.

5.5 AREAS OF FUTURE STUDIES

There are several research opportunities beyond the scope and limitations of this study.

Future studies on organisational culture should include a diverse range of participants representing key positions within organisations. Involving department heads, directors, account managers, and project managers will help to improve efforts to obtain a meaningful assessment of organisational culture. Finally, there are opportunities to understand the influence of other organisational culture. Future research should include other organisation’s to better understand the impact of organisational culture. When creating the questionnaire, it is also beneficial to consider local concerns or constraints.

CONCLUSION

The impact of organisational culture on corporate performance in a Western Cape-based mobile technology company, as well as the link between organisational culture and performance culture in the organisation's productivity, was successfully conducted This chapter has highlighted the limitations and future research directions. The study's findings offer companies valuable insights into how organisational culture and organisational performance interact, and this can be used to influence corporate performance optimisation. Future research on organisational culture and performance has been suggested as a starting point.

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Appendix A

SURVEY

Influence of organisational culture on optimisation of corporate performance in a mobile technology company in the Western Cape

Dear Interviewee, This is an academic study attempting to establish the influence of organisational culture in optimizing business performance at a mobile technology company in the Western Cape. Please do not enter your name, the name of your organisation or anything else that would allow your identification. This information is confidential and your identity is protected. Thank you.

SECTION A. BIOGRAPHY

Check the appropriate boxes

1. what's your gender?

Female	Male	Other	

2. Indicate your age group by ticking the corresponding box.

20 - 28 years	29 - 30 years	31 - 40 years	40+

3. How long have you been working for this company?

0 - 2 years	34 years	5 - 7 years	8 - 15 years	16+

4. What's your highest score?

Registration certificate	National Diploma	Level	Postgraduate	Other

5. What is your position in this company?

Administrator	Software engineer	management	Professional services	Technical support	Other

6. How did you find out about the job you are currently in?

Internet search	mouth to mouth	Social networks	Other

7. Anything else you want to say about the above

……

SECTION B; THE LIKERT SCALE

Please rank the following by crossing the most applicable using the Likert scale below.

NOTE: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree

	Impacts of culture	strongly	disagree	Neutral	To accept	Totally agree
1	The organisation has a healthy work culture.	1	2	3	4	5
2	People trust each other in this company.	1	2	3	4	5
3	People work well together in this company.	1	2	3	4	5
4	The organisation is dedicated to diversity.	1	2	3	4	5
5	Each department is open to making suggestions.	1	2	3	4	5
	Impacts on Organisational performance					
1	Communication between departments is open.	1	2	3	4	5
2	Employees are encouraged to take the initiative.	1	2	3	4	5
3	The channels of communication between employees are very open.	1	2	3	4	5
4	Employees can make their own decisions.	1	2	3	4	5
5	The working conditions of the employees are flexible.	1	2	3	4	5
	Impacts of effective teamwork					
1	Teams have a meaningful shared purpose.	1	2	3	4	5
2	Team members understand their roles.	1	2	3	4	5
3	Team members appreciate the unique capabilities.	1	2	3	4	5
4	Team members listen to each other.	1	2	3	4	5
5	Team members help each other.	1	2	3	4	5
	Impacts of being innovative					
1	The employee understands the importance of innovation.	1	2	3	4	5
2	Vision and innovation are openly shared.	1	2	3	4	5
3	The organisational structure supports innovation.	1	2	3	4	5
4	The organisation values the relationship with its suppliers.	1	2	3	4	5
5	The organisation periodically evaluates customer needs.	1	2	3	4	5

SECTION C: General understanding of organisational culture

1. From your point of view, how do you see the culture of your workplace? Please support your answer…….
1. How does your organisation conduct performance reviews?……
2. How does your work affect the organisation's goals?.....
3. List five things you may want to change to improve organisational culture……...

THANK YOU FOR PARTICIPATING IN THIS EXERCISE.

Appendix B: TURN IT IN REPORT

Dissertation- HS Bara 20-10-2022.docx

ORIGINALITY REPORT

15%	14%	5%	0%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

Appendix C: ETHICAL CLEARANCE LETTER

Cape Peninsula University of Technology

P.O. Box 1906 • Bellville 7535 South Africa •Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.zaSymphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	**Faculty: BUSINESS AND MANAGEMENT SCIENCES**

The Faculty's Research Ethics Committee (FREC) on **19 November 2019**, ethics **Approval** was granted to **Hlonipha Sipumle Bara (214056406)** for a research activity for **M Tech: BusinessAdministration in Project Management** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	*Organisational Culture influence on optimisation of corporate performance in a mobile technology company in the Western Cape* Lead Supervisor (s): Mr. S Fore

Comments:

Decision: Approved

	12 December 2019
Signed: Chairperson: Research Ethics Committee	**Date**

Clearance Certificate No | 2019FOBREC735

Appendix D: PERMISSION LETTER

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A Unit 207, Block 2, Northgate Park
Corner Section Street & Platinum Drive,
Brooklyn, Cape Town, 7405

To Whom It May Concern:

Re: Permission Letter (MTECH research)

This is to confirm that Hlonipa Bara has permission to carry out research at wiGroup for her MTECH degree. She will be able to conduct the interviews or survey research as required to gather the data for her dissertation.

Kind Regards

Tim Sprowson

People Team Lead

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10 YEARS OF WIGROUP 2007-2017

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Directors: Bevan Ducasse, Bartholomew Kok

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Appendix E: LANGUAGE EDITOR CERTIFICATE

EDITING CERTIFICATE

21 October 2022

TO WHOM IT MAY CONCERN

DECLARATION: EDITING OF M.TECH DISSERTATION

I hereby declare that the masters dissertation of **HLONIPHA SIPUMLE BARA** with the title "**INFLUENCE OF ORGANISATIONAL CULTURE ON OPTIMISATION OF CORPORATE PERFORMANCES IN A MOBILE TECHNOLOGY COMPANY IN THE WESTERN CAPE**" has been edited (language editing). It is the responsibility of the author to address any comments from the editor or reviewers. The editor is not liable for any subsequent omissions or additions to the edited copy either by the author, colleagues, reviewers or any third party. Moreover, it is the responsibility of the author to make sure this academic paper is correct and ready for submission.

L.E.O

Larry Erhuvwuoghene Onokpite

Senior Peer Tutor/Writing Consultant Wits School of Education Writing Centre Member of the Professional Editors' Guild

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