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Organisational Culture and Organisational Performance: A Study of the South African Public Sector

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of

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Declaration

I declare that this research project is my own original work. It is presented in partial fulfilment of the requirements for the Master of Business Administration degree at the Gordon Institute of Business Science, University of Pretoria. This work has not been submitted to any other university or institution for any degree or examination. Furthermore, I confirm that all necessary authorisations and consents to conduct this research were obtained.

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Abstract

Despite initiated reforms, public sector organisations in developing countries often grapple with performance and service delivery issues. This study seeks to enrich existing literature by examining the influence of organisational cultural dimensions (i.e., involvement, consistency, adaptability, and mission) on organisational performance as a measure of effectiveness and efficiency within South Africa's public sector. Considering its importance, the impact of organisational culture on performance remains unexplored in this context. Using quantitative methodology and descriptive and causal designs, data was collected from 174 participants, including both management and non-management roles, across various public organisations in South Africa. Data was analysed using both Statistical Package for Social Sciences (SPSS) and SmartPLS. Results indicate that dimensions like involvement and adaptability have a significant correlation with organisational performance, while the relationship between mission culture and performance is only partially significant. The study provides a foundational framework for generalising findings related to public sector organisations in developing countries, specifically within the South African context. Furthermore, the practical implications for managers are that they should respond to internal and external changes and empower employees in decision-making processes. These insights demonstrate the critical role of organisational culture in the execution of performance improvement plans.

Keywords

Adaptability Culture, Consistency Culture, Involvement Culture, Mission Culture, Organisational Culture, Organisational Performance

Table of Contents

Declaration	i
Abstract	ii
Keywords	ii
Table of Contents	iii
List of Figures	viii
List of Tables	ix
List of Acronyms	x
CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM	1
1.1 Introduction	1
1.2 Research Problem	3
1.3 Research Gap.....	4
1.4 Research Purpose	5
1.5 Research Aims and Objectives	5
1.6 Theoretical Relevance of Study	6
1.7 Business Rationale of Study	6
1.8 Conclusion	7
CHAPTER 2: LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Culture	8
2.3 Organisational Culture	9
2.3.1 Definition of Organisational Culture.....	9
2.3.2 The Importance of Organisational Culture	10
2.3.3 Layers of Organisational Culture.....	12
2.3.4 Theoretical Models and Frameworks of Organisational Culture	13

2.3.4.1	Schein's Model	13
2.3.4.2	Hofstede Cultural Dimension	14
2.3.4.3	Competing Values Framework	16
2.3.4.4	Denison's Model.....	17
2.3.5	Mapping Denison's Model to Organisational Culture in the Public Sector.....	19
2.3.6	Organisational Culture Conclusion.....	21
2.4	Organisational Performance.....	22
2.4.1	Definition of Performance.....	22
2.4.2	Theoretical Models and Frameworks of Organisational Performance ..	22
2.4.2.1	The McKinsey 7S Framework	23
2.4.2.2	Stakeholder Theory	24
2.4.2.3	Balanced Scorecard	25
2.4.3	The Importance of Organisational Performance.....	26
2.4.4	Public vs Private Sector Performance Metrics	27
2.4.5	Contextual Factors Influencing Performance in South Africa	30
2.4.6	Organisational Performance Conclusion.....	31
2.5	Linking Organisational Culture and Organisational Performance	32
2.6	Chapter Conclusion.....	38
CHAPTER 3: RESEARCH HYPOTHESES	39
3.1	Introduction	39
3.2	Hypotheses Development	39
3.3	Conceptual Framework	41
3.4	Chapter Conclusion.....	41
CHAPTER 4: RESEARCH METHODOLOGY	42
4.1	Introduction	42
4.2	Research Setting.....	42
4.3	Research Philosophy	43

4.4	Research Design.....	43
4.5	Unit of Analysis	45
4.6	Target Population and Sample.....	45
4.7	Measurement Instrument	46
4.7.1	Organisational Culture	48
4.7.2	Organisational Performance	48
4.7.3	Adapting Questionnaire Justification.....	49
4.8	Measurement Instrument Pre-Testing.....	49
4.9	Data Collection Procedure	50
4.9.1	Data Collection Instrument.....	50
4.10	Data Analysis Techniques.....	51
4.10.1	Descriptive Statistics.....	51
4.10.2	Factor Analysis	51
4.10.3	Inferential Statistics.....	52
4.11	Quality Assurance	52
4.12	Ethical Considerations	53
4.12.1	Informed Consent	53
4.12.2	Anonymity	53
4.12.3	Voluntary Participation	54
4.13	Chapter Conclusion.....	54
	CHAPTER 5: RESULTS	55
5.1	Introduction	55
5.2	Data Screening and Cleaning	55
5.3	Demographic Information.....	57
5.4	Descriptive Statistics	58
5.5	Measurement Model	60
5.5.1	Convergence Validity and Composite Reliability.....	62

5.5.2	Discriminant Validity.....	63
5.6	Common Method Variance.....	65
5.7	Hypothesis Testing.....	66
5.7.1	Correlation Matrix.....	66
5.7.2	Structural Model.....	67
5.8	Conclusion	70
CHAPTER 6:	DISCUSSION OF RESULTS	71
6.1	Introduction	71
6.2	Discussion of Findings	72
6.2.1	Influence of OC Dimensions on Organisational Performance	73
6.2.1.1	Relationship Between Involvement Culture and Organisational Performance.....	74
6.2.1.2	Relationship Between Consistency Culture and Organisational Performance.....	76
6.2.1.3	Influence of Adaptability Culture and Organisational Performance.....	78
6.2.1.4	Implications of Mission Culture on Organisational Performance..	81
6.2.2.5	Theoretical Model Development.....	82
6.2.2	Organisational Culture dimension with the greatest effect on organisational performance.....	83
6.3	Conclusion	84
CHAPTER 7:	CONCLUSION AND RECOMMENDATIONS	85
7.1	Introduction	85
7.2	Research Objective and Significance.....	85
7.3	Summary of Literature Review	85
7.4	Research Design.....	87
7.5	Principal Findings.....	87
7.6	Recommendations	88

7.7	Theoretical Implications	89
7.8	Practical Implications	90
7.9	Limitations of Study.....	90
7.10	Suggestions for Future Research.....	91
7.11	Study Conclusion	92
	References.....	93
	List of Appendices	108
	Appendix A: Invitation to Participate in the Study	109
	Appendix B: Informed Consent.....	110
	Appendix C: Informed Consent for Printed Questionnaire.....	111
	Appendix D: Research Instrument.....	112
	Appendix E: Ethics Approval	124
	Appendix F: Box Plot Assessments	125
	Appendix F: Originality Report	132

List of Figures

Figure 1.1: Research Gap in Literature	5
Figure 2.1: Denison’s Culture Model	18
Figure 2.2: The Balance Scorecard for Public and Non-Profit Sectors	26
Figure 3.1: Theoretical Model.....	41
Figure 4.1: Deductive approach process flow used in the study.....	44
Figure 4.2: Sampling approach for the study.....	46
Figure 5.1: Measurement Model.....	61
Figure 5.2: Post Hoc Test Using GPower.....	70
Figure 6.1: Relationship Between Involvement Culture and Organisational Performance.....	74
Figure 6.2: Relationship Between Consistency Culture and Organisational Performance.....	76
Figure 6.3: Influence of Adaptability Culture and Organisational Performance.....	79
Figure 6.4: Implications of Mission Culture on Organisational Performance.....	81
Figure 6.5: Theoretical Model Development.....	83

List of Tables

Table 2.1: Summary of Empirical Studies.....	36
Table 4.1: Breakdown of Questionnaire Components	47
Table 5.1: Missing Value Analysis.....	56
Table 5.2: Demographic Profile of the Respondents	58
Table 5.3: Descriptive Statistics	59
Table 5.4: Convergence Validity with AVE and Composite Reliability	62
Table 5.5: Fornell-Larcker Criterion.....	64
Table 5.6: Cross Loadings	64
Table 5.7: Heterotrait-Monotrait Ratio (HTMT) – Matrix	65
Table 5.8: Common Method Variance with VIF	66
Table 5.9: Correlation Matrix of the Study	66
Table 5.10: Predictive Relevance with Q^2 and Coefficient of Determination with R^2	67
Table 5.11: Path Coefficients of the Study	68
Table 6.1: Comparison to Abane et al. (2022).....	78

List of Acronyms

AVE	Average Variance Extracted
BSC	Balanced Scorecard
CFA	Confirmatory Factor Analysis
CMV	Common Method Variance
CVF	Competing Values Framework
EFA	Exploratory Factor Analysis
EFE	Efficiency
EFI	Effectiveness
HRM	Human Resource Management
HTMT	Heterotrait-monotrait
IC	Involvement Culture
ISTP	Instituto Superior Tecnológico Pelileo
NFI	Normed Fit Index
OC	Organisational Culture
OCAI	Organizational Culture Assessment Instrument
OP	Organisational Performance
PLS	Partial Least Squares
RMSR	Root Mean Square Residual
SEM	Structural Equation Modelling
SSA	Sub-Saharan Africa

CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

The dawn of constitutional democracy fuelled many aspirations. Most South Africans expected to see a country that has left its unpleasant past behind and is now open to new opportunities. The new horizon of hope would be characterised, among other things, by an enhanced culture of public service delivery and improving citizens' material living conditions (Ndou, 2022). Due to increased consumer demand, market competition, and technological advancement, the South African public sector has found it challenging to provide quality service (Gabara, 2022; Matlala & Uwizeyimana, 2020).

The country's largest employer and provider of basic services (Raliphada et al., 2014) has been heavily and publicly criticised for poor performance. Determining what drives performance in delivering high-quality services is vital, as this influences the citizen's standard of living (Pereira et al., 2021). Despite receiving financial support from the government to help them fulfil their mandates, some public institutions continue to fail to achieve their service goals (Tshandu, 2018, cited by Gasela, 2022).

Empirical evidence shows that public sector organisations in developing countries struggle with performance (Abane et al., 2022; Aboajela, 2015; Ghumiem & Alawi, 2022). Several factors may explain the phenomenon. However, culture seems to play a significant role (Abane et al., 2022), as success or failure may depend on the organisation's culture (Masouleh & Allahyari, 2017; Metz et al., 2020; Okwata et al., 2022). Empirical evidence gathered by Sebidi (2022) suggests that organisational culture (OC) significantly impacts service delivery in the South African public sector.

Culture means “shared beliefs, values, norms and assumptions that are commonly held by individuals within an organisation” (Gregory et al., 2009, p. 1) and frequently influenced by their environment (Okwata et al., 2022). This phenomenon significantly

influences the behaviour and expectations of organisational members (Sebidi, 2022). It helps members of an organisation understand their roles and the consequences of their actions by providing a set of values. This understanding of roles and consequences is crucial in service delivery as it determines how employees interact with customers and each other, ultimately affecting the quality of services provided.

Organisational culture is critical to improving efficiency and performance (Ghumiem et al., 2023; Shamsudin & Velmurugan, 2021). Extensive research has confirmed the correlation between OC and business performance, with OC regarded as a distinctive predictor of business performance (O'Reilly et al., 2014, as cited in Pathiranage, 2019). This implies that in order to enhance business performance, organisations should prioritise the enhancement of their OC. According to Pathiranage's (2019) empirical study, the absence of cultural integration among members within an organisation is identified as a prominent factor contributing to the failure of businesses. Consequently, the author recommends further research be undertaken to acquire a thorough comprehension of the characteristics and consequences of culture on the performance of organisations.

In order to investigate the correlation between the OC of the South African public sector and organisational performance (OP), the current study employs the Denison model. This model provides a clear understanding of the complex nature of corporate culture (Kabigting et al., 2019). It emphasises involvement, adaptability, consistency, and mission. Adaptability relates to an organisation's capacity to effectively react and adjust its operations in accordance with the ever-changing demands of the business landscape. On the other hand, involvement pertains to the process of enhancing human capabilities and fostering a sense of accountability within the organisation. The concept of mission involves the establishment of a strategic direction and the identification of external goals, whereas consistency serves as an anchor for the purposes of "integrating, coordination, and control" (Kokina & Ostrovska, 2013, p. 365)

While the Denison model has been the basis for numerous studies, Byükaslan and Aikolu (2022) suggest its results may vary from country to country. For instance, their study within the Turkish chemical sector revealed no apparent impact of involvement, adaptability, or consistency on organisational outcomes. Imran and Ismail (2022) and

Tulcanaza-Prieto et al. (2021) found significant correlations between all dimensions of culture in Pakistan's public banking sector and Ecuador's service sector, respectively.

Extensive global research relating organisational culture dimensions to performance has been conducted because of enhanced process implementation, talent loss, and increased employee satisfaction, commitment, and well-being (Williams, 2022). The inconclusive and inconsistent empirical findings from various countries and industries make it difficult to generalise the concept; therefore, additional research may be required to determine the impact of the constructs in order to reach a consensus (Ghumiem et al., 2023; Okwata et al., 2022). Until now, little importance has been given to assessing the influence of OC on OP using the Denison model in developing nations, specifically Sub-Saharan Africa (SSA) (Nungchim & Leihaothabam, 2022). Moreover, Gasela (2022) argues that a lack of study exists on the culture within the South African public sector, which hinders the development of in-depth knowledge of OP.

This chapter provides an overview of the research concerning the influence of OC on the OP of the public sector in South Africa. This research also highlights the literature gap, focusing on the Sub-Saharan African context, South Africa specifically. Furthermore, the chapter provides a detailed outline of the study problem, aims, questions, purpose, as well as the practical and theoretical value of the research.

1.2 Research Problem

Business excellence is closely linked to an effective OC. As noted by Pathiramage (2019), a thriving OC is often a manifestation of organisational excellence. Global research has shown that OC is crucial in determining business outcomes (Ghumiem et al., 2023). Further supporting this, Korma et al. (2022) asserted that a strong OC increases profitability and aligns with both short- and long-term goals. However, as Akpa et al. (2021) pointed out, there is still disagreement regarding the application of these conclusions to various national contexts. High unemployment rates, widespread poverty, and extreme inequality create a unique socioeconomic context in South Africa. These challenges have been catalysts for public unrest, as illuminated by Ndou (2022) and Sebidi (2022). In response, the South African

government has committed itself to both national and international development objectives, which underscore the importance of an effective public sector. As Sebidi (2022) observed, the effectiveness of this sector, especially in terms of service delivery, is closely linked to its OC. The performance matrix of government organisations plays a pivotal role in ensuring transparent governance and impeccable administration. Many governmental organisations face a primary challenge in executing their duties effectively and efficiently. Addressing this challenge directly will enable the government to offer its citizens superior services.

A gap emerges when considering the application of Western-centric empirical findings on corporate culture to the South African context or even to developing nations. Scholars have expressed reservations about importing Western management paradigms without considering the cultural nuances of emerging economies (Nungchim & Leihaothabam, 2022).

Hence, the primary objective of this research is to investigate the influence of OC, specifically using Denison's model, on the performance outcomes within the public sector of South Africa. Given the inadequacy of literature on Sub-Saharan Africa, particularly on the OP of public sector organisations (Nungchim & Leihaothabam, 2022), this study aims to contribute meaningful insights to the management field by addressing both the regional literature gap and the broader discussions on the role of culture in OP (Akpa et al., 2021; Roreng, 2020).

1.3 Research Gap

The diagram in Figure 1.1 shows the areas of research that need more investigation to determine the link between culture and performance in the organisation. To begin with, there is a substantial body of knowledge that extensively examines the direct correlation between the two constructs. This connection has been well established in research. Even though this relationship is investigated in various contexts, insufficient literature appears to exist. A notable gap arises when considering the influence of dimensions of culture on performance outcomes. To examine culture and performance dynamics, one must understand these dimensions. Moreover, when focusing specifically on the context, the scarcity of literature becomes more evident. The dynamics of performance within the cultural and economic environment

are unique (Fey & Denison, 2003). However, existing literature does not adequately address these specifics.

The bottom layer of the diagram represents a context different from public sector organisations in South Africa. This subset represents an academic niche that has received less attention. The gap is of particular significance, given the role of public sector organisations in the socioeconomic landscape of South Africa.

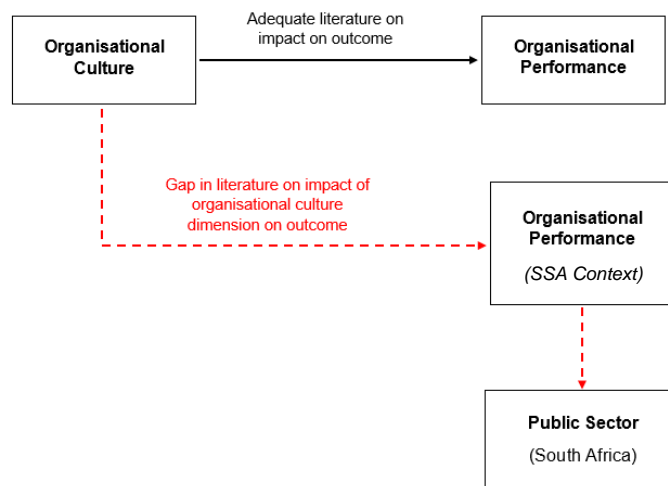


Figure 1.1: Research Gap in Literature

1.4 Research Purpose

Although the Denison model has been rigorously tested in developed countries, its exploration remains limited in the context of emerging markets, especially in the South African public sector. The model encompasses four dimensions: involvement, adaptability, consistency, and mission. This study evaluates the model's broader theoretical generalisation and practical relevance or usefulness in business and management.

1.5 Research Aims and Objectives

This study investigates the correlation between specific dimensions of OC (namely involvement, consistency, adaptability, and mission culture) and OP within South Africa's public sector. A further objective is to identify the most influential cultural

factors on performance. Precisely, the research paper would aim to achieve the following goals:

1. Determine the significant influence/relationship of organisational culture dimensions and organisational performance.
2. Determine which cultural dimension has the greatest effect on organisational performance.

1.6 Theoretical Relevance of Study

Numerous academic studies have investigated the link between an organisation's culture and its performance. However, the nuances of how specific dimensions of OC play pivotal roles in determining performance remain unexplored (Imran & Ismail, 2022; Shamsudin & Velmurugan, 2021). Notably, research on the Denison OC model in developing countries, specifically in the public sector, is limited (Abane et al., 2022; Imran & Ismail, 2022; Nungchim & Leihaothabam, 2022). This study aims to provide a more detailed and diverse contextual perspective to fill this gap in the literature.

1.7 Business Rationale of Study

In today's complex and dynamic business environment, particularly in South Africa's unique socioeconomic context, decision-makers need to comprehend the complexities of OC. This research focuses on the South African public sector and provides crucial insights for policymakers and corporate leaders navigating these complexities.

The study aims to equip leaders with invaluable information that could help them refine their strategies and enhance their teams' ability to achieve their objectives. By exposing the cultural foundations of an organisation, transparency is fostered, shedding light on the rationale behind operational decisions at both the individual and organisational levels (Joseph & Kibera, 2019; Serpa, 2016). Such clarity can pave the way for improved coordination between different administrative departments and levels.

Moreover, given the apparent mismatch between Western-centric corporate culture

models and the realities of developing nations, this study emphasises the need for locally relevant, context-sensitive public sector strategies. With this knowledge, policymakers are better equipped to advocate for robust OC practices tailored to South Africa's unique challenges. Such practices, especially when accompanied by strategically aligned compliance and rewards systems, can catalyse employee motivation and productivity, thereby improving organisational outcomes (Abane et al., 2022).

The main objective of this study is to find helpful information that can significantly improve the efficiency and effectiveness of government administration in South Africa, ultimately leading to the country's social and economic growth (Roreng, 2020).

1.8 Conclusion

This chapter highlights the challenges the public sector faces in delivering quality services and the importance of understanding the factors that drive performance. It also discussed the concept of OC, its influence on performance, and the limitations and inconsistencies in previous research findings. The research problem is introduced, and a literature gap is identified, particularly in the South African public sector. The chapter concludes by outlining the research purpose, aims, and objectives, as well as the theoretical and business relevance of the study. The next chapter, chapter 2, is considered the "engine" of the study, as it provides a detailed literature review.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The focus of this chapter is to emphasise the research that informed this study's literature review. The objective is to explore OC and OP across different countries. Furthermore, this section aimed to enable the researcher to learn from existing literature in order to explain the underlying theoretical models based on which the hypotheses (Figure 3.1 in Chapter 3) are developed.

This chapter's discussion will begin with culture, starting with its historical evolution. The researcher will first examine the concept of culture and emphasise its significance. Using insights from literature, the level and dimensions of culture are discussed, essential for measuring its existence within an organisation. To conclude the discussion, the relevance of Denison's Model to understanding OC in public sector organisations.

The second section provides a more in-depth look at the path to performance. It gives a comprehensive understanding of what it means for an organisation to perform effectively and the factors influencing performance outcomes. It illustrates how private and public sector practices are centred on distinct measures and factors. Lastly, discuss the key performance indicators relevant to public sector organisations.

The final section explores the relationship between the constructs. Drawing on a solid theoretical foundation, it delves into how culture profoundly impacts performance. A crucial part of this section involves comparing the researcher's study to previous research conducted in other regions. This comparative approach offers valuable insights, particularly concerning the applicability of Denison's Model in the South African public sector context.

2.2 Culture

Culture is of the utmost importance in social anthropology, and its interpretation

throughout history has been complex and ever-changing, initially defining it as a body of learned behaviour passed down through generations (Sewell, 2004). However, as racial arguments disappeared, a narrower definition emerged in the mid-20th century, focusing on meaning-making aspects of culture. The author further states that it was also seen as an institutional sphere devoted to making meaning, with social formations containing clusters of institutions for specialised activities. More recently, culture has been understood as a debate of system and practice, autonomous from other dimensions.

The ground-breaking work of the English anthropologist Sir Edward Burnett Tylor illuminates modern cultural theory. The author, who is widely regarded as the forerunner of the modern conception of culture, defined culture as a multifaceted entity comprising "knowledge, belief, art, morals, law, custom, and other abilities and habits that man acquires as an integral part of society" (as cited by Tylor, 1871, in White, 1959, p. 227). This profound definition was the foundation for future anthropological research and strongly impacted various social sciences. When one delves into the rich tapestry of 19th-century scholarly discourse, one will observe a genuine attempt to define the boundaries between the innate nature of human behaviour and the learned aspect of culture. The debate on whether culture is a tangible manifestation of learned behaviour or a more ethereal abstraction from it was central to discussions of the era (White, 1959).

Culture develops as a dynamic, multifaceted phenomenon that influences and shapes human societies. Its intricate weave creates the visible patterns of social behaviour and the invisible threads of collective awareness.

2.3 Organisational Culture

2.3.1 Definition of Organisational Culture

To understand the concept of OC, it is necessary to trace the evolution of its definition over the decades. As an early contributor, Hatch (1993) argued that the multifaceted nature of OC had been oversimplified. Hatch advocated for the "cultural dynamics" model, emphasising the need to balance cultural elements and processes. In later years, definitions became more refined. Schein (2010) asserted that OC reflects an

organisation's members' collective beliefs and expectations, a fundamental viewpoint guiding subsequent research. Building on Schein's theory, Cui and Hu (2012) emphasised the significance of shared values in OC. These values were proposed as guiding principles for organisations to maintain a competitive advantage. Spencer-Oatey and Franklin (2012) broadened the discussion by exploring the subtler effects of culture on behaviour and perception. They noted that while some cultural characteristics may be apparent, their roles are frequently ambiguous. Kokina and Ostrovskaya (2013) acknowledged the multifaceted nature of the term organisational culture, echoing similar sentiments. They highlighted its openness to multiple interpretations, emphasising the complexity of its comprehension. Amid this evolving discourse, Serpa (2016) briefly defined OC as the sum of members' collective beliefs, practices, and expectations.

The public sector has a distinct OC that is worthy of note. O'riordan (2015) defined it as a blend of employee actions and fundamental organisational values-centred beliefs, practices, and behaviours, which includes core values like objectivity and equity. However, when comparing public sectors in different geopolitical contexts, the difficulties of evolving modernisation and reforms become more evident (O'riordan, 2015).

Shymko (2018) defined OC as shared foundational beliefs that emerge from internal group dynamics and external challenges, bringing the concept closer to the present. The perspective of Shymko (2018), which enriches Schein's earlier work, integrates both conscious and unconscious dimensions of OC, shedding light on the pivotal role of group interactions within organisational hierarchies. Recent studies, such as those by Baek et al. (2019) and Bhatia and Bhatia (2019), have reaffirmed the multifaceted nature of the term, indicating an abundance of interpretations in contemporary literature.

2.3.2 The Importance of Organisational Culture

OC is vital for the success of any organisation, as it influences various aspects of organisational operations (Kirin et al., 2019). It positively and negatively affects organisational behaviour and corporate performance (Pathiranage et al., 2020), influencing employee attitudes, market-oriented behaviours, and organisational

effectiveness (Hogan & Coote, 2014). Metz et al. (2020) argue that OC contributes to establishing and maintaining a customer service culture, which is crucial for retaining and acquiring new consumers. Moreover, it affects not only the financial performance of an organisation but also its decisions, behaviour, and public image (Opuku et al., 2022). Although it may not solve all problems, a strong OC can be the glue that holds everything together and propels success by fostering efficiency and effectiveness. A strong OC is thus a crucial foundation for achieving public sector objectives (Abane et al., 2022).

In educational institutions, OC is crucial for achieving quality education and producing graduates with noble character (Lubis & Hanum, 2020). The researchers found that it promotes efficient, innovative, synergistic, productive, and ethical work practices, thereby significantly enhancing student achievement. In addition, understanding and analysing culture is essential for promoting inclusiveness and efficacy in society, as culture influences individuals' thoughts, emotions, behaviours, and overall well-being (Spencer-Oatey & Franklin, 2012). It is a shared aspect among social groups and plays a significant role in group dynamics.

Hogan and Coote (2014) emphasise the importance of specific values and norms, such as success, openness, flexibility, and risk-taking, in fostering an innovative culture and enhancing organisational effectiveness. The OC provides an identity, fosters commitment, increases social stability, and shapes behaviour, all of which are essential for achieving the goals of an organisation and fostering collaboration among its members (Niswaty & Dhahri, 2021).

The organisation's success depends on employees' ability to balance personal goals with the organisation and maintain high productivity in today's rapidly evolving and competitive setting. OC has a pivotal role in responding to external and internal dynamics, and the response to these situations varies according to the organisation's culture (Acar & Acar, 2014). The authors found that OC has become a strategic value in business, particularly in the healthcare sector. This is because organisations in the healthcare sector experience one-on-one contact with customers, significantly impacting customer performance perceptions.

OC in the public sector is crucial for employee identity, behaviour, and performance.

O'riordan (2015) argue that it influences strategic objectives and core values like impartiality, loyalty, equity, accountability, and fairness. However, the public service's unique operating environment makes cultural change more challenging. The author further states that a positive culture leads to a reputation, better service delivery, and problem-solving capabilities. If employees' values differ from organisational expectations, they can lead to withdrawal, loss of motivation, and decreased productivity.

Therefore, this concept is a significant factor in business success, and it is necessary to study it in the South African public sector in order to find ways to improve.

2.3.3 Layers of Organisational Culture

The concept of OC can be understood at several levels, as Schein (2010) identified: artefacts and symbols, espoused values, and basic assumptions. The outermost layer, artefacts and symbols, entails tangible elements such as office design, company logos, dress codes, and rituals that guide day-to-day operations and shape organisational identity (Grey, 2000). The middle layer consists of espoused values, beliefs and standards explicitly endorsed by an organisation (Kotter, 1995). The innermost layer consists of basic underlying assumptions, which are unspoken rules and shared beliefs internalised over time (Schein, 2010). Misalignments can lead to difficulties (Denison, 1990), while alignment across these layers improves organisational outcomes.

The layers of culture in the public sector are influenced by a range of government objectives and constraints imposed by political authority (O'riordan, 2015). Due to different operating environments, the public sector often faces more challenges with cultural change than the private sector. Therefore, a thorough understanding of these layers can enable management to positively influence OC, resulting in a more inclusive and productive work environment.

2.3.4 Theoretical Models and Frameworks of Organisational Culture

The study of OC has received considerable attention in academic research, leading to the development of several theoretical models and frameworks to improve the understanding of organisations and their cultures (Fey & Denison, 2003; Schein, 1990). The extensive development of these models illustrates the complexity of this construct. This study provides a chronological funnel of all OC models developed. Beginning with Schein's model, which examines the underlying assumptions, artefacts, and values that comprise culture, provides profound insights. However, its depth makes it somewhat difficult for certain types of analyses. Then, Hofstede's cultural dimensions are too broad and are primarily concerned with national or regional cultures. The Competing Value Framework (CVF) falls short of expectations because it divides organisations into distinct groups. The Denison model was chosen because it drew inspiration from the preceding models. It is lucid, well-balanced, validated, and relevant to the context chosen for this study.

2.3.4.1 Schein's Model

Schein's OC model, which originated in the 1980s, identified three different levels of culture: artefacts and behaviours, espoused values, and assumptions. He suggested that the construct consists of three interconnected layers, each with different degrees of visibility and depth. Cacciattolo (2014) argued that these levels define culture, helping us understand how culture manifests and influences organisational behaviour.

The first level includes **artefacts and behaviours**, which are tangible elements such as architecture, workplace design, and explicit dress codes (Hattangadi, 2017). A clean and tidy work environment instils confidence and trust, while dirty floors or smudgy conference room tables can show a lack of efficiency and professionalism (Hattangadi, 2017). Employees are the organisation's first brand ambassadors, and dress code and appearance have become more than spoken policies and practices. While these elements provide initial insights into the organisation's culture, it is essential to recognise that they represent only the visible surface of a much deeper cultural landscape.

Espoused values are at the middle level. According to Hattangadi (2017), organisational values and behavioural norms serve as a manifestation of the members' conduct and shared beliefs. Organisational values, such as mission, vision, and philosophies, foster a shared identity, loyalty, and commitment among employees, guiding their behaviour and guiding organisational analysis. In professional organisations, employees share espoused values at all levels (Hattangadi, 2017). The values that leaders espouse can significantly impact decision-making and employee interactions, but if they are not in line with the culture's deeper assumptions, problems can arise.

Assumptions are the third level, which are deeply embedded beliefs and values that impact an organisation's performance (Hattangadi, 2017). The assumptions are ingrained into the OC and are evident in the behaviours exhibited by both employees and management (Hattangadi, 2017). The innate aspects of human nature, including honesty and goodwill, can affect an organisation. Addressing bureaucracy, environmental factors, and personality conflicts can create a more inclusive workplace environment, influencing employee interpretation, conflict handling, and problem-solving approaches.

Aligning artefacts, espoused values, and assumptions is key to organisational growth and effectiveness. Organisations must educate their members relentlessly about their values, which will only be effective when members accept them.

2.3.4.2 Hofstede Cultural Dimension

The cultural dimensions proposed by Hofstede are a valuable framework for understanding and analysing OC. These dimensions, including “power distance, uncertainty avoidance, individualism versus collectivism, long-term orientation, and masculinity versus femininity” (Su, 2022, p. 57), provide insights into how different cultures perceive and approach different aspects of organisational life.

Fey and Denison (2003) conducted a comparison study in Russia and the United States, stating that national cultures influence organisational cultures. The authors noted that it is important to note that reducing complex national cultures to a few dimensions may not capture the full complexity and nuances of non-Western

cultures. As a result, there may be a Western bias in Hofstede's work, as the dimensions may not fully capture the unique characteristics and depth of non-Western cultures.

Despite this, Hofstede's cultural aspects have been extensively used to analyse intercultural differences and comprehend the impact of culture on managerial systems and practices (Su, 2022). For example, **power distance** influences how status differences are perceived and accepted within an organisation, impacting managerial practices such as performance appraisals (Ibarra, 1996).

Uncertainty avoidance is another important dimension that affects OC. Cultures with high uncertainty avoidance value clear instructions, formal rules, and career stability, while cultures with low uncertainty avoidance are more risk-taking and tolerate deviant behaviour (Cacciattolo, 2014; Su, 2022). This dimension can influence managerial practices, such as job descriptions and organisational structures.

Individualism versus collectivism is a dimension that reflects the extent to which individuals prioritise themselves or the group. This dimension has implications for societal norms, management practices, and interpersonal relationships (Cacciattolo, 2014). Understanding this dimension can help organisations navigate cultural differences and effectively manage diverse teams.

Long-term orientation emphasises the importance of the future and how present actions can influence future outcomes. This dimension is associated with traits such as perseverance and frugality and has been linked to the economic growth of East Asian nations (Su, 2022). Understanding this dimension can help organisations adapt their strategies and practices to different cultural contexts.

The **masculinity versus femininity** dimension explores society's values on traditional masculine and feminine qualities. This dimension has implications for conflict resolution, gender roles, and societal values (Ibarra, 1996; Su, 2022). Recognising and respecting these cultural differences can improve communication and collaboration in diverse organisational settings.

In conclusion, Hofstede's cultural dimensions provide a valuable framework for understanding and analysing OC. While there may be limitations and potential biases in the dimensions, they offer insights into how different cultures perceive and approach various aspects of organisational life. Understanding and respecting cultural differences can enhance organisational cross-cultural communication and management practices.

2.3.4.3 Competing Values Framework

CVF is a theoretical framework categorising OCs into four types: Clan, Adhocracy, Market, and Hierarchy. The CVF is widely used in OC research, providing insights into the relationship between culture and performance, identifying dominant cultures, and influencing performance and innovation (Zeb et al., 2021). The CVF helps researchers and practitioners understand how different cultural types impact organisational effectiveness by examining the relationship between OC and other variables.

Clan Culture: Its friendly, people-oriented working environment characterises this culture where employees feel like family. Leaders in this culture are considered mentors or parental figures. The organisation places significant focus on the long-term development of human resources and values employees who are loyal and embrace tradition (Zeb et al., 2021). Clan cultures promote collaboration by fostering a sense of belonging and unity towards a common goal (Acar & Acar, 2014).

Adhocracy Culture: Exhibits characteristics of dynamism, entrepreneurship, and creativity. Leaders are often considered creators and risk-takers. The organisation values individual initiative and freedom of expression (Zeb et al., 2021). The authors found that an adhocracy culture demonstrated statistical significance in predicting performance and fostering organisational creativity. This culture is externally oriented, promoting openness and responsiveness to changes in the external environment (Acar & Acar, 2014).

Market Culture: This culture is results-oriented, focusing on job completion. Leaders are aggressive producers and rivals, known for their challenging and demanding nature. The organisational style is based on competition and achieving stretch goals

(Zeb et al., 2021). Acar and Acar (2014) suggest that this culture thrives in carefully regulated environments, which enables it to concentrate on enhancing its operations and establishing attainable goals.

Hierarchy Culture: This culture is formalised and structured. Leaders are generally coordinators, organisers, and efficiency-minded, while procedures and processes usually dictate actions. The organisation seeks stability and control (Zeb et al., 2021) by forming a hierarchical culture that balances internal organisational focus and commitment to maintaining stability and control (Acar & Acar, 2014). This culture places a significant emphasis on maintaining confidentiality.

The CVF and Organizational Culture Assessment Instrument (OCAI) are effective for quantitative research on OC change and identifying culture types related to organisational effectiveness (Zeb et al., 2021).

2.3.4.4 Denison's Model

As illustrated in Figure 2.1, Denison's Model provides a conceptual framework for assessing an organisation's culture through four fundamental pillars: mission, adaptability, involvement, and consistency (Denison & Mishra, 1995). Originating from the United States, the Model assumes that optimal OP requires balancing these characteristics. Fey and Denison (2003) emphasised the global applicability of the proposed Model for organisational success, which includes having a clear mission, being flexible, fostering consistency, and empowering the workforce. Moreover, this equilibrium is necessary to navigate these values' frequently challenged demands. Denison et al. (2014) confirmed that the most successful organisations consistently exhibit high levels of these characteristics.

A **mission** is an organisation's purpose and direction, providing meaning and direction to its work (Denison et al., 2006). It consists of a distinct strategy, goals, and objectives that correspond with the mission, vision, and strategy. Kirin et al. (2019) further emphasise that successful organisations have shared values, identities, and expectations. A well-defined mission helps to give all employees a clear sense of direction and purpose for their work, and this can lead to a more positive work experience.

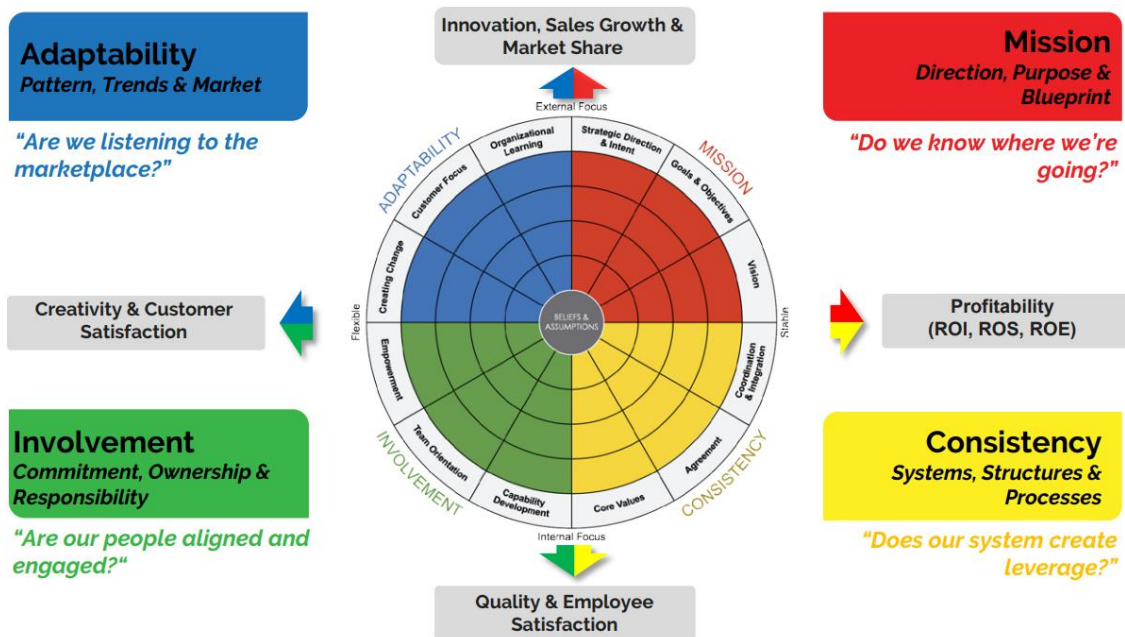


Figure 2.1: Denison's Culture Model

Source: Denison (2023).

Consistency in an organisation is characterised by the integration and adherence to a set of core values (Denison et al., 2006). This means that employees follow clear guidelines and rules, and there is a strong sense of governance based on consensus (Denison et al., 2006). In such organisations, employees are highly committed, there is a distinct way of conducting business, internal promotions are preferred, and there are well-defined rules. According to Kirin et al. (2019), effective organisations are consistent and well-integrated, with behaviour and activities aligned with core values and coordinated efforts.

Involvement in the workplace is defined as the degree of engagement and commitment that personnel have towards their work (Denison et al., 2006). It is characterised by empowering individuals, organising the organisation's structure around teams, and fostering human capability development at all levels (Denison et al., 2006). Highly engaged employees tend to depend on informal, voluntary, and implicit control methods, as opposed to formal, explicit, and bureaucratic control systems. Kirin et al. (2019) argue that effective organisations involve and empower employees, develop their business model around teams, and invest in human development.

Adaptability is essential for organisations to respond effectively to the external factors (Denison et al., 2006). The author suggests that this involves balancing stability and flexibility while being aware of customers, competitors, and various social, economic, and political trends. According to Kirin et al. (2019), businesses with adaptability can effectively translate the requirements of their surroundings into actionable strategies. These organisations are risk-taking, view mistakes as learning opportunities, and are equipped with the skills and knowledge to initiate transformative processes.

Denison's Model is a quantitative research tool to diagnose and characterise OC (Punina et al., 2023). The relevance of Denison's Model lies in its ability to analyse the dominant cultural dimensions, characterise the current and desired OC, and design unique cultural models.

2.3.5 Mapping Denison's Model to Organisational Culture in the Public Sector

Denison's Model is appealing because it can be universally applied and strikes a balance between a firm's stability (seen in its mission and consistency) and adaptability (evident in employee engagement and adaptiveness) (Kirin et al., 2019). Public sector organisations often face several challenges relating to governance, capacity, and resource constraints, which inhibit the service they provide to their stakeholders (Abane et al., 2022; Ndou, 2020). Denison's Model is, therefore, relevant in providing a comprehensive and practical framework for understanding and analysing OC in this sector. This can improve service delivery, customer satisfaction, and OP. Denison's Model offers a new approach to producing a productive work environment (Nazir & Lone, 2008). Its prime value lies in sparking dialogue about enhancing OP.

Why choose the Denison model? It is specifically designed for business scenarios, offering a systematic, data-backed, reliable and trustworthy approach. The Model was validated using data from 35,474 individuals across 160 organisations (Denison et al., 2006). The data revealed statistically substantial associations between culture ratings and organisational effectiveness measurements. Punina et al. (2023) claim that organisations can increase their chances of success by focusing on Denison's

cultural traits. Although the existing literature validates the Model in the context of the South African private sector, there is a significant gap in its application and examination in the public sector (Fatoki, 2019; Fourie, 2022), which serves as an inspiration for this study. According to Fatoki (2019), this helps investigate an organisation's culture and pinpoint improvement areas. Ghumiem et al. (2023) noted that such factors are crucial in forging and preserving a robust corporate culture. Furthermore, the Model's design is versatile and may be applied to both qualitative and quantitative research methods.

The four critical dimensions of OC can be applied to the public sector in the following ways:

Mission: Public sector organisations play a key role in the functioning of society. They are responsible for providing essential public services, implementing government policies, regulating and overseeing various sectors of the economy, and addressing societal challenges (Abane et al., 2022; Matlala & Uwizeyimana, 2020). This trait can help these organisations clarify their purpose, goals, direction, and vision for the future. This is important for aligning employees' efforts with the public's expectations and needs so that services and policies are directed towards achieving tangible social benefits (Ghumiem et al., 2023).

Adaptability: Public sector organisations must adapt to evolving needs, technological advancements, and global shifts to keep up with the ever-changing world and business environment. Adaptability is crucial in a rapidly changing service environment, as it allows organisations to quickly respond to customer needs and market trends (Nungchim & Leihaothabam, 2022), take risks, and learn from their mistakes. According to Abane et al. (2022), many public sector organisations in developing countries lack the technical and technological capacity to carry out their duties effectively. This hinders their ability to deliver quality services and achieve their objectives. Adaptability is crucial, allowing organisations to respond to changing societal needs and policy environments (Fourie, 2022).

Consistency: In public-sector organisations, this trait is crucial for establishing trust among the public. Consistency is the behaviour of individuals based on a set of core values, and the staff can achieve agreements (Punina et al., 2023). The

government's policies, regulations, and service delivery must be consistent and reliable. This trait ensures that core values guide decision-making and behaviour within the organisation. A culture of consistency helps the organisation maintain quality and consistency in its products and services, improving customer satisfaction (Punina et al., 2023).

Involvement: Involvement is particularly relevant in the public sector, emphasising employee participation and empowerment (Ghumiem et al., 2023). This relates to how involved and active the workforce is in the decision-making process. The involvement dimension emphasises collaboration and engagement. This inclusivity can help design policies and services that address employee needs and concerns. This objective can be accomplished by implementing regular meetings, feedback sessions, and open-door policies that facilitate the expression of employees' perspectives and suggestions.

The investigation of the culture of the public sector using Denison's Model will provide policymakers with insights into the strengths and areas for improvement of the public sector, as well as the best methods to boost results (Parker & Bradley, 2000). This understanding can guide efforts to create a culture that supports effective governance, service delivery, and better outcomes for citizens.

2.3.6 Organisational Culture Conclusion

Initially defined as learned behaviour, culture has evolved into a system of meaning-making and debate. Sir Edward Burnett Tylor's definition of culture as a multifaceted entity includes “knowledge, belief, art, morals, law, custom, and other abilities and habits” (as cited by Tylor, 1871, in White, 1959, p. 227). OC refers to “shared beliefs, practices, and values among members of an organisation” (Gregory et al., 2009, p.1). As discussed in the previous sections, it is evident that OC is crucial for an organisation's success; it impacts operations, employee attitudes, market-oriented behaviour, and effectiveness. Understanding OC at different levels helps develop theoretical models and frameworks, such as Schein's, Hofstede's cultural dimensions, Cameron and Quinn's, and Denison's.

2.4 Organisational Performance

2.4.1 Definition of Performance

OP is one of the most critical dependent variables of interest in management research, and just like OC, it lacks clarity in the theoretical definition and the absence of methodological consistency in its measurement (Richard et al., 2009). However, at its core, it is a construct used to measure how well an organisation meets its goals. Munir and Arifin (2021) define it as achieving an organisation's goals, objectives, missions, and visions as outlined in its strategic plan. It is a predominant construct in organisational behaviour, viewed through the lenses of economy, efficiency, and effectiveness (Van Helden & Reichard, 2013). It refers to the extent to which desired outcomes are achieved (Imran & Ismail, 2022).

In the government context, OP involves “planning, implementing, reviewing, evaluating, and reporting the effectiveness of policies, programs, and projects” (Mackie, 2008, p.15). It involves systematic controls to guide activities and achieve objectives, including strategic and operational controls for corrective measures. According to Gachengo (2018), an organisation can achieve its objectives effectively and efficiently with minimal resources. This definition will serve as the basis for the current investigation.

Despite the hostile and ever-changing operating environment, Ndou's (2020) study found that South Africa's public sector is under immense pressure to achieve strategic objectives. The study highlights OP as a key area of concern. This involves not only achieving short-term objectives but also ensuring progress towards longer-term visions and missions, which is key for the sustained development and improvement of the public sector in South Africa (Gasela, 2022).

2.4.2 Theoretical Models and Frameworks of Organisational Performance

OP changes over time and is complicated and multidimensional. It is affected by how stakeholders inside and outside the organisation interact with each other and by the different resources, environments, and strategic decisions that the organisation

makes (Richard et al., 2009). Several theoretical models and frameworks have been devised to evaluate an organisation's performance. This section will examine the McKinsey 7S framework, stakeholder theory, and the balanced scorecard.

2.4.2.1 The McKinsey 7S Framework

The McKinsey 7S framework, developed in the early 1980s, offers a holistic perspective on organisational effectiveness by focusing on seven interconnected elements that influence the capacity of an organisation to accomplish its objectives. Notably, due to its dynamic nature and adaptability, the framework is considered adequate in various fields of science or organisations due to its versatile application (Masfi & Sukartini, 2022).

The framework consists of seven elements: “structure, strategy, systems, style, skills, staff, and superordinate goals” (Waterman et al., 1980, p. 18). Where structure is the organisation's hierarchy, division of responsibilities, and interaction. Strategy is the plan to achieve goals, including dealing with competition and market changes. Systems are procedures and routines used for decision-making and communication. Style is the leadership approach and general culture that guides behaviour. Skills are the capabilities and competencies of the staff, including their knowledge, abilities, and expertise. Staff are the people who work for the organisation, and superordinate goals are the overarching objectives that align with all other goals and strategies.

Given that these elements are interconnected, any change in one can impact the others (Waterman et al., 1980). This emphasises the importance of a holistic perspective when planning and implementing organisational change.

Suwanda and Bernardus (2022) delved into the McKinsey 7S model's efficacy in assessing OP across public and private entities. Their qualitative literature review suggested that the model's integration of internal organisational factors can significantly impact performance outcomes. The emphasis was on effective leadership and the coordinated involvement of all seven elements, which consider the framework a powerful tool for performance analysis and enhancement.

However, the McKinsey 7S framework presents certain limitations in the boundaries

of this research. The model is focused primarily on internal factors and does not consider external influences, such as economic conditions. Furthermore, while consistent alignment can enhance the Model's effectiveness across its elements and skilled leadership, it does not guarantee success in every scenario.

2.4.2.2 Stakeholder Theory

Stakeholder theory is a central management concept that underlines the critical relationships a company maintains with individuals and groups that can affect its ability to achieve its objectives. Clarkson (1995) identifies primary stakeholders as key to a company's survival, including employees, customers, shareholders, suppliers, governments, and communities within its operational area. In contrast, secondary stakeholders are influential but not directly involved in the company's activities and their contributions is not deemed critical for the company's sustenance.

According to Clarkson (1995), the interests and satisfaction of these two stakeholder groups are crucial indicators in assessing business performance. Beyond traditional financial measurements, performance evaluation should include non-financial metrics such as employee and customer satisfaction, environmental impacts, and community engagement. Such a holistic approach ensures a more comprehensive understanding of OP and provides insights into potential areas of improvement. The essence of stakeholder theory is to align the diverse interests of these stakeholder groups. Misalignment or perceived injustice can prompt stakeholders to withdraw, which can have a negative impact on corporate performance. Thus, ethical judgements become imperative, especially when navigating conflicts of interest and ensuring equitable wealth and value distribution.

However, while stakeholder theory offers a rich framework for understanding and managing corporate dynamics, it is not without its critics. Donaldson and Preston (1995) note that the stakeholder theory lacks empirical evidence despite its broad application in explaining various corporate behaviours and characteristics. They argue that its foundations are not only instrumental; the theory is intrinsically normative and advocates a framework in which different stakeholder interests are recognised and addressed to produce a positive result.

2.4.2.3 Balanced Scorecard

The Balanced Scorecard (BSC), introduced in the 1990s by Kaplan and Norton, is a strategic management instrument and a performance measurement system. The BSC is distinguished by its consideration of both financial and non-financial dimensions, providing a multidimensional evaluation of the robustness and operations of an organisation (Vladimir et al., 2020).

The BSC is founded on four primary perspectives, each with specific metrics tailored to the organisation's strategy:

Financial Perspective: This dimension primarily emphasises maximising shareholder value through sales augmentation, liquidity maintenance, and profitability achievement (Kaplan, 2009).

Customer Perspective: Central to this facet is the differentiation strategy from rivals, fostering customer loyalty and satisfaction and capturing a substantial market share (Kaplan, 2009).

Internal Business Process Perspective: This underscores the criticality of various internal processes, spanning operational to regulatory, with a clear objective of meeting financial targets and satiating customer expectations (Kaplan, 2009).

Learning and Growth Perspective: Propelling incessant enhancement, innovation, and value creation, this perspective centres around human capital, technology, culture, and alignment, aiming to achieve process objectives (Kaplan, 2009).

The BSC has been adapted for public and non-profit organisations, extending beyond profit-oriented entities. These adaptations prioritise mission accomplishment over financial performance (see format in Figure 2.2). Similarly, Niven (2008) highlighted its successful implementation in Charlotte, North Carolina, and similar organisations. Using the BSC, these bodies could rejuvenate management processes, ensure strategic visions remain focused, and drive reforms anchored in accountability, collaboration, and alignment.

In light of its versatility, a study by Hegazy et al. (2020) examined the application of the BSC within audit companies. Recognising the significance of qualitative performance metrics in this domain, the research highlighted the prioritisation of non-financial metrics like motivation, continuous learning, and quality assurance. Conclusively, the research emphasised a holistic approach to performance evaluation for audit entities, weaving in aspects like client satisfaction, employee motivation, organisational ethics, and financial outcomes. However, the author argued that checklists, questionnaires, and direct communication are essential for achieving comprehensive assessments.

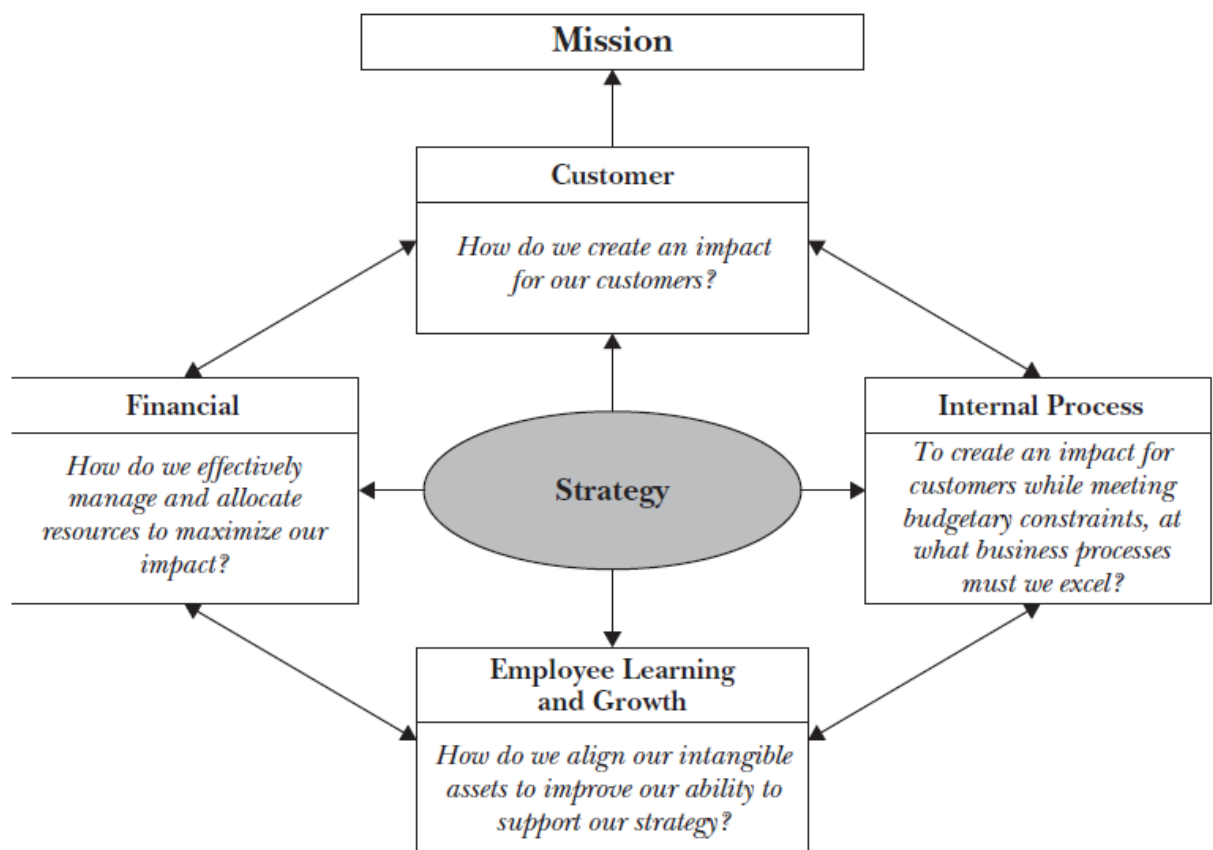


Figure 2.2: The Balance Scorecard for Public and Non-Profit Sectors

Source: Adapted from Niven (2008).

2.4.3 The Importance of Organisational Performance

OP is a crucial construct in the business sector and plays a focal role in assessing the effectiveness of a company over time and compared to competitors. According

to Akpa et al. (2021), managers wishing to optimise their organisation's performance must comprehensively understand the factors influencing it. Ahmed and Shafiq (2014) agree, arguing that OP is the most effective method for measuring organisations' internal actions and external environments.

Building on this foundational understanding, Okwata et al. (2022) claim that businesses must move beyond mere recognition. Organisations must identify and adopt relevant performance indicators, facilitating more precise operational monitoring and evaluation. Deepening this discourse, Al-Matari et al. (2014) underscores the mutual relationship between organisational effectiveness and business performance. In their perspective, achieving exceptional organisational outcomes requires a thorough grasp of how organisational effectiveness feeds into the broader performance landscape. This leads the conversation towards the role and impact of corporate resources, positioning them as central to performance assessments.

Given this discussion, the context of South Africa becomes particularly significant. With the public sector continually grappling with socio-economic challenges, the imperatives of performance evaluation play an even more substantial role. Effective public service delivery is not just an operational necessity but a lifeline for addressing pressing socio-economic issues and elevating the living standards of its people (Matlala & Uwizeyimana, 2020).

2.4.4 Public vs Private Sector Performance Metrics

Performance metrics are essential in services as a benchmark for evaluating an organisation's success and strategic direction (Richard et al., 2009). The authors further state that the firm's internal measures and integration into incentive and control systems, such as key performance indicators, significantly influence the relationship between measures and performance (Moriarty & Kennedy, 2002). Performance metrics are multifaceted; therefore, they greatly differ due to their different objectives and contexts (Parhizgari & Gilbert, 2004).

In the private sector, profitability is the most critical performance metric focusing on generating profit and delivering value to shareholders, often measured through

financial indicators, customer satisfaction and customer retention (Parhizgari & Gilbert, 2004). These metrics demonstrate where a company is now and where it can go in the future, which is helpful for strategic planning. In contrast, the public sector leans towards the effective allocation of tax revenues and the satisfaction of stakeholder expectations as primary indicators of success (Mackie, 2008). This is supported by Parhizgari and Gilbert (2004), who states that public organisations are more politically driven, and their performance metrics may be influenced by factors such as public opinion and political goals. The criteria for assessing effectiveness in the public sector may focus less on financial outcomes and more on meeting public needs and achieving policy objectives. Performance metrics for the public sector are usually tied to the organisation's mission and objectives. They can vary greatly depending on the specific sector and services provided.

In addition to the previously mentioned performance metrics, OC significantly impacts performance. Denison's Model offers insights into this relationship. Denison's Model suggests that organisations with adaptive cultures, characterised by involvement, consistency, adaptability, and mission, often perform better than their counterparts. For the private sector, where profitability is of utmost importance, Denison's Model can be applied to understand how the involvement of employees can lead to innovation and better customer relations, directly impacting customer satisfaction and retention. Moreover, a consistent OC can streamline operations and decision-making processes, leading to increased profitability. In the public sector, the adaptability trait from Denison's Model is particularly relevant. Public sector entities must be agile and responsive to the ever-changing demands of the public and political landscape. A clear mission, another component of Denison's Model, ensures that public organisations continue to serve the public good regardless of external pressures or leadership changes.

Recent literature, such as the findings of Imran and Ismail (2022), can be compared with Denison's Model to underscore the importance of aligning OC with the strategic goals of a public or private organisation. Organisations can enhance their overall effectiveness and efficiency by fostering a culture that encourages involvement, consistency, adaptability, and a mission-driven approach. Reinforcing this perspective, Ghumiem and Alawi (2022) explore the energy industry in the public sector context in developing countries, exploring the link between organisational

commitment and non-financial success. The study used 13 items to measure organisational commitment, including innovation, customer satisfaction, and effectiveness. The study found that when employees feel more committed to their organisation, it positively affects non-financial performance measures in the electricity sector in developing countries.

The distinction highlights the nuanced approach required for evaluating organisations across these sectors. Therefore, when measuring performance in these sectors, the differences in their organisational contexts must be considered. For this study, the performance metric used to measure the OP in the public sector in South Africa is adopted from Gachengo (2018), which includes system effectiveness and operational efficiency:

Effectiveness: To ensure effectiveness within public sector organisations, there must be an ongoing commitment to assess and refine their collaborations and services. As Gachengo (2018) emphasises, there is a need for a consistent review of partnerships and collaborations to reflect dynamic environments and varying capacities. Furthermore, services must be regularly evaluated and adjusted accordingly to remain aligned with the momentum of the public's demands.

Moreover, it is not just about the processes; it is fundamentally about the outcomes of the services provided. Effectiveness in the public sector often translates to the tangible impact services have on society. According to Moriarty and Kennedy (2002), there are various ways to evaluate such effectiveness. These may span from concrete impacts, such as influencing policy changes and meeting strategic goals, to more subjective indicators, like the satisfaction levels of the public. By integrating these measures, public organisations can holistically understand and optimise their contribution to societal well-being (Moriarty & Kennedy, 2002).

Efficiency is how well resources and systems are used optimally. Gachengo (2018) underscores that efficiency is about doing things right and maximising every resource, including time, finances, and human potential.

The responsibility of demonstrating efficiency is even more pronounced for public entities, given the public trust and resources placed in them. The administrative

system must be robust and adept at ensuring that every dime of public funds is used to provide meaningful public services. Furthermore, while the end product is crucial, the means of achieving it, regarding resource expenditure, are also necessary.

Moriarty and Kennedy (2002) offer a lens to quantify such efficiency. For example, evaluating the cost expended for each service unit provides insight into financial efficiency. Similarly, assessing the staff hours invested per service rendered or the degree of resource utilisation helps understand operational efficiency. These metrics help benchmark and highlight improvement areas, ensuring that public organisations continue to serve their constituents most efficiently (Moriarty & Kennedy, 2002).

2.4.5 Contextual Factors Influencing Performance in South Africa

To accurately evaluate the performance of an organisation in complex environments such as South Africa, it is necessary to consider the broader contextual factors at play. In this study, OP is conceptualised as the extent to which an organisation realises its goals and objectives efficiently and effectively (Arifeen et al., 2014; Imran & Ismail, 2022). Given their relevance in capturing the nuances of government organisations, the focus is on non-financial measures, such as effectiveness and efficiency, when analysing public sector organisations.

This approach is due to its ability to more precisely address the complexities and challenges facing government entities. Drawing insights from the pioneering study by Ndou (2020), several key factors that influence the effectiveness and efficiency of public service delivery in South Africa have been identified:

Economic Factors: Characterised by high unemployment rates, stark income inequality, and sluggish economic growth, South Africa's economic landscape poses significant challenges. Such economic impediments can directly impede performance across various sectors.

Political Factors: Political instability further complicates the performance landscape, corruption, and policy uncertainty. Instances like frequent leadership or policy changes can destabilise the operational environment, posing challenges for

planning.

Social Factors: Current social issues like extreme poverty, inequality, and social unrest impact performance. Such factors can compromise social cohesion, leading to increased crime rates and disruptions in business operations.

Infrastructure: A reliable network encompassing transportation, electricity, and internet connectivity is fundamental. Any shortcomings in these areas can directly hinder business operations and restrict service accessibility.

Education and Skills: Performance is closely tied to the quality of education and the skills available in the workforce. An inadequately skilled workforce can curtail growth opportunities and stifle innovation.

Health: Public health challenges, especially the high incidence of diseases like HIV/AIDS, can adversely affect the workforce's health and productivity, indirectly influencing performance.

It is imperative to understand these non-financial measures. By doing so, the public sector in South Africa can pinpoint improvement areas, adapt to external factors, and champion continuous improvement, paving the way for more informed policy and decision-making.

2.4.6 Organisational Performance Conclusion

OP is crucial in assessing the effectiveness of a company over time and compared to competitors. There is a strong emphasis on the necessity of acquiring a full understanding of the various aspects that impact performance, as well as the adoption of appropriate performance indicators to enable accurate monitoring and evaluation. The chapter also discusses theoretical models and frameworks for evaluating OP, including the McKinsey 7S framework, stakeholder theory, and the balanced scorecard. These models provide holistic perspectives and consider internal and external factors, stakeholder relationships, and multiple performance dimensions. The chapter highlights the need for a holistic approach to performance evaluation and the consideration of non-financial metrics in addition to financial

metrics. Overall, OP is a crucial concern for both the public and private sectors, and its measurement and improvement are vital for organisations' sustained development and improvement.

2.5 Linking Organisational Culture and Organisational Performance

Researchers and industry experts have been interested in the complex relationship between OC and performance for decades (Nazir & Lone, 2008). These constructs have been the focal point of numerous studies across sectors and geographies.

Tan (2019) utilised prior research to investigate this relationship and concluded that there is a tangible yet complex link between OC and performance based on previous research findings. Although emphasis is placed on the connection between corporate culture and performance, very little research is examining its essence in depth. Denison and Mishra (1995) theorised that this gap may stem from the lack of a universally accepted OC theory and the inherent difficulties in measuring OP. This section explores the multidimensional relationship between corporate culture and performance, highlighting how OC can propel or inhibit performance.

In gaining an in-depth understanding of the correlation of OC and organisational effectiveness, much of the basic theory has its roots in the United States. Pioneering this exploration, Denison and Mishra (1995) developed and validated an integrated hypothesis model through two distinct studies:

- A qualitative case study encompassing five organisations aimed to discern the correlation between specific OC traits and organisational effectiveness.
- Quantitative research surveys the perceptions of CEOs from 764 organisations in the U.S., focusing on these four OC traits. Consequently, these traits were compared with subjective and objective organisational effectiveness metrics.

Their ground-breaking research revealed compelling findings. Notably, there was a consistent positive association between Denison's cultural traits and organisational

effectiveness. Within these traits, adaptability and involvement emerged as robust growth indicators, while mission and consistency were closely aligned with profitability predictions.

Fey and Denison (2003) examined the Model in foreign-owned enterprises operating in Russia, with a comparative analysis of the findings in relation to firms in the United States. The quantitative study of 179 foreign firms operating in Russia found that involvement and adaptability are significant for firms operating in Russia. In contrast, the cultural attributes seen in the Russian dataset have a less correlation with performance, employee happiness, quality, and product development. However, they display a stronger correlation with market share, sales growth, profitability, and the effectiveness index. The study also included four qualitative case studies of companies operating in Russia to explore the underlying dynamics of OC in Russia. The case studies revealed that the cultural traits of involvement, consistency, adaptability, and mission are consistent with the Model but also have some unique characteristics in the Russian context.

Denison and Mishra's (1995) seminal work provided a foundational framework connecting OC with effectiveness. This seminal work paved the way for numerous subsequent studies, such as those by Kotrba et al. (2012), and Elias and Akintayo (2019), highlighting the complexities of culture's role in business outcomes. In a nuanced analysis, Kotrba et al. (2012) emphasise the significance of cultural consistency in ensuring organisational effectiveness.

Several studies have examined the relationship between culture and performance in non-traditional fields. For example, Punina et al.'s (2023) investigation of Ecuador's higher education landscape, focusing on the Instituto Superior Tecnológico Pelileo, identified a mission-oriented culture, emphasising its influence on management success and faculty satisfaction. It also highlights the need for a culture of innovation and discipline in the university context. The study was conducted on 80 professors and coordinators of the teaching staff. The research was non-experimental and cross-sectional, meaning the object of study was not altered, and the information was collected simultaneously.

When applied to Turkish businesses, the research by Byükaslan and Aikolu (2022)

offers a different viewpoint on the universality of Denison's Model. The authors used financial data to study the link between OC delineated by Denison's Model and return on equity. The results showed that only the mission trait significantly affected financial performance. The other traits, including involvement, adaptability, and consistency, showed no measurable influence on the financial outcomes in the Turkish chemical industry. This suggests that the applicability of cultural traits in determining performance might vary across industries and geographies. Such findings underscore the importance of understanding localised nuances before adopting universally recognised models, suggesting that not all components of Denison's Model can resonate with any cultural or industrial context.

In a study to determine the impact of corporate culture on OP in Nepal's banking industry. Dahal et al. (2021) found a significant positive correlation between the two constructs. Adaptability was the strongest predictor of performance, while consistency had a weaker impact. The study recommended strengthening competitive cultures and promoting adaptive human values.

Fatoki (2019) investigates the effect of OC on the environmental performance of South African hospitality firms using Denison's model. These firms are classified as small and medium enterprises. The relationship between the variables was analysed and tested using quantitative research methods and descriptive and causal research designs. The findings reveal that all four traits have a significant positive impact on environmental outcomes. Employee involvement has the highest impact following adaptability, consistency, and mission.

The validation of Denison's Model in the Indian context by Nazir and Lone (2008) reaffirms the Model's global applicability. The research of Tulcanaza-Prieto et al. (2021) emphasises the significance of Denison's cultural characteristics for predicting performance outcomes in the Ecuadorian service sector.

A comparative study by Fourie (2022) on the relationship between OC and organisational effectiveness in a South African food retailer. Using the Denison OC Survey to measure OC and organisational effectiveness, the study found statistically significant relationships between certain cultural traits and organisational effectiveness. The study took a quantitative research approach and surveyed 150

employees from different departments of a particular retail store. However, the research was carried out within a singular organisation, so limiting the extent to which the results can be applied to a more general population.

Abane et al. (2022) explored the relationship between OC and employee productivity in the local government sector in Ghana. The study employed Denison's culture model to evaluate OC and assess employee productivity through target achievement, available resources, and work hours. The findings indicate a strong and positive culture in the Sekondi-Takoradi Metropolitan Assembly, with involvement, consistency, and the organisation's mission significantly influencing productivity. The study suggests that organisations can improve productivity by fostering a culture of involvement, maintaining consistency, and aligning the mission with the OC. It also highlights the importance of investing in technology and training to boost employee productivity. Moreover, the findings illustrate the need for local government entities to implement robust organisational culture practices to address the issue of low productivity within the public sector. This suggests that OC should be considered in policy development and implementation.

In Afghanistan's educational sector, Hafiz and Basheer (2021) applied Denison's Model, shedding light on the significance of involvement and consistency in driving the effectiveness of OC. The study employed a mixed research method. They reached comparable results in their study conducted in Manipur, India (Nungchim & Leihaothabam, 2022). The study is based on 140 employees selected from different Manipur, Northeast India organisations. The study employed stratified random sampling as the chosen sample method and implemented a cross-sectional study design.

Imran and Ismail (2022) then apply these insights to the Pakistani banking sector, reinforcing the positive relationships between various OC dimensions and performance. Data was collected from 320 branches of public banks. The study found that the dimensions of OC, such as involvement, consistency, adaptability, and mission culture, were significantly positively associated with OP. This suggests that improvements in OC can lead to improvements in OP; therefore, fostering a robust OC should be a top priority to enhance performance.

Many researchers have confirmed the relationship between OC and organisational effectiveness. Acar and Acar (2014) highlight the ability of culture to confer competitive advantages. Concurrently, Ahmed and Shafiq (2014) discovered a significant correlation between OC and business performance in Bahawalpur-based telecom companies, underscoring OC as the predominant determinant of performance. Gregory et al. (2009) examined the relationship between OC and performance from the employee's perspective. The study's findings advocate for a well-balanced culture, particularly in the group culture domain, for optimal organisational effectiveness. Such cultures, it is argued, influence employee morale, commitment, and job satisfaction, thereby indirectly driving overall effectiveness.

The aforementioned empirical research have provided confirmation of a favourable correlation between OC and the effectiveness of organisations in South Africa as well as other nations. This proves the focal point of the numerous studies across sectors and geographies. Organisational culture's role in enhancing performance has been the focal point of multiple studies across sectors and geographies. Moreover, a common theme emerges: shared values and norms within organisations substantially impact performance outcomes.

Table 2.1, presented below, provides a concise summary of the literature that has been studied while also highlighting the research gap that has been discovered.

Table 2.1: Summary of Empirical Studies

Author (Year)	Main Objective	Key Findings	The focus of the study
Fatoki (2019)	To investigate the impact of OC on firm environmental performance	The four Denison's culture traits significantly enhance the environmental performance	Hospitality sector in South Africa
Imran and Ismail (2021)	To investigate the relationship between OCs' dimensions and OP	All culture dimensions (involvement, consistency, adaptability and mission) were significantly related to OP	Pakistan's public banking sector

Author (Year)	Main Objective	Key Findings	The focus of the study
Abane et al. (2022)	To investigate the link between OC and employee productivity	There is a positive relationship between consistency, involvement, and mission in employee productivity	Ghana's local government sector
Böyükaslan and Aşıkoğlu (2022)	To investigate the impact of OC on firm performance	The mission traits significantly contribute to business success, while involvement, consistency, and adaptability did not significantly impact firm profitability	Turkish chemical industry
Shamsudin and Velmurugan (2021)	To explore the relationship between OC and performance	The mission factor is the most important of the four factors in terms of fostering overall OP, sales performance, and market share growth	IT service sector in India
Tulcanaza-Prieto et al. (2021)	To identify the effect of OC on corporate performance	The study reveals a positive correlation between OC and firm performance, with factors like involvement, adaptability, consistency, and mission influencing non-financial performance	Ecuadorian service sector
Korma et al. (2022)	To assess the impact of OC on the performance of public service institutions, with a focus on five dimensions: organisational learning, team orientation, strategic direction and intent, creating change, and goals and objectives	The study found that organisational learning, team orientation, and strategic direction and intent significantly impact OP, but they did not support creating change and goals and objectives	Educational Institutions in Ethiopia

Author (Year)	Main Objective	Key Findings	The focus of the study
Fourie (2022)	To determine the relationship between OC and organisational effectiveness	A statistically significant correlation has been observed between three cultural aspects, namely Mission, Consistency, and Involvement, and the level of organisational effectiveness.	South African food retailer

2.6 Chapter Conclusion

This chapter explored the concept of culture in general and within the context of organisations. It discussed the evolution of the concept and the various definitions and interpretations of culture. The chapter emphasised the importance of OC for the success of an organisation and its impact on multiple aspects of operations and performance. It also highlighted the different levels of understanding OC and the theoretical models and frameworks developed to study it. The chapter further examined the relationship between OC and OP, presenting research findings supporting a positive association between cultural traits and effectiveness. It concludes by discussing studies conducted in different sectors and countries that validate the relevance of Denison's Model in understanding the relationship between culture and performance. The chapter provides a comprehensive overview of the literature on culture and its implications for organisational effectiveness.

The subsequent chapter provides a comprehensive discussion of the formulated theories.

CHAPTER 3: RESEARCH HYPOTHESES

3.1 Introduction

In South Africa's complex and evolving public sector, the function of OC and its diverse dimensions—involvement, consistency, adaptability, and mission—remains an intriguing enigma. As the nation navigates its transition, embraces new aspirations to improve public service, and elevates the quality of life for its citizens, the efficiency of the public sector, the largest service provider in the country, is under scrutiny. OC is one of the numerous variables that may influence performance as a potential determinant for the future of government agencies and, by extension, the nation's priorities.

As seen in previous chapters, different global contexts have produced contradictory and inconclusive empirical findings, making it difficult to comprehend how cultural dimensions, particularly those in the Denison model, manifest themselves in South Africa. While the overarching objective is to decipher the correlation between these cultural aspects and OP, this chapter aims to crystallise these questions and ground them firmly within the South African public sector context. This chapter uses the literature review to help formulate a focused set of hypotheses that will help determine how culture and performance interact in this setting, taking into account the research problem, purpose, goals, and objectives already established.

3.2 Hypotheses Development

Involvement is the participation of employees in the decision-making process and other organisational activities (Fatoki, 2019). Mousavi et al. (2015) identified this dimension as crucial to organisational effectiveness. Research conducted by Given in 2012 found that performing multiple tasks results in a general lack of specialisation, making assigning responsibility for specific tasks more difficult. Abane et al. (2022) and Pathiramage (2019) discovered that a culture of involvement influences employee productivity. This leads to the study's first hypothesis:

H1: Involvement culture has a positive impact on organisational performance

Imran and Ismail (2022) refer to the consistency of an organisation's internal systems and fundamental values as a way to resolve issues and enhance productivity. According to Fakoti (2019), it helps an organisation develop procedures essential for the development of an internal system of governance. Denison et al. (2014) acknowledge that when diverse organisations create a culture of consistency within organisations, they have a high rate of internal promotion. According to Nongo and Ikeynyon (2012), a high level of consistency does not contribute to employee commitment and performance. This leads to the study's second hypothesis:

H2: Consistency culture has a positive impact on organisational performance

Schein (2010) defines adaptability as the leader's ability to detect and react to external environments. Their customers drive adaptable organisations, take risks, learn from their errors, and have the ability and experience to create change (Denison et al., 2003). Akpa et al. (2021) imply that business managers are enthusiastic and responsive to internal and external factors and can modify the existing OC to accommodate necessary changes. Although a link was found between adaptability culture and OP by Abane et al. (2022), the authors also warn business managers that when employees feel more comfortable in their organisations for a more extended period, this can have a negative effect on their productivity. This leads to the study's third hypothesis:

H3: Adaptability culture has a positive impact on organisational performance

According to Denison et al. (2003), successful businesses have a well-defined mission and vision that outlines their long-term goals, objectives and plans. Kirin et al. (2019) argue that a company's mission distinguishes it from its competitors by fostering a common set of values that generate business success and competitive advantage. Imran and Ismail (2022) supported this view in a study done in Pakistan, which found a positive impact on mission culture and OP. This leads to the study's fourth hypothesis:

H4: Mission culture has a positive impact on organisational performance

3.3 Conceptual Framework

The figure illustrates the correlation between two central constructs: OC and OP. Drawing from established literature, various aspects of OC have been empirically linked to influencing OP (Denison et al., 2006). Each dimension of culture is measured by a unique composite index derived from an aggregation of five different survey points.

This model serves two purposes. Firstly, it determines the collective impact of OC on performance. Secondly, it sets the stage for assessing the universal resonance of the model and identifying the most influential and least influential contributors within the OC domain. These insights have significant implications for management and provide guidance for making informed decisions about the complexities of OC.

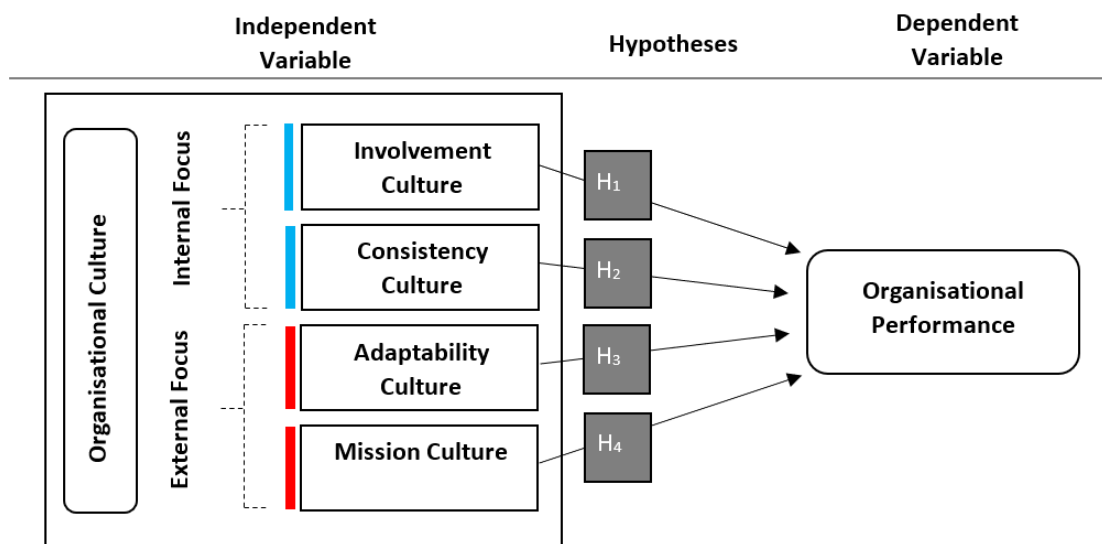


Figure 3.1: Theoretical Model

3.4 Chapter Conclusion

The theory and literature review detailed some of the work done in OC, Denison's model, and OP. Although much has been done, the literature review highlights the opportunity to explore the relationship between the dimensions of OC and OP in the public sector of South Africa.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter provides an overview of the research methodology employed to test the hypotheses developed in Chapter 3 and explains the rationale behind the study. It outlines the research philosophy, design and approach and discusses the population and sample selection. Additionally, this chapter elaborates on the measurement instrument used, the data collection process, the analysis approach, the validity and reliability of the instruments, limitations and the ethical considerations involved.

4.2 Research Setting

The research is based on the diverse and unique environment of South Africa, which includes the public sector as the largest employer in the country (Raliphada et al., 2014) and the primary source of basic service delivery. The study was conducted cross-sectionally from July 2023 to October 2023 to capture the essence of OC during a typical operational intensity. Participants from the managerial and non-managerial ranks within the public sector have been chosen based on their tenure of at least three years in their respective organisations and age 26 and above. This allowed for their adequate immersion in the prevailing OC and provided insightful feedback on how it intersects with performance. The data collected was based on a comprehensive survey method designed to extract nuanced understandings of OC and its subsequent impact on performance metrics. The motivation for anchoring this study in South Africa's public sector aims to bridge the research gap on the OC study in the broader Sub-Saharan region. This study aims to fill the knowledge gap by investigating this unexplored terrain and potentially providing extrapolative insights for similar regional contexts. Compare these results with similar results from samples of organisations from Western and European countries developing countries. Furthermore, understanding the interplay between OC and performance can provide valuable insights into how to improve public service delivery in South Africa.

4.3 Research Philosophy

The research philosophy encompasses beliefs regarding collecting, analysing, and using data related to an occurrence (Saunders et al., 2016). This philosophy is based on ontological, epistemological, and axiological principles. Combining these principles forms a research paradigm that provides a comprehensive perspective on understanding problems, viewing the world, and systematically conducting research (Rahi, 2017). Adopting a research paradigm is crucial in human behaviour and management studies, as it enhances the credibility and generalisability of the study (Kankam, 2019). The five commonly used paradigms are positivism, realism, interpretivism, postmodernism, and pragmatism (Saunders et al., 2016). For this study, the selected paradigm was positivism. The researcher aimed to test an existing theory, formulate hypotheses, and predict and control phenomena by studying a representative population sample. Extensive research has been conducted on the dimensions of OC using the Denison model and their impact on OP in developed countries. Therefore, this study aimed to examine the application of this theory in developing countries, particularly in the South African public sector. A positivist perspective asserts that the social world can be objectively interpreted, dissociated from personal values, and operated independently (Žukauskas et al., 2018).

4.4 Research Design

According to Saunders et al. (2016), theory development can be categorised into three main approaches: deductive, inductive, and abductive. In this study, the deductive and inductive approaches are discussed. Deductive research involves using a pre-existing theory to guide data collection and analysis. In contrast, inductive research starts with a research question and collects empirical data to generate hypotheses and theories for testing in follow-up studies. For this study, a deductive approach was chosen as the research design, given the pre-existing theory and hypotheses to be tested, as illustrated in Figure 4.1 below.

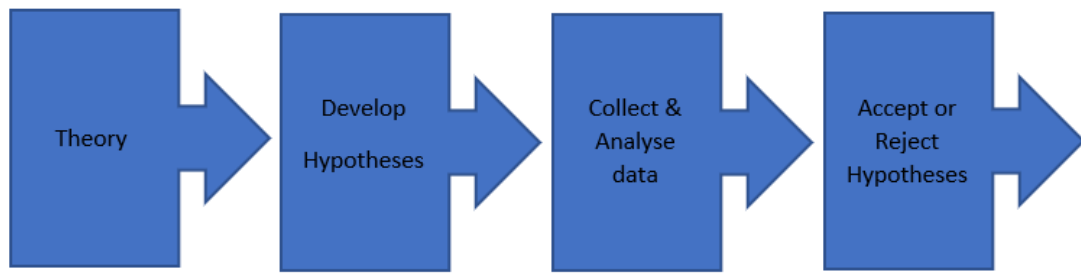


Figure 4.1: Deductive approach process flow used in the study

Rahi (2017) supported the recommendation of Ramachandran et al. by asserting that the survey research strategy, commonly used in conjunction with the deductive research approach, facilitated the creation and verification of assumptions for researchers studying a particular concept. The study focused on two theoretical concepts: OC and OP. The researcher investigated the relationship between the cultural dimensions of the Denison model and OP. These frameworks provided the foundation for developing and testing hypotheses, emphasising the deductive nature of the study. Three out of the four of Denison's cultural traits, based on the data collected, primarily supported the existing theory.

A quantitative strategy is considered the most suitable method for investigating the conceptual framework through statistical analysis and mathematical expressions; it involves identifying patterns and relationships between different dimensions, as opposed to qualitative methods that develop theories through observation (Mackenzie & Knipe, 2006). Secondly, it strives for accurate and consistent measurements from a representative sample. The importance of this method lies in its ability to produce data that can be used for statistical analyses and benchmarking (Queirós et al., 2017). Thirdly, it reduces researcher bias due to their focus on numbers and statistical analyses, providing a more objective lens for evaluating OC, which is crucial when working with structured models (Bryman, 2006). Lastly, given a large and representative sample, quantitative research can be generalised to a larger population, providing organisations with a macro-level understanding of culture (Bryman, 2006).

The study employed a descriptive-explanatory research design, combining the data description with its subsequent analysis to determine the relationships between

variables. This method thoroughly examined the variables in question, excluding any active manipulation by the researcher, thereby preserving these variables' genuine characteristics and relationships (Saunders et al., 2016). Importantly, this design provided the framework for thorough statistical analysis, easing the testing of hypotheses and paving the way for definitive conclusions (Gachengo, 2018). The study's objectives influenced this design, the comprehensive nature of the collected data, and the specific analytical techniques employed.

4.5 Unit of Analysis

To better understand the topic, the study's unit analysis examined organisational management and non-management employees from various departments and organisations within the South African public sector.

4.6 Target Population and Sample

As depicted in Figure 4.2, according to Rahi (2017), the target population is the total number of individuals or objects that a study seeks to understand or generalise, while the sampling frame refers to the accessible target population for the study, and the sample is the actual units selected for the study. This study established a sample of South African public sector employees to gather data and measure their perception of their organisation along the four dimensions of the Denison model plus OP. The researcher chose this sector for the study due to its potential to lead to a large sample size, given that it is the largest employer. The sector is unique in its challenges and opportunities in providing public services due to its history of apartheid and socio-economic inequality (Ndou, 2022). The sector plays a crucial role in driving national development and economic growth and improving citizens' quality of life (Matlala & Uwizeyimana, 2020).

Consequently, the sector provides a rich and complex research environment. The target population comprises both management and non-management categories in 123 organisations, ensuring diversity and providing data triangulation. All participants were required that they have a minimum of three years of professional experience and be at least 26 years of age to ensure and enhance the validity and reliability of the collected data. All respondents received equal opportunities for participation.

Glenn (1992) asserts that statistical methods are used in quantitative research to determine the optimal sample size. To ensure the generalisability of the study, a sample size of at least $N = 150$ is considered. Based on the recommendations outlined by Babbie and Mouton (2010), it was determined that this particular sample exceeded the minimum requirements necessary for statistical analysis. Probability sampling was used as it offers the best opportunity to create a sample representative of the population (Saunders et al., 2016). The researcher aimed to draw conclusions about the population based on the sample and test the hypotheses developed. The study employed a simple random sampling technique, which minimises bias and creates more efficient results. As Abane et al. (2022) highlight, this method facilitates the selection of representative samples, thereby improving the validity and reliability of the collected data. In response to this sentiment, Korma et al. (2022) attest that the simple random sampling approach ensures data accuracy, an absence of bias, the ability to deliver generalisable results, and simplicity in its application.

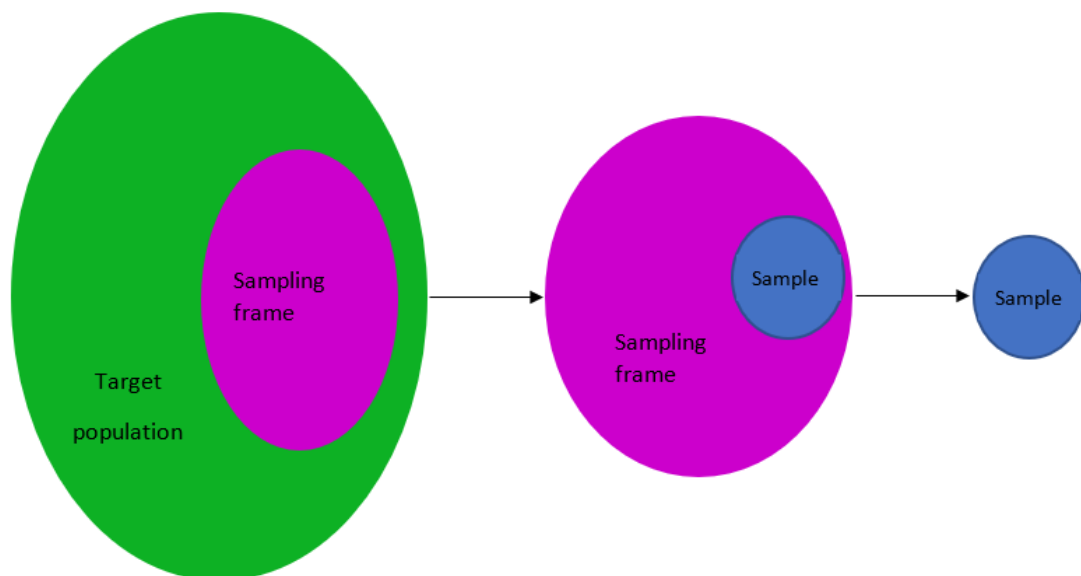


Figure 4.2: Sampling approach for the study

4.7 Measurement Instrument

Research strategy refers to the approach used for data collection, and in the social sciences, five techniques are commonly employed: experiments, surveys, archival analysis, histories, and case studies (Rahi, 2017; Saunders & Lewis, 2017). For this

study, a survey research strategy was employed, allowing for data collection representative of a population (Snyder, 2019) and aligned with philosophical leanings, theories, developed hypotheses, research objectives, and time constraints (Saunders & Lewis, 2017). A survey questionnaire was conducted as part of the data collection strategy to eliminate biases and allow participants to provide their feedback without the interference of the researcher. A cross-sectional and mono-method approach was used to complete the research project within the time constraints of the MBA programme. The mono-method approach used a single data collection technique (Al-Ababneh, 2020).

Given the positivist philosophy and the goal of predicting relationships through numerical descriptions and explanations of causes, the quantitative method was considered the best way to collect data. The survey questionnaire served as the measuring instrument, consisting of a specific set of questions designed to consistently gather data and measure constructs (Saunders & Lewis, 2017). The questionnaire was distributed electronically to all accessible public sector employees via a "Survey Monkey" platform. Using this platform ensured the anonymity of the participants throughout the process. A questionnaire was employed in the study. This questionnaire was divided into four sections: demographics, OC, OP, and suggestions, as shown in Table 4.1. Observations and attitudes were measured using Likert-type scales, typically comprising five or seven response categories as rating scales (Croasmun & Ostrom, 2011). The survey questions were formulated using a Likert scale consisting of five points, with one representing "strongly disagree" and five representing "strongly agree". The list of measurement items is shown in Appendix C. Respondents could effectively express their opinions on this scale because it was simple to understand and had stronger correlations with t-test results. Additionally, Rahi (2017) highlighted that it was appropriate for online surveys.

Table 4.1: Breakdown of Questionnaire Components

Section	Construct	No of items	Measurement Scale	Article
A	Demographics	8	N/A	N/A

Section	Construct	No of items	Measurement Scale	Article
B	Organisational Culture	12	5 – Point Likert Scale	Fey, C. F., & Denison, D. R. (2003). Organisational culture and effectiveness: Can American theory be applied in Russia? <i>Organisation Science</i> , 14(6), 686–706. https://doi.org/10.1287/orsc.14.6.686.24868
C	Organisational Performance	9	5 – Point Likert Scale	Gachengo, L. W. (2018). Inter-organisational collaborations and performance of courier firms in Nairobi city county, Kenya. <i>Journal of Chemical Information and Modeling</i> , 53(9), 1689–1699.
D	Suggestion	N/A	N/A	N/A

4.7.1 Organisational Culture

In order to investigate the OC of the South African public sector, questionnaires based on Denison's model were adapted and utilised. The Denison framework identifies four fundamental pillars of OC: involvement, consistency, adaptability, and mission. Each of these pillars is divided into three sub-dimensions. One aspect from each of the four main pillars was chosen for this study. These were empowerment from involvement, core values from consistency, creating change from adaptability, and strategic direction and intent from the mission. Therefore, a set of 12 items, previously conceptualised by Fey and Denison (2003), was used to measure aspects of OC.

4.7.2 Organisational Performance

OP in the public sector is a critical and complex one due to the unique characteristics of the sector. The performance indicators typically align with the mission and objectives of the organisation. Gachengo's (2018) perspective on OP is the basis for the current study. This perspective emphasises the ability of an organisation to achieve its goals effectively and efficiently while maximising resource utilisation. The study assessed the OP of the South African public sector through the lens of effectiveness and efficiency, as defined in Gachengo's (2018) seminal work. This evaluation was conducted using nine items previously conceptualised by the author.

These items comprehensively assessed performance.

4.7.3 Adapting Questionnaire Justification

Several significant factors influenced the decision to modify the questionnaire initially developed by Fey and Denison (2003) and Gachengo (2018):

- **Contextual relevance:** Each research environment has its distinctive characteristics and nuances. This study is mainly about the South African public sector, which has traits that might not fully match the original setting in which the questionnaires by Fey and Denison (2003) and Gachengo (2018) were sent out. To ensure the relevance and accuracy of the research instrument, modifications were made, thereby customising the instrument to accurately measure the variables of interest pertinent to public organisations in the South African context.
- **Time constraints:** Extensive surveys can unintentionally lead to respondent fatigue. This fatigue may compromise the integrity of the responses, resulting in data that is neither reflective nor representative of the genuine perceptions of the participants. Due to this rationale, the researcher considered it imperative to revise and streamline the questionnaire. This method reduces the risks associated with lengthy questionnaires and keeps the participants interested, making it easier to get accurate and valuable data (Porter et al., 2004).

4.8 Measurement Instrument Pre-Testing

The primary objective of a pilot test is to pre-test research instruments (Van Teijlingen & Hundley, 2001). Its primary purpose is to identify potential challenges or barriers in the research process. It also provides early warnings about potential problems that might arise in the primary research by demonstrating places where research protocols might be missed or when the suggested methods or instruments might not be appropriate or are too complicated (Van Teijlingen & Hundley, 2001). Before formal data collection, the questionnaire was distributed to six individuals, each representing the diversity of the larger population that the study intended to investigate. This pre-testing was conducted to evaluate the instrument's clarity,

spelling, grammar, ease of comprehension, and operational efficiency of the electronic system. The feedback highlighted multiple areas of concern:

- Miscommunications: The researcher failed to specify the deadline for the pilot test's return.
- Ambiguities: Some questions in the sub-section on mission culture were ambiguous and could be interpreted in various ways.
- System Malfunctions: The lack of a submit button hindered the completion process.
- Time Allocation: The researcher had anticipated a 20-minute completion time, but participants could complete their responses in approximately 10 minutes.

After addressing and resolving the issues mentioned above with diligence, the questionnaire was distributed to the target population.

4.9 Data Collection Procedure

4.9.1 Data Collection Instrument

The data collection instrument for this study was a survey questionnaire administered using an electronic system called "Survey Monkey". The questionnaire was distributed to the target population, and respondents meeting the sampling criteria outlined in Section 4.6 were selected to participate. The questionnaire was self-administered, allowing respondents to complete it independently. To reach the target group, the researcher used a combination of existing social media professional groups to access them and printed surveys distributed to voluntary participants 15 days into the process. These groups served as channels through which potential respondents could be recruited and invited to participate in the survey. These methods enhanced the researcher's ability to collect data from individuals who met the predetermined sampling criteria. The data was collected from 174 respondents between 18 July and 17 August 2023. The data collected for this study consisted of primary sources, significantly influencing the quantitative approach employed. The questionnaire was structured into four parts, as mentioned in section 4.7. Collectively, these sections allowed for a comprehensive examination of the research variables.

4.10 Data Analysis Techniques

The collected data were analysed using both Statistical Package for Social Sciences (SPSS), version 28 and SmartPLS, version 4. A systematic approach, which includes five steps, was adopted to assess the data effectively:

1. **Compilation:** gathering and organising the data in a structured manner.
2. **Editing:** reviewing the data for accuracy and rectifying any inconsistencies.
3. **Coding:** assigning numerical or categorical values to responses for efficient analysis.
4. **Classification:** grouping the data into relevant categories based on specific criteria
5. **Tabulation:** organise the data in tables to facilitate a clear visual representation.

The researcher used descriptive and inferential statistical techniques using both SPSS and SmartPLS to explore the dataset and evaluate the study's proposed hypotheses.

4.10.1 Descriptive Statistics

Descriptive statistics were employed to explain the fundamental characteristics of the dataset. This analytical method offers comprehensive summaries of demographic attributes, including age, gender, education, job designation, functional role, and duration of tenure within the organisation. By analysing the frequencies and distributions, the researcher could determine and illustrate the prevalent status of the specified variables. The researcher examined the complex dynamics of cultural determinants influencing OP (based on the structure of the questionnaire – Likert-scale) in the public sector through the lens of descriptive statistics. These statistical results provided a clearer understanding of the current characteristics and tendencies of the variables under study.

4.10.2 Factor Analysis

Factor analysis is a statistical technique that condenses many variables into smaller

latent factors, simplifying the dataset's structure. This approach assumes that multiple observed variables can be attributed to fewer underlying factors (Fabrigar et al., 1999). It is assumed there are no outliers or missing values, that the sample size is large enough (often more significant than the number of variables being looked at), that the variables are related, that the data will be metric (interval), and that the variables do not have to be normal across all variables (Osborne & Costello, 2005). Factor analysis has many uses: it helps reduce data, find latent variables, group items into conceptual subsets, and check the number of dimensions in data (Fabrigar et al., 1999). Factor analysis is divided into two primary methodologies: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). EFA aims to uncover the underlying structure of the data, while CFA, employed within the structural equation modelling framework, validates the factor structure identified or hypothesised from previous studies or theoretical considerations (Brown, 2015). Given the objectives of this research, CFA was the most suitable analytical method.

4.10.3 Inferential Statistics

The relationship between cultural dimensions (involvement, consistency, adaptability, and mission) and OP (effectiveness and efficiency) was assessed using inferential statistics. According to Bagozzi and Phillips' (1991) method, this technique determined the correlations between the independent and dependent variables. The influence of independent variables on dependent variables and the nature of their interactions were evaluated using multiple regression analyses. SPSS can do both parametric and nonparametric statistical tests and comparative and correlational tests in univariate, bivariate, and multivariate frameworks (Ong & Puteh, 2017). This software enhanced the researcher's ability to examine and interpret the data systematically.

4.11 Quality Assurance

The Cronbach's alpha coefficient and construct validity were used to determine the validity and reliability of the data collection method. The Cronbach's alpha coefficient is a statistical measure that evaluates a questionnaire or survey's internal consistency and stability (Hajjar, 2018). It shows how well the items within a scale or instrument are interrelated. In this study, Cronbach's alpha coefficient of 0.7 was

used as a threshold to determine the reliability of the questionnaires (Lance et al., 2006). The following chapter discusses the results of the tests.

4.12 Ethical Considerations

The researcher was committed to adhering to rigorous ethical research standards throughout the research process, which were essential for ensuring the validity of this study. By strictly adhering to these ethical principles, the researcher aimed to protect the rights, well-being, and privacy of the participants and maintain the integrity and credibility of the research. Data collection only began once ethical clearance from the awarding institution, the Gordon Institute of Business Science, ensured compliance with ethical guidelines and regulations. The researcher will securely store all data collected electronically on an external hard drive to retain the dataset for ten years. This enables academic audit if needed or for the benefit of future researchers who wish to examine the raw data. The study adhered to the following ethical principles:

4.12.1 Informed Consent

Each respondent was provided with a comprehensive explanation of the study's objectives, purposes, and expected outcomes before being invited to participate (refer to Appendix A, Appendix B and Appendix C). They understood their involvement and made an informed decision about their voluntary participation.

4.12.2 Anonymity

To protect the confidentiality and privacy of the respondents, the questionnaire was designed to maintain complete anonymity. No personal identifying information, such as names or organisational details, was collected. Only aggregated data, which combined responses from multiple participants, was reported to ensure anonymity and confidentiality.

4.12.3 Voluntary Participation

It was made clear to the respondents that their participation in the study was voluntary, and they had the right to withdraw their participation at any stage without facing any negative consequences. They were assured that their participation would not impact their current or future relationship with the researcher or their organisation. The study results were used solely for research purposes and were not disclosed or shared beyond the scope of the study. Following Babbie (2020), participants were not compelled to participate in the research. Their autonomy and freedom of choice were respected throughout the study.

4.13 Chapter Conclusion

In line with the research goals and the theory being tested, the researcher used a positivist philosophy, a deductive approach, a quantitative descriptive-explanatory method, and a survey strategy. The units of analysis consist of the organisation's management and non-management employees from various South African public sector departments. A sampling method, size, and technique were determined to ensure the representation of the target population. A self-administering questionnaire was used as the primary method for data collection from the identified target population. The data analysis approach applied quantitative techniques to analyse the collected data, such as statistical analysis, including descriptive statistics and inferential statistics. To ensure the study's ethical standards, the researcher adhered to ethical considerations, ensuring informed consent, data confidentiality, and privacy protection.

CHAPTER 5: RESULTS

5.1 Introduction

To test the validity of the proposed model in an under-researched context, and to identify the most significant aspects of culture. The study took only one index of the four OC aspects: empowerment, core values, creating change, and strategic direction and intent. This was investigated using a quantitative descriptive cross-sectional research design described in Chapter 4. A survey was used to collect empirical data, and 174 responses were collected. This response exceeded the targeted number of 150 respondents. At the end of this chapter, a post hoc GPower analysis was conducted to confirm that the sample size was sufficient.

The chapter begins with a discussion of the screening and cleaning of empirical data, followed by the demographic data necessary to profile respondents. Descriptive statistics and a measurement model that assesses the instrument's validity and reliability follow. The hypotheses, initially presented in Chapter 3 and explained in Chapter 6, are then evaluated, and a determination is made whether they are supported.

5.2 Data Screening and Cleaning

The data was examined and refined using SPSS version 28 to ascertain its integrity and eliminate potential biases stemming from inaccuracies, such as missing values and outliers. The analysis of missing values is detailed in Table 5.1. Impressively, the results demonstrate that the concerns related to missing values were negligible. All observed missing values were below Schafer's (1999) conservative 5% threshold. This standard is more stringent than the 10% benchmark that Dong and Peng (2013) suggested. Notably, the highest incidence of missing values was observed in CC2 (My organisation has distinct management practices) and EFI 5 (My organisation delivers its services promptly without any delay), with a rate of 2.3%. It is important to note that missing values are common in social science surveys. Given that the questionnaire was voluntary, participants may have chosen to omit certain sections

or not engage at all.

After examining the dataset for missing values, the researcher then looked for outliers. The box plot method was used to identify some values that exceeded the 1.5-times interquartile range. However, it is reassuring to note that none of these values crossed the critical three-times interquartile range threshold, as presented in Appendix E. Therefore, the dataset was without extreme outliers.

Table 5.1: Missing Value Analysis

		N	Missing	
			Count	Percent
IC1	My organisation's employees are highly involved in their work.	172	2	1,1
IC2	My organisation is usually taking decisions at the level where the best information is available.	173	1	0,6
IC3	My organisation has widely shared information so that everyone can easily get the important information he or she needs when it's needed.	173	1	0,6
CC1	My organisation's managers "practice what they preach".	171	3	1,7
CC2	My organisation has a distinct set of management practices.	170	4	2,3
CC3	In my organisation, there is a clear set of values that govern the way we do business.	171	3	1,7
AC1	In my organisation, the way things are done is very flexible.	171	3	1,7
AC2	My organisation responds well to changes in the business environment.	171	3	1,7
AC3	In my organisation, improved ways to do work are continually adopted.	171	3	1,7
MC1	My organisation has a long-term purpose and direction.	172	2	1,1
MC2	My organisation strategy leads other organisations to change the way they compete in the industry.	173	1	0,6
MC3	My organisation has a clear mission that gives direction to organisational work.	172	2	1,1
EF1	Time in handling the tasks of my organisation is reduced.	171	3	1,7
EF2	The cost of dealing with the tasks of my organisation is reduced.	172	2	1,1

		N	Missing	
			Count	Percent
EF3	The accuracy of the business process of my organisation is improved.	173	1	0,6
EF4	The administrative efficiency of my organisation is improved.	172	2	1,1
EF5	My organisation delivers its services promptly without any delay.	170	4	2,3
EFE1	The planned goal of my organisation is attained.	173	1	0,6
EFE2	The quality of the business process of my organisation is improved.	173	1	0,6
EFE3	The business productivity of my organisation is improved.	173	1	0,6
EFE4	My organisation has created a high level of collaboration for effectiveness.	173	1	0,6
	Age	174	0	0
	Gender	174	0	0
	Education	174	0	0
	Job	173	1	0,6
	Tenure	174	0	0

5.3 Demographic Information

The respondents' demographic details were categorised based on age, gender, education, job position and tenure, as shown in Table 5.2. The dominant age group among the respondents was 36-40 years, representing 35.6% of the total sample. Following this were those between the ages of 26 and 35 (30.5%) and 41 and 50 (22.4%). There was almost equal gender representation among the respondents, with females representing 48.3% and males representing 51.7%.

When considering educational qualifications, the majority (42.0%) held postgraduate degrees. Those with college or certificate qualifications accounted for 26.4%, while degree holders represented 24.7%. The smallest group was made up of respondents with only high school education, at 6.9%.

In terms of job positions, 42.0% of respondents were either in line or middle management roles or served as specialists. Non-management positions,

encompassing roles such as administrators and clerks, were held by 40.2%. Meanwhile, 17.2% of the sample held senior and senior management roles, including advisors.

The data reveals a balanced distribution of employee tenures. Over half (57.4%) of employees have been with the company for 3 to 10 years, while the remaining 42.6% have tenures spanning 11 years or more. This suggests a stable workforce, with many having committed over a decade to the organisation.

Table 5.2: Demographic Profile of the Respondents

		N	%
Age	26–35 years	53	30,5%
	36–40 years	62	35,6%
	41–50 years	39	22,4%
	Older than 50 years	20	11,5%
Gender	Female	84	48,3%
	Male	90	51,7%
Education levels	High School	12	6,9%
	College / Certificate	46	26,4%
	Degree	43	24,7%
	Postgraduate	73	42,0%
Job	Non-management	70	40,2%
	Line, middle Management and Specialists	73	42,0%
	Senior, Executive Management and Advisors	30	17,2%
Tenure	3–6 years	50	28,7%
	7–10 years	50	28,7%
	11–15 years	37	21,3%
	More than 15 years	37	21,3%

5.4 Descriptive Statistics

The descriptive statistics derived from the empirical data are showcased in Table 5.3. The analysis includes measures of central tendency (mean and median), measures of spread (standard deviation), and measures of distribution normality

(skewness and kurtosis). Responses for these variables were gauged using a 5-point Likert scale, with one denoting "strongly disagree" and five indicating "strongly agree".

For the involvement culture dimension, the statement IC1, which reads, "My organisation's employees are highly involved in their work", recorded the highest mean at $M = 3.49$ and a standard deviation of $SD = 0.976$. The median for this statement was $Mdn = 4.00$. On the other hand, the statement IC2, details of which were not provided, had the lowest mean, registering at $M = 2.98$ with a standard deviation of $SD = 1.194$, and the median was $Mdn = 3.00$.

Table 5.3: Descriptive Statistics

	Mean	Median	Std. Deviation	Skewness	Kurtosis
IC1	3,49	4,00	0,976	-0,501	0,114
IC2	2,98	3,00	1,196	-0,100	-0,890
IC3	3,38	4,00	1,188	-0,469	-0,599
CC1	2,91	3,00	1,102	-0,106	-0,641
CC2	3,32	3,00	1,058	-0,346	-0,379
CC3	3,50	4,00	1,048	-0,504	-0,207
AC1	2,87	3,00	1,082	-0,022	-0,871
AC2	2,87	3,00	1,161	-0,020	-0,832
AC3	3,01	3,00	1,125	-0,212	-0,859
MC1	3,61	4,00	1,057	-0,851	0,284
MC2	3,42	4,00	1,137	-0,430	-0,588
MC3	3,55	4,00	1,067	-0,503	-0,363
EFI1	2,72	3,00	0,978	0,131	-0,485
EFI2	2,70	3,00	0,997	0,231	-0,501
EFI3	3,09	3,00	1,063	-0,186	-0,417
EFI4	2,95	3,00	1,166	-0,054	-0,937
EFI5	2,82	3,00	1,253	0,077	-0,944
EFE1	2,92	3,00	1,078	-0,187	-0,639
EFE2	3,03	3,00	1,045	-0,379	-0,483
EFE3	3,03	3,00	1,107	-0,188	-0,702

	Mean	Median	Std. Deviation	Skewness	Kurtosis
EFE4	3,15	3,00	1,121	-0,201	-0,660

For the consistency culture dimension, CC3 recorded the highest mean with $M = 3.50$ and a standard deviation of $SD = 1.048$. In contrast, CC1 registered the lowest mean at $M = 2.91$ with a corresponding standard deviation of $SD = 1.102$. Within the adaptability culture category, AC3 showcased the highest mean value, scoring $M = 3.01$ with a standard deviation of $SD = 1.125$. MC1 led with the highest mean for the mission culture dimension, registering $M = 3.61$ and a standard deviation of $SD = 1.057$. The analysis not only covered two dependent variables but also their levels of effectiveness and efficiency. The efficiency variable exhibited a mean range from 2.72 to 3.09, and the effectiveness variable spanned a mean range from 2.92 to 3.15.

5.5 Measurement Model

The study specifically incorporated twelve items from Fey and Denison's (2003) work to assess OC's dimensions, including involvement, consistency, adaptability, and culture. The study adapted nine items from Gachengo (2018) to gauge OP, which was used as definitive indicators. Since pre-established scales were used, a CFA was chosen over an exploratory one. This analysis was executed using SmartPLS version 4, as illustrated in Figure 5.1.

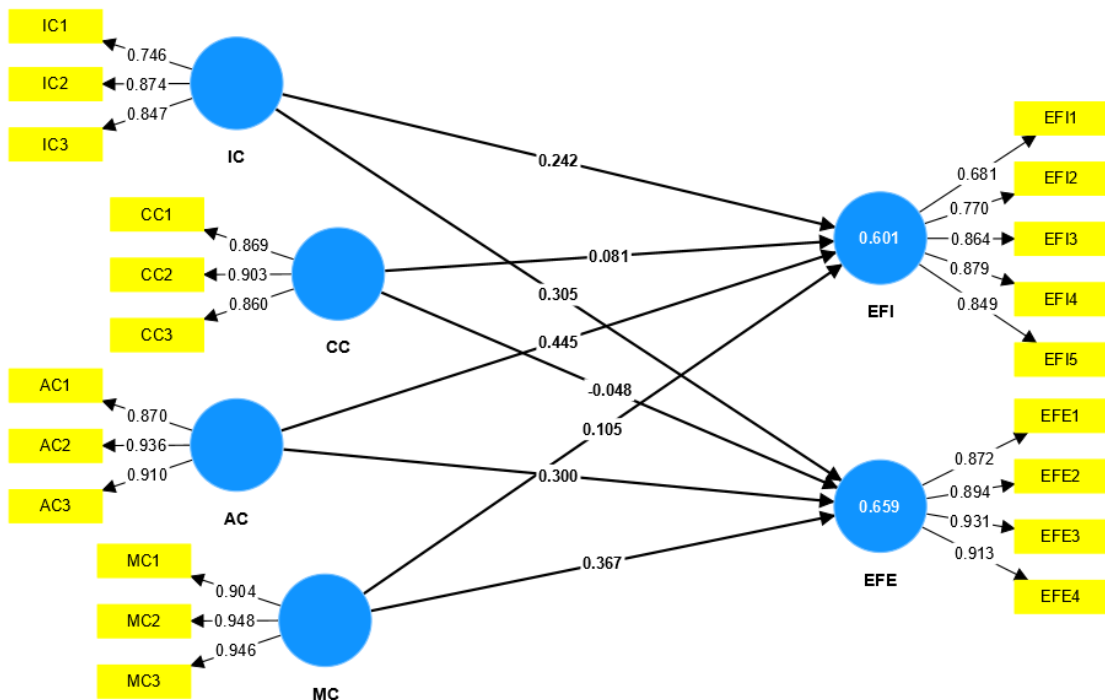


Figure 5.1: Measurement Model

SRMR = 0.062 NFI = 0,821

The constructs displayed satisfactory loading factors, with each latent construct's average exceeding the 0.7 threshold. All individual components within the latent constructs surpassed the 0.7 mark except for EFI 1, which was at 0.681. Although this loading factor is slightly below the threshold, the proximity of this loading factor to 0.7, combined with the efficiency construct's average of 0.802, suggests that it is acceptable.

The root mean square residual (RMSR) is recommended for assessing the composite model's overall fit (Henseler et al., 2014). This metric gauges the mean absolute value of covariance residuals. The RMSR value derived from the model was 0.062. Given that this is below the 0.08 benchmark, it can be inferred that the model does not have any errors.

The Normed Fit Index (NFI) typically yields values ranging from zero to one, with values closer to one signifying a better fit. A value that is above 0.9 often indicates a satisfactory fit. However, the model's NFI value was slightly lower at 0.821 in this instance. It is worth noting that NFI measures incremental fit and does not account for model complexity, which can be its limitation. An accurate NFI reading can only

be obtained if the model has adequate parameters. This characteristic suggests that the NFI should be interpreted cautiously in this context, and greater emphasis should be placed on the RMSR for decision-making.

5.5.1 Convergence Validity and Composite Reliability

The convergent validity of a measure evaluates the extent to which the measure correlates positively with other measures designed to assess the same or closely related constructs. Measures of similar constructs should display high correlations to establish convergent validity. The average variance extracted (AVE) is a common metric used to assess convergent validity, where an AVE value of 0.5 or above is considered indicative of satisfactory convergent validity (Kline, 2011).

In this study, all the constructs demonstrated high convergent validity. As detailed in Table 5.4, the involvement culture registered an AVE of 0.680. The consistency culture recorded an AVE of 0.770, the adaptability culture posted an AVE of 0.821, and the mission culture achieved an AVE of 0.870.

Table 5.4: Convergence Validity with AVE and Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Adaptability culture (AC)	0,891	0,899	0,932	0,821
Consistency culture (CC)	0,851	0,852	0,910	0,770
EFE	0,924	0,927	0,946	0,815
EFI	0,871	0,893	0,906	0,659
Involvement culture (IC)	0,762	0,770	0,864	0,680
Mission culture (MC)	0,925	0,933	0,953	0,870

The composite reliability test is used to measure the internal consistency of indicator variables that are associated with a latent variable. A composite reliability value

above 0.7 signifies that the indicator variables linked to the latent variable demonstrate considerable shared variance, denoting good internal consistency. This study evaluated composite reliability using the rho_a and rho_c values.

All constructs showed composite reliability above the 0.7 threshold. More specifically, rho_a values ranged from 0.762 to 0.925, with mission culture exhibiting the highest reliability and involvement culture displaying the lowest. For rho_c, the values ranged from 0.770 to 0.933. These findings underscore the reliability of the study's constructs, and the Cronbach alpha coefficients consistently exceeding 0.7 further support this reliability.

5.5.2 Discriminant Validity

The assessment of discriminant validity is essential to determining the extent to which constructs differ. Discriminant validity is commonly evaluated in variance-based structural equation modelling, particularly partial least squares, using methods like the Fornell-Larcker criterion, cross-loadings examination, and the more contemporary heterotrait-monotrait (HTMT) ratio of correlations. For this study, three methods were used for assessing discriminant validity, as reflected in Tables 5.5, 5.6, and 5.7.

The main goal of the Fornell-Larcker criterion is to show discriminant validity. This is done by checking to see if a latent variable explains more variation in its associated indicators than it shares with other constructs in the model (Hair et al., 2013). Essentially, discriminant validity is achieved when a particular construct's AVE exceeds its squared correlations with other constructs in the model. This principle implies that a construct should have the highest loading with its indicators and lower cross-loadings with other constructs, ensuring distinctness.

The present study exemplified this with results such as those for mission culture, whose loading was 0.933, whereas its cross-loadings with other constructs ranged from 0.609 to 0.708 (as shown in Table 5.5). Other constructs exhibited similar patterns, reinforcing the discriminant validity of the model.

Table 5.5: Fornell-Larcker Criterion

	AC	CC	EFE	EFI	IC	MC
AC	0,906					
CC	0,666	0,878				
EFE	0,705	0,616	0,903			
EFI	0,733	0,617	0,743	0,812		
IC	0,701	0,691	0,713	0,676	0,824	
MC	0,609	0,690	0,708	0,584	0,628	0,933

The results of the cross-loading analysis are displayed in Table 5.6. This method, which is rooted in EFA, often involves scrutinising the loading patterns of indicators to discern those with pronounced loadings on a single factor and those with significant loadings across multiple factors. The presented results demonstrate that the indicators have higher loadings on their respective constructs (highlighted in dark grey) compared to the loadings on other constructs. This underscores the discriminant validity of the model even further.

Table 5.6: Cross Loadings

	AC	CC	EFE	EFI	IC	MC
AC1	0,870	0,580	0,572	0,592	0,580	0,497
AC2	0,936	0,613	0,678	0,724	0,640	0,577
AC3	0,910	0,615	0,659	0,666	0,680	0,576
CC1	0,641	0,869	0,539	0,574	0,640	0,576
CC2	0,604	0,903	0,536	0,554	0,588	0,626
CC3	0,502	0,860	0,546	0,494	0,590	0,616
EFE1	0,584	0,503	0,872	0,617	0,576	0,636
EFE2	0,600	0,583	0,894	0,681	0,626	0,642
EFE3	0,661	0,543	0,931	0,705	0,662	0,616
EFE4	0,695	0,590	0,913	0,678	0,702	0,664
EFI1	0,453	0,331	0,413	0,681	0,376	0,274
EFI2	0,509	0,428	0,509	0,770	0,498	0,361
EFI3	0,680	0,617	0,699	0,864	0,615	0,572
EFI4	0,636	0,573	0,625	0,879	0,609	0,539
EFI5	0,650	0,494	0,707	0,849	0,597	0,544
IC1	0,550	0,555	0,580	0,472	0,746	0,494

	AC	CC	EFE	EFI	IC	MC
IC2	0,622	0,576	0,605	0,615	0,874	0,547
IC3	0,559	0,579	0,579	0,576	0,847	0,511
MC1	0,486	0,596	0,609	0,471	0,559	0,904
MC2	0,620	0,636	0,692	0,582	0,606	0,948
MC3	0,589	0,695	0,676	0,574	0,592	0,946

The Heterotrait-Monotrait method evaluates the ratio of correlations observed between constructs against the average correlations observed within each construct. Essentially, this analysis compares the relationships between indicators of different constructs to the relationships within indicators of a single construct. The HTMT values should be below the threshold of 0.9 to ensure discriminant validity. In this study, the HTMT values all fall below this threshold, ranging between 0.625 and 0.860, as presented in Table 5.7. This provides further evidence for the discriminant validity of the model.

Table 5.7: Heterotrait-Monotrait Ratio (HTMT) – Matrix

	AC	CC	EFE	EFI	IC	MC
AC						
CC	0,763					
EFE	0,773	0,693				
EFI	0,816	0,698	0,810			
IC	0,850	0,860	0,849	0,813		
MC	0,665	0,777	0,764	0,625	0,748	

5.6 Common Method Variance

A common method variance (CMV) test was conducted on the dataset using PLS-SEM, specifically examining the VIF values of the inner model. This examination is important in determining the reliability of a scale and can also help discern the degree of alignment between two or more scales that measure the same construct. It is premised that the manifestation of a high VIF value, exceeding 3.3 as per Kock's (2015) recommendations, suggests the presence of CMV. As tabulated in Table 5.8, the outcomes substantiate that there were no concerns related to common method

bias, with VIF values ranging from 1.000 to 2.582.

Table 5.8: Common Method Variance with VIF

	1	2	3	4	5	6
1 EFE						
2 EFI						
3 AC			2,315	2,315		1,000
4 CC	1,000		2,582	2,582		
5 IC		1,000	2,485	2,485		
6 MC			2,146	2,146		

5.7 Hypothesis Testing

5.7.1 Correlation Matrix

The Pearson Product Moment Correlation Analysis outcomes are displayed in Table 5.9.

Table 5.9: Correlation Matrix of the Study

	1	2	3	4	5	6
1 Efficiency						
2 Effectiveness	.737**					
3 IC	.675**	.709**				
4 CC	.613**	.619**	.688**			
5 AC	.730**	.710**	.697**	.665**		
6 MC	.576**	.717**	.631**	.699**	.620**	

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation assessments are based on three criteria: statistical significance (where $p < .05$ denotes significance), directionality (either positive or negative), and the strength of the correlation. Correlation strengths can be weak, medium, or strong. According to Pallant (2010), correlation strengths can be categorised as follows: $r = 0.09-0.29$ is considered weak, $r = 0.30-0.49$ is considered medium, and $r \geq 0.50$ is seen as strong. The derived results indicate that there is a statistically significant,

robust positive correlation between involvement culture (IC) and efficiency ($r = 0.675$, $p < 0.01$). There is a strong positive correlation between IC and effectiveness ($r = 0.709$, $p < 0.01$).

There was also a statistically significant positive correlation observed between consistency culture and efficiency ($r = 0.613$, $p < 0.01$), as well as between consistency culture and effectiveness ($r = 0.619$, $p < 0.01$). Furthermore, correlations were identified between adaptability culture (AC) and both efficiency and effectiveness. Similarly, the study found that there was a correlation between mission culture and both efficiency and effectiveness.

5.7.2 Structural Model

The structural model was analysed using structural equation modelling (SEM) with partial least squares (PLS-SEM) aid in SmartPLS version 4. This step aimed to evaluate the path coefficients within the model and test the proposed research hypotheses. The study put forward four hypotheses assessing the influence of OC on performance. The Q2 value was analysed to ensure the model's predictive relevance. According to Sarstedt and Cheah (2019), the findings showed a satisfactory outcome with $Q2 > 0$.

The R^2 value, which is the coefficient of determination, is displayed in Table 5.10 and serves as a measure to gauge the model's fit. This metric enables an understanding of the variance in the dependent variable that the independent variables account for. The data revealed an R^2 value of 0.659 for effectiveness and 0.601 for efficiency. Generally, an R^2 value of 0.6 or greater is indicative of a substantial relationship. In this context, it is significant to note that the predictors considerably influence both efficiency and effectiveness.

Table 5.10: Predictive Relevance with Q^2 and Coefficient of Determination with R^2

	Q²predict	RMSE	MAE
EFE	0.641	0.607	0.467
EFI	0.578	0.659	0.544

	R-square	R-square adjusted
EFE	0,659	0,651
EFI	0,601	0,591

The path coefficients are exhibited in Table 5.11. The path from IC → EFE was statistically significant, as denoted by $\beta = 0.307$, $t = 3.554$, and $p < .001$. The path from IC → EFI was also statistically significant, with $\beta = 0.246$, $t = 2.782$, and $p < .01$. These findings underscore that involvement culture positively impacts OP. Consequently, Hypothesis 1 receives empirical support.

Table 5.11: Path Coefficients of the Study

	β	<i>t</i> -statistics	<i>p</i> -values	R-square
AC → EFE	0,301	4,388	0,000	0,300
AC → EFI	0,444	5,357	0,000	0,445
CC → EFE	-0,049	0,654	0,513	-
CC → EFI	0,079	0,987	0,324	-
IC → EFE	0,307	3,554	0,000	0,305
IC → EFI	0,246	2,782	0,005	0,242
MC → EFE	0,365	5,383	0,000	0,367
MC → EFI	0,105	1,358	0,174	0,105

The findings reveal that the relationships in the paths CC → EFE and CC → EFI are not statistically significant, with both yielding *p*-values greater than 0.05. This suggests that the hypothesis that consistency culture positively impacts OP is not validated.

Furthermore, the study detected a statistically significant relationship for the path AC → EFE, marked by $\beta = 0.301$, $t = 4.388$, and $p < .001$, which represents the connection between adaptability culture and effectiveness. The association between adaptability culture and efficiency is also significant, represented by the path AC → EFI, with $\beta = 0.444$, $t = 5.357$, and $p < .001$. Consequently, hypothesis 3, which posited that adaptability culture positively influences OP, is substantiated.

The path MC → EFE proved statistically significant, with values $\beta = 0.365$, $t = 5.383$, and $p < .001$. However, the relationship represented by the path MC → EFI was not statistically significant, as it displayed a p-value exceeding 0.05. Hence, hypothesis 4, which proposes that mission culture positively affects OP, finds partial validation; it holds true for organisational effectiveness but not for efficiency.

The analysis of the results for hypothesis 1 highlights that the path IC → EFE has an impact of 30.5%, meaning IC 30.5% explains the variability in EFE. Concurrently, the influence path IC → EFI has an effect of 24.2%, meaning IC 24.2% explains the variability in EFI. These numbers demonstrate that IC has a significant impact on both performance metrics. However, the effect of EFE is slightly more noticeable than EFI.

The data reveals insightful information about AC. The path from AC → EFE has a 30% impact (this means AC explains 30% of the variability in EFE). In comparison, the path from AC to EFI has a 44.5% impact (this means AC explains 44.5% of the variability in EFI), which is significantly greater. This demonstrates that AC has a significant impact on both dimensions of performance. However, its impact is especially pronounced in the case of EFI.

Regarding the results of hypothesis 4, the path MC → EFE pathway demonstrates a 36.7% impact. This means MC explains 36.7% of the variability in EFE. In contrast, the impact of the path MC → EFI is only 10.5%. This means MC explains 10.5% of the variability in EFI. Despite the fact that MC has an undeniable impact on both performance measures, this comparison shows that EFE is significantly more affected than EFI.

A post-hoc test was executed using GPower to ensure the validity and accuracy of the results. The analysis showed that the sample size was sufficient, with a power that exceeded 80%. This was because there were four predictive variables (as seen in Figure 5.2).

Test family	Statistical test	
F tests	Linear multiple regression: Fixed model, R ² deviation from zero	
Type of power analysis		
Post hoc: Compute achieved power – given α , sample size, and effect size		
Input Parameters		Output Parameters
Determine =>	Effect size f ²	1.5062657
	α err prob	0.05
	Total sample size	173
	Number of predictors	4
	Noncentrality parameter λ	260.584
	Critical F	2.4254527
	Numerator df	4
	Denominator df	168
	Power (1- β err prob)	1.0000000

Figure 5.2: Post Hoc Test Using GPower

5.8 Conclusion

The data were collected through a survey that received 174 responses. The first of the four hypothesised assertions was supported by empirical evidence, indicating a positive correlation between involvement culture and OP. The third hypothesis, which proposed a positive effect of adaptability culture on OP, was also confirmed. The data, however, did not support the second hypothesis. The fourth hypothesis received a mixed response, which resulted in its partial acceptance.

The analysis results show that IC, AC, and MC all significantly impact EFE and EFI when determining the cultural dimension with the greatest impact. IC has a slightly stronger impact on EFE compared to EFI. AC has a stronger impact on EFI compared to EFE. MC has a stronger impact on EFE compared to EFI. These results provide valuable insights into the relationships between these variables and the performance metrics. Chapter 6 provides a more in-depth examination of these outcomes, while Chapter 7 provides a broader context, detailing the limitations of the study that influence the interpretation of these outcomes.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

This chapter examines the research findings and focuses on identifying the relationship between the critical Denison dimensions of OC and OP within the public sector of South Africa. Understanding the complexities of this relationship is essential. It paves the way for improved service delivery and lays the groundwork for achieving the country's national development goals, as highlighted by Ndou (2022).

Furthermore, by shedding light on this relationship, this study addresses and bridges a visible gap in management theory and practice specific to the South African public sector. It proposes solutions to the sector's numerous obstacles and challenges by providing strategic insights. These solutions can improve the quality of life for the nation's citizens, echoing the sentiments expressed by both Matlala and Uwizeyimana (2020) and Ndou (2022).

The subsequent sections contrast the key findings of this study with the theoretical constructs and literature outlined in Chapters 1 and 2. Significantly propelling this investigation is the lack of scholarly literature examining the effects of Denison's dimensions of OC on organisational effectiveness, particularly in the South African public sector. Despite a consensus in the literature regarding the mutual association between OC and performance, there is a severe lack of empirical data elucidating the effects of individual cultural dimensions on performance dynamics. This study aims to close this knowledge gap by using logically sound interpretations to make sense of the accumulated data, strengthened by the theoretical insights reviewed in Chapter 2.

The data from the survey of 174 respondents supports hypotheses 1, 3, and 4: there is a positive correlation between involvement culture and OP; adaptability culture positively influences performance. In contrast, there is no empirical support for hypothesis 2, which emphasises the role of consistency culture in influencing OP. Meanwhile, hypothesis 4 is a middle ground that is only partially validated.

6.2 Discussion of Findings

The respondents' demographic data was segmented by age, gender, education, job position, and tenure. Most respondents were aged 36–40, consisting of 48.3% females and 51.7% males. The predominant educational qualification was a postgraduate degree at 42.0%, followed by 26.4% with college or certificate qualifications, and 24.7% being degree holders. In terms of tenure, 57.4% had served 3–10 years, while 42.6% had served more than 11 years. As for job positions, 42.0% were in line or middle management, 40.2% in non-management, and 17.2% in senior roles. The educated and experienced demographics of the survey make it a suitable representation for the study, given the belief that more experienced respondents can provide insights into the institution's culture and performance.

The descriptive statistics reveal that the mean score for all constructs ranged between 2.70 and 3.61. The public sector organisations surveyed in South Africa moderately accept several dimensions of OC, with a few aspects receiving slightly higher scores. Based on the feedback, the respondents believe there is room for improvement in both efficiency and effectiveness. In addition, the data suggest that responses are relatively symmetrically distributed around the mean, with no significant outliers.

The research aimed to validate a model of OC that encompasses four distinct traits previously identified in the literature as influential factors in OP. The model's validation was rooted in the feedback of 174 participants representing various South African public sector organisations.

The objective was to confirm the convergent validity of 12 survey questions. These questions were further grouped into four three-item indices. Each index reflected one of the model's underlying traits. Subsequently, the research sought to highlight the criterion-related validity of these cultural ratings in predicting OP.

The analysis was conducted in three stages:

1. The first stage underscored the internal consistency of the four traits, reaffirming the evaluation's theoretical foundation.
2. The subsequent phase confirmed that respondents' perceptions of OC, as

assessed by this assessment, were coherent enough to be combined into overarching attributes at the organisational level.

3. The final analytical step confirmed the criterion-related validity of the cultural assessment, linking it with the predictions of OP.

The preliminary analysis supports the OC survey's validity as a tool for measuring constructs in the predefined conceptual model (as detailed in Chapter 3, Figure 2). The CFA demonstrated that the four-trait model, represented by each index, closely matched the relationship in the item ratings. These insights collectively endorse the theoretical model and its overall suitability.

This research aimed to investigate the impact of OC on the OP of South Africa's public sector. It explored various dimensions: empowerment, core values, creating change, strategic direction and intent, effectiveness, and efficiency. SEM with maximum likelihood was used as an analytical technique. This method, as underscored by Hair et al. (2013), is frequently used in behavioural research to discern and interpret causal relationships amidst multiple constructs. Although there is a great deal of research measuring the performance of organisations through efficiency and effectiveness metrics, there appears to be a lack of research understanding the intrinsic cultural nuances of the public sector, which could potentially illuminate aspects of OP.

6.2.1 Influence of OC Dimensions on Organisational Performance

The relationship between OC and OP is a topic of great interest in the public sector. This contribution examines the impact of four distinct cultures, involvement culture, consistency culture, adaptability culture, and mission culture, on OP. The first section focuses on the relationship between involvement culture and performance, highlighting the importance of employee participation and empowerment in decision-making. The second section explores the relationship between consistency culture and performance, noting the challenges and factors that may hinder consistency in OP. The third section examines the influence of adaptability culture on performance, emphasising the need for organisations to adapt to changing environments and technological advancements. The last section assesses the implications of an

organisation's mission in the public sector, which plays a crucial role in its performance and outcomes. Overall, this input provides insights into the complex dynamics between OC and performance in the public sector.

6.2.1.1 Relationship Between Involvement Culture and Organisational Performance

A culture of involvement is of the utmost importance for public-sector organisations. As Ghumiem et al. (2023) explain, such a culture plays a central role in promoting employee participation and empowerment within these companies. Central to an involvement culture is the emphasis on collaboration and engagement, which allows employees to participate in decision-making actively. This participatory approach promotes an open dialogue in which employees can express their opinions, resulting in policies and services that are more responsive to their requirements. Figure 6.1 below captures this relationship.



Figure 6.1: Relationship Between Involvement Culture and Organisational Performance

The study's empirical findings demonstrate a significant relationship between involvement culture (IC) and the two efficiency and effectiveness performance indicators. The former had a strong correlation coefficient of 0.675% with IC, while the latter had a strong correlation coefficient of 0.709%. Further examination of the results reveals that the relationship between IC and both efficiency (EFE) and effectiveness (EFI) was statistically significant. The respective path coefficient values and their implications provide additional support for the notion that a culture of involvement has a positive effect on OP. In the study, respondents expressed that employees in their organisation are deeply engaged in their work, as indicated by the mean score of close to four, despite the lack of comprehensive information across all levels that decisions are made based on.

This empirical evidence is in accordance with the theoretical foundations proposed by Denison (1990). Denison emphasised that deep-rooted employee involvement in organisational decision-making can improve organisational effectiveness. Similarly, Abane et al. (2022) and Pathiranage (2019) highlighted the impact of involvement culture on employee productivity, which ultimately serves as a catalyst for improved OP. According to Denison et al. (2006), such involvement translates to employees having the autonomy and competence to manage their tasks, fostering a profound sense of organisational ownership and responsibility.

Existing literature, including contributions by Ndou (2022), explains the multifaceted benefits of employee involvement. Employees can provide innovative solutions to organisational challenges with their in-depth operational knowledge, thereby driving innovation and improving process efficiencies. Moreover, fostering a culture of involvement enhances inter-organisational communication, thereby facilitating the achievement of overarching organisational objectives. However, it is essential to recognise the need for suitable training and development initiatives. Employees must be equipped with the necessary skills and knowledge for employee involvement to be effective.

Nungchim and Leihaothabam (2022) present a convincing argument that emphasises the link between a robust Human Resource Management (HRM) function, a pillar of the culture of involvement, and organisational effectiveness. An organisation that prioritises empowerment, team cohesion, and capability enhancement is better positioned for success. Further evidence of increased organisational effectiveness is found in a non-hierarchical culture in which participation encompasses all levels.

In the words of Denison et al. (2006), truly effective organisations champion the philosophies of empowerment and engagement. They cultivate teams and develop human potential across the board. This means that members feel commitment in the context of the present study; they participate in decisions and align with the organisation's objectives. As a result, this broad participation makes it easier for natural, voluntary control systems to work and creates an atmosphere that is good for growth and excellence.

6.2.1.2 Relationship Between Consistency Culture and Organisational Performance

In public-sector organisations, a culture of consistency plays a crucial role. Punina et al. (2023) emphasised that such a culture is essential because it underpins developing and restoring public trust, the foundation for effective service delivery and achieving governmental objectives. Core to a culture of consistency is the alignment of individual actions with the institution's fundamental values, thereby fostering an environment conducive to consensus building. This is particularly important in government contexts where dependability is expected in policy formulation, regulation, and service delivery. When organisations allow their core values to guide their decisions consistently, they establish enduring principles and ensure the quality of their products and services remains constant. The result is an increase in customer satisfaction and a rise in OP indicators. Figure 6.2 below illustrates the hypothesised effect of this OC on performance:

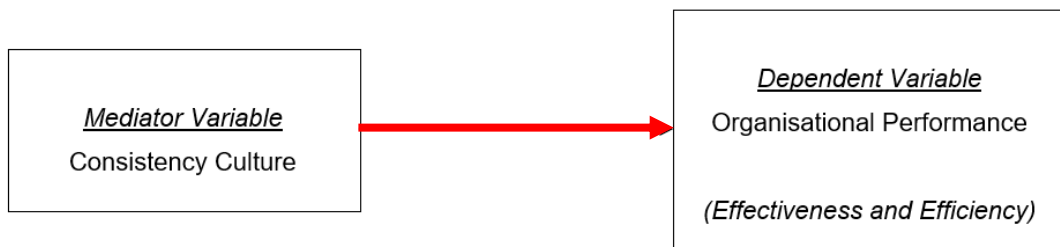


Figure 6.2: Relationship Between Consistency Culture and Organisational Performance

Interestingly, the study reveals a significant positive correlation between consistency culture and both efficiency and effectiveness ($r = 0.613$, $p.01$, and $r = 0.619$, $p.01$, respectively). However, it was determined that the paths $CC \rightarrow EFE$ and $CC \rightarrow EFI$ lack statistical significance, rendering the hypothesis, which advocated for a positive influence of consistency culture on OP, unsupported. The respondents indicated that their organisation operates based on a set of values and that the management follows specific practices, indicating that this aspect of consistency culture is somewhat strong. Nevertheless, the survey found that managers only moderately practise what they preach, indicating that this particular aspect of a culture of consistency presents challenges. There are several possible explanations for this

result, as highlighted by Ndou (2022):

- *Poor leadership:* Leadership or management play an essential role in demonstrating and re-enforcing core values, and if leadership does not consistently uphold these values, it can lead to inconsistency in organisational performance.
- *Misalignment of Values:* If the core values of the organisation are not aligned with its strategies, goals, and daily operations, this can lead to inconsistent performance.
- *Poor communication:* If the organisation's core values are not communicated and understood effectively by all its members, this can lead to confusion and inconsistency in their application, affecting performance.
- *Lack of accountability:* Without mechanisms to hold individuals accountable for maintaining the organisation's core values, there can be inconsistencies in their application that affect performance.
- *External factors:* Factors outside the organisation's control, such as economic conditions, regulatory changes, or market competition, can also affect the consistency of performance.

In light of these findings, it is evident that public-sector organisations may lack the essential characteristics of consistency, which include cohesion, adept coordination, and a meticulously crafted operational framework. While these findings appear to contradict Imran and Ismail (2022) and Abane et al. (2022), it is important to note that these researchers focused on the public sectors of developing countries. They hypothesised that cohesive and consistent organisations promote efficiency by nature. Specifically, Abane et al. (2022) found that a harmonious alignment between employees' attributes and the institution's identity, supported by role clarity, increases productivity. The variation in results could be attributed to the sample size and respondent profile. Imran and Ismail (2022) collected data from employees of 320 banks in Pakistan's public sector banks, while Abane et al. (2022) had 132 respondents, of whom the difference could be linked to their profile, as shown in Table 6.1.

Table 6.1: Comparison to Abane et al. (2022)

	Abane et al. (2022)	Present Study
Gender: Male	61%	51.7%
Education: degree holders	62.9%	24.7%
Tenure	1-3 years = 31.1 % 3-5 years = 10.6 % >5 years = 39.4 %	3–10 years = 57.4% >11 years = 42.6%

This could suggest that the differences in tenure and education between this study and Abane et al. (2022) indicate that employees with longer tenures and possibly less formal education have different ideas and experiences regarding how the organisation functions, how things are coordinated, and how consistent they are. The gender differences may indicate different experiences or perceptions based on gender, which can be further investigated. Nevertheless, the results of this study confirm what Hafiz and Basheer (2021) found: there is a clear lack of consistency in the way people work in the education sector in Paktika province. Key challenges included conflict resolution in management, consensus building during problem-solving, and coordination deficits.

Finally, the current situation shows a public sector landscape that is not integrated or in line with core values. This causes policy implementation and service delivery to be inconsistent, as Kirin et al. (2019) say. Given the assertion by Punina et al. (2023) that a consistent culture promotes customer satisfaction, there is an urgent need for a revision of guiding values. The results suggest that the impact of a consistent culture on OP is not linear but nuanced, with its success dependent on complementary cultural attributes (Korma et al., 2022). Therefore, a combination of consistency with adaptability or a strong mission indicates potential paths to organisational success.

6.2.1.3 Influence of Adaptability Culture and Organisational Performance

In our modern, rapidly changing world, adaptability has been highlighted as a key

attribute for public sector organisations, a sentiment strongly supported by existing literature. Nungchim and Leihaothabam (2022) assert that adaptability is indispensable for public sector entities to stay attuned to evolving market trends, shifting customer needs, and the ever-accelerating pace of technological innovation. However, Abane et al. (2022) provide an alternative perspective that demonstrates how public sector organisations, particularly those in developing nations, frequently lack technical and technological expertise. This deficiency hinders their ability to provide high-quality service and achieve their objectives. Fourie (2022) provides support for this position by highlighting the importance of adaptability in meeting societal expectations and navigating policy transitions.

Given these insights, this research seeks to dissect the interplay between an adaptability-driven culture and OP. The research assumes that a culture of adaptability mediates the relationship between diverse organisational resources and the resulting performance outcomes. The hypothesis is visually represented in Figure 6.3.



Figure 6.3: Influence of Adaptability Culture and Organisational Performance

The study found positive correlations between adaptability culture and both efficiency and effectiveness, with coefficients of 0.730 and 0.710, respectively. Additionally, a substantial statistical correlation was seen between the culture of adaptability and organisational effectiveness, represented by the path AC → EFE, with a beta coefficient of 0.301, a t-value of 4.388, and a p-value less than 0.001. This indicates a positive connection between adaptability culture and organisational effectiveness. Similarly, the association between adaptability culture and OP is positive. Despite the fact that public sector organisations can learn from their experiences and adapt to changing environments, the findings suggest that there is still potential for further enhancements.

This sentiment is consistent with the insights provided by Dahal et al. (2021) and Fatoki (2019), where the Hypothesis 3 study confirms our findings. The public sector needs to foster employee resilience, instil a culture of adaptability, and sow the seeds of innovation in an era of rapid global transitions and technological advancements. In line with Korma et al. (2022), the assimilation of technological innovations and domain-specific knowledge can be a cornerstone for fostering inventive practices. Public sector organisations can spearhead innovation by leveraging these levers, prudently leveraging resources, and cultivating unique processes to carve out a competitive trajectory (Ghumiem et al., 2023).

However, Denison et al. (2006) note that organisations deeply rooted in integration frequently struggle with adaptability. Although these organisations are adept at translating environmental cues into strategic moves and adapting to change, they may struggle to maintain a customer-centric value proposition. Hafiz and Basheer (2021) shed light on the educational landscape of Paktika province. Their study reveals a glaring deficit in the adaptability measure of this sector. Several factors contribute to this inefficiency, including a stubborn resistance to new ideas, the arrogance of managers, which prevents them from admitting mistakes, employees who dislike taking risks, and a tenuous relationship between leaders and stakeholders. This type of environment leads to stagnation, a lack of competitiveness, and a lack of innovation within an organisation.

In contrast, Korma et al. (2022) found no significant correlation between the 'creating change' dimension and OP within educational institutions. These institutions grapple with numerous challenges, including resource crisis, obsolescence in educational methodologies, and a splitting gap between curricular content and teaching delivery. Such obstacles impede innovation, indicating the need for a comprehensive framework for adaptability in the educational sector.

In conclusion, while adaptability is undeniably pivotal for organisational growth, its manifestation varies across sectors, and its nuances must be grasped for effective implementation.

6.2.1.4 Implications of Mission Culture on Organisational Performance

The mission is the foundation of any organisation in the public sector. It's a defining blueprint that explains its purpose, vision, and trajectory for the future. In a context where these organisations are tasked with the significant responsibility of meeting social needs, the clarity of their mission is not negligible (Abane et al., 2022; Matlala & Uwizeyimana, 2020). Such clarity serves as a beacon, guiding and uniting employees behind a unified objective, thereby ensuring that the organisation's efforts continue to reflect the aspirations of the public. According to Ghumiem et al. (2023), a clearly articulated mission enables a public sector organisation to tailor its services and policies to achieve tangible societal benefits. As shown in Figure 6.4, there is a clear correlation between an organisation's mission approach and its performance metrics.

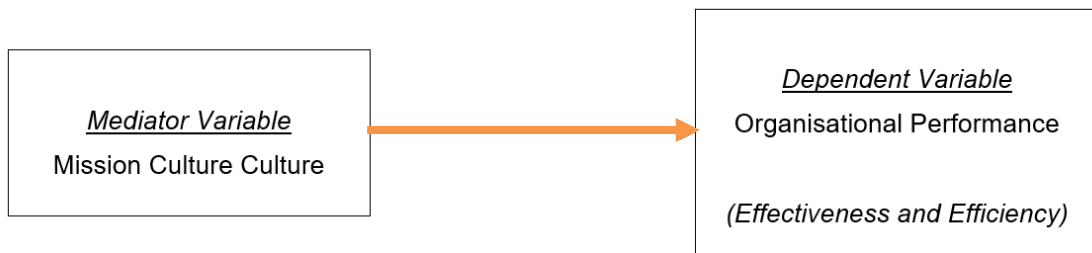


Figure 6.4: Implications of Mission Culture on Organisational Performance

The current study provides evidence for a relationship between mission culture and organisational outcomes. It is notable that mission culture exhibited a correlation of 0.576 with effectiveness and an even stronger correlation of 0.717 with efficiency. Although there is limited support, Hypothesis 4 asserts a positive relationship between mission culture and OP. It is more aligned with organisational effectiveness than efficiency. The observed weaker relationship with efficiency, especially when contextualised within the public sector, is cause for concern. It highlights a potential deficiency in the strategic use of resources, which is crucial given the implicit trust and substantial resources the public invests in these organisations (Gasela, 2022). The respondents recognised the existence of a long-term strategy that reflects the organisation's purpose and direction, along with a clear mission guiding its work. However, despite this clear strategic direction, it's observed that these institutions often fall short in executing their strategies to meet organisational goals and

objectives.

Compared to existing literature, this research's findings are consistent with previous research's findings in terms of effectiveness as performance metrics. In their studies, Fatoki (2019) and Fourie (2022) identified a positive correlation between mission culture and organisational effectiveness. This implies that the organisation's mission, core values, and overarching objectives are well-articulated and resonate with its employees, providing them with a clear road map. However, a potential contradiction emerges when discussing efficiency. The literature currently available does not consistently support the findings regarding efficiency (Ndou, 2022; Sebidi, 2022). It suggests that even though the mission might be well-articulated, its operation and execution could be improved.

Byükaslan and Aikolu's (2022) research highlighted a robust link between mission culture and firm performance, thereby confirming the nuanced correlation between this trait and OP. Similarly, Tulcanaza-Prieto et al. (2021) identified a positive correlation in the service sector, findings that parallel the present study. These underscore a potential misalignment between employee contributions and public expectations, a gap that could dent public policy and service deliverables. It highlights the urgent need for top-level management and policymakers to realign their strategies, ensure the alignment of workforce initiatives with public expectations, and foster long-term commitment.

6.2.2.5 Theoretical Model Development

Figure 6.5 shows the developed theoretical framework based on the comprehensive analysis of the results of the study. This model highlights the complex layers and multidimensional nature of OC. It elaborates on the nuanced effects of each of these dimensions on OP.

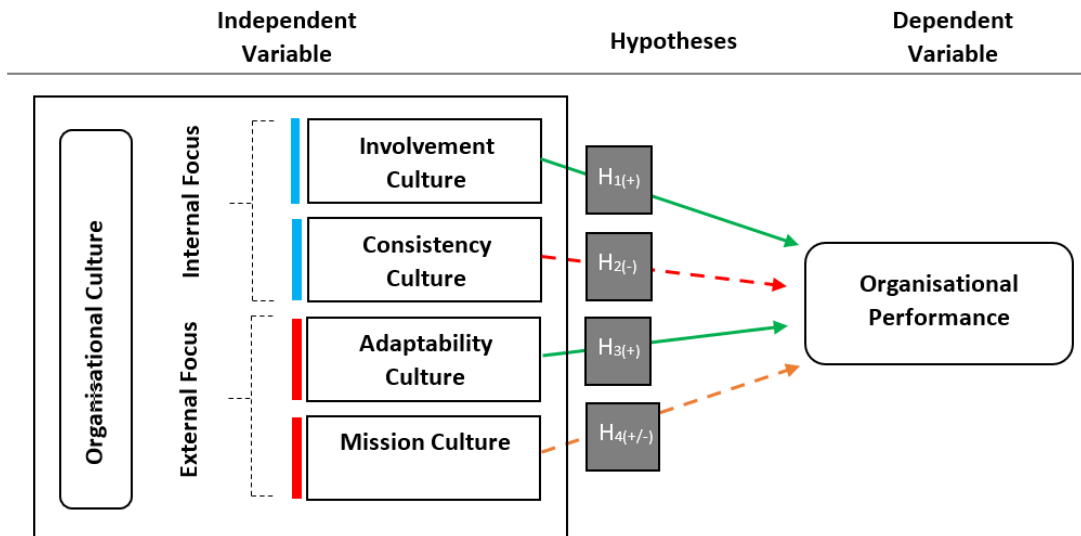


Figure 6.5: Theoretical Model Development

6.2.2 Organisational Culture dimension with the greatest effect on organisational performance

The primary purpose of this section is to discuss which cultural dimension most impacts OP. By identifying this, we intend to provide public sector organisations with a more precise view through which they can evaluate and, if necessary, recalibrate their internal cultural compass to optimise organisational performance within the public sector.

The influence of the model reveals that the independent variables, including involvement, consistency, adaptability, and mission, account for a significant portion of the variance observed in the dependent performance metrics. Specifically, these cultural dimensions collectively explain an impressive 65.1% ($R^2 = 0.651$) variance in the EFE performance measure and 59.1% ($R^2 = 0.591$) for EFI. Examining the individual effects in greater detail, the path from IC \rightarrow EFE accounts for 30.5% of the variance in EFE. The same cultural dimension accounts for 24.2% of its variance when linked to EFI. Its influence is perceptible in AC, causing a 30% variation in EFE. Moreover, AC is especially influential in shaping EFI, accounting for 44.5% of its variability. Lastly, the MC influences the variance of EFE by 36.7%, and the path from MC \rightarrow EFI was the lowest at 10.5%. Notably, MC's effect is significantly more pronounced on EFE than EFI.

There is still a limited research that investigates the cultural dimension that has the greatest impact on performance (see Table 2.1 in chapter 2). This study's findings are consistent with those of Ghimire et al. (2021), who found adaptability to be the most significant predictor of OP, and Shamsudin and Velmuruan (2021), who discovered that the mission aspect has the greatest significance for promoting organisational performance, sales performance, and market share expansion. Nevertheless, this contrasts with Fatoki (2019), who identified involvement as having the most significant effect on environmental performance. This discrepancy might be attributed to the different sectors studied. The present research focused on the public sector, while Fatoki (2019) examined the private sector. These findings indicate that the characteristics of the adaptability culture are useful for measuring efficiency, while the mission culture is relevant for measuring effectiveness.

6.3 Conclusion

The chapter discusses the research results regarding the relationship between different dimensions of OC and OP. The findings show a strong and positive correlation between involvement culture and both efficiency and effectiveness. However, the relationship between consistency culture and OP is not statistically significant. There is also a positive correlation between adaptability culture and OP, particularly in terms of effectiveness. Mission culture shows a correlation with organisational outcomes, but it aligns more with effectiveness than efficiency.

These findings have implications for the public sector, highlighting the need for employee involvement, adaptability, and alignment with organisational missions to improve performance. To ensure effective public policy and service delivery, policymakers and top-level management should address the gap between employee contributions and public expectations. The subsequent chapter will conclude the study, consider limitations and provide recommendations.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

This final chapter summarises the most important findings from the previous chapters and focuses on the resulting recommendations and their management implications. In addition to acknowledging the current study's limitations, the paper aims to highlight the most important areas for future research. Beginning with the research objective and significance of the study, a summary of the literature review, research design and a summary of the research results, the chapter will then discuss the recommendations to stakeholders and the theoretical and practical implications of the study. Following this, there will be an open discussion about the limitations of the study. The discussion will conclude with suggestions for future research for the organisation concerned and the broader area of organisational management.

7.2 Research Objective and Significance

The current study examined the complex relationship between OC and OP in the public sector of South Africa, which is of crucial importance. This study is significant due to its potential to improve public sector service delivery and its broader implications for national development and enhancing the quality of life for citizens. Although the OC dimensions of the Denison model have been extensively studied in developed nations, there has been a notable lack of research on them in emerging markets, in the public sector of sub-Saharan Africa, particularly South Africa. This study explored how the Denison model's dimensions influence OP in the South African public sector in an effort to close this gap and identified the most significant cultural dimension that impacts OP.

7.3 Summary of Literature Review

Culture is a multifaceted and ever-evolving concept, originally defined as a collection of learned behaviours passed down through generations (Sewell, 2004). The work of Sir Edward Burnett Tylor, who defined culture as a multifaceted entity comprising

"knowledge, belief, art, morals, law, custom", and other societally acquired skills and practices, is highlighted (as cited by Tylor, 1871, in White, 1959, p. 227). This definition laid the foundation for future anthropological research and strongly impacted various social sciences. OC is vital for the success of any organisation, as it influences various aspects of organisational activities (Kirin et al., 2019). The study of OC has received considerable attention in academic research, leading to the development of several theoretical models and frameworks to improve the understanding of organisations and their cultures (Fey & Denison, 2003; Schein, 1990).

A chronological overview of the various OC models developed, starting with Schein's model, which offers profound insights but is challenging for certain analysis. Hofstede's cultural dimensions are broad, while the Competing Value Framework falls short of expectations. The Denison model was chosen for its clarity and relevance. Denison's model of understanding OC, particularly in the South African public sector context, is relevant to this study. Although the model has received considerable attention in academic research, it is a theoretical model developed to improve the understanding of organisations and their cultures.

The path to performance is examined, providing a comprehensive understanding of what it means for an organisation to perform effectively and the factors influencing performance outcomes. The key performance indicators relevant to public sector entities are often tied to the organisation's mission and objectives and can vary greatly depending on the specific sector and services provided (Parhizgari & Gilbert, 2004). The study highlights stakeholder theory, noting that it lacks empirical evidence despite its broad application in explaining various corporate behaviours and characteristics. The BSC is a strategic management tool and performance measurement system that Kaplan and Norton introduced. The BSC is distinguished by its consideration of both financial and non-financial dimensions and provides a multifaceted assessment of the robustness and operation of an organisation (Vladimir et al., 2020).

The final section of the review provides an overview of the link between OC and OP, drawing on a solid theoretical foundation. It delves into how culture profoundly impacts performance and compares the researcher's study to previous research

conducted in other regions. The review concludes by highlighting the importance of Denison's model in understanding organisational dynamics in sub-Saharan Africa, particularly in South African public sector organisations, where the lack of empirical evidence was and thus the focus of the study.

7.4 Research Design

The study employed a deductive approach as the research design. This approach was chosen due to the pre-existing theory and hypotheses that needed to be tested. The study focused on two theoretical concepts, OC and OP and investigated the association to cultural dimensions of the Denison model (involvement, consistency, adaptability, and mission) to OP.

The research design also incorporated a survey research strategy, which facilitated the creation and verification of assumptions for researchers studying a particular concept. A descriptive-explanatory research design was employed, combining the data description with its subsequent analysis to determine the relationships between variables. This method thoroughly examined the variables in question, excluding any active manipulation by the researcher, thereby preserving these variables' genuine characteristics and relationships.

The study's unit of analysis examined organisational management and non-management employees from various departments and organisations within the South African public sector. A sample of 174 public sector employees was established to gather data and measure their perception of their organisation, along with the four dimensions of the Denison model plus OP. The data analysis approach applied quantitative techniques to analyse the collected data, such as statistical analysis, including descriptive statistics and inferential statistics.

7.5 Principal Findings

The study found a positive correlation between an involvement culture and OP and a positive influence of an adaptability culture on performance. However, there was no empirical evidence to support the role of consistency culture in influencing performance. The study also validated the model of OC used in the research. In

addition, the study found that involvement culture is strongly associated with both efficiency and effectiveness. Adaptability culture also showed a positive correlation with OP, especially in terms of effectiveness. Mission culture was found to be correlated with OP, but more so with effectiveness than efficiency. These findings highlight the importance of employee involvement, adaptability, and alignment with organisational missions in improving performance in the public sector. The study suggests that policymakers and top-level management should address the gap between employee contributions and public expectations to ensure effective public policy and service delivery.

7.6 Recommendations

The recommendations presented in this study are derived from the findings obtained:

- Managers and leaders of an organisation should involve employees in decision-making so they can develop a sense of ownership and become more accountable for their actions.
- Managers and leaders of an organisation should use the communication channel to cultivate a culture of knowledge sharing and teamwork among its members.
- Managers and leaders within an organisation should implement employee-centred and transformational leadership to enhance OP.
- Organisational managers and leaders should adopt an open-door policy and implement effective interpersonal communication strategies to foster a climate of strong leadership trust among their employees. Employees who experience satisfaction and have confidence in the leadership of an organisation tend to cultivate a feeling of ownership and accountability within the organisation.
- Managers and leaders of an organisation must assess the alignment between members of the organisation and its values and beliefs, as well as their understanding and coordination of responsibilities in accordance with those values.
- Managers and leaders within an organisation should be able to modify the existing OC to accommodate changes necessitated by internal and external factors.
- Managers and leaders of an organisation should design a culture consistent with the goals and objectives they wish to achieve.
- Organisational leaders and policymakers should recalibrate their strategies, align

workforce efforts with public expectations, and cultivate sustained commitment.

7.7 Theoretical Implications

There are several theoretical implications for researchers in the field of organisational studies. The use of SEM to analyse the causal relationship between OC and OP provides a robust methodological approach for future research (Fatoki, 2019). The study utilises PLS path modelling as a variance-based approach in testing models, especially when dealing with small sizes, non-normal data, and formatively measured constructs. This study contributes to the theoretical understanding of the relationship between OC and OP, fills the gaps in research in the South African context, and can guide future research in this area. Furthermore, it validates the theories of Denison and Fey (2003) and Gachego (2018).

The study presents empirical evidence supporting the applicability of an OC model from the United States to the public sector of developing countries. Furthermore, it demonstrates the practical value of this model in predicting differences in effectiveness. This supports the idea that certain OC traits are universally applicable, but as Fey and Denison (2003) state, their specific dynamics and manifestations can vary based on cultural context. The study also contributes to the debate about the applicability of theories developed in one part of the world to understanding organisational phenomena in other parts of the world. It suggests that a general model can be helpful, if not essential, to the comparative process (Fey & Denison, 2003).

The study provides a foundational framework for generalising findings related to public sector organisations in developing countries, specifically within the South African context. By integrating its findings into this specific geographical and developmental environment, research enriches the theoretical understanding of organisation-specific behaviours and dynamics. This nuanced focus contributes to a more tailored body of knowledge, fills existing gaps, and offers sub-Saharan developing country-specific insights.

7.8 Practical Implications

The study provides valuable insights for practitioners, particularly those in management and leadership positions in organisations. The findings of the study can guide public sector organisations, and potentially in other similar contexts, to shape their OC and improve their performance. The study also highlights the importance of considering cultural and business practices differences, as some cultures may be more conducive to better business performance than others. Therefore, understanding and adapting to these cultural differences can improve OP.

The findings also indicate that adaptability and involvement are critical organisational cultural elements in promoting organisational effectiveness and efficiency. Hence, to foster a sense of affiliation and enhance employees' commitment to the organisational objective, it is imperative for managers to adapt to shifts in both internal and external contexts and delegate decision-making authority to their subordinates. Furthermore, developing a clear mission and strategic direction to improve their OP should also be a focus. This could involve setting common goals and objectives and creating a long-term vision shared by all organisation members. The research findings can be used to improve the overall performance of the public sector in South Africa. Organisations should review the current OC to identify development areas that would help create a more balanced environment.

7.9 Limitations of Study

It is essential to recognise that all research methods have limitations, as this allows for a more accurate interpretation of the results and guides future research. Therefore, the study has the following limitations:

- The study was conducted as a cross-sectional study, which lacks the analysis depth of a longitudinal study or examination conducted over time.
- Due to time constraints, the data collection period was relatively brief, so seasonal or climatic factors may have affected the responses.
- One potential concern is the presence of self-selection bias, wherein the respondents who voluntarily participated in the study may have done so due to their strong opinions on the subject matter, hence introducing a potential

distortion in the findings (Saunders & Lewis, 2017).

- In the literature, multiple organisations are frequently recommended to generalise findings. In this study, such an approach proved to be a limitation. It prevented a more precise and detailed diagnosis regarding the dimension of consistency culture's lack of significance.
- The study focused on the patterns of OC and its evaluation. It employed the Denison model and selected only one index of measurement from the four domains to examine the correlation between the constructs. In particular, the empowerment index measured the involvement domain, core values represented the consistency domain, creating change measured the adaptability domain, and strategic direction and intent were the mission's indices.
- The insights presented in the results were limited to the Likert scale items designed by the researcher. Granting participants, the autonomy to express their distinct perspectives on the matter would be beneficial in facilitating better understanding.

7.10 Suggestions for Future Research

The study recommends several directions for future research in the field of organisational studies.

Firstly, researchers can focus on using different methodological approaches, such as qualitative or mixed-methods research design, to mitigate the limitations associated with survey designs in collecting primary data. This could provide a more in-depth understanding of the mechanisms through which OC influences OP in the public sector context.

Secondly, future research could explore the non-significant relationship between consistency and OP in more depth. This could help expand the theoretical understanding of the relationship between OC and OP and provide implications for future research and practice.

Thirdly, future research could consider a larger sample size for a more representative population and include research conducted in different fields for comparison.

Fourth, future studies could consider comparing two or more organisations within the same industry to analyse the differences in their results.

Lastly, future research could explore the role of antecedents and consequences, which include leadership, commitment, and job satisfaction, in shaping OC and promoting OP. This could provide valuable insights into the strategies leaders can use to foster a culture of sustainability and enhance OP.

7.11 Study Conclusion

The complex and multifaceted nature of OC in the public sector of South Africa is both a challenge and an opportunity. This study highlights the significant link between organisational culture elements, in particular involvement and adaptability, and the performance of public institutions. It is a clear call for leaders and policymakers to recognise the impact of intangible factors, such as culture, on the efficiency and effectiveness of public service. As South Africa navigates the complexity of governance and public administration, it is necessary to prioritise and cultivate a supportive organisational culture. It is not only about strategies and processes but also about the essence of the organisation. In recognition of this, organisational leaders can strive to establish public organisations that are not only functional but exemplary and serve as a model for South Africa and developing countries around the world.

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List of Appendices

Appendix A	Invitation to Participate in the Study
Appendix B	Informed Consent Letter
Appendix C	Research Instrument
Appendix D	Ethics Approval
Appendix E	Box Plot Assessments

Appendix A: Invitation to Participate in the Study

Calling all professionals in the Public Sector!

Shape the future of organisational performance. Participate in my ground-breaking survey on the impact of organisational culture.

I am currently a student at the University of Pretoria's Gordon Institute of Business Science, pursuing my MBA, and must conduct research for my thesis. Your insights will help me understand how culture influences success in public organisations. I would appreciate your time in completing this survey.

Link to access the survey: <https://forms.gle/yYoZNaqUCDdeBD9z8>

Thank you for being part of this exciting journey! 🙏

Appendix B: Informed Consent

Dear Participant,

Thank you for clicking the link.

I am currently a student at the University of Pretoria's Gordon Institute of Business Science, pursuing my MBA. As part of my research, I am investigating the impact of OC on organisational performance in the Public Sector. The survey should not take more than 10 minutes of your valuable time. Participation in this study is entirely voluntary, and you can withdraw at any point without facing any penalty or consequences. Please be assured that your responses will be strictly confidential and that only aggregated data will be reported. Your anonymity will be maintained, and your name or company will not be mentioned in research reports or publications. A copy of this study will be available after marking in January 2024. By completing the survey, you indicate that you voluntarily agree to participate in this research. However, please contact my supervisor or me if you have any concerns or questions regarding the study. Our contact details are provided below:

Researcher name: XXXX

Email: 27316719@mygibs.co.za

Research Supervisor: XXXX

Email: XXXX

Thank you in advance for your valuable contribution to this study. Together, we can drive meaningful insights that have the potential to improve organisational performance in the public sector. Your participation is greatly appreciated, and I look forward to sharing the findings with you in January 2024.

Appendix C: Informed Consent for Printed Questionnaire

To whom it may concern

Subject: Request for Participation in Research Study on Organisational Culture and Performance in the Public Sector

I hope this letter finds you well. My name is [REDACTED] and I am currently pursuing my MBA at the University of Pretoria's Gordon Institute of Business Science. As part of my research to fulfil the requirements for my MBA, I am conducting a study on the impact of organisational culture on organisational performance within the Public Sector.

The purpose of this letter is to request your kind assistance in participating in my research study by providing valuable data from your organisation. Your insights and inputs are crucial for the successful completion of my study, and I truly appreciate your support.

Study Overview:

Title: Impact of Organisational Culture on Organisational Performance in the Public Sector

Duration: 1 Week

Survey Time: The survey will not take more than 10 minutes of your valuable time.

Confidentiality and Data Privacy:

All the data collected will be treated with the utmost confidentiality. Your participation will be anonymous, and no personal identifiers will be used in the analysis or reporting of the findings. The data collected will be used solely for academic purposes and will be stored securely in accordance with the university's data protection policies.

Voluntary Participation and the Right to Withdraw:

Participation in this study is voluntary, and there will be no negative consequences if you choose not to participate. If you decide to participate, you can withdraw your consent at any time during the survey, without providing any reasons.

Contact Information:

If you have any questions, concerns, or require further information about the study, you are welcome to contact me or my supervisor using the following details:

Researcher name: [REDACTED]

Email: 27316719@myqibs.co.za

Research Supervisor: [REDACTED]

Email: [REDACTED]

Appendix D: Research Instrument

The impact of Organisational Culture on Organisational Performance in the Public Sector.

Dear Participant,

Thank you for clicking the link.

I am currently a student at the University of Pretoria's Gordon Institute of Business Science, pursuing my MBA. As part of my research, I am investigating the impact of organisational culture on organisational performance in the Public Sector. The survey should not take more than 10 minutes of your valuable time. Participation in this study is entirely voluntary, and you can withdraw at any point without facing any penalty or consequences. Please be assured that your responses will be strictly confidential and that only aggregated data will be reported. Your anonymity will be maintained, and your name or company will not be mentioned in research reports or publications. A copy of this study will be available after marking in January 2024. By completing the survey, you indicate that you voluntarily agree to participate in this research. However, please contact my supervisor or me if you have any concerns or questions regarding the study. Our contact details are provided below:

Researcher name: [REDACTED]
Email: 27316719@mygibs.co.za

Research Supervisor: [REDACTED]
Email: [REDACTED]

Thank you in advance for your valuable contribution to this study. Together, we can drive meaningful insights that have the potential to improve organisational performance in the public sector. Your participation is greatly appreciated, and I look forward to sharing the findings with you in January 2024.

** Indicates required question*

Part A: Demographics Information

1. **1. What is your age? ***

Mark only one oval.

26 - 35 years

36 - 40 years

41 - 50 years

> 51 years

2. **2. What is your gender? ***

Mark only one oval.

Female

Male

Other: _____

3. **3. What is your highest level of education? ***

Mark only one oval.

High School

College / Certificate

Bachelor's Degree

Post-Graduate Degree

Master's Degree

Doctoral Degree

4. **4. What is your job title? ***

Mark only one oval.

- Non-management
- Line Management
- Middle Management
- Senior Management
- Executive
- Other: _____

5. **5. What industry is your organisation in? ***

Mark only one oval.

- Agriculture and Land Affairs
- Defence and Security
- Education and Training
- Energy
- Housing
- Postal Services
- Public Broadcasting
- Telecommunications
- Tourism
- Transportation
- Water and Sanitation
- Other: _____

6. **6. What is your function within your organisation? ***

Mark only one oval.

- Administration
- Engineering
- Finance and Accounting
- Health and Safety
- Human Resources
- Information Technology
- Legal and Compliance
- Maintenance and Operations
- Public Relations and Communications
- Research and Development
- Technical Planning and Design
- Other: _____

7. **7. How long have you been with the organisation? ***

Mark only one oval.

- 3 - 6 years
- 7 - 10 years
- 11 - 15 years
- > 15 years

8. **8. What country is the public sector organisation located in? ***

Mark only one oval.

South Africa

Other: _____

Part B: Organisational Culture

9. **9. Involvement Culture**

Mark only one oval per row.

	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
My organisation's employees are highly involved in their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation makes decisions by taking into account information collected at all levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation widely shares information so that everyone can quickly get the important information he or she needs when it is needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. **10. Consistency Culture**

Mark only one oval per row.

	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
My organisation's managers "practice what they preach".	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation has a distinct set of management practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my organisation, a clear set of values governs how we do business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. **11. Adaptability Culture**

Mark only one oval per row.

	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
In my organisation, the way things are done is very flexible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation responds well to changes in the business environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my organisation, improved ways to do work are continually adopted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. **12. Mission Culture**

Mark only one oval per row.

	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
My organisation has a long-term purpose and direction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation has a clear strategy for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation has a clear mission that gives direction to organisational work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part C: Organisational performance

13. **13. Efficiency**

Mark only one oval per row.

	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
The time spent handling the tasks of my organisation is reduced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The cost of dealing with the tasks of my organisation is reduced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The accuracy of the business processes of my organisation has improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The administrative efficiency of my organisation has improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation delivers its services promptly and without delay.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

promptly and
without delay.

14. **14. Effectiveness**

Mark only one oval per row.

	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
The planned goal of my organisation has been achieved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of the business processes in my organisation has improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The business productivity of my organisation has improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation has created a high level of collaboration for effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part D: Suggestions or Comments

15. **15. If you like, share additional personal suggestions. Kindly use the space provided below.**

This content is neither created nor endorsed by Google.

Google Forms

Appendix E: Ethics Approval

GIBS ETHICAL CLEARANCE APPLICATION FORM 2023/24

G. APPROVALS FOR/OFF THIS APPLICATION

When the applicant is a student of GIBS, the applicant must please ensure that the supervisor and co-supervisor (where relevant) has signed the form before submission

STUDENT RESEARCHER/APPLICANT:

29. I affirm that all relevant information has been provided in this form and its attachments and that all statements made are correct.

Student Researcher's Name in capital letters: [REDACTED]

Date: 09 Jul 2023

Supervisor Name in capital letters: [REDACTED]

Date: 09 Jul 2023

Co-supervisor Name in capital letters:

Date: 09 Jul 2023

Note: GIBS shall do everything in its power to protect the personal information supplied herein, in accordance to its company privacy policies as well the Protection of Personal Information Act, 2013. Access to all of the above provided personal information is restricted, only employees who need the information to perform a specific job are granted access to this information.

Decision:

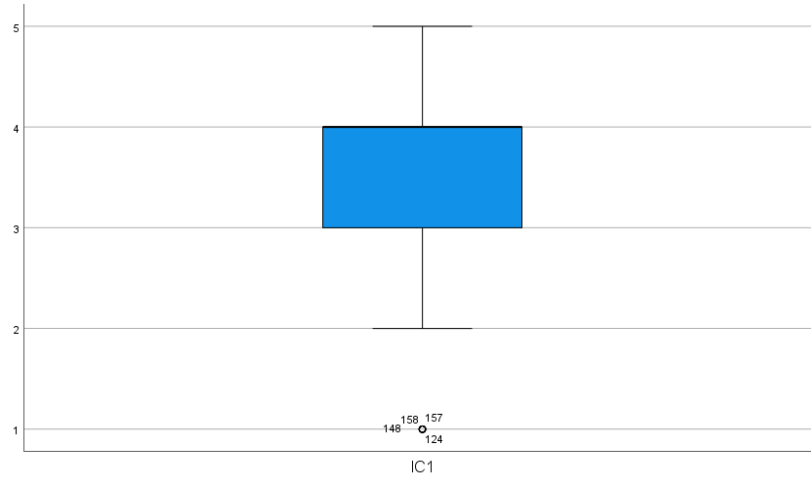
Approved

REC comments:

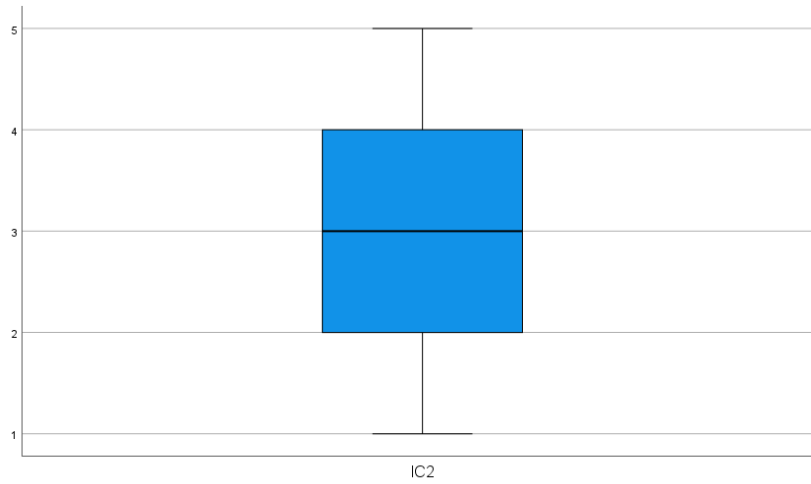
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Appendix F: Box Plot Assessments

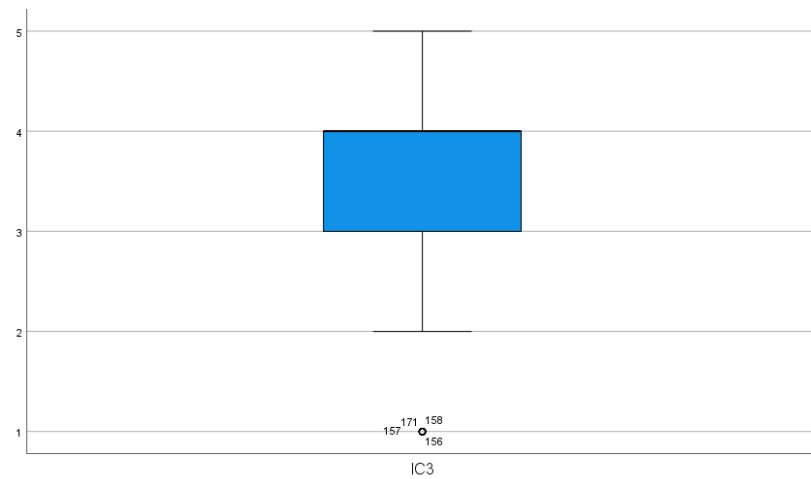
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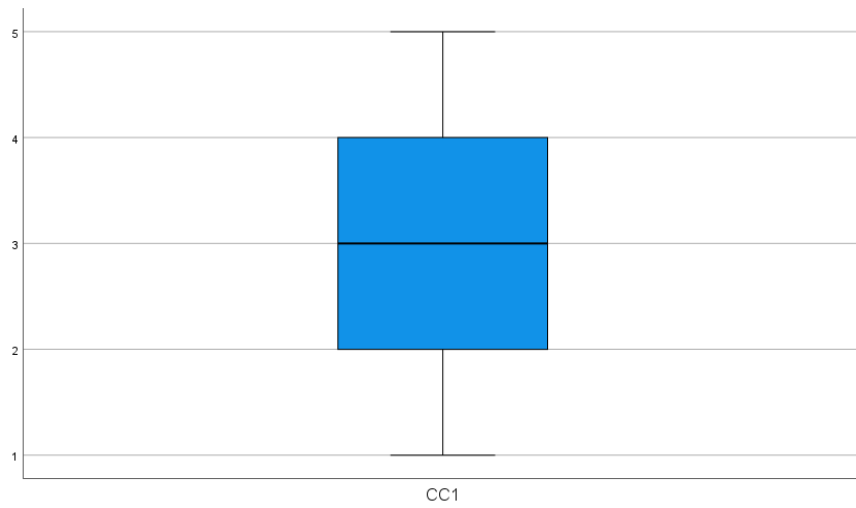
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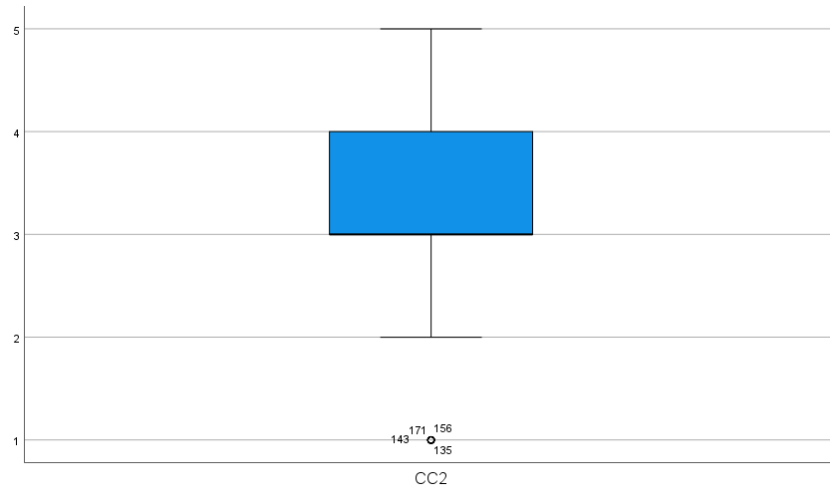
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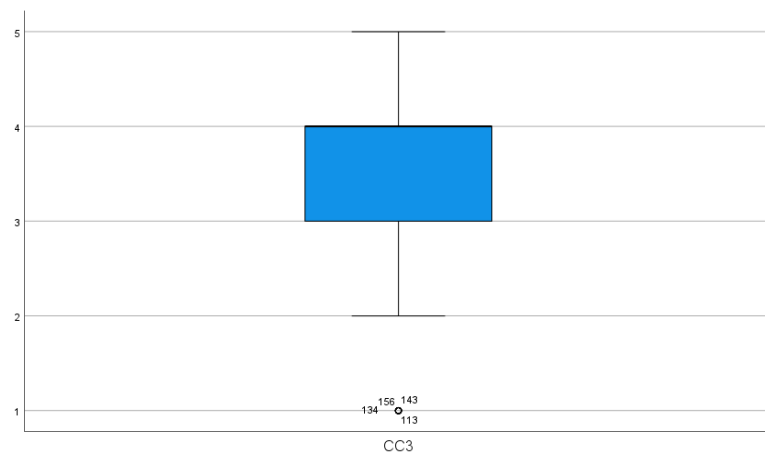
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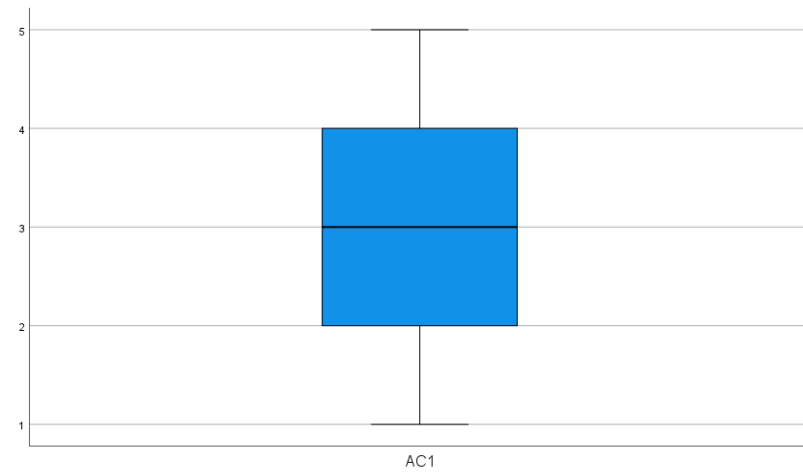
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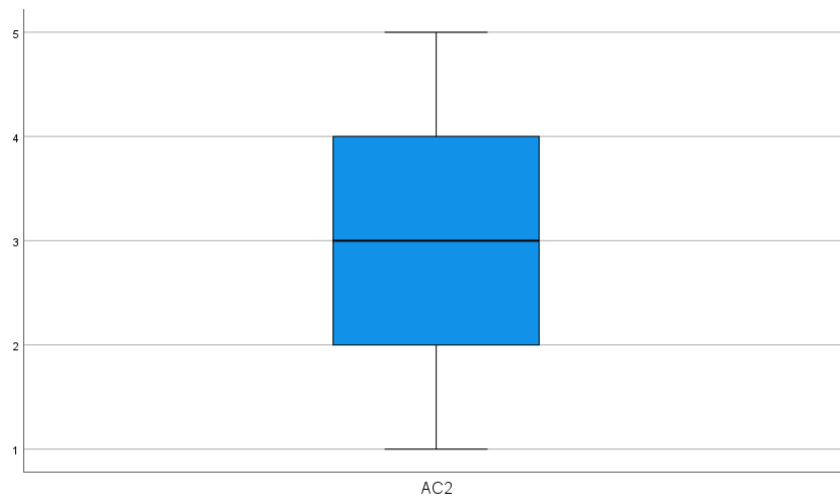
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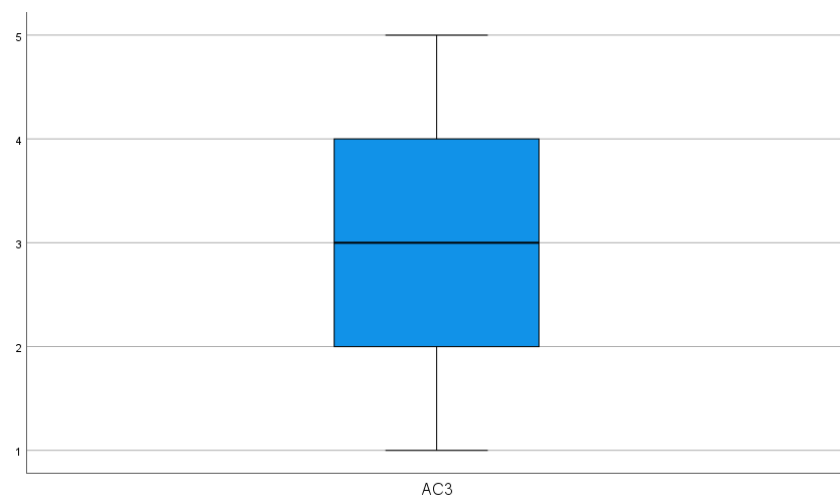
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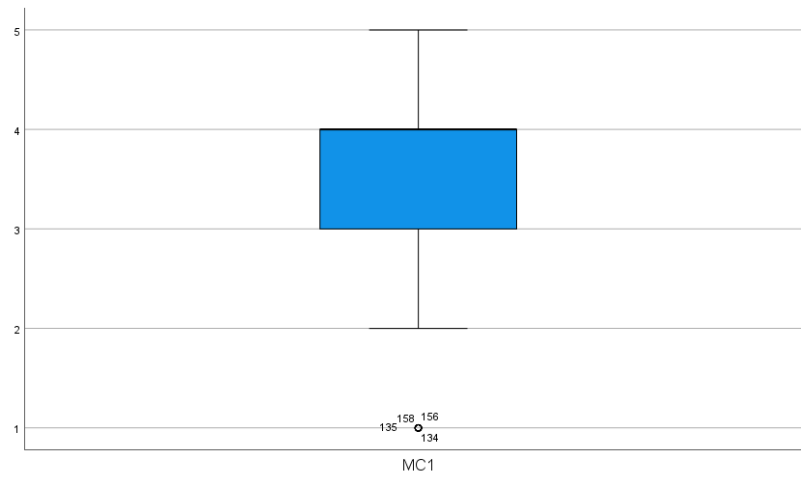
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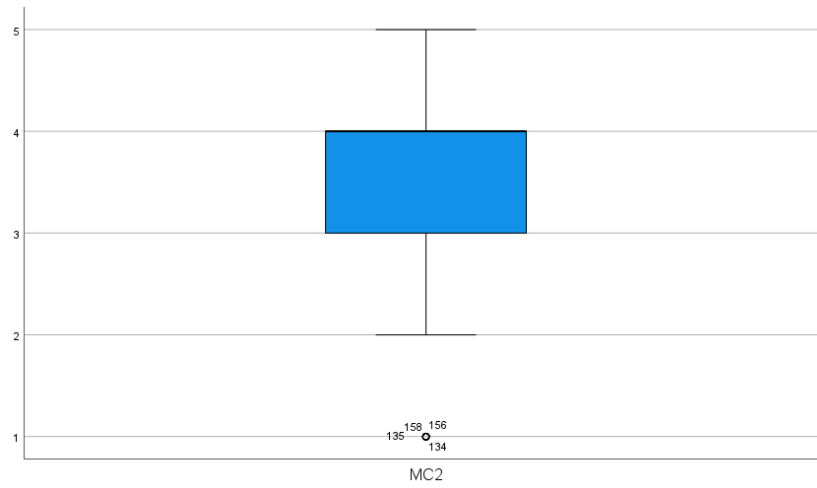
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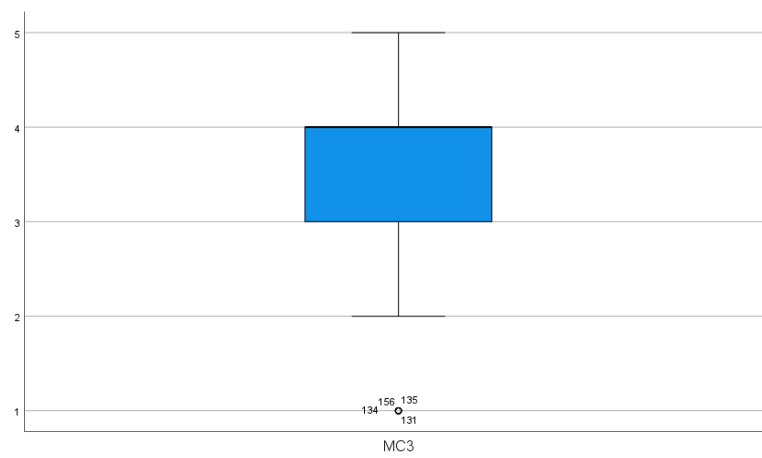
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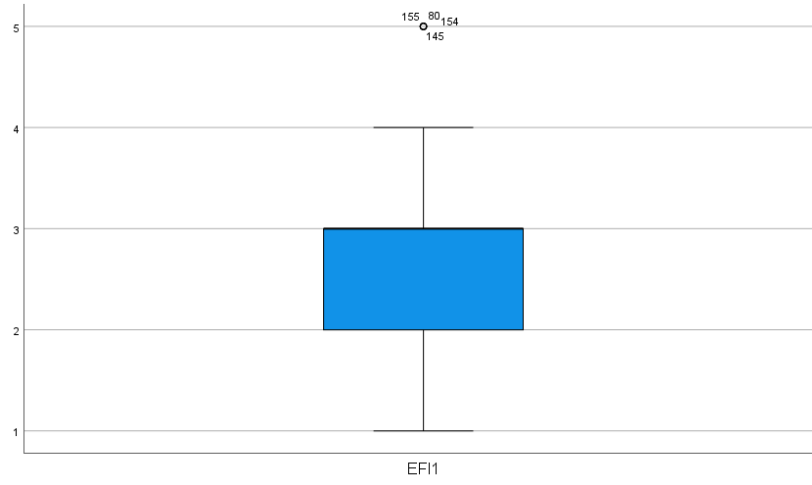
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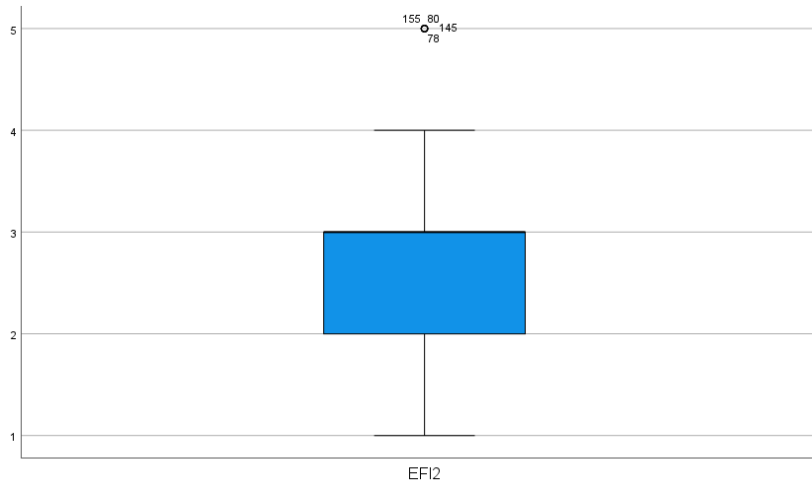
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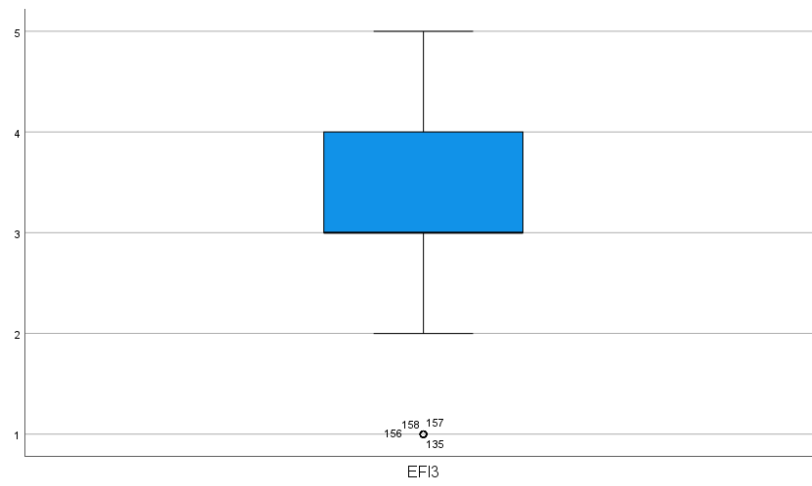
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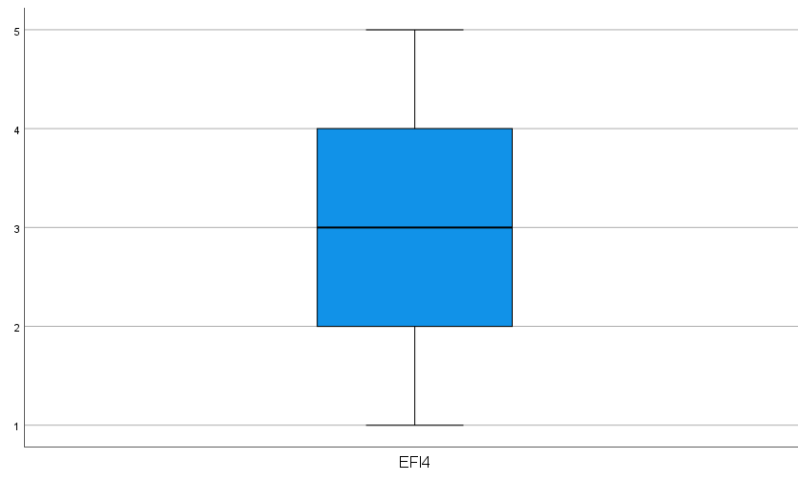
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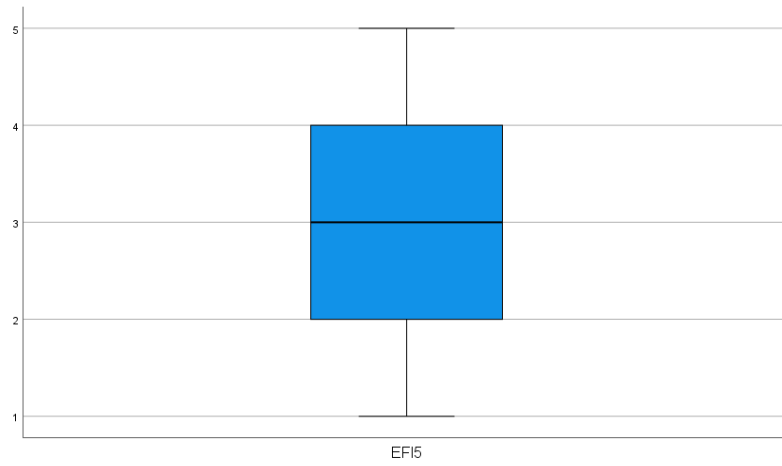
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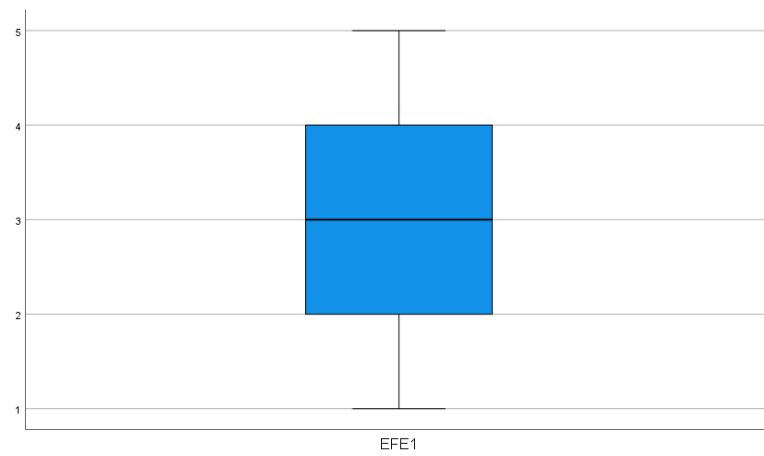
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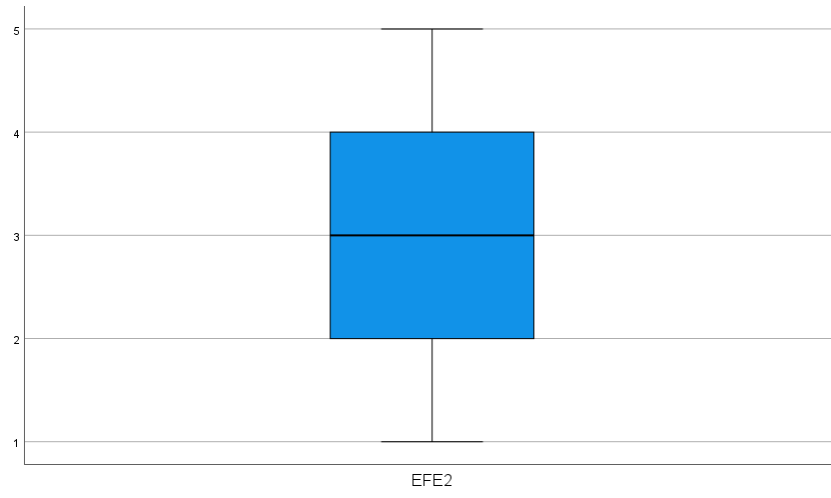
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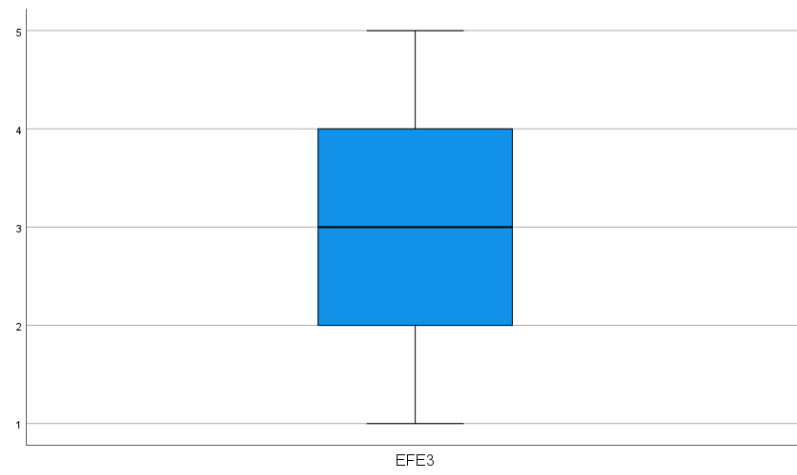
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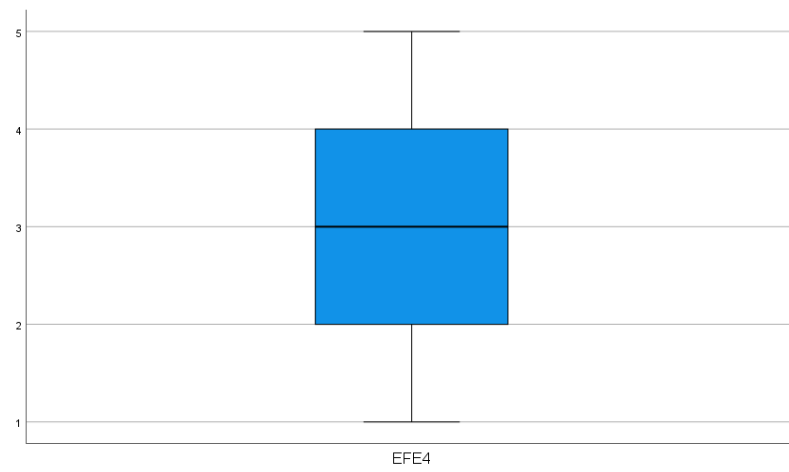
EFE2



EFE3



EFE4



Appendix F: Originality Report

2023_GMD 803_27316719_011123.pdf

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