

Gordon Institute of Business Science

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How can team effectiveness be managed as the teams and organisational culture evolve?

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ABSTRACT

As the business environment evolves at such a rapid pace, the teams and organisational culture play a critical role in impacting and in influencing team effectiveness. The organisations require tools, strategies, and methodologies to remain adaptable, as well as innovative, in the rapid pace business landscape. As the teams and the organisational culture evolve, it is important for the organisations to eliminate the obstacles that could hinder the team's effectiveness as the evolution occurs at a rapid rate. An exploratory, qualitative research approach was used to gain deeper insights and an understanding from the developed markets' multinational enterprises and the emerging markets multinational enterprises on how they can manage team effectiveness as the teams and organisational culture evolve. Through 12 semi structured interviews with the team leaders and the team members from the developed markets MNE's and the emerging markets MNE's and from multiple industries, data was collected to further gain insights. The outcome from the research has additional factors that emerged that the organisations could utilise to be able to influence the organisational culture and team evolution to remain effective.

Keywords:

Multinational enterprises, developed markets, emerging markets, teams, team members, team leaders, team effectiveness, evolving, organisational culture.

DECLARATION:

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

01 November 2023

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CHAPTER 1: PROBLEM DEFINITION AND PURPOSE

1.1 Purpose statement

The purpose of this study was to explore and to analyse the dynamic relationship between team effectiveness and the evolving organisational culture with a focus on developed markets multinational enterprises and the emerging markets Multinationals Enterprises (MNE's). By understanding the interplay between team effectiveness and evolving organisational culture, this study aimed to develop a broad understanding of how the teams can be effectively managed in the face of organisational culture evolution.

The teams under consideration operate within the dynamic organisations that adjust their structure and approach to align to the environmental demands and changes. These teams are recognised for their ability to adapt, coordinate, and work in dynamic organisational environments to fulfil the assigned tasks (Mahmood et al., 2021). Organisational culture includes behaviour patterns, as well as the values and beliefs that influence the organisations to succeed as these characteristics influence the individuals and the teams that are being explored (Gonzalez 2021). Team effectiveness can be defined and measured on how well these teams are able to achieve their objectives and collective goals (Delfgaauw et al., 2022; Shah et al., 2022; Yoo et al., 2022; Gonzalez, 2021). Team effectiveness is a combination of task performance and task viability (Mahmood et al., 2021).

This study explored the drivers, the challenges and the strategies that are associated with optimising team performance and effectiveness amidst the changing organisational culture context, thus ultimately providing the insights and the recommendations to enhance the organisational evolution and effectiveness. These insights that were gathered from this research can be used by the team leaders and the organisations in the emerging markets MNE's to influence the organisational culture to improve the team effectiveness as the teams and the organisational culture evolve based on the learnings that would have emerged from the developed markets MNE's and from the emerging markets MNE's.

1.2 Research problem

The dynamic nature of the modern organisations presents an important research problem which is: How can the effectiveness of the teams be successfully managed as both the team composition and the organisational culture evolve in response to the environment within the emerging markets? Over the years, the team compositions and the

organisational cultures have evolved, however, how do the organisations continuously manage the effectiveness of the teams with a special focus on the emerging markets? The current research studies have been focusing on the developed markets within the European and the North American studies (Mathieu et al., 2019). Understanding the emerging markets landscape in terms of team effectiveness being managed is a research opportunity to further identify the correlation between team effectiveness and organisational culture within emerging markets. The research gained insights from the developed markets MNE's and from the emerging markets MNE's that are all based in South Africa to understand how the teams can be effectively managed within the emerging markets.

Organisational culture has been researched extensively in developed markets and in the emerging markets with numerous theories emerging from the research, however, new ideas need to be explored (Baek et al., 2019), thus granting an opportunity for this research to further gain insights into developing new theories and practices within the emerging markets and giving rise to an opportunity to contribute to the established body of knowledge.

Finally, there are several factors that influence team effectiveness, and the past extensive research has gained insights on these factors and the impact that they have on team effectiveness, however, there are current opportunities that allow a further understanding of the other factors that influence team effectiveness in the emerging markets as the teams evolve (Shah et al., 2022).

With the research opportunity gaps, this research intended to further understand the knowledge gaps to gain understandings to contribute to the pool of knowledge. There were three themes (team effectiveness, the organisational culture's impact on performance and the organisational culture's influence within the teams), that were identified as the knowledge gaps as seen on Table 1.1. The knowledge gaps are reviewed in detail with the questions that address these knowledge gaps in Chapter 3 and in Chapter 5.

Table 1.1: Summary of the identified knowledge gaps

Theme	Knowledge Gaps (KG)
Team effectiveness	KG1: Even though the complexities of the modern-day teams have been captured, there is limited knowledge of the dynamic and the contextual features of the teams. The teams are not static, and they are influenced by various factors that change over time. These changes can impact how the teams' function, interact, and achieve their goals (Mathieu et al., 2019).
Organisational culture's impact on performance	KG2: Extensive research has been done on defining organisational culture, measuring cultures, and classifying them in the subcultures. However, new ideas need to be explored to further understand and apply the organisational culture theories and practices (Baek et al., 2019).
Organisational culture's influence within the teams	KG3: Intensive research that examines the organisational culture that contributes to team effectiveness has been done, however, further studies are required to examine the other dimensions that represent organisational culture and team effectiveness (Shah et al., 2022).

1.3 Conclusion

In conclusion, the challenge in managing team effectiveness during the continuous evolution of teams and organisational culture is quite important in today's business environment. The organisations need to be agile, innovative, competitive, and forward looking, therefore there is a need for them to be able to thrive in this changing environment.

This research problem focused on the need to analyse and to do an in-depth exploration to shed light on the strategies, the methodologies and the tools that can guide and assist the organisations to tackle this challenge. Thus, by addressing this research problem, valuable insights and recommendations were extracted and they can be used by the various organisations within the emerging markets.

As there was the identification of the research problem and the knowledge gaps the chapters of the research study are structured as the following. Chapter 2 provides an in-depth literature review on the relevant relationship between organisational culture and team effectiveness. The research questions that were derived based on the title and on the primary research question are in Chapter 3. Chapter 4 deep dives into the research and the design methodology. The results as gathered from the semi-structured interviews are shared in Chapter 5. Chapter 6 reviews and discusses the findings as presented in Chapter 5 with insights from the literature review in Chapter 2. Finally, Chapter 7 concludes the research.

CHAPTER 2: THEORY AND LITERATURE REVIEW

2.1 Introduction

The primary purpose of this chapter is to review the literature pertaining to the organisational cultures and the teams' effectiveness within the developed markets in the multinational enterprises and in the emerging Markets Multinational Enterprises (MNE's). The literature review is one of the critical steps in the research journey of the understanding of what is already known through existing research and further investigating what is unknown in a certain field. In this case, the literature review explored the relationship between organisational culture and team effectiveness in the emerging markets as the teams and the organisations evolve. Figure 2.1 represents the literature review flow. The literature review hones into gaining the insights on the relationship between organisational culture and team effectiveness. Under organisational culture, there are six factors which were reviewed, namely: the leadership, employee behaviour and attitudes, organisational structure, organisational values and beliefs, external environment, as well as organisational goals and strategy. Team effectiveness reviews five subtopics which are namely: performance, behaviours, attitude, team member style and organisational culture.

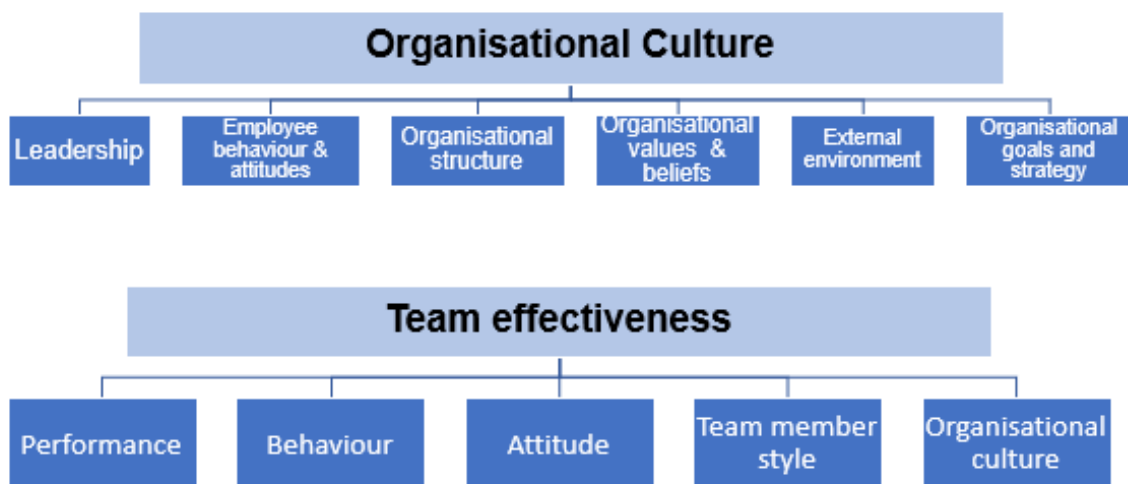


Figure 2.1: The diagram flow of the literature review

2.2 Organisational culture

Organisational culture is identified as the shared values, the norms, and the practices that define an organisation (Bautista et al., 2023; Wijethilake et al., 2023; Gonzalez, 2021; Baek et al., 2019; Fidyah et al., 2020; Meng et.al., 2019). Organisational culture can also

be defined as the habits, the attitudes and the actions of the employees that are within the same organisation (Deogaonkar et al., 2023). Organisational culture's other definition is that it is seen as the collective of values, the expectations and the practices that influence the behaviour of the employees within the organisation (Prinsloo et al., 2022). Gonzalez (2021) defines organisational culture as a pivotal element that influences the creation of the environment that fosters the adaptation and the improvement of the essential competences within the organisations. Gonzalez (2021) continues to define organisational culture's characteristics as that it includes the behaviour patterns, the values and beliefs as the reasons why the organisations can succeed as the characteristics influence the individuals and the teams. The shared values, the norms, and the beliefs that define organisation are at times the unwritten and unspoken guidelines that the organisations operate under, and these characteristics shape the way the individuals behave and perform (Wijethilake et al., 2023; Fidyah et al., 2020). In summary, organisational culture can therefore be defined as the common values, the customs, and the expectations that the employees in the organisation are guided by as a collective, and these values and expectations influence how the individuals and the team behave.

The shared values, beliefs, and the attitudes that define organisational culture are usually established by the leadership, the employee behaviours, the organisational structure, the values, and beliefs as well as the external environment. These are then cascaded to the organisational staff who then incorporate these values and beliefs (Bautista et.al., 2023; Deogaonkar et al., 2023).

Organisational culture is influenced by the key factors that impact the organisation and these include but are not limited to the following: the leadership, employee behaviour and attitudes, organisational structure, organisational values and beliefs, organisational goals and strategy as well as the external environment. (Bautista et al., 2023; Baek et al., 2019). These are reviewed in detail below.

2.2.1 Leadership

The leaders play a pivotal role in establishing the atmosphere, the principles, and the standards within the organisation. The leadership style and the behaviour of the executives have a profound impact on shaping and driving the organisational culture (Bautista et al., 2023; Wijethilake et al., 2023; Muzondiwa et al., 2022; Zahari et al., 2022; Aitken et al., 2021; Alblooshi et al., 2021; Osupile et al., 2021). The leaders set the tone, the values, as well as the expectations and these are then reflected within the organisation's culture (Deogaonkar et al., 2023; Prinsloo et al., 2022; Cavanaugh et al.,

2021; Baek et al., 2019). The leadership also practices two-way communication. (Deogaonkar et al., 2023; Regenold, 2019; Meng et al., 2019).

The leaders at times can be referred to as 'entrepreneurs', or as 'custodians' and they are the visionaries of the organisation that provide clarity and guidance especially in an organisation that is rapidly changing (Aitken et al., 2021). The effective leaders may often capitalise on the assets of their organisations, including resilience and adaptability, to deal with the kind of extraordinary changes that occur in their work settings. These executives have the capacity to develop a resilient and adaptive culture within their organisations, which encourages an atmosphere that is more transparent and gives the workers greater authority. Furthermore, these leaders can cultivate a culture of adaptability and resilience within their organisations, which, in turn, fosters a more open environment and it empowers their employees (Zahari et al., 2022). Moreover, capable leaders who have a thorough awareness of the context of their organisation also need to be able to identify the improvements and the innovations that the organisation needs. Because of this insight, they can foster an inventive culture and significantly contribute to the organisation's long-term success (Kuo et al., 2019).

As organisational cultures evolve, several crucial characteristics and competencies become essential for leaders. These include the need for the leaders to possess a substantial level of education to effectively steer the organisation toward success within the evolving landscape. Additionally, the leaders must demonstrate inclusive leadership, the ability to lead the teams collaboratively, and model the new behaviours that are necessary to help to achieve the organisation's objectives while positioning the company for sustainable change and success (Miller et al., 2023). Lastly, the leaders can encourage their teams to think differently and radically, whilst creating an atmosphere that allows a smooth flow of new ideas across the organisation. This kind of leadership is referred to as the 'new game' leadership (Alblooshi et al., 2021).

In conclusion, through the pivotal role that the leadership plays in establishing and upholding the organisational culture, it is evident that the leaders' actions and decisions can either reinforce or undermine the existing culture. Hung et al. (2022), Fidyah et al. (2020) as well as Muzondiwa et al. (2022) argue that there is a strong correlation between organisational culture as well as the leadership and that leadership can possibly have a negative effect on the organisational culture.

2.2.2 Employee behaviour and attitudes

Employee behaviour and attitudes are crucial in shaping and influencing the organisational culture (Bautista et al., 2023; Miller et al., 2023; Ng, 2023; Wijethilake et al., 2023; Osupile et al., 2021; Baek et al., 2019). The shaping of the organisational culture from the employee behaviour and attitudes emerges from the employees consistently exhibiting certain behaviours and attitudes (Bautista et al., 2023). One of the employee behaviour and attitudes characteristics is that employees who are actively engaged tend to have a greater feeling towards their organisation. This in turn results in the job satisfaction for the individuals and the teams in the organisation. The level of engagement is associated with various aspects of work-life such as the workloads, autonomy, recognition, social support, and the value they find in their work within the organisation (Lockhart, et al., 2020; Meng et al., 2019).

The employees understand what is expected of them when an organisation fosters a culture of open communication, or when it upholds reasonable standards, provides frequent feedback, and provides appropriate rewards as well as recognition. Consequently, the above aspects affect their views and behaviours. This then cultivates an efficient and cooperative culture within the company (Deogaonkar et al., 2023; Prinsloo et al., 2022).

When an organisation adopts and promotes best practices and positive attitudes that are related to inclusion, diversity, equity, and access, the individuals and the teams can work more efficiently, with fewer obstacles as well as with less time and effort being wasted. To establish and sustain a culture of high performance in the modern era, the team members need to embrace the concept that achieving individual benefits is closely tied to working and collaborating as a unified "we." (Miller et al., 2023).

Naveed et al. (2022) argue that when the employees are open to change, they can make the connection between how the organisation's culture affects how well it works through being more innovative. This means that how the employees feel about change and new ideas is also important for making the organisation's culture better and more effective.

In summary, the employees' behaviour and attitudes are pivotal in shaping and influencing the organisational culture. They can either strengthen or slow down the culture change process depending on their alignment with the organisation's vision and objectives.

2.2.3 Organisational structure

Organisational structure is the third element that is crucial in influencing and shaping the organisational culture (Hung et al., 2022; Osupile et al., 2021; Baek et al., 2019). The organisation structure is the way a company organises its employees and job roles to ensure that work can be efficiently so that the organisational goals can be achieved (Bautista et al., 2023). The organisational structure comprises of elements such as hierarchy, communication methods, and the decision-making processes which collectively shape the organisational culture. Additionally, it is suggested that a hierarchical structure may tend to encourage a more formal and rigid culture, while a flat structure is more likely to foster a collaborative and innovative culture within the organisation (Bautista et al., 2023; Ali et al., 2021; Busse et al., 2020; Baek et al., 2019). The organisational structure also includes team member composition and team norms. The composition of a team which includes factors such as personality, demographics, and skills, can enhance the individual and the team performance, creativity, as well as the innovation by fostering effective teamwork coordination among the team members. Consequently, this teamwork can have a significant impact on shaping the organisational culture (Cavanaugh et al., 2021). Organisational structure pertains to how an organisation organises its roles and responsibilities to efficiently attain its objectives (Osupile et al., 2021). The organisation structure can be influenced by modern leadership. The modern leadership focusing on agile leadership, promotes flat hierarchies, transparency and individual responsibility and it can assist the organisations to adapt quickly to the changing conditions in which they operate in (Busse et al., 2020). To stay competitive and to get ready for the changes in the future, it is vital that the organisational structures are agile and stress resistant (Meyer et al., 2022)

In summary, the organisational structure is one of the crucial factors that influence the organisational structure within the organisation.

2.2.4 Organisational values and beliefs

The organisational values and beliefs is critical in shaping the organisation's culture. The values and beliefs are often established by the leadership (Bautista et al., 2023; Deogaonkar et al., 2023; Osupile et al., 2021). The values and beliefs include factors such as the organisation's mission and vision, the practices for awarding rewards and recognition, cultural diversity as well as the written and the unwritten rules that are observed in the organisation (Deogaonkar et al., 2023; Wijethilake et al., 2023). The values and beliefs are the underlying assumptions that guide the decision-making

processes, the problem-solving methods and how any opportunities are utilised within the organisation (Bautista et al., 2023; Osupile et al., 2021). These values and beliefs are then passed onto the new employees when they join the organisation, and the value and beliefs define the rules in which the employees interact and abide by (Osupile et al., 2021). Furthermore, the organisational values and beliefs can mould the individual's assumptions about what knowledge is important and the individuals are then able to differentiate between organisational and individual knowledge (Osupile et al., 2021). The members as a collective within the organisation develop mutually acceptable values and beliefs about what is real, what is important and how they should respond (Meng et al., 2019). Lastly, the team's culture that is shaped by the organisational values and beliefs can affect the organisation's capacity for innovation and skills development (Gonzalez, 2021).

The factors that influence the organisational values and beliefs are important as these often include the unwritten rules within the organisation.

2.2.5 External environment

The external environment includes the industry trends, the shared values and the market conditions that can influence the organisational culture (Bautista et al., 2023; Baek et al., 2019; Lockhart et al., 2020). The external environment is crucial in shaping and in changing the organisation as at times the organisation may adapt their organisational culture to align with the external pressures or to adapt to differentiate themselves from the competitors (Baek et al., 2019). Furthermore, the Denison Model of Organisational Culture includes adaptability as one of the external dimensions of organisational culture. Adaptability includes the organisation's ability to change to what is happening in the environment that significantly impacts the organisation. The significant impact of the external environment can cause the organisational culture to transition as the organisation adapts to the new conditions and or the challenges (Bautista et al., 2023; Hung et al., 2022). These new conditions include the market demands and the customer preferences (Hung et al., 2022). Ali et al. (2022) argue that the external environment could influence the organisational culture indirectly. An organisation that operates in a dynamic external environment often requires a higher level of innovation due to the uncertainty that exists. The opposite is true as Ali et al. (2022) continue the argument that in a stable external environment, the organisation would adopt a cautious strategy that may perhaps restrict the flow of innovation. Finally, the leaders of the organisation are responsible for monitoring the dynamics of the external environment and thus proposing innovative strategies or new visions to the organisation based on their observations. The constant

monitoring and adaptation to the external environment can shape the organisational culture through encouraging an innovative culture, risk taking and a continuous learning culture within the organisation. The speed in which the environment changes related to the market, as well as to technology and competing strategies requires a fast response from the organisation, thus requiring an adaptable and agile organisational culture (Sukoco et al., 2022).

The external environment does influence the organisational culture and the leaders of the organisation need to constantly monitor and adapt their organisational culture in response to the environment that they operate in.

2.2.6 Organisational goals and strategy

The organisational goals and the strategy are the last factors that will be considered as one of the key influencing pillars of organisational culture. It is understood that the goals and the strategies of the organisation can shape the organisational culture (Bautista et al., 2023; Gong et al., 2021; Baek et al., 2019; Regenold, 2019). These organisational goals and strategies guide the behaviour and the decision-making of the employees thus contributing to the overall culture (Bautista et al., 2023). The organisational goals and the strategy of the organisation provide a direction and framework in which the organisation operates under (Gong et al., 2021). Furthermore, the shared goals of the organisations and the way these shared goals are communicated can influence the organisational culture. An organisation that emphasises the shared goals and uses task orientated communication in the organisation can foster a sense of safety and trust amongst the team members. This is also applicable to the strategies that the organisation has set out as part of the organisational culture (Regenold, 2019). The leaders are the ones that should set the direction for the teams to include the goals and the performance strategies as this direction will influence the organisational culture (Cavanaugh et al., 2020). Finally, an alignment between the organisational goals, the strategy and the organisational culture is crucial for the organisation's success as the alignment across the three areas can improve the employee engagement, and the decision making, thereby leading to better organisational performance (Gong et al., 2021).

The organisational goals and strategy can be promoted through the organisation's vision and mission. When an organisation can achieve the goal promotion through their vision and mission, this would be known as organisational effectiveness. The misalignment of the goals and the strategy can limit the organisation's effectiveness.

2.3 Team Effectiveness

The teams are defined as a group of individuals who work together and collaborate towards a common goal. They are critically significant within the numerous organisations, as they foster collaborative productivity, mutual learning, and social engagement with the colleagues (Delfgaauw et al., 2022; Shah et al., 2022; Yoo et al., 2022; Gonzalez, 2021). Shah et al. (2022) argue that while the individuals collectively pursue a common objective, they are also anticipated to enhance each other's strengths and to compensate for one another's weaknesses (Shah et al., 2022). The teams can be described as the evolving entities that adapt their structure and attitude to meet the environmental demands and changes. They are known to adapt, coordinate and to work in dynamic organisational environments to accomplish the assigned tasks. (Mahmood et al., 2021). The teams are relied on within the organisation to improve on the efficiency of the business (Ross et al., 2008).

There are two primary constituencies that are involved in the team performing well and these are the team members as well as the other interested parties who are concerned with the team's success. The other interested parties could be but are not limited to the stakeholders, the customers, and the other team members within the organisation. The members of the teams are a critical element in the success of the teams which would include their willingness to work together, their commitment and their personal contributions for the success of the team (Mathieu et. al. 2019).

Team effectiveness can be defined as a measure of how well these teams are able to achieve their objectives and collective goals (Delfgaauw et al., 2022; Shah et al., 2022; Yoo et al., 2022; Gonzalez, 2021). It is a combination of task performance and task viability (Mahmood et al., 2021). Team effectiveness has two outcomes which are namely the tangible outputs or the influences on the team members. (Mathieu et al., 2019). There are five factors that influence team effectiveness, and these are namely: 'performance', 'behaviour', 'attitude', 'team member style', and 'corporate culture' (Ross et al., 2008). These are reviewed in detail below.

2.3.1 Performance

Performance can significantly influence team effectiveness and it is the key indicator of team effectiveness (Kerivel et al., 2022; Mahmood et al., 2021; Argote et al., 2021; Delfgaauw et al., 2022; Mathieu et al., 2019). Performance can significantly impact a team's overall effectiveness with several key factors playing a crucial role. The teams that exhibit strengths in communication, collaboration, and effective problem-solving tend to

excel in task completion (Mahmood et al., 2021). Furthermore, the successful teams often benefit from the additional factors such as the team incentives, a sense of social cohesion, and the positive influence of peer pressure (Delfgaauw et al., 2022).

Productivity, efficiency, and quality are distinct, yet they are interconnected concepts that measure different aspects of performance and output within the teams. While productivity is concerned with the quantity of work that is accomplished, efficiency evaluates how well the resources are utilised to achieve that quantity, and quality assesses the level of excellence as well as the satisfaction that is associated with the outputs. These three concepts are often interrelated because improving one aspect can influence the others. (Mathieu et al., 2019).

Furthermore, performance feedback holds a pivotal position in enhancing team effectiveness. The teams who get performance feedback on a regular basis are better able to identify the areas for improvement, which leads to a process of continuous learning and a gradual increase in effectiveness (Argote et al., 2020). The relationship between performance and team effectiveness can be complex and it can be influenced by various factors such as team stability, the entry of new members and the variety of the experience amongst the teams (Argote et al., 2020).

2.3.2 Behaviour

Team effectiveness can be influenced by the behaviour of the team members in terms of their willingness to share knowledge and to engage in mutual learning from one another. Furthermore, the conduct of the team members, particularly their responsiveness and the direction of their attention, can shape the team's information-seeking behaviour, thereby subsequently affecting the team's effectiveness (Argote et al., 2020). Additionally, because the power imbalances are a behavioural trait, they can affect how well a team learns collectively, which in turn affects the effectiveness of the team (Argote et al., 2020; Mahmood et al., 2021).

The positive behaviours such as cooperation, effective communication, and mutual respect, contribute to improved team effectiveness by nurturing a positive team environment. This, in turn, boosts productivity and the satisfaction among the team members (Mahmood et al., 2021; Mathieu et al., 2019). Conversely, the negative behaviours such as conflict, poor communication, and disrespect impede the team's effectiveness by fostering a hostile team environment, thereby ultimately reducing productivity and satisfaction. Moreover, the conduct of the team leaders plays a crucial

role. The effective leaders can inspire the team members, as well as cultivate a positive team atmosphere, and handle conflicts adeptly, all of which enhance the overall team effectiveness (Mathieu et al., 2019).

The actions of the team members can either accelerate or hinder the team's progress towards its objectives. For instance, when the team members engage in constructive confrontation and cooperation, it can reduce the conflicts within the team, thereby fostering active participation and ultimately enhancing the team's effectiveness. Furthermore, the behaviour of the team leader is of utmost importance. The team leaders play a critical role as the grievance handlers and conflict mediators to settle the disagreements within the team about the projects within their organisations. They act as an essential link for information to move both upward and downstream. And lastly, another behavioural factor that has a significant impact on team effectiveness is trust. Building trust is crucial for the smooth operation of the teams with the members who are diverse in terms of gender, age, race, ethnicity, and the other characteristics (Shah et al., 2022).

In essence, the behaviour of both the team members and the leaders plays a fundamental role in shaping the success and the productivity of a team.

2.3.3 Attitude

Attitude significantly influences the team's effectiveness (Shah et al., 2022; Alblooshi et al., 2020; Argote et al., 2020; Mathieu et al., 2019). The attitudes that are held by the team members regarding their work, their team, and or their organisation wields significant influence over the team's capacity to achieve its objectives. Positive attitudes can nurture commitment and engagement, ultimately boosting performance and effectiveness. An example is that a positive attitude toward teamwork can promote improved communication, trust, and mutual support among the team members, thus contributing to team effectiveness. Likewise, a positive attitude toward learning can stimulate ongoing improvement and innovation, further elevating the team's effectiveness. (Shah et al., 2022; Argote et al., 2021). A positive attitude can also foster a sense of commitment and loyalty to the team thus increasing productivity and the overall team's performance. Since the teams with positive attitudes are more likely to be more engaged and motivated, these factors lead to increased levels of creativity and innovations amongst the teams (Alblooshi et al., 2021)

On the contrary, the negative attitudes can hinder team effectiveness by fostering a hostile work environment, diminishing motivation, and by instigating conflicts (Shah et al.

2022). The negative attitudes can contribute to, the conflicts amongst the team members, poor communication, and the lack of trust, thereby leading to decreased productivity and lower team morale (Alblooshi et al., 2021). Consequently, it becomes imperative for the organisations to cultivate positive attitudes among the team members to enhance overall team effectiveness (Shah et al., 2022).

The attitudes of the individuals within a team can indeed influence the team's overall performance and effectiveness. The positive attitudes have the potential to enhance team effectiveness by creating a conducive environment that is characterised by enthusiasm, commitment, and optimism. Conversely, the negative attitudes, such as a lack of commitment, disinterest, and pessimism, can have detrimental effects on team performance and effectiveness (Mathieu et al, 2019).

The effectiveness of the team can be strongly impacted by the leader's attitude. Positively oriented leaders can uplift and encourage their team members, thus creating a great team environment and encouraging excellent work. On the other hand, the negative attitudes among the team leaders can demoralise the workers and foster a bad work environment, both of which can reduce the performance of the team (Alblooshi et al., 2021).

2.3.4 Team member style

The team members' style, which includes team composition, the working style, the leadership style, as well as the communication style plays a critical role in influencing team effectiveness (Argote et al., 2020; Cavanaugh et al., 2021; Mathieu et al., 2019). The mix of a team member's personality, demography, and the skill set is referred to as the team's composition. By encouraging collaboration and the coordination among team members, this composition can improve the individual and the team effectiveness' outcomes including performance and innovation (Cavanaugh et al., 2021). As an example, a team member who adopts a collaborative working style can boost the productivity by promoting collaboration, idea exchange, and group problem-solving. On the other hand, a member of the team who exhibits a competitive or individualistic working style may hinder the performance of the team by causing disagreements, restricting communication, and inhibiting cooperative problem-solving (Mathieu et al., 2019). Comparably, by encouraging clear and effective communication, as well as by minimising misunderstandings, and cultivating healthy connections among team members, a team member with a constructive and respectful communication style can increase the effectiveness of the team. On the other hand, a team member with a bad communication style can make the team less

successful by fostering conflict, misunderstandings, and strained relationships (Mathieu et al., 2019).

Finally, the team's performance and effectiveness may be impacted by the leadership style of its members. The teams headed by the individuals that adopt a transformational leadership approach, which entails inspiring and motivating the team members, frequently demonstrate increased efficacy. Similarly, the ways in which the team members communicate can also have a big impact on how productive the team is. The teams that include the individuals that communicate in an open and helpful way tend to work better and perform better (Argote et al., 2021).

2.3.5 Organisational culture

Organisational culture significantly influences team effectiveness (Bianco et al., 2023; Deogaonkar et al., 2023; Shah et al., 2022; Ungerer et al., 2019; Uhl-Bien et al., 2017). Organisational culture is defined as a 'set of shared values', 'goals', 'attitudes', and 'practices'. It is often perceived as a precursor of team effectiveness (Shah et al., 2022). In the context of the teams, the immediate effect on work is more influenced by team culture which is rooted within the broader organisational culture. The team culture is mainly based on the norms, the expectations, and the roles of the team members. A robust team culture, stemming from a pre-existing culture that contributed to the organisation's past achievements, can facilitate the development of new services by new team members, ultimately contributing to the organisation's future success. (Shah et al., 2022). Organisational culture can have a significant impact on how productive the teams are. An organisational culture that values cooperation, knowledge sharing, and continuous learning can adopt an environment where the teams can flourish. As the team members work together more often, they develop a similar vocabulary or a set of phrases which is an important aspect of the company culture that helps them to do tasks more quickly and accurately (Argote et al., 2021) and additionally, for the teams to be successful in achieving their effectiveness, the organisational culture needs to be a culture that promotes honesty, independence and open communication as well as being a clearly defined culture for the teams to be able to thrive and succeed in the organisations (Deogankar et al., 2022).

The impact of organisational culture on team effectiveness is of paramount importance in leading the organisations into a lean culture. The lean culture is when the management system is focused on reducing waste whilst sustaining productivity. For the organisations to thrive in driving a lean culture, the key driver is team effectiveness as the teams foster a shared understanding of the objectives and cultivates collaboration and nurtures

commitment to the ongoing enhancement. The leaders in the organisations who champion lean principles can then nurture a culture that is centred on efficiency, problem solving and perpetual learning, thus elevating team performance. Finally, for the organisations to be able to navigate the challenges of a rapidly changing technological landscape, the organisations need to foster a culture that values learning and adaptation. (Bianco et al., 2023).

2.4 Conclusion

The teams are recognised as being fluid individuals that evolve in response to their environments, which may be internal and external. The factors that influence the team dynamics include but are not limited to the task scopes and complexities, member attributes, as well as interdependencies. These known factors are based on the studies that have been conducted over the past decades, however, with all the research done on teams, there are still areas that require further investigation. These investigation opportunities include the unknown theories that are being developed in line with the evolving teams (Mathieu et.al. 2019).

Baek et al. (2019) argue that in-depth research has been conducted on organisational culture focusing on the practical elements. However, there is a very limited exploration on the philosophical foundations and the fundamental principles of organisational culture. Thus, there is a need to provide an opportunity for future research to question the established beliefs and to create a fresh conversation about organisational culture in the modern age. Secondly, many of the learnings on organisational culture have been mainly drawn from North America and Europe, which Baek et.al. (2019) argue that these two continents are of a similar cultural background. Therefore, it would be beneficial for the researchers to research the other cultures as this would bring about 'fresh mental frameworks (Baek et.al., 2019).

Organisational culture is known to significantly influence team effectiveness. It is often a precursor to team effectiveness based on the research that has been conducted over the years. It is known that a strong team culture can assist in the organisation's success, and it can be used to assist the new team members to develop new services to set up the organisation for success. What is unknown, is how the different dimensions that represent organisational culture can influence the team's effectiveness (Shah et al., 2022).

These knowledge gaps are further broken down in Chapter 3 and they are the cornerstone of the research in which the semi-structured interviews are built on to further build on the body of knowledge on the organisational culture and the team effectiveness' relationship.

CHAPTER 3: RESEARCH QUESTIONS

The ensuing research question will offer valuable perspectives into the dynamics of team effectiveness within a shifting organisational culture and evolving team landscape. Thus, the primary research question is articulated as follows:

Primary research question: How can teams effectiveness be managed as the teams and organisational culture evolve?

3.1 Research questions

The subsequent three research questions are subordinate to the primary research question, and they yielded insights and further understanding of the teams' effectiveness and performance in an ever-evolving organisational culture environment in the emerging market.

Research Question 1: How do the teams' setups impact how the teams work, feel, and achieve results?

Research Question 2: How does the organisational culture create an enabling environment for the teams' performance?

Research Question 3: How is the organisational culture managed to positively influence the teams' performance outcomes in times of change?

Presented in Table 3.1 is each theme with the related research question and the unique knowledge gap.

Table 3.1: Mapping of research questions to unique knowledge gaps

Knowledge Gap (KG)	Research Questions (RQ)
<p>Theme: Team effectiveness</p> <p>KG1: Even though the complexities of the modern-day teams have been captured, there is limited knowledge of the teams' dynamic and contextual features. The teams are not static, and they are influenced by various factors that change over time. These changes can impact how the teams' function, or interact, and how they achieve their goals (Mathieu et. al., 2019).</p>	<p>RQ1: How do team setups impact how teams work, feel, and achieve results?</p>

<p>Theme: Organisational culture's impact on performance</p> <p>KG2: Extensive research has been done on defining organisational culture, as well as measuring cultures, and classifying them in subcultures. However, new ideas need to be explored to further understand and apply the organisational culture theories and practices (Baek et al., 2019).</p>	<p>RQ2: How does organisational culture create an enabling environment for team performance?</p>
<p>Theme: Organisational culture's influence within teams.</p> <p>KG3: Intensive research that examines the organisational culture that contributes to the teams' effectiveness has been done, however further studies are required to examine the other dimensions that represent organisational culture and team effectiveness (Shah et.al., 2022).</p>	<p>RQ3: How is organisational culture managed to positively influence team performance outcomes in time of change?</p>

CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

The aim of this chapter is to analyse the study's research methodology and design. The purpose of the study was to gain insights on how the teams' effectiveness is managed as the teams and the organisational culture evolve. Given the insights that were required for the study, a qualitative, exploratory approach was applied. The data collection was conducted through semi-structured interview questions. The research methodology followed the research onion that was adapted from Saunders et.al. (2018).

4.2 Choice of methodology

4.2.1 Purpose of research design

The proposed research design was exploratory. Exploratory research suggested that the research questions seek to explain the phenomena being studied. (Given, 2008). Saunders et al. 2018 described an exploratory study as research aiming to seek new learning and examining the selected research topic from a fresh perspective. The research focused on how organisational culture influences team effectiveness within organisations operating in emerging markets by asking the 'what', the 'how' and 'why' questions in the semi-structured interviews. The rationale for the selection of organisations within emerging markets as a broad site of study, in this instance South Africa, was to defend the preceding chapters of this paper. The site of study is further restricted to organisations that had a global presence however operating in South Africa (subsidiaries) as well as South African founded organisations that had African continent presence as these are under-researched in the context of the research topic (also defended in earlier chapters) and are arguably still in the process of evolving their organisational culture.

4.2.2 Research Philosophy

The research philosophy is based on a set of principles and assumptions that shaped the approach and the methodology of conducting this qualitative study (Saunders et al., 2018). In context of this study, a critical realism approach was adopted. Critical realism provides a way of thinking about reality, and it suggests that it is the underlying reality that exists independent of its perceptions and interpretations (Given, 2008).

Due to critical realism being well suited in exploring the research questions that are related to understanding complexity (Given, 2008), the research philosophy was well suited in this study in understanding the relationship between the organisational culture and the teams' effectiveness within the evolving context.

4.2.3 Approach selected

The research used the inductive approach for this study. The inductive approach suggests a 'bottom-up' approach which starts from a specific observation to wider theories and generalisation (Saunders et al., 2018). The study established a relationship between the observations that were gathered from the semi-structured interviews and the already existing theories regarding the relationship between organisational culture and the teams in managing the teams' effectiveness. The inductive approach for this study was particularly relevant as some of the existing theories were extended to new settings and they developed an understanding into the new settings (Given, 2008).

4.2.4 Methodological choices

The methodological choice for this study was a qualitative methodology. The qualitative methodology is a non-numerical method of collecting data. The mono method qualitative approach was used for this study, and it is a single data collection method that was utilised through conducting semi-structured interviews with open ended questions (Saunders et al., 2018). The reason behind the usage of the mono method was that the semi structured interviews were the only source of data that was utilised to capture the insights and the observations from the respondents. The dataset was compared to the study's literature review to determine whether the chosen theory base was to be confirmed, refuted, or extended by the findings.

4.2.5 Strategy

The strategy that was deployed for the study was phenomenological research. Given (2008) describes phenomenology as a reflective study of lived experiences, as well as how people experience and make sense of the world around them. As the study was conducted through semi-structured interviews with individuals who work in teams, their responses to the interview questions were answered from their lived experiences within the organisations that they are a part of. The individuals included a senior person and a junior team member in the same organisation as this was part of the intra-organisation research strategy. The interviewed individuals were from different companies to yield an inter-organisation research strategy. These individuals also worked in different industries to furthermore yield an inter-industry research understanding. The used strategy was to ensure the heterogeneity of the study which was not intended to be case study research.

4.2.6 Time horizon

Due to the time constraints in conducting this research, cross-sectional research was carried out. Cross-sectional research collects data from the respondents in a particular period, which is referred to as a 'snapshot' (Saunders et al. ,2018). For the study, the semi-structured interviews were carried out over a limited period to gather all the necessary and required data.

4.3 Population

The target population is defined as a complete set of a group of members, which could either be entities or individuals (Saunders et al., 2018). The study focused on the relationship between organisational culture and the teams' effectiveness as the organisational culture and the teams evolve. As such, the population of the study comprised of the individuals in the organisations which had global presence in SA, and these are classified as subsidiaries as well as the organisations that were locally founded organisations with the Southern African presence with multiple teams.

4.4 Unit of analysis

The unit of analysis was the individuals who work in the teams. The selected individuals were able to provide context and information on the relationship between the organisational culture and the teams' effectiveness. The unit of analysis' function was at the individual level, but the level of discussion was at the meso level as conclusions were broadly drawn for the organisations within the site of study outlines in Section 5.2.2.

4.5 Sampling method and size

The sampling method was a non-probability sampling heterogeneous purposive method. A purposive sampling methodology was best suited for this study (Saunders et al. 2018). The focus of this type of qualitative study was to gain an in depth understanding of the phenomena that was being studied. A small sample size was acceptable, and it was appropriate to analyse the collected data with the semi-structured interviews (Given, 2008).

For the purposes of the study, and given the time constraints of the research, a heterogeneous sample of 12 respondents was obtained, of which two of each were from three South African found separate organisations, and three were from two subsidiaries that are based in South Africa to ensure heterogeneity (inter-organisational triangulation). Table 4.1 presents the information summary of the 12 interviews. The purpose of choosing two or three respondents per organisation was to enable the intra-organisational triangulation of the findings given that each respondent was either at a team leader or at

a team member level. To avoid potential bias, the researcher ensured that the two or the three individuals were from separate teams, and they were not in a direct managerial relationship. Snowball sampling was used to gather more respondents within the various organisations.

The final sample size was 12 individuals as proposed by Saunders et.al (2018) as being sufficient for data saturation in this type of study. A saturation point is where any new data that is collected does not yield any new findings in the research (Given, 2008). The selected sample size allowed for a thorough exploration and understanding of the research. The sample was obtained from the researcher’s professional network.

Table 4.1: Information summary of the interview sample

Industry	Subsidiaries in SA		Respondents
	MNE Developed Markets	MNE Emerging Markets	
Sportswear	X		3
Consumer healthcare	X		3
Telecommunications		X	2
Automotive		X	2
Real estate		X	2
Total respondents			12

4.6 Measurement instrument

The measurement instrument was administered via a semi-structured interview process. The questions were pre-determined, discovery-oriented, exploratory, and open-ended which assisted with controlling the topics of the interview as guided by the literature (Given, 2008). The semi-structured interview approach enabled a systematic approach to each interview, with minor deviations from the interview guide as the individual circumstances dictated, or as clarity and additional information was required from the respondents to further elaborate where more information was required (Saunders et al., 2018). The adaptability of the semi-structured interviews afforded the researcher an opportunity to delve deeper into specific areas as needed during the interview sessions.

A pilot session was run with one respondent before the official process kicked off. The pilot session assisted the researcher to test the clarity of the questions and to check whether the questions were well articulated, and it enabled the testing of the interview

technique (Saunders et al., 2018). The pilot session gave a couple insights. These insights included but were not limited to that the asking of the interview questions without sharing them beforehand resulted in the respondents taking some time to answer as they needed some time to think through each question. Some of the questions were skipped as the pilot respondent needed some more time to give an answer. Another finding from the pilot test was the use of the researcher's personal Microsoft Teams account, the pilot test of the Microsoft Teams that was used did not have a record functionality and the researcher had to move the interview out by 30 minutes to try to resolve this issue. Finally, the pilot session gave rise to an opportunity to refine and tweak the interview questions before the official interview sessions began. Following the pilot test, the interview method and the questions were considered suitable, and the formal interview process began with the participants. The semi-structured interview questions were based on the literature review on the relationship between the organisational culture and the teams' effectiveness in the evolving organisational culture and the teams. The constructed interview schedule is displayed in Table 4.1, which was aligned with the specific knowledge gaps identified in Chapter 2 and the corresponding research questions outlined in Chapter 3.

Table 4.2: Interview schedule mapped to the corresponding unique knowledge gaps and research questions.

Knowledge Gap (KG)	Research Questions (RQ)	Interview Questions
<p>Theme: Team effectiveness</p> <p>KG1: Even though the complexities of the modern-day teams have been captured, there is a limited knowledge of the dynamic and the contextual features of the teams. The teams are not static, and they are influenced by various factors that change over time. These changes can impact how the teams' function, interact, and achieve their goals (Mathieu et. al. 2019)</p>	<p>RQ1: How do the teams' setups impact how teams work, feel, and achieve results?</p>	<p>Question 1: What is the structure and composition of the team in which you are member or a leader?</p> <p>Question 2: How does your team measure effectiveness?</p> <p>Question 3: Have you observed any instances where a change in team composition lead to shifts in team productivity or performance? Can you give examples where this occurred and what was the impact?</p> <p>Question 4: What strategies have been applied in your team to optimise the team setup for better teamwork, goal achievement and member satisfaction?</p>

<p>Theme: Organisational culture's impact on performance</p> <p>KG2: Extensive research has been done on defining organisational culture, measuring cultures, and classifying them in subcultures. However, new ideas need to be explored to further understand and apply organisational culture theories and practices (Baek et al.2019)</p>	<p>RQ2: How does organisational culture create an enabling environment for team performance?</p>	<p>Question 1: How would you describe your current organisational culture? How do you think it aligns with the evolving needs of the business?</p> <p>Question 2: What strategies has your organisation implemented to ensure that the company's culture remains aligned to evolving business goals?</p> <p>Question 3: How do you see the leadership's role in managing and shaping the organisational culture to support ongoing changes in the needs of the business?</p> <p>Question 4: How does your organisation manage the setup of its teams to accommodate the changing business needs or changes in the operating environment?</p>
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<p>Theme: Organisational culture's influence within teams.</p> <p>KG3: Intensive research that examines the organisational culture that contributes to team effectiveness has been done, however, further studies are required to examine the other dimensions that represent organisational culture and team effectiveness (Shah et.al., 2022)</p>	<p>RQ3: How is organisational culture managed to positively influence the team's performance outcomes in time of change?</p>	<p>Question 1: To what extent has your organisation's broader culture influenced the team structure and/or performance of your team? Can you give examples of this?</p> <p>Question 2: How does your organisation measure the impact of its evolving cultural adaptations on team effectiveness during periods of change?</p> <p>Question 3: How does your organisation ensure that positive cultural elements are retained while negative elements are discarded?</p> <p>Question 4: How does your organisation ensure that desirable cultural elements are practically demonstrated at team level and what has been the resulting effect on team performance?</p>
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4.7 Data gathering process and data security

The primary data gathering process was conducted through online interviews with the individuals that work in subsidiaries teams and in the South African founded organisations. Given that some respondents were geographically dispersed, the online platform Microsoft Teams was utilised in the interest of maximising the sample size within the time constraints of the study. No telephonic platform such as a WhatsApp call was used as all the respondents preferred the Microsoft Teams online option.

Permission was requested from the respondents to digitally record and transcribe the interviews. All the respondents agreed, and no new respondents were required to replace any of the respondents that could have perhaps not agreed to being digitally recorded. Also, the respondents were given consent forms to complete and sign before the interview sessions began (Saunders et al., 2018). A pro-forma individual consent form was provided for scrutiny (see separate Appendix 2). For the final submission, the respondents are classified and labelled as respondent numbers to allow for confidentiality as anonymity is not possible in this type of study where the identity of the respondents was known to the researcher at the time of the interviews.

A transcriber was utilised to convert the recorded audio texts into written texts. The converted written texts or transcripts served as raw data that was utilised for data analysis. There was a confidentiality agreement that was signed between the transcriber and the researcher to ensure that the respondents' data remains confidential through the whole research process and beyond.

The gathered data was stored in a password protected folder to ensure that it is safely and securely stored. The data will be digitally archived for a duration of 10 years.

4.8 Data analysis approach

The data analysis approach that was used for this study was the thematic analysis. The study made sense of the collected data by breaking it from the semi-structured interviews into smaller parts. The similar parts were grouped together and a summary of the key findings from the data was gathered (Given, 2008). The broken-down data was structured in a way that assisted in the findings as well as in the understanding of the recurring patterns of the themes. This helped to organise and provide insights on the collected data (Braun et.al., 2012). An inductive approach was applied to group the themes and the patterns while using the 'bottom-up' approach (Saunders et.al., 2018). The thorough analysis of the patterns that emerged from the respondents was used to develop the

theories on how to manage the teams' effectiveness in the evolving organisational culture and in the teams. The collected data was manually captured using Microsoft Excel and it was coded and grouped (Saunders et.al. 2018).

4.9 Quality controls

The study used the qualitative research methodology which is subjective in its nature. It was therefore critical that the findings of the collected data were valid and reliable. Validity ensured that the collected data was accurately measured and that the findings were truly what they say they were (Saunders et. al., 2018). Given (2008) suggests a few ways that the collected data indicates 'goodness' as well as 'soundness', and these include but are not limited to trustworthiness, credibility, and authenticity throughout the analysis of the data. These key elements remained a top priority for the researcher throughout the study. The validity of the study was improved by mitigating possible researcher or respondent biases. The former was achieved by the theoretical justification for the study, with a clear line-of-sight between the identified research gaps, the research questions, and the interview questions (see Appendix 5). Moreover, the semi-structured approach allowed for the lines of investigation that might not have been originally conceived by the researcher in the research design to emerge. The latter was achieved by interviewing a broad sample of respondents and this ensured that no two respondents fell within a direct reporting relationship.

Reliability focused on the data collection methods and the analysis methods that produced consistent findings (Saunders et. al. 2018). Due to the nature of qualitative research, which has diverse approaches and methodologies, reliability does not have uniformity and replicability as it would have under quantitative research (Given, 2008). The focus for the researcher remained objective through the process of the data analysis process as part of the quality control of the gathered data. However, the pilot findings as detailed in Section 4.6 modestly improved the study's reliability as they tested the instrument under actual interview conditions and allowed for the running changes to be made in the interests of obtaining better and more consistent data output.

The transcribing software was tested during the pilot session to ensure that the sound and the quality of the recording is audible for transcribing purposes. This assisted with minimising error and ensuring that the recordings are of acceptable quality. Prior to the recording, approval was requested from the individuals that were interviewed. All the respondents gave their approval for the digital recordings and no new interview candidates were sourced for the research that was outside of the initial respondents.

4.10 Research limitations

The limitations with this research were the size of the teams from the subsidiaries and from the South African founded organisations, the various hierarchical structures, the various leadership styles, and the unique organisational cultures. The other limitation was due to the time constraints as only a cross sectional study was performed for this research. The findings from the chosen site of study might also not be transferrable to the subsidiaries and to the local founded companies in the other emerging economies.

CHAPTER 5: RESULTS

5.1 Introduction

This chapter unveils the findings derived from the in-depth interviews that were conducted with the team members and the team leaders who work in the multinational enterprises from the developed markets and from the emerging markets that are based in South Africa. The interview questions were formulated by aligning the understanding with the knowledge gaps as identified in Chapter 2 and the research questions in Chapter 3. The consistency matrix (Appendix 4) looks at the knowledge gaps, the research questions, the data collection, and the analysis to further analyse this chapter. The first part of this chapter is the description of the sample that was collected through the semi-structured interviews, and it is followed by the results as analysed from each of the three research questions.

5.2 Description of the participants and the context

5.2.1 Introduction

The heterogeneous purposive sampling and the snowballing sampling methods were utilised for this research. This sampling led to a total of 12 participants who participated in the semi-structured interviews, and all these interviews were conducted virtually via an online platform called Microsoft Teams. These semi-structured interviews were recorded and transcribed with the participants' permission. The transcripts were utilised for the thematic analysis where the codes and themes were identified and correlated to the research questions as set out in Chapter 3. Microsoft Excel was used to identify the codes and to group the themes. The choice to use the Microsoft Excel tool for thematic analysis was because the researcher was familiar with the program, and they could easily categorise the data from the participants. Atlas.ti was considered for the coding and for generating the themes, however, due to the size of the data, this software was not warranted for this research.

It was from these generated codes that the code frequency was conducted which assisted in determining the data saturation. Saunders and Lewis (2018) describe the data saturation point as having been reached when no new information is discovered from the interviews from the participants within the qualitative research methodology. The graphical representation of this study's saturation point is depicted in Figure 5.1. The spikes in the new codes that were generated are a result of the interviewed participants being from

different industries, and they are also based on whether the interviewed participant was either a team member or a team leader.

From the semi-interviews, a total of 103 codes emerged from the 12 participants and these codes are listed in Appendix 5.



Figure 5.1: Number of new codes identified in the interview process.

5.2.2 Description and details of the participants

For the purposes of this research, the sample participants were selected based on the individuals being a team member and/ or a team leader who was working for a multinational enterprise of a developed market that has presence in South Africa and/ or for a multinational enterprise of an emerging market which was founded in South Africa with a footprint in other markets. The combination of the junior and the senior individuals was key in understanding the organisational culture and the team dynamics from a point of leading a team and being members of the teams within their respective roles. The sample represented the team members and or the team leaders from a broad range of industries.

The two MNEs of the developed markets had three participants that were interviewed per organisation whereas the MNE of the emerging markets had two interviewed participants per organisation. The two said MNE developed markets have global presence in the United States of America and in the United Kingdom. Whereas, the MNE emerging markets have a footprint in Africa, in the Middle East, in Australia, in the United Kingdom, and in Asia.

Table 5.1 presents a summary of the research sample of the 12 participants. The participant number is in a mixed sequence under each industry due to the interviews being

held as per the individual's availability and not as per the industry that they worked in nor are they in a hierarchical ranking of the organisations.

Table 5.1: Summary of research sample

Industry	MNE Developed Markets (HQ)		MNE Emerging Markets (HQ)		Participant #	Position	Team Member/ Leader
	Subsidiary		Subsidiary				
Sportswear	United States of America	South Africa			6	Lead merchant	Team leader
					8	Retail planner	Team member
					12	Finance manager	Team leader
Consumer healthcare	United Kingdom	South Africa			1	Brand manager	Team member
					2	Head of pharmacy channel	Team leader
					7	Head of Innovation	Team leader
Telecommunications			South Africa	Africa & Middle East	3	Head of base management and segmentation	Team leader
					10	Data scientist	Team member
Automotive			South Africa	United Kingdom, Australia, Asia & Africa	5	Legal and compliance	Team member
					11	Finance executive	Team leader
Real estate			South Africa	Africa	4	Chief information officer	Team leader
					9	Operations manager	Team member

5.3 Presentation of the results

The formatting of the results in this chapter was informed by the research questions as outlined in Chapter 3. The research questions were formulated based on the knowledge gaps identified in the literature review presented in Chapter 2. Subsequently, the codes were identified and labelled descriptively to be relevant and pertinent to each respective research question. Frequency counts were utilised to recognise and group the relevant and the important codes. In the frequency analysis, each code was tallied once per participant, and the most common codes were determined by summing their occurrences across all 12 participants. The frequency codes that were greater than two were considered as being sizable and noteworthy for this research. The next step was that the codes were categorised and grouped according to the themes as discussed in Chapter 2.

The research content was categorised in accordance with the identified themes from the thematic analysis, and the codes originating from the research questions were employed to outline and present the findings in this Chapter addressing each research question individually. As agreed with the participants that their identity would remain anonymous, the 12 participants were assigned numerical identifiers from 1 to 12.

5.4 Results: Research question 1

How do the team setups impact how the teams work, feel, and achieve results?

The primary purpose of Research question 1 was to gain a deeper understanding of the impact that the team setup in organisations has on how the teams work, feel, and achieve results. There were four questions that were developed to gain an understanding of the individuals' perspective within the MNEs from the developed and the emerging markets. The questions also provided insights into the participants' understanding of the organisational culture and the team setup from a team member and from a team leader perspective. Furthermore, the questions provided the context between the MNEs' developed markets and the MNEs in emerging markets. Codes that appeared two or more times were deemed significant and subsequently analysed to uncover the underlying themes. The list of the highest frequency codes for Research question 1 are presented in Table 5.2.

Table 5.2: Most frequent codes relating to Research question 1

Number	Code	Frequency Count	Sub-themes
1	Momentum disruptions	8	Workplace obstacles
2	Business, target and planning Key Performance Indicators (KPIs)	7	Key performance indicator
3	Learning curve for new members	4	Learning and adaptation
4	Rewards and recognition	4	Employee well-being and engagement
5	Increased workloads	4	Workplace obstacles
6	Collaboration	4	Interpersonal engagement
7	Profitability	4	Financial metrics and performance
8	Low team morale	3	Workplace obstacles
9	Cross learning	3	Knowledge and sharing
10	Networks	3	Knowledge and sharing
11	No key performance indicators	2	Financial metrics and performance
12	Efficiencies on project delivery	2	Project and operational efficiency
13	Process improvement	2	Team excellence and development
14	Budget efficiencies	2	Financial metrics and performance
15	Market share	2	Financial metrics and performance
16	Communication	2	Interpersonal engagement
17	Wellness programs	2	Employee well-being and engagement

After the thematic analysis process, there were three themes that emerged regarding the team effectiveness of the participants, and this is presented in Table 5.3. The first theme that emerged from the thematic analysis was operational excellence. The second theme was the performance and the productivity of the teams when measuring the team's effectiveness. The third theme that emerged was strategy alignment and engagement.

Table 5.3: Themes relating to research question 1

Research question 1	Theme	Sub-themes
Team effectiveness	Operational excellence	Key performance indicators
		Financial metrics and performance
		Project and operational efficiency
	Performance and productivity	Workplace obstacles
		Learning and adaptation
	Strategy alignment and engagement	Team excellence and development
		Knowledge and sharing
		Interpersonal engagement
		Employee well-being and engagement

5.4.1 Operational excellence

One of the questions under Research question 1 that was asked to gain insights to understand how the organisations measure their teams' effectiveness was on operational excellence. It is under the operational excellence theme that there was an understanding of how the developed markets and the emerging markets' MNEs measure their teams' effectiveness. There were 12 codes that were derived from this one question and for further understanding, a frequency count of two and more was considered as being significant for the results. There were 3 subthemes that emerged from this theme. These subthemes were key performance indicators, financial metrics, and performance as well as project and operational efficiency. Below are the results of each of the subthemes.

5.4.1.1 Key performance indicators

A significant number of the participants mentioned that their organisations use key performance indicators that are set on an annual basis, and these are the guiding stars for the year ahead.

5.4.1.1.1 Business, target and planning key performance indicators

A notable number of participants mentioned that their organisation used the KPIs. The 12 participants all had different pre-fixes for the KPIs that they used in their organisation as set out by the leadership in the various organisations. These KPIs would then be cascaded down to the various teams in the organisations. A team leader who is an executive within the organisation referred to the KPIs that they needed their team to deliver on as the 'business KPIs'. One of the participants who is a team member and is junior within his organisation described their KPIs as the 'planning KPI's' and the 'target KPI's' as these were tailor made for their demand and planning team.

Participant 7

'I think if I can simplify it for, in my context, it's always related to business KPI's or whatever the initiative is, the success factors that we define there'.

Participant 8

'...there's targets that you know the guys would have at stores and the same targets we are chasing as well here, as the planning team and is a collective work of getting those done'.

5.4.1.2 Financial metrics and performance

The second subtheme was the financial metrics and performance in which the MNEs measure the teams' effectiveness. There were five codes that were generated from this subtheme, however, only four out of the five codes had a significant frequency count as seen below.

5.4.1.2.1 Profitability

Both the emerging markets and the developed markets' MNEs participants mentioned the importance of the teams driving profitability as a measure of effectiveness. One of the participants mentioned that there were critical KPIs that his team needed to ensure that revenues were generated as they were seen as the revenue generating centre. It was noted that both the team members and the team leaders mentioned this profitability code in their organisations.

Participant 2

'...then lastly hundred percent internal measure but is more on profit right in terms of how we, at least the brands that we sell or the SKU's that we sell from a profitability point of view that make more money for the company'.

Participant 3

'...we've got a revenue KPI, so we are a revenue centre'.

Participant 8

'So, it's obviously to be profitable...'

5.4.1.2.2 Budget efficiencies

A couple of participants mentioned that one of the success factor measurements was how their team members efficiently delivered against the budgets that were set at the beginning of the year. The participants mentioned the success factor of the budgets, even though they were from different industries and even though their organisations were involved in a lot of projects. Thus, the budget efficiency was a good indicator of the team's effectiveness in achieving their deliverables.

Participant 7

'...and within the budget that's been defined by the project'.

Participant 8

'So, effectiveness, essentially depends on efficient are we in terms of our budgeting...'

5.4.1.2.3 Market share

A couple of the participants mentioned that the market share was one of the success factor indicators that the teams were using as a measurement of delivering on the required business mandate. The market share indicator is an external measure factor, that measures the organisation's performance against the other competitors within the same industry. The market share measure factor was mentioned by the participants who were within the developed markets MNEs. This demonstrated that the developed markets MNE's measured the performances of the organisation through market share performance.

Participant 1

'We measure effectiveness on how well each member is able to manage their portfolio, because the portfolios are big, our brands are big, there's a lot that is happening'.

Participant 2

'The second one is related to our share in the market and how that contributes to the category share because that's important to the customer'.

Participant 8

'I'm part of the retail, then there's a team that's part of marketplace right'.

5.4.1.2.4 No key performance indicators

The participants who said that their organisation did not have any key performance indicators to measure how the teams performed were from the same emerging market MNE. The following insights were from a team member and a team leader in the same organisation; however, they are in two functions within the business.

Participant 5

'In this environment they don't ..., I supposed believe or adhere to your KPI's and you know your job and the likes, and so really there's nothing you can measure against'.

Participant 11

'So, this is the interesting thing about my organisation. They don't particularly have KPI's, they just don't believe in them'.

5.4.1.3 Project and operational efficiency

As part of the team's effectiveness measure, the participants expressed that, owing to the field of their operation, their organisations were heavily depended on the success of the projects, therefore the project's successful delivery was one of the key measures.

5.4.1.3.1 Efficiency on project delivery

A few participants mentioned that the team's effectiveness was based on the efficiency of project delivery and these measurements included but they were, however, not limited to the time that was taken to successfully close out and deliver the project. This also included the least resources that were utilised to achieve the success of the projects.

Participant 4

'...also how efficiently do we deliver projects, looking at time and using the least resources... that then shows how effective we are because we are constantly under pressure from the business to deliver on projects'

Participant 7

'...the success factors that we define there. So, like if you look at a typical project, then it is a combination of on time...'

5.4.2 Performance and productivity

The participants were asked to describe the instances where they observed a change in the team's composition that caused shifts in the productivity or in the performance of the teams in the organisations that they work for. The responses from the participants were all negative except for one participant who worked for a developed market MNE who noted that the team's composition shift impacted the team positively. From the generated codes, two subthemes emerged from the shared insights. The subthemes are the workplace obstacles as well as learning and adaptation. These are reviewed further below.

Participant 2

'And then we introduced someone that had the logistics sort of background, although she was a salesperson, it really sorts of step changed our ability to provide insights and get tangible value both for ourselves and the customer'

5.4.2.1 Workplace obstacles

As stated above, most of the participants highlighted that the team's composition shift had an adverse impact on the teams, and this was experienced by both the team leaders as well as the team members. The codes that had a higher frequency count of two are reported in detail below.

5.4.2.1.1 Momentum disruptions

The impact of the shifts in the teams that were caused either voluntarily or involuntarily caused momentum disruptions or had performance dips from the teams for both the developed markets and the emerging markets. The voluntary shift in teams refers to the resignation of the team members. The involuntary shift in teams refers to where some of the team members lost their jobs through retrenchments or restructuring within the organisation. The shift of the team composition was seen as a challenge and thus as unfavourable to the existing team structures regardless of the involuntary and the voluntary shift. One of the developed markets MNE's experienced a restructure within the

teams based on the new global strategy and one of the emerging markets MNE had gone through a Section 189A retrenchment process in the past few months.

Participant 3

'So, when we had the first major resignation, it kind of upset the momentum of the team a little bit because as a leader you rely on momentum, and I think most people underestimate it. Because momentum means that the team gets into a rhythm and a flow, the way of work moves from being formal to more informal and then you have more agility in the way the team works.'

Participant 5

'But it did sort of cause quite a stir and we are only getting into the rhythm now, things aren't all gloomy yet, but we are definitely far from how it started off.'

Participant 11

'But what that I found is people don't like change and people are territorial, any change in the composition of the team or responsibility, does impact their performance or their productivity...'

Participant 12

'...those are one of the main you know instances where an organisation is going through changes, and I've seen a drop in performance then...'

5.4.2.1.2 Increased workloads

Most of the participants who felt the increase in the workload were generally the team members within both the emerging markets and the developed markets where they were tasked to take on more work and at time more responsibilities until such time that the team would be fully operational again due to the shift in the team's composition. The teams that were waiting for the full complementary team members was where there was a voluntary separation within the said teams and the organisation was in the process of recruitment to fill the vacancies. The same cannot be said of the teams who took on more work and responsibilities due to the involuntary structure and/or retrenchments as they had to accept the additional responsibilities as part of the new ways of work or the new structure

with little or no choice at all. One participant mentioned that due to the restructuring process, they took on more work without additional compensation.

Participant 1

'So, it will mean that now the workload increases until such a time where the team composition or team dynamic goes back to optimal levels of operating'.

Participant 6

'...there's a shift or more responsibilities but from a compensation point of view, no changes took place...'

Participant 8

'... my allocator then has to drop the ball, focusses on you know other buying KPI's, he's also doing a role whereby he is not fully trained and that's ..., you know it comes also with restructuring then losing some of the roles and head counts'.

Participant 11

'But what that I found is people don't like change and people are territorial, any change in the composition of the team or responsibility, definitely does impact their performance or their productivity'.

5.4.2.1.3 Low team morale

Low team morale was mainly voiced out by the team members and the leaders of the organisations who had gone through the involuntary restructuring process. For the developed markets MNE, the change was brought about by the global restructure within the organisation and for the emerging market MNE, the Section 189A process had occurred. The involuntary processes that the organisations went through impacted the teams adversely and their morale was at its lowest during these challenging times.

Participant 4

'Firstly, we went through Section 189, we then needed to adjust the team, even though we were not necessarily impacted, other departments that were impacted, they then were affected and then affected inputs into our department.'

Participant 6

'In terms of delivery, we did still have to deliver what we need needed to deliver, but at the end of the day, staff morale was at a low'.

Participant 12

'...so obviously that does dampen the spirits of the team because obviously job security is at stake'.

5.4.2.2 Learning and adaptation

As new team members joined the developed markets and the emerging markets MNE's, the uptake to upskill the new team members did take some time. This was expected for someone that would be new in the role as mentioned by the participants. One team leader from an emerging market MNE specifically stated that they preferred hiring mostly graduates into their department as they were more 'teachable' to the ways of working even though the upskilling of these graduates took a bit more time as opposed to a seasoned and experienced new hire.

5.4.2.2.1 Learning curves for new members

The participants have observed the time that is taken to upskill the new hire as mentioned by the team leaders from both the developing and the emerging markets MNE's and this made sense that they would experience this as they would be taking the time to upskill and train the new hires until such a time that that they were capable of completing the tasks on their own.

Participant 3

'That meant that we had to train them, so the level of complexity that you can entrust on them, their turnaround time in terms of giving you results is a little bit different from a more experienced and seasoned person in the team'.

Participant 7

'When we have for example turnover in the team, when somebody is new, there's obviously you know a learning curve and until such time as the colleague reaches you know sufficiency, we will have a lower performance than expected'.

5.4.3 Strategy alignment and engagement

The subsequent inquiry within the scope of Research question 1 was to understand the experiences from the participants on what strategies had been applied to the teams to better setup the teams for better teamwork, achievement, and member satisfaction. The

observation from the researcher was that the team leaders were closer to the organisation's strategy, and they could articulate it with much ease versus the team members within these organisations who needed more time to think about the implemented strategies in their organisations. This was observed for both the developed and the emerging markets MNE's. It is to be noted that 16 codes were generated from this question and the frequency count of more than two is detailed below. The five subthemes were generated from the various codes and only four of the five subthemes are discussed due to the lower-level count of the frequency count of one of the subthemes.

5.4.3.1 Team excellence and development

One of the subthemes that emerged from the strategy alignment and engagement aspect was the process improvement as a strategy that would assist the teams do a better setup.

5.4.3.1.1 Process improvement

A few of the participants mentioned that process improvement was used as a strategy to improve the processes for the team's performance. The participants were from the developed market and the emerging market MNE's that were focused on process improvement as part of their strategy. Automation and process improvement meant that the team would have additional time to deliver on their deliverables by giving the necessary insights to the organisations.

Participant 12

'We are also very strong on process improvement. So, like automation, streamlining processes and all those things so that we can focus on the analysis part of you know our daily jobs'

Participant 4

'...So, we had quite a few manual processes in the IT, so what we are doing now, we've raised a project to do process automation essentially...'

5.4.3.2 Knowledge and sharing

One of the subthemes that emerged from the participants was the strategy of sharing and imparting knowledge amongst the other team members. The sharing of the knowledge provided insights on how the other teams work and at times it assisted in building a better understanding of the processes within the organisation and in creating opportunities for the teams to know 'what else exists' within their organisation. The two strong codes of cross learning and networks were mentioned as being the strategy building mechanics for

both the developed markets and the emerging markets. It is noted that the managers did bring this point across more strongly than the team members and this was seen as breaking down the silos with the various departments.

5.4.3.2.1 Cross learning

A sizeable number of the team leaders from both the developed markets and the emerging markets emphasised the importance of cross learning amongst their team members for a few noted reasons. One of the reasons was that they preferred to not work in silos as they did not want to rely on fewer individuals who could perform the tasks within the organisation. Finally, the cross learning brought the exposure of the teams, and it prepared them for the next role or for a senior role within the organisation.

Participant 11

'And I think for me, like I said for me strategy is cross learning right. It's important for me to understand fully what each person does right, and then I don't like silos. I want cross learning because I don't want to depend on one person'.

Participant 12

'So that then entails not just focussing on your section but seeing ways of adding value to ..., not only in your own team, but also cross functionally'.

Participant 3

'I tend to have them be exposed to all the divisions in the team. So, you don't have a person who can't ..., if I take anyone who is in analytics and I say run a campaign, my expectation is they will be able to do it. They may not do it as fast as someone who does it every day, but they will be able to do it'.

5.4.3.2.2 Networks

A meaningful number of participants from the same organisation in the developed market MNE described their global networks as one of the key strategies that their organisation used to drive unity. They described the networks as being societies within the organisation that any team member could join. The participants mentioned that the networks included but were not limited to the 'Women's Network', the 'Culture Network', the 'Pride Network', the 'Diversity & Inclusion Network' and the 'Employee Equity Network'. These participants said that they believed that these networks educated the team members, and they helped

them to connect with the other teammates. Furthermore, these networks brought their business together in a different and unique manner.

Participant 6

'Culture network as well, so that also helps in terms of driving employee morale, because people are not just there to tick the boxes, do their jobs and go home but is also about those additional opportunities of networking and also creating visibility to the leadership team.'

'...but also, you are able to build connections with people at our European headquarters, because those networks are led from the European headquarters.'

Participant 8

'...so, remember I said there's that local team, that works on building the culture in the office. So, I think that's one of the practical, how they practically demonstrated it at team level...'

Participant 12

'Women feel that they've been valued and that they can share their ideas you know. I can also say the same about people of colour, because being obviously different or a diverse organisation.'

5.4.3.3 Interpersonal engagement

To gain insights on the strategies that the organisations used to better effect the team setups in the organisations, the participants articulated that collaboration and communication was one of the strategy tools that worked when there was a need for exchanging information and working together. It was collaboration that came across substantially as it assisted the teams to achieve better results for the overall organisation. This was demonstrated in the developed markets and in the emerging markets organisations. The key insights were communication and collaboration as detailed below. The frequency codes of more than two were used to measure the significance of the codes.

5.4.3.3.1 Communication

A few participants noted the importance of communication as one of the strategies that they had found to be effective as part of the strategy that was used in their organisations. The communications they referred to include the communication from their senior leaders, and it cascaded down to the lower levels of the organisation. The second part of

communication was effective communication which drove the open and transparent communication in the teams.

Participant 8

'So, it's that communication that goes down, making employees a priority, putting them first...'

Participant 10

'...clarity and then effective communication. So, fostering, open and transparent communication within the team...'

5.4.3.3.2 Collaboration

A couple of participants noted the importance of collaboration within the teams, and at times within the projects that are expected to be delivered within the organisations. This was applicable in both the developing markets and in the emerging markets. The collaboration strategy reflected alignment and cohesion for the team members amongst the organisations. It demonstrated inclusivity when the teams collaborated with each other. One participant mentioned that they did not want to fight but they were there to deliver on the one common goal for the organisation.

Participant 3

'If you are not a person that is collaborative within xxx, you will not go far, you will not, because the nature of the business is such that you must collaborate'

Participant 7

'...again, reflecting on emotional intelligence so that ultimately that cohesion, collaboration and alignment exist throughout the entire project life cycle'

'And there is alignment and collaboration and that's delivery effort, so actually physically speaking to collaboration, and alignment, and participation and inclusivity'

Participant 8

'I can only get as much right and so it takes collaboration, going to stores, phone calls...'

Participant 11

'Right, I'm a big believer in collaboration and teamwork'.

'I like working with people and collaborating with people and having a common goal'.

Participant 9

'...what the team is struggling with, and how they need support and how they can work together to achieve that goal'.

5.4.3.4 Employee well-being and engagement

Finally, the last subtheme under strategy alignment and engagement as a strategy tool that can be utilised within the organisation was employee well-being as well as engagement. This subtheme had two codes that related to it, namely the rewards and recognition aspect as well as the wellness programs. The rewards and the recognition aspect had a higher frequency count than the wellness programs, however, both were seen as important tools within their organisations.

5.4.3.4.1 Rewards and recognition

A remarkable amount of the participants noted that the rewards and recognition aspect was a strategy tool that was useful in their organisation. Even though both entities from the developed market and from the emerging market MNE's were utilising the rewards and recognition aspect as a strategy tool, it was noted that the emerging market MNE had a strong rewards culture within their organisation.

Participant 3

'So, when you are doing something good, your own peers can reward you for what you've done'.

'We've done well in rewarding those values. When you look at the reward system we have in place, it will reward those values'.

'...we have changed our reward structure for critical skills to reward them differently, to make sure that skill is retained within the business as we grow within the business, and we are hiring only for those particular skills'.

Participant 7

'...to optimise that the business does have in place you know our Global Rewards and Recognition Programme, so you can simply send a thank you, an official

thanks or a financial benefit that acknowledges the good work of your colleagues and your peers’.

‘That’s primarily how we measure how employees feel about their business, their jobs, their manager, their rewards and benefits...’.

5.4.3.4.2 Wellness programs

It was noted from both the developed markets and the emerging markets MNE’s that there was a focus on the wellness programs as a strategic tool. There were differences on why the organisations took on the wellness programs as part of their strategy. The emerging market MNE participants said in the interview that the wellness programs were taken on due to the high and stressful environment where the opposite was true for the developed market MNE. Their wellness program came as part of prioritising the employees and this also aligned to the brand as a global organisation.

Participant 6

‘...employee wellness is prioritised’.

‘And also having what do you call it, systems like Signa for employee wellness can get access to therapists, psychologists, their families as well, their partners’.

Participant 9

‘We have a wellness programme for team satisfaction to make sure that the health and wellness is up to normal standards...’.

Participant 12

‘We also vigorously encourage our people to have their work life balanced, so Fridays we try and encourage various teams not to have meetings on Fridays so that people can at least leave early on Fridays and then they can sort of catch up with their families’.

5.4.4 Summary of research question 1

The main aim of Research question 1 was to achieve a more profound understanding of how the team setups impact how the teams work, feel, and achieve results. The results from the participants were that the teams were guided, and they knew what was required from them to deliver on the business’s mandate. The clear key performance indicators were a guiding star for the teams as they worked together, and they pulled in the same direction. This was seen as being positive from the teams. The downside that was

mentioned by the participants was that the teams' composition changes, whether voluntary and involuntary, and this unsettled the teams. The downside included but was not limited to the team members feeling that their workloads increased, and the team leaders had to take additional time to upskill the new team members when the team composition was changed. Finally, the strategies that were implemented by the organisations such as communication, collaboration as well as the rewards and recognition aspects were noted as being positive and they made the teams feel valued and they worked better in these organisations.

5.5 Results: Research question 2

Research Question 2: How does organisational culture create an enabling environment for team performance?

The main aim of Research question 2 was to achieve a more profound understanding of impact that the organisational culture within the developed markets and the emerging markets MNE had on the teams' performance. There were four questions that were devised to obtain an understanding from the individuals' perspective within the MNEs from the developed and the emerging markets. The questions also provided insights into the participants' views and experiences on how the existing culture enabled them to perform in teams. Codes that appeared two or more times were deemed significant and subsequently analysed to uncover the underlying themes. The list of the highest frequency codes for Research question 2 are presented in Table 5.4.

Table 5.4: Most frequent codes relating to Research question 2:

Number	Code	Frequency Count	Subthemes
1	Rigid culture	13	Rigid and resistant culture
2	Team setups are rigid	7	Challenges in structure and adaptation
3	Critical	6	Leadership's role and approach
4	Developing culture	4	Culture transformation
5	Low trust culture	4	Rigid and resistant culture
6	New and work in progress culture	3	Culture transformation
7	Innovative and adaptable culture	3	Culture transformation
8	Collaborative culture	3	Culture transformation
9	People first culture	3	Cultural alignment
10	New manager and leadership led trainings	3	Learning and development
11	Wellness programs	3	Employee well-being and mental health
12	Role model	3	Leadership's role and approach
13	Leads the strategy and communicates strategy from the top	3	Leadership impact
14	Academy – available to the employees	2	Learning and development
15	Sets the tone in managing the culture	2	Leadership impact

After the completion of the thematic analysis, there were four themes that emerged regarding the existing culture that enables the teams to perform, and these are presented in Table 8. The first theme that emerged from the thematic analysis was organisational culture and change. The second theme that was identified was organisational effectiveness and employee development. Leadership influence and impact was the third

theme that emerged. The final theme from Research question 2 was the organisational structure and the adaptation of the teams. Table 5.5 summarises and groups the themes into subthemes and these are then discussed in detail in this chapter.

Table 5.5: Themes relating to Research question 2:

Research question 2	Theme	Sub-themes	
Organisational culture's impact on performance	Organisational culture and change	Culture transformation	
		Rigid and resistant culture	
		Cultural alignment	
	Organisational effectiveness and employee development	Learning and development	
		Employee well-being and mental health	
	Leadership influence and impact	Leadership's role and approach	
		Leadership impact	
Organisational structure and the adaptation of the teams	Challenges in structure and adaptation		

5.5.1 Organisational culture and change

Organisational culture and change is one of the four themes that are discussed under Research question 2. There are three subthemes that are discussed in detail under this theme as per the results from the thematic analysis. These subthemes are culture transformation, rigid and resistant culture, as well as cultural alignment. Under these subthemes, there were 13 codes that were identified. The frequency count of the above two was used to give the results as seen below.

5.5.1.1 Culture transformation

The cultural transformation subtheme was aimed at gaining insights from the participants' lived experiences on how their current organisational culture and their understanding of the current culture was aligned to the evolving needs of the business. There were four codes that emerged from this sub theme, and all of these had a significant frequency count of two and more, therefore these were all deemed as significant. The four codes are developing culture, new and work in progress culture, collaborative culture, as well as

innovative and adaptable culture. The current organisational culture was seen in positive light under these subthemes.

5.5.1.1.1 Developing culture

A few participants mentioned that their culture is currently in the developing stages. One of the changes in the culture was moving the teams to a high performing team, so that these teams can assist the business to grow in a sustainable manner as mentioned by one of the participants from a developed market MNE. The culture change from the existing culture to developing one as a positive change, this was considered as a move in the right direction for the organisation.

Participant 7

'The big evolving need right now for XXX is for us to become a high performing team that delivers sustainable growth and therefore it requires us to you know move at pace with a lot more agility, enhanced accountability and in the quality of our results. The current culture and how I would describe it, I would say it's developing towards that...'

Participant 9

'...the organisational culture is building on what we have, it's difficult because XXX is going through some difficult times and we all are working together...'

Participant 11

'...they are working on it, I must not lie because the other day there was ..., I attended diversity and inclusion, equity and inclusion workshop...'

5.5.1.1.2 New and work in progress culture

The participants who described their organisation as being new and as work in progress were from the same developed market MNE and they had just gone through a demerger from an existing company to form a new organisation that was working towards a new culture that was tailor made for the new organisation. The demerger had happened over a year ago and the change was seen in a positive light and one of the participants saw the culture as an improved culture.

Participant 1

'So, organisational culture is going through, is work in progress. I think that how it was last year was a lot worse than what it is now. There have been improvements...'

Participant 2

'So, I would say the organisational culture is quite new because it's been formulated off a demerger...'

Participant 7

'It's a natural evolution, the step was expected, all we did was you know split like an amoeba like a cell and become two standalone businesses and now we are evolving to be fit for purpose'

5.5.1.1.3 Collaborative culture

The participants who described their current culture as a collaboration culture were from a developed market that was an emerging market MNE. One of the participants noted that culture transited from one person running the organisation from a centralised point of view to a more collaborative culture. One of the participants described a collaborative culture as having the same goal in an organisation.

Participant 6

'...it was very autocratic, you know autocratic leadership style, very clock watching, noting togetherness, click centred, but now it's a culture of collaboration'

Participant 11

'...collaborating with people and having a common goal...'

5.5.1.1.4 Innovative and adaptable culture

The innovative and adaptable culture experiences were noted as the current culture from the same emerging market MNE, and this demonstrated that the innovative and adaptable culture was experienced by the senior and the lower-level team members. The participants alluded to the young team members in their team and highlighted that they had embraced the innovation culture within the organisation.

Participant 3

'Given also now the youthfulness of my team, we've got a very outgoing culture, very embracing of innovation and that as well...'

Participant 3

'...so, it makes us more adaptable as a team, to the changes that are happening within the business, and because we are transitioning as a business to try and position ourselves more on the technology front...'

Participant 10

'So, I think one thing that is in our culture is that we are ready and open for trying new things and I think because that's the world we live in now, you've got to be..., you know that adaptability I think we do that very well...'

5.5.1.2 Rigid and resistant culture

The rigid and resistant culture subtheme from the participants included the lived experiences on how their current culture in their current organisation and their understanding of the current culture are aligned to the evolving needs of the business. There were six culture codes that emerged from this subtheme, however, only two codes had a significant frequency count of two and more, therefore they were deemed as being significant. These rigid and resistant organisational cultures were rigid culture and low trust culture. This rigid and resistant culture sub theme had negative connotations and it was seen as not being prepared for the evolving needs of the organisations for both the developing and the emerging markets MNE's.

5.5.1.2.1 Rigid culture

The participants saw their current organisational culture as being a slow to change culture for different reasons from mainly being bureaucratic and slow in making the necessary changes. One of the participants mentioned that the leaders who were reporting to the CEO were scared to speak up or push back and this made the changes in the organisations slow and not flexible, thus making the organisation not ready for the evolving business needs. All the participants who spoke about the rigid structure were from different industries, however, the common factor was that they were from an emerging market MNE.

Participant 4

'...So, shoo ..., culture is still in the main bureaucratic and quite slow and the need for the business is that the market is evolving'.

Participant 4

'The interesting part is that in the main we know what ought to be done, what business models we should be exploring what areas, (inaudible) markets we should be going into, but because of the culture itself, that makes us very slow, slows us down'.

Participant 5

'I think this organisation is very slow to change, it's very slow to accepting the evolving times and so I would say almost say they are quite backward...'

'I think people need to speak up more or you know, be able to push back and say this doesn't make sense, we can't do this...'

Participant 9

'With such a large company you can't just shift overnight and determine a new trajectory'.

5.5.1.2.2 Low trust culture

Some participants mentioned that their current culture had a low trust culture in their organisation. The participants who mentioned this point were both the team leaders from the developed market and the emerging market MNE. The low trust within their organisations meant that the culture would need to work on the cultural transformation before being able to be fit for an evolving organisation.

Participant 2

'So, from a culture point of view is we have a culture that is probably that is not high on trust ja, I think is probably the first one...'

Participant 11

'...Or is XX gonna be joining us, that's the nice way of asking, sometimes when you are dealing with a bit junior people, but you are looking from a senior because decisions need to be made. You are not saying I don't trust you as a junior person, you are just saying, is so and so gonna be joining...'

5.5.1.3 *Cultural alignment*

The cultural alignment sub theme gained insights from the participants on how their current culture in their current organisation and the understanding of the current culture were aligned to the evolving needs of the business. There were three culture codes that emerged from this subtheme and only one of the codes had a significant frequency count of two and more, therefore it was deemed as being significant. The cultural alignment was seen in a positive light within the context of the organisation.

5.5.1.3.1 *People first culture*

The participants who highlighted the people first culture were from the same developed markets MNE and they were also from different divisions within their organisation. They mentioned how the people first culture was one of their cornerstones within the organisation, and how this culture was being driven from the global level to their local level. Their current organisational culture shed positive light from their organisation's point of view.

Participant 6

'Staff comes first'.

Participant 8

'So, the culture I can say it's people first and I think it's been published right, it's more like the business wants to make sure that the employees are satisfied, they're happy...'

Participant 12

'...so, Fridays we try and encourage various teams not to have meetings on Fridays so that people can at least leave early on Fridays and then they can sort of catch up with their families...'

5.5.2 Organisational effectiveness and employee development

The organisational effectiveness and employee development theme was the understanding from the participants' point of view of the strategies that their organisations implemented to ensure that their organisations remained aligned to the evolving business goals. There were three sub themes that emerged after the coding and the thematic analysis. These sub themes are learning and development, employee well-being and mental health as well as leadership and values communication. Only two of these

subthemes are reviewed in detail due to the frequency count being higher than two, and these are the learning and development, as well as the employee well-being and mental health aspects.

5.5.2.1 Learning and development

The learning and development sub theme looked at two codes which were both deemed as being significant as the frequency count was more than two. The two codes were the new manager and leadership led trainings as well as the academy. The insights were gained from both the developed markets and the emerging markets. The insights are shared in detail below.

5.5.2.1.1 New manager and leadership led trainings

One of the insights that was gathered from the participants was that they saw it as being valuable that their organisation focused on the trainings for the new to be managers in their organisations. For these participants, this meant that the new manager would be skilled and prepared to lead the teams in the organisation after having gone through the necessary training. This training was mandatory before one could move to the next level. The second insight that was gained was the frequent upskilling of the leadership led training that was utilised to educate the leaders on the new ways of working and keeping them up to date. This both emerged from the developed markets and from the emerging markets across the team members and the team leaders.

Participant 5

'And then if someone is going to be a leader or is now being promoted to like a managerial position there's also training ..., in terms of training that they undergo to equip you to be a manager and to manage your people. So, they don't just promote, you must go through this training, it's mandatory for anyone who's gonna be a manager'.

Participant 6

'...like our leadership team goes on their off sites to also brush up or touch up or polish up on their leadership skills because in this new digital age and this new way of working....'

Participant 7

'And with that, the business has rolled out a new leadership standard, it is I think well, individual elements that make up the four pillars of our leadership standard and that is all about describing the required level of performance whether it be in people leadership of accountability, or adaptability or you know innovation'.

5.5.2.1.2 Academy – Available to employees

The upskilling and constant training of the existing employees was seen in a positive light by the participants as the upskilling of the staff members meant that they would be better equipped for the future, and they could add value to the organisation based on what they were upskilled on. One of the participants from the emerging market MNE said that their organisation had rolled out an Artificial Intelligence (AI) course in their employees' academy so that their employees could upskill themselves and be future proof.

Participant 3

'So, I think on that one right, for me the main thing that we've done now, so we've got an academy, like I said we are learning organisation, so what we've done is we've created academies where you can educate yourself on new skills sets that are required for your job'.

Participant 5

'...there's ongoing training, there's refresher training for those who have been here for a while. So, they do invest a lot in developing the employee, in keeping everybody aligned'.

'So, you will find that maybe there's an Excel course, recently there's an email that said look there's an Excel course that people are being invited if you feel like you'd like to strengthen your Excel'.

5.5.2.2 Employee well-being and mental health

The employee well-being and mental sub theme was derived from the codes and the thematic analysis based on several participants responding positively to the wellness programs that were being offered as a strategy in their organisation to ensure that their organisation remains abreast of the evolving business needs.

5.5.2.2.1 *Wellness programs*

On the wellness programs, a few participants stated that their organisation placing wellness as part of their strategies was a step in the right direction as the organisations were starting to prioritise the employee's mental being and wellness with all the mental wellness challenges that most people at times undergo. This strategy was seen in positive light and as being in the right direction of the evolving businesses.

Participant 5

'...a fitness challenge of sorts, they got a guy, I think he charge us about R750 per person, but they pay for everybody who signed up, they like to walk the talk, they pay for everybody who put their hand up to say I'd like to be part of it. So, they do invest in their people, they've got an employee wellness programme'.

Participant 8

'...playing sports, a daily habit, they even gave like gym membership, premium gym membership, nationally so that we can enter any gym, Virgin Active'.

Participant 12

'So, we also, we are very strong focus on recovery, so we always believe that if our team is well rested and they recovered, they will perform very well, they will become a lot more productive'.

5.5.3 Leadership influence and impact

The leadership influence and impact theme were a result of the insights that were gained on understanding the leaderships' role in managing and shaping the participants' current existing organisations. From the coding and the thematic analysis, two sub themes emerged. These sub themes were the leadership's role and approach as well as the leadership impact. Only the codes that had a frequency count of more than two are detailed below.

5.5.3.1 *Leadership's role and approach*

The leadership's role and approach sub theme resulted in two codes which are that of the leadership being critical and being role models. The participants saw the role of the leadership as being critical in the support of the ongoing changes in their organisations.

5.5.3.1.1 *Critical*

Critical, pivotal, very important, cornerstone and vital, were some of the words that were used to describe the leadership's role within the developing market and the emerging markets MNE's. A substantial number of the participants who were interviewed emphasised the importance of leadership. The leadership was seen as being critical to support the ongoing changes in the organisation.

Participant 1

'So, I think it is the role that they play is important'.

Participant 2

'I think the leadership's role is probably the most critical'.

Participant 3

'...when they say what is it, the fish rots from the head, right. So, having the leadership that buys into your culture is very important and live it, is very very important...'

Participant 6

'So, with that I think it's actually very important. It makes me think about the course, one of the modules that we are covering now. Leadership/ethics in the new digital economy right. There's a difference. There's a leader and there's a boss you know'.

Participant 9

'I think they have a vital role in shaping our culture because a lot of the decisions that they make it affects the business and the organisation...'

5.5.3.1.2 *Role model*

A couple of participants from both the developing markets and the emerging markets mentioned that the leadership needs to be a role model in the organisations that they managed and ran as part of the ongoing business needs.

Participant 2

'...the second part is that as a leadership we need to make sure that we role model and removing the barriers that the organisation foresees...'

Participant 7

'Well, it's the cornerstone of the organisational culture, we need to see leaders, our leaders role modelling you know the behaviour that should be commonplace and part of everyday practice and everyday conduct'.

Participant 10

'I think it's important for the leadership to set an example, so leaders they are our role models for the rest of the organisation. So, they must embody the desired culture and behaviour'.

5.5.3.2 Leadership impact

The second sub theme from the leadership influence and the impact that emerged is the impact that the leadership has within the organisations. The significant codes that emerged from this subtheme were that the leadership sets the tone in managing the culture and the leaders lead the strategy and communicate the strategy in their respective organisations.

5.5.3.2.1 Leads the strategy and communicates strategy from the top

A couple of participants saw the leadership's role as driving strategy and communicating the strategy from the top to the lower levels of the organisations. This belief and view were articulated by a couple of the participants within the developed markets and the emerging markets MNE's.

Participant 1

'So far, there's business, there's your leadership team that looks out to the entire business and then there's a level below where now your base employees and the people below the base then take direction from them. I think that they are helping drive the new strategies that have been implemented'.

Participant 8

'This strategy literally coming from top down and then and it's a global strategy as well right'.

5.5.3.2.2 Set the tone in managing the culture

A few participants held the belief that the leadership's role in the organisation was setting the tone for the entire organisation. The tone setting by the leadership was seen as being able to assist the business in the direction in which the organisation was headed to.

Participant 3

'...So, part of the role is setting the tone, so they have to set the tone and they have to be seen to be setting the tone in managing that culture and ensuring the business where we are going...'

5.5.4 Organisational structure and the adaptation of the teams

The final theme that emerged from Research question 2 was the organisational structure and the adaptation of the teams. The researcher wanted to understand how the organisation has set up their current teams to accommodate the changing business and the three sub that themes emerged. These sub themes are the challenges in the structure and adaptation, flexible work arrangements as well as business strategy and alignment. It is, however, the challenges in the structure and adaptation that was significant and came out stronger under these sub themes and these are reviewed further.

5.5.4.1 Challenges in structure and adaption

The challenges in the structure and adaption was the strong and common sub theme that emerged. There were three codes that were under these sub themes, and they are that the team setups are rigid, the cashflow issues to readjust the teams as well as the change of the team structures that were driven from the global structure. The team setups are the rigid subtheme that had the highest frequency count based on the feedback from the participants from both the developing and the emerging markets MNE's.

5.5.4.1.1 Team setups are rigid

Many of the participants mentioned that their teams were rigid, and the teams were not aligned to the accommodation of the changing needs of their organisations. The current team setup was seen as a barrier to adapting the business' future needs.

Participant 4

'In my view and looking at our organisation, the team setups are quite rigid. So, your quite rigid structures, so this point I find it difficult'

'So, it's so rigid that you can't make discretionary calls based on experience'

Participant 5

'I don't think there's a vigorous approach when there's change in business or change in whatever, then you've got the company. I think it's a very slow, if any, and so in my view currently, we are doing a lot of problem fixing'

Participant 6

'...within a constantly evolving or changing market, then do that, but then they literally have not, I think we very slow in that area as a business. I think we wait to hit quite several stumbling blocks before something is done about it'.

5.5.5 Summary of research question two

The primary purpose of the research question was to achieve a more profound comprehension of how the organisational culture created an enabling environment for the teams to perform. An influential number of the participants mentioned that their current organisational culture was rigid and that it did not at times allow for the optimal performance of the teams. It is to be noted from the results that several participants enjoyed the 'people first' and the 'collaborative' cultures which allowed the teams to perform better.

Regarding the understanding of the strategy of cultural evolution, the participants mentioned that the leadership led trainings, the academy, and the new manager to be trainings were steps in the right direction for their organisation as they set the teams up for a better success rate. This was in line with the importance of leadership in the organisations as they were seen as the cornerstone in driving the culture that allowed for the teams to thrive in performance. Finally, the current team setups were rigid, and they were not setup for the changing business needs nor for the changes in the operating environment.

5.6 Research Question 3

Research Question 3: How is organisational culture managed to positively influence the team performance outcomes in times of change?

The main aim of Research question 3 was to achieve a more profound understanding of the organisational culture's influence within the teams in the developed markets and in the emerging markets MNE's. There were four questions that were developed to gain an understanding from the individuals' perspective within the MNEs from the developed and the emerging markets. The question wanted to gain insights from the participants to understand how the organisational cultures are managed to positively influence the team's performance outcomes in times of change. Codes that appeared two or more times were deemed significant and subsequently analysed to uncover the underlying themes. The list of the highest frequency codes for Research Question 3 are presented in Table 5.6. The frequency count was based on each code that was derived from the interviews.

Table 5.6: Most frequent codes relating to Research question 3:

Number	Code	Frequency Count	Subthemes
1	Surveys including pulse check surveys	15	Impact measurement
2	Team structure is misaligned to the organisation	4	Structural misalignment
3	Bureaucracy impacts and slows down innovation	3	Structural misalignment
4	Rewards and recognition for good behaviour	3	Rewards and recognition
5	Negative culture is not accepted, and termination is at times possible	3	Cultural compliance and reporting
6	Negative elements not discarded but turned into areas of improvement	2	Cultural change and communication
7	Leader would demonstrate by acting on feedback	2	Survey based improvements
8	Improvements based on survey results	2	Survey based improvements
9	Positive elements communicated regularly	2	Cultural change and communication
10	No surveys	2	Impact measurement

After the thematic analysis process, there were three themes that emerged regarding the organisational culture's influence within the teams, and this is presented in Table 5.7. The first theme that emerged from the thematic analysis was the broader organisational culture and diversity. The second theme that was identified was the cultural evolution as well as employee development. The third and final theme that emerged was the employee engagement and organisational effectiveness. These themes are reviewed in detail within the emerged subthemes as per the responses from the participants.

Table 5.7: Themes relating to Research question 3:

Research question 3	Theme	Sub-themes
Organisational culture's influence within the teams	Broader organisational culture and diversity	Structural misalignment
	Cultural evolution and employee development	Cultural change and communication
		Cultural compliance and reporting
	Employee engagement and organisational effectiveness	Survey based improvements
		Impact measurement
Rewards and recognition		

5.6.1 Broader organisational culture and diversity

The broader organisational culture and diversity theme had three subthemes that emerged from the participants' interviews. The three subthemes that emerged were global influence, structural alignment, as well as cultural and diversity factors. The frequency count of two or more only emerged under the structural alignment sub theme and the rest of the sub themes had less than two frequency counts and therefore for this reason they are not reviewed further.

5.6.1.1 Structural misalignment

The purpose of the question that was asked to the participants was to gain an understanding of how the broader culture within their organisation influenced the existing team structure and their performance. The findings were that there is a team structure misalignment, and the bureaucracy negatively influenced the organisation.

5.6.1.1.1 Team structure misalignment to the organisation

Some of the participants said that there is currently a teams structure misalignment which was driven by the broader organisational culture. This view was significant in the participants who were from a developed market MNE which meant that the global organisational culture significantly influenced the teams based in South Africa. The current team structure was deemed as being negative and it sometimes inhibited the performance and the results that the organisation was trying to attain.

Participant 1

'When it comes to the structure though, again there's a misalignment'.

Participant 7

'... that imbalance and misalignment and lack of misunderstanding between these two teams, market and business unit, often results in us being in a you know, standoff situation or an undecided situation for much longer than we need to'.

5.6.1.1.2 Bureaucracy impacts and slows down innovation

A handful of participants believed that the current broader organisational culture which was bureaucratic was a stumbling block on the teams' performance and it slowed down the ability of the teams to perform at a faster pace and this was seen as a challenge. This yielded a negative impact on the existing organisation for both the developed markets and the emerging markets MNE's. These findings were strongly communicated by the team leaders in the organisations.

Participant 4

'...the broader culture of bureaucracy of being pedantic and all those things, so we are in IT, so we are driven by innovation, high pace changes..., how it then affects our team is that it slows us down and stifles competitiveness and the ability to drive innovation quickly'.

Participant 7

'...it slows down our ability to perform at a higher level, quickly. Okay, so that's the challenge we have'.

5.6.2 Cultural evolution and employee development

The research question was aimed at gaining insights on how the participants' organisation ensured that the positive cultural elements were maintained, and the negative elements were discarded. The findings yielded three sub themes. These sub themes were cultural change and communication, cultural compliance and reporting as well as feedback and trainings. From these three subthemes only the cultural change and communication as well as cultural compliance and reporting are reviewed in detail as these two subthemes had a frequency count of more than two.

5.6.2.1 *Cultural change and communication*

The cultural change and communication sub theme from the cultural evolution employee and development looks at two out of the five codes that emerged from the participants. The five codes were as follows: positive elements communicated regularly, communication of the positive cultural standards, culture journey still in its infancy, negative elements are not discarded but turned into areas of improvements and no change of the positive items implemented since COVID-19. Due to the frequency count report of two or more counts, the two codes that are reviewed further are the positive elements that are communicated regularly and the negative elements that were not discarded but were turned into areas of improvement.

5.6.2.1.1 *Positive elements are communicated regularly*

Some of the participants mentioned that the positive elements were communicated regularly via different communication channels such as in the larger organisation sessions, as well as via emails. This was seen in a positive light, and it was welcomed by the participants.

Participant 7

'So, I can't recall that we actually say stop doing this and stop doing that but what the business does do is in all our communication channels, internally emphasise the behaviours that we want to see, starting off with our values, down to our leadership standards and we continuously speak about those values'.

Participant 9

'...we can't really get rid of or eliminate it, but what the organisation does do is it regularly communicates you know positive cultural and organisational standards through emails...'

5.6.2.1.2 *Negative elements that were not discarded but were turned into areas of improvement*

Several participants mentioned that the negative elements that emerged within their organisations were not discarded, however, they were regarded as areas of improvement. These areas of improvement would be part of the following year's strategy that would be adopted by the organisation to improve on the negative elements from the prior year and as per the feedback that was shared by the individuals in the organisation. The positive

elements would also be maintained in the year that the negative elements are being turned around within the organisations.

Participant 6

'I think those are some of the things that are done to focus on the positive elements. And I think with the negatives, they don't discard them, I think it's about finding ways of turning that into areas of improvement and turning that into something that can be you know rectified or worked on'.

Participant 7

'...then the negatives become a focus for the following year. So, that's how they get rid of negatives, because now it will be a focus for the following year, because the positives mean we are doing something right, so it won't be a focus, we will just maintain and then the negatives become a focus'.

Participant 4

'And what they then do, they have debriefing sessions with heads of those business units to give them feedback and what has happened recently they have organised training, not training but sessions with professionals to try and prove and understand what causes those negative elements'.

5.6.2.2 Cultural compliance and reporting

The second sub theme that emerged from the cultural evolution employee and development theme was cultural compliance and reporting. The significant code that emerged from this sub theme was that the negative culture is not accepted and at times the organisation parts ways with the individuals who demonstrate a negative culture in the organisation. One of the participants mentioned that because of this culture of terminating negative cultural behaviour as soon as possible, their recruitment process now included the culture fit check before the individuals were hired. The participant mentioned that even if they were to interview an individual who had all the qualifications, however, if the interviewing panel felt that this interviewee did not meet the cultural behaviour of the organisation, they would not hire that individual.

Participant 3

'I mean I've interviewed people that would be brilliant from a technical perspective and then we would sit with HR, and we say but would this person fly within xxx's

culture, and when the answer to that is no, we actually would take someone that on paper might look less quality from a core competence perspective, but we put them in the xxx environment, and they thrive’.

5.6.2.2.1 Negative culture is not accepted, and it is terminated at times

The participants who mentioned that their organisations let go or fired individuals who did not embrace their cultural behaviours were the senior leaders and they were both from the developing and the emerging markets MNE’s. This was more pronounced in the one organisation versus the other organisation as the other organisation highlighted that the termination of the individuals who were not ‘fit’ for the organisation would be fired or asked to exit the organisation.

Participant 2

‘So, basically we have an anonymous way of sort of raising any concerns that go to the contrary of the culture we trying to drive yeah, whereby an individual, anybody, it doesn’t matter seniority, where you’ve got people reporting to you, not reporting to you, if you experience or observe anything that is against our culture, you can safely raise that up in a forum where something will be done about it and taken up very seriously right’.

Participant 3

‘I mean I’ve seen executives getting fired for not showing empathy within the business ..., that’s how much we mean it. So, it has meant that you come into the business, you don’t show empathy, you don’t show the spirit of the business, you are fired. It’s that simple’.

Participant 7

‘It depends on the magnitude of the problem, we’ve seen how you know individuals who are not reflecting or modelling the behaviours that we stand for, behaviours and values that we stand for, have been ..., have left the business you know, behind the scenes’.

5.6.3 Employee engagement and organisational effectiveness

The final theme under Research question 3 highlighted that the use of employee and organisational effectiveness was to gain insights on how the organisations measured the cultural evolution impact on their organisation including the understanding of how this

would impact the team's effectiveness. Secondly, it was how the desirable cultural elements were demonstrated within the organisations. There were four sub themes that emerged from the insights that were gained, and these themes were the survey-based improvements, impact measurement, rewards and recognition, as well as communication and wellness. The focus is on the three sub themes as these had a frequency count of two or more.

5.6.3.1 Survey based improvements

The participants mentioned that their organisation would work towards improving based on the findings from the surveys that would have been carried out. There were three codes that emerged from this sub theme, and these codes were; the improvements based on the survey results, the leader who demonstrated by acting on the findings and the pulse surveys that were conducted with little action after the survey. The third code is not investigated further as the frequency count did not pass two or more counts.

5.6.3.1.1 Improvements based on survey results

A couple of the participants mentioned that their organisation acted based on the results from the survey. The participants mentioned that the negative results in the survey were either actioned immediately where it was possible otherwise the negative scoring results would be part of the strategy in the following year. This was seen in a positive light as the organisation was demonstrating that the teams and the individuals in the organisation were being heard.

Participant 2

'The feedback that the organisation gave us was that they didn't feel that they felt comfortable raising or challenging either the business, their manager or whatever forum that they had you know, felt that they needed to speak up right. So, what the culture team then did is then (1) we ensured that that was one of the key areas that we needed to focus on as part of strategy for the year...'

Participant 8

'...and it's confidential and you can be as honest and you rate the culture and then where we would have scored low, right, the lower scores, then become a priority for the following year...'

5.6.3.1.2 Leader would demonstrate by actioning on the feedback

The participants from the developed markets MNE mentioned that their leaders demonstrated by acting based on the teams' feedback and in fact, one of the participants mentioned that their feedback as a team to their leader resulted in the benefit for the whole organisation in terms of the core meeting hours which were implemented with a short space of time after the executive leadership had collectively decided to take the feedback into consideration. The other participant mentioned that their feedback resulted in having bi-weekly sessions with the director as this ensured that they were constantly aligned on what is going on in the various teams.

Participant 1

'Our leader went and spearheaded a solution that there should be core meeting hours, which will then allow us as marketing and also this was the one thing that was adopted by other people, to then also have time to catch up on their work, so that they are not working after hours because they've been in meetings all day'.

Participant 6

'...we have connects, bi-weekly connects with our director, so as to touch base'.

5.6.3.2 Impact measurement

To further understand how the organisation measured the cultural element of the organisations, there were three codes that emerged from the impact measurement sub theme. These codes were surveys, no surveys, and staff turnover. The staff turnover was not reviewed in detail as it did not have the significant frequency count of more than two.

5.6.3.2.1 Surveys including pulse check surveys

A weighty number of the participants said that their organisations carried out surveys to measure the impact of their culture. The survey names did, however, differ from organisation to organisation. Some of the names of the surveys include the Pulse Survey, as well as the Group Culture Audit and Global Survey. The surveys were welcomed by the participants as they were seen as a voice for the teams and the individuals. The fact that the surveys were anonymous also meant that they could voice how they felt.

Participant 3

'But we do that one more frequent, so the Group Culture Audit (GCA) happens once a year, and then we've got the pulse survey we do, and we do that every quarter'.

Participant 5

'So, what happens is that they usually send out surveys... They do it through some survey that they send out to the business and basically, we must complete the survey and give them the feedback, so they know how we feel about it. So, 90% of the time it's gonna come in a form of a survey'.

Participant 7

'...and then there's going to be the bigger survey that's going to be done, where they going to ask a lot more questions. I think that's how the organisation would measure its impact on the cultural adaption because as mentioned there have been strides or there have been measures put in place to improve the culture'.

Participant 12

'I think I would also go back to the sense of you know the global surveys..., because that's one way to measure if the company's culture is being effective and it says it's an anonymous system'.

5.6.3.2.2 No surveys

A few select participants stated that their organisations did not measure the evolution of the culture in their organisation. This was even though their organisations did have surveys to measure other aspects of the business, however, the cultural evolution was not measured actively.

Participant 2

'...to be honest I don't think there's a measure, what is this, qualitative or quantitative measure'.

Participant 4

'To be quite honest, I've not seen the measurement of evolving culture or adaptation thereof, ja is not something that our company actively measures, particularly evolving culture and I don't think'.

5.6.3.3 *Rewards and recognition*

The final subtheme under employee engagement and organisational effectiveness was the rewards and recognition. The insights that were gathered were that the organisations not only noticed the good behaviours but that also the individuals who demonstrated these good behaviours were rewarded. This was true for both the developed markets and the emerging markets MNE's.

5.6.3.3.1 *Rewards and recognition for good behaviour*

A couple of the participants mentioned that their organisations were rewarding the individuals who modelled a good behaviour that was aligned to the organisation's values. The rewards and recognition were split into two. The first category was being rewarded based on an ad hoc basis that is based on the nomination from the leaders and/or the team members within the organisation. The second category was that the managers needed to demonstrate modelling the positive behaviours over and above their key performance indicators which were linked to their bonuses. Both these categories were seen in a positive light by the participants.

Participant 2

'The one thing at least the organisation is very deliberate about is finding ways to reward specific behaviours right. So, whether it's on a team level, whether it's on an individual level, there's quite a few different tools that we have, ja, which are recognition awards, linked to something as simple as an e-card...'

Participant 3

'...well obviously the kudos system where you can give kudos to team members, you can receive and send, kudos.... So, what that does is it encourages the behaviour. So, when you are doing something good, your own peers can reward you for what you've done.'

'...we are moving more into a behaviour-based performance evaluation, wherein there are behaviour questions that the manager needs to answer about the persons in the team, after they've also answered for themselves in the reflection perspective and based on those questions and those behaviours, that's how now the bonus scheme works. So, it's no longer just a KPI, you must perform on these KPI's, that are there, but over and above that, you must have this behaviour, particularly from senior manager above...'

5.6.4 Summary of Research question 3

The primary objective of the research question was to comprehend how organisational culture was managed positively to influence the team performance outcomes in times of change. The participants mentioned that the current team structural setup was misaligned, and that the existing bureaucracy impacted and slowed down the innovation. Both the teams' structure and bureaucracy were seen as adverse in their organisation. In the developing and in the emerging markets, a significant number of the participants mentioned that their organisations did carry out cultural surveys to understand how the employees were feeling in the organisation. Some of the participants saw that the results from the survey were included in the following year's strategy and at times the leaders that were not demonstrating good behaviours were asked to exit the organisation.

5.7 Summary of the research questions

For both the developing and the emerging markets MNE's, the teams thrived on the clear key performance indicators that were set out in their organisations and where minimum disruptions were experienced. The teams enjoyed the strategies that were deployed by the organisations that were well and clearly communicated by their leaders from the top all the way to the lower levels of the organisation. These said strategies included but were not limited to the networks in the organisation, the trainings that offered the individuals to upskill their experiences, as well as the wellness programs. Finally, what made the teams perform better was working in a positive environment that was enhanced by a positive culture. The positive cultures were described as a 'people first' culture, a 'collaborative' culture, and an 'innovative & adaptable' culture. All these cultures were seen as being positive by the participants.

The challenges as elaborated by the participants were that the teams were adversely impacted where the team composition was disrupted and where it lost momentum in their functions. The participants also mentioned that the teams' setups were rigid, as well as misaligned to the business and they were not fit for purpose for the teams to be able to be agile and adaptable to the changing business environments. The rigid culture, as well as the toxic culture were seen as added stumbling blocks in aligning the teams to the evolving needs. These were negative and they inhibited the teams to perform optimally and at times they were not fit for future business purposes.

5.8 Conclusion

This chapter presented the findings from the three research questions that were identified in Chapter 3. The three research questions were derived from the literature review in Chapter 2. There were 12 participants who were interviewed, and they were either a team member or a team leader, but they both shared valuable insights from their perspective of working for the MNE's developed markets and the MNE's from the emerging markets. Through the thematic analysis, codes, sub themes, and themes were identified for each of the three research questions. The findings from this chapter are discussed in detail by comparing the results in Chapter 6 to the findings which were presented in the literature review in Chapter 2.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

Chapter 5 presented the results from the semi-structured interviews that were conducted with the 12 participants based on the research questions that were highlighted in Chapter 3. This chapter presents a detailed discussion on the findings from each of the three research questions and it correlates these findings to the literature review that was presented in Chapter 2, as well as calls out the contradictions or the similarities. The 12 participants were selected from different industries, and they had to have been either a team lead or a team member and finally they had to work for either a developed market MNE or an emerging market MNE that is based in South Africa. The research was conducted to gain insights on how team effectiveness can be managed as the teams and the organisational culture evolve. The discussion of the results is broken into the three research questions as detailed below.

6.2 Discussion – Research Question 1

How do the team setups impact how the teams work, feel, and achieve results?

The purpose of Research question 1 was to understand the impact that the team setup in the organisations has on how the teams work, feel and achieve results. The participants were asked four questions to understand how they measured team effectiveness, and what their observations were when there was a change in the team composition. The questions also intended to find out the strategies the participants' organisation used to optimise the team setup. From these questions, there were three themes that emerged from team effectiveness. These themes were operational excellence, performance and productivity as well as strategy alignment and engagement.

6.2.1 Operational excellence

The first theme that emerged from the interviews regarding team effectiveness was operational excellence. The question was meant to assess how the teams measured their effectiveness within their organisations. The developed markets MNE's and the emerging markets MNE's used a few different metrics (such as market share was only applicable to developed markets MNE's) to measure the effectiveness of their teams, however, most of the metrics were similar for both the developed markets and the emerging markets MNEs. It was also noted that the effectiveness metrics measures that were used by the organisations were the same from the perspective of both the team members and the team leaders. Thus, demonstrating that the organisations were aligned in terms of what

the teams were required to do to deliver on their performance. The participants who were in organisations that measured team effectiveness knew what was required from them to deliver as a collective team as well as how to deliver as an organisation. The same participants could also articulate if their teams were performing based on the results of the metrics as tracked through the year. The team's effectiveness measures the metrics that are included in the key performance indicators, such as profitability, market share, efficiencies on project delivery and budgets, as well as the sales growth versus the prior year. It was evident that as the teams worked together more often, they developed similar vocabulary or sets of phrases which helped them do their tasks more quickly and accurately in turn leading to team effectiveness (Argote et.al., 2021).

A few participants from the emerging markets MNE stated that their organisation did not measure team effectiveness through an official tracking tool such a key performance indicator as this was seen as not adding any value to their organisation. However, their performance was tracked through the monthly meetings with their managers to find out how they were performing their tasks based on their roles and responsibilities as per the employee's contract. The feedback received from their managers assisted as performance feedback holds a critical position in enhancing team effectiveness as the teams who received regular performance feedback were better able to identify their areas of performance which led to continuous learning in the organisation (Argote et. al., 2021).

Because the teams knew what measurement metrics they needed to deliver on, they knew what direction to focus on and this was a positive indicator within their organisations.

6.2.2 Performance and productivity

The second theme that emerged was the performance and productivity one which was gathering insights on how the participants had observed any instances where the team composition led to the shifts in team productivity or performance. A significant number of participants expressed much frustration when the team composition changed. The change within the teams was either through a team member resigning or through a forced team composition change which was driven by a global restructure (from a developed market MNE point of view) or a retrenchment process (emerging market MNE point of view). The frustration from the team members was that the team composition change led to increased workloads as they then had to take on the additional workloads from their team members who had left the organisation, albeit temporarily until the roles were fulfilled. The team member style which includes team composition, the working style, as well as the

leadership style all play a critical role in influencing team effectiveness (Argote et. al., 2021; Cavanaugh et.al., 2021; Mathieu et.al., 2019).

With regards to the permanent restructure and the retrenchments, the team members who took on the additional workload knew that the increased workload responsibilities were permanent with no added rewards as this was based on a new team composition. The team leaders expressed that the momentum would be disrupted in their teams, as performance delivery would dip and at times low team morale was visible. The low team morale was at its highest when the team composition was changing due to global restructuring or due to the retrenchment process. The team composition impacted the teams negatively through the reduced quality of outputs as the workloads increased, and the productivity's dipping was due to the low team morale. Mathieu et.al. (2019) support that the three independent but related concepts, which are namely productivity, efficiency, and quality, are all important as they measure different aspects of team performance, however, they are interrelated as one aspect can influence the others. Thus, the increased workloads, momentum disruption and the low morale all impacted the team performance and productivity adversely.

6.2.3 Strategy alignment and engagement

The third and final theme that emerged from Research question 1 was strategy alignment and engagement. The question that was asked to the participants was meant to assess what strategies were used in their organisation to optimise the team setup for better teamwork, goal achievement and team member satisfaction. The developed markets MNEs and the emerging markets MNEs had similar strategies that were being carried out in their organisation with a developed market MNE working on a 5-year turnaround strategy and from a developed market MNE stating that they were working on instilling a high-performance team culture, and both these strategies are work in progress.

Cross learning, networks, communication, collaboration, rewards and recognition, as well as the wellness programs were the strategies that were used in their organisations and these strategies came across from the developed markets MNEs and from the emerging markets MNEs as well as from both the team leads and the team members.

Communication and collaboration were positively mentioned by the participants. The participants liked that the strategy would be communicated from their senior leaders, and it was cascaded down to the lower levels of the organisation. The effective communication drove open and transparent communication amongst the teams. For collaboration, the

participants saw the collaboration strategy as one that drove organisational alignment and cohesion amongst the teams. Mahmood et.al. (2021) agree that performance can significantly impact a team's overall effectiveness.

Another strategy that was used in the organisations was the rewards and recognition that were used within the organisation to reward and recognise the good performance that would have been delivered by the teams. The rewards and recognition were a strategy that was used by the team leaders and their peers in the organisation by awarding a voucher to the higher rewards. The value of the rewards was organisation dependent however, the rewards and recognition mechanics were similar. The successful teams often benefit from the additional factors such as the team incentives and there is a sense of social cohesion (Delfgaauw et. al., 2022).

The cross learnings and networks were a positive strategy that the organisation used to optimise the team setups whilst driving better teamwork and goal achievement. Both developed markets MNEs and the emerging markets MNEs saw the benefit of cross learning amongst the different teams as this brought about the exposure of what the other team members worked on and the added benefit of cross learning was the breaking down of the silos which improved the interactions amongst the different teams. The behaviour of the team members in their willingness to share knowledge and engage in mutual learning from one another drives effectiveness (Argote et.al., 2021). The positive attitude towards the learnings can stimulate ongoing improvement and innovation, thus leaning towards further elevated team effectiveness (Shah et.al., 2022; Argote et.al., 2021).

One developed market MNE had a network structure that brought about global cross learning and interactions that led to the exposure to a few key aspects. Firstly, the global interaction brought about the exposure to international learnings. Secondly, the networks in the local markets included the global as well as the local learnings and this enriched the teams more. Lastly, the teams were exposed to the global employment opportunities within their organisation. Mathieu et.al. (2019) argue that cultivating the healthy connections amongst the team members can increase the effectiveness of the teams.

Finally, the wellness programs that were setup in the organisations were seen by both the developed markets and the emerging markets as a priority. It was noticed by the researcher that the developed markets MNE had a strong wellness strategy, and this was driven by the global executives, and it was cascaded to all the subsidiaries around the globe where they had presence. The emerging markets MNEs were slowly adopting the

wellness programs. Very little was found on that the wellness programs as a strategy alignment was a factor that influenced the effectiveness within the organisation.

6.3 Discussion – Research Question 2

How does organisational culture create an enabling environment for team performance?

The purpose of Research question 2 was to understand and to gain insights on how the organisational culture creates an enabling environment for team performance. There were four questions that were asked to the 12 participants. These questions included asking the participants to describe the current organisational culture, understanding the strategies that were used to ensure that the organisational culture remains aligned to the evolving business goals, the leadership's role in managing and shaping the organisational culture as well as how the organisation managed the setup of its teams to accommodate the changing business need. There were four themes that emerged from these questions. The themes that emerged are organisational culture and change, organisational effectiveness and employee deployment, leadership influence and impact as well as organisational structure and the adaptation of the teams.

6.3.1 Organisational culture and change

The first theme that surfaced from Research Question 2 was organisational culture and change. The question that was asked was aimed at gaining insights on the understanding of the participants' current organisational culture. Many of the participants described their organisational culture as being rigid, whilst the other participants said their organisational culture was rigid, had low trust culture and was toxic. The participants did not see the current organisation in positive light, and they were not happy with the status of their organisational culture. The findings were from both the developed markets MNE's and from the emerging markets MNE's. Both these MNEs were within a hierarchical structure. The hierarchical structures may tend to encourage a more rigid culture within the organisation thus fostering a collaborative and innovative culture within the organisations, as a flat structure allows for a more flexible and less formal culture which may allow for a collaborative and innovative culture (Bautista et.al., 2023; Ali et. al. 2021; Busse et.al., 2020; Baek et.al., 2019).

Some participants stated that their current organisational culture was transformational as it was evolving from the rigid culture to a more collaborative, adaptable, and innovative culture. The change of the organisational culture was brought about by one of the developed markets MNE's that had gone through a demerger from the previous year. The

participants who had mentioned the work in progress' organisational culture were yet to see how the culture would look like as it was still in its infancy stages, however, the end goal was achieving an adaptative new culture which was in line with a culture that was required for the organisation to be able to be innovative and adaptable (Bautista et.al., 2023; Ali et. al. 2021; Busse et.al., 2020; Baek et.al., 2019).

Lastly, the findings were that some of the participants enjoyed the 'people first' culture, the '*ubuntu*' culture and a the 'global' culture. The words that were used to describe the culture were different, however, the participants mentioned that the organisation always tried to ensure that the organisation placed people first in the organisation and that adopted a positive culture that was being led by the global headquarters which also put the 'people' first, and this was demonstrated from the headquarters all the way down to the local organisations. The said organisations had adopted positive attitudes that related to inclusion, diversity, equity, the team working more efficiently with fewer obstacles and less time and effort was wasted as these organisations led with the 'people first' culture (Miller et.al., 2023).

6.3.2 Organisational effectiveness and employee development

The second theme that emerged from Research question 2 was the organisational effectiveness and employee development. The question that was asked to the participants was what strategies were implemented to ensure that the organisation's culture remained aligned to the evolving business goals. Many of the participants mentioned in a positive light, that their organisations had rolled out the courses that were available within the organisations that were open to all the employees and these courses included the Artificial Intelligence (AI) courses. The educational courses that were being offered were forward looking to assist their team members to be better equipped on the future skills as well as allowing them to have the mobility to change jobs when the opportunities became available. The other educational trainings included the 'new manager' training and the 'ongoing leadership' programs. The 'new manager' program was for to the new managers. The people who were about to be new managers would need to undertake this training successfully before becoming a manager. The 'ongoing leadership' educational programs were the leadership updates for the already existing managers on how to continue becoming better leaders. The positive feedback was from the team members and from the team leaders from both the developed markets MNE's and the emerging markets MNE's. The educational focus within the organisations relates to the existing leaders of the organisation being aware of the context and wanting to improve the organisation's

needs, in line with fostering an inventive culture thus significantly contributing to the organisation's long-term success (Kuo et.al., 2019). Additionally, the leaders of the future need to possess a substantial level of education to be able to effectively steer the organisation to the right future and to an evolving organisation (Miller et.al., 2023).

Finally, the wellness programs were seen as what the future of the organisations should include, and they become the strong pillar of the strategies within the organisations as mental wellness becomes one of the focuses with the operating environment. One of the developed markets MNE's already saw the impact of the wellness programs through the team members being more productive and knowing that they can take the time off to focus on their wellbeing. The developed market MNE also extended the same wellness programs to their children as well as to their spouses and this again is seen in a positive light. The wellness programs were not seen as part of the organisational effectiveness pillars yet.

6.3.3 Leadership influence and impact

The leadership influence and the impact theme under the research question was looking to further understand through the participants being asked the question on how they saw the leadership's role in managing and shaping the organisational culture to support the ongoing business evolution. A significant number of the participants said that the leadership's role in the organisation was critical, as the leadership was the cornerstone of the organisation. They highlighted that the leadership was the role model of the organisation. The leaders play a pivotal role within the organisation and the leadership style, and the behaviour of the executives have a profound impact on shaping and driving the organisation and its organisational culture. (Bautista et.al., 2023; Muzondiwa et.al., 2022; Osupile et.al., 2021; Wijethilake et.al., 2023; Zahari et.al., 2022; Aitken et.al., 2021; Alblooshi et. al. 2021).

The participants elaborated that the leadership sets the tone of the organisation, as it leads the strategy of the organisation as well as communicates the strategy from the top to the bottom levels of the organisation. These statements were supported by Deogaonkar et. al. (2023), Prinsloo et. al. (2022), Cavanaugh et.al. (2021) as well as by, Baek et.al. (2019) who confirm that the leaders set the tone, the values, and the expectations of the organisation and these are then reflected within the organisation's culture. The leadership also practices two-way communication. (Deogaonkar et.al. 2023; Regenold, 2019; Meng et.al. 2019).

These themes of what the leadership is supposed to do where what the participants expected from the leaders and in some cases, some of the participants mentioned that some of their leaders were already doing this.

6.3.4 Organisational structure and adaptation of teams

The final theme that emerged from Research question 2 was the organisational structure and the adaptation of the teams. The question that was posed to the participants was how their organisation manages the setup of its teams to accommodate the changing business needs. Many the participants stated that the organisations need to manage the setup of their teams to accommodate the changes in the operating environment as the team setups were rigid. The rigid team setup was articulated by the developed markets MNE's and by the emerging markets MNE's by both the team members and the team leaders. One participant said that they could not just change the team setup due to the cashflow limits within the organisation. The feedback from the participants was that their organisations were not setup for the evolving operating environment. This was seen in a negative light as their organisations would then perhaps be behind their competitors. The organisations that need to remain competitive and get ready for the changes in the future need to ensure that the organisational structures are agile and stress resistant (Meyer et.al., 2022). It is evident that the current rigid team setups are not setup for the changes of the future.

It is to be stated that very few participants mentioned that their organisations were already aligned to the future needs in terms of the team setup after their organisation had gone through a global restructure program a few months ago. The restructuring was in line with what the future required and making sure that the teams were agile and adaptable.

This argument was supported by Cavanaugh et.al. (2021) who state that the composition of the teams can enhance individual and team performance, as well as creativity and innovation thus fostering teamwork culture which can shape the organisational culture positively.

6.4 Discussion – Research Question 3

How is organisational culture managed to positively influence the team performance outcomes in time of change?

The purpose of Research question 3 was to gain insights on how the organisational culture is managed to positively influence team performance in the time of change. Four questions were asked, and three themes emerged from these questions. The questions were understanding to what extent the participants' organisation' broader culture influences the

team structure and the performance of their teams, how do their organisation measure the impact of it evolving cultural adaptation on team effectiveness during the periods of change, how do their organisations ensure positive cultural elements are retained while the negative elements are discarded. Lastly, how do their organisations practically demonstrate the desirable cultural elements at a team level? The themes that emerged from the questions were broader organisational culture and diversity, employee engagement and satisfaction, employee engagement and organisational effectiveness.

6.4.1 Broader organisational culture and diversity

The broader organisational culture and diversity theme emerged from understanding how the organisation's broader culture influences the team structure and the performance of the teams. The developed markets MNE's participants mentioned that the organisational culture was influenced by the global teams and by the global culture in the local subsidiaries. The global culture influenced how the teams were structured, this even more so after the restructure and the other developed market MNE is currently going through a global restructure to align the teams with the evolving needs of the business. Gonzalez (2021) states that the organisational culture creates an environment that fosters the adaptation and the improvement of the essential competences within the organisations. This is demonstrated with the emerging markets' MNE structure being driven by the global culture which is evidence that the organisation is in line with fostering the improvement culture.

The participants from the emerging markets MNE's felt that their existing team structures were misaligned, and this has driven the broader organisational culture. The broader organisational culture was bureaucratic, and this influenced the team structure negatively and it slowed down the performance of the teams. The emerging markets' participants saw the broader culture as a stumbling block and as slowing down the teams and thus making the teams not to be adaptable to the change fast enough. One of the pillars that influence organisational culture is the external environment, and with the status of team structures in the developed market MNEs being misaligned due to the broader organisational culture, this might be a challenge for the organisations to be adaptable and agile in response to the external environment. As the environment changes at such a rapid rate, the organisations need to have an adaptable and agile organisational culture. (Sukoco et.al., 2022). The significant impact of the external environment can then cause the organisational culture to transition due to the external factors (Bautista et.al., 2023; Hung et. al. 2022).

6.4.2 Cultural evolution and employee development

The second theme that emerged from Research question 3 was cultural evolution and employee development. The question was trying to understand how the positive cultural elements within the organisations were retained whilst the negative elements were discarded. The participants from both the developed markets MNE's and from the emerging markets MNE's mentioned that the negative culture was not tolerated in their organisation and the employees who demonstrated negative cultural traits were terminated in the organisation. One of the participants from the emerging markets MNE's mentioned that they did not then hire the individuals that they felt would not fit in their organisational culture and they would rather hire someone who is less qualified but who would be a better organisational fit. The results were that this person would then excel in their organisation due to the culture fit. The participants, who were the team leaders, mentioned that this non-tolerated behaviour within their organisation saw the action to eliminate the team members who did not demonstrate the correct organisational behaviour as a good thing before they contaminated the rest of the business. This is supported by that the leaders are the individuals who should set the direction for the teams, and this includes the performance strategies and the upholding of the goals as this influences the organisational culture (Cavanaugh et. al. 2020).

A few participants mentioned that the negative traits in their organisation were not discarded, however, these negative traits that emerged within their organisation from the surveys would be the key focus areas that the organisation would focus on in the next year. This would be in line with the positive traits that were deemed as being positive in the organisation from the team members. The negative traits were used as an improvement opportunity. The turnaround of the negative traits in the organisation from the surveys that the team members and individuals would have completed emphasises that the shared goals and the task orientated communication are acted upon in the organisation, thus fostering a sense of safety and trust amongst the team members (Regenold, 2019).

6.4.3 Employee engagement and organisational effectiveness

The final theme that emerged from Research question 3 was employee engagement and organisational effectiveness. Many participants from the developed market MNE's and from the emerging market MNE's mentioned that their organisations used the rewards and recognition for good behaviour in the organisation to demonstrate the desirable cultural elements. One of the participants from the emerging market MNE mentioned the bonus

performance structure of their executives including the demonstration of the desirable organisational cultural elements. If these were not demonstrated, a portion of their bonus would not be achieved in that particular year. This is aligned to the argument that the alignment between the organisational goals, the strategy, and the organisational culture is crucial for the organisations to succeed. The alignment of these three pillars can improve employee engagement, as well as decision making, and it could lead to better organisational performance (Gong et.al., 2021). The factors such as the organisation’s mission and vision, the practices for awarding rewards and recognition, and the cultural diversity all fall under the organisation’s value and beliefs. The values and beliefs are some of the pillars that influence organisational culture (Deogaonkar et. al. 2023; Wijethilake et. al. 2023).

6.5 Conclusion of the findings

Table 6.1: Conclusion of findings

Research question	Themes	Findings	Results and literature
1	Operational excellence	Teams who worked together more often, developed more quickly and accurately thereby leading to team effectiveness. Regular feedback assisted in identifying the areas of performance thus leading to continuous learning.	Confirmed
	Performance and productivity	As the team’s compositions change in the organisations due to the team members resigning, or due to retrenchment or restructures, the workload increases, and there is low team morale and momentum disruptions. All these factors lead to a productivity decline.	Confirmed
	Strategy alignment and engagement	The cross learnings, networks, communication, collaboration, as well as the rewards and recognition programs are vital as the strategies to be used in the organisations as they influence team effectiveness. However, the wellness programs are still	Additional nuanced conceptual findings

		not being used as a strategy in some organisations.	
2	Organisational culture and change	The current organisational cultures are rigid and thus they do not foster a collaborative and innovative culture within the organisations.	Confirmed
	Organisational effectiveness and employee development	However, some organisations are already on the journey of building a collaborative and innovative culture.	Additional nuanced conceptual findings
	Leadership influence and impact	The educational programs including the 'new manager' training and the continuous leadership trainings were beneficial to the organisations thus improving the organisational culture. However, the wellness programs were not seen as a tool of influence.	Confirmed
	Organisational structure and adaptation of teams	The leaders are seen as role models, and they are fundamental in driving the organisational culture within the organisation. They need to drive the two-way communication.	Confirmed
3	Broader organisational culture and diversity	The organisational structures are not setup for the evolving organisational culture as the current teams are rigid and they cannot be easily changed as things change.	Confirmed
	Cultural evolution and employee development	Many of the organisational structures are not geared up for adaptability and agility as the environment rapidly changes.	Confirmed
	Employee engagement and organisational effectiveness	The organisations are prioritising organisational culture and where team members are not aligned to the organisational culture, they are eliminated from the organisation.	Confirmed

6.6 Conclusion

In this chapter, the results were showcased by comparing them with the theory outlined in the literature review in Chapter 2, as discussed in Chapter 5. The primary objective of this study was to gain insights into how to manage team effectiveness as the teams and the organisational culture evolve. Each of the three research questions, as outlined in Table 10, were confirmed by the theory presented in the literature review in Chapter 2. There were nuanced conceptual findings relating to the themes as identified in the above table.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

The aim of this study was to explore and analyse the dynamic relationship between team effectiveness and the evolving organisational culture with a focus on the developed markets' multinational enterprises and the emerging markets multinationals enterprises (MNE's). By understanding the interplay between team effectiveness and evolving organisational culture, this study aimed to develop a broad understanding of how the teams can be effectively managed in the face of organisational culture evolution. This chapter presents the findings of the research and the closing comments.

This study explored the drivers, the challenges and the strategies that are associated with optimising team performance and the effectiveness amidst the changing organisational culture context, thus ultimately providing the insights and the recommendations to enhance the organisational evolution and effectiveness. These insights were gathered from the research, and they can be used by the team leaders and the organisations in the emerging markets MNE's to leverage the organisational culture to improve the team effectiveness as the teams and the organisational cultures evolve based on the learnings that would have emerged from the developed markets MNE's and the emerging markets MNE's.

The chapter also presents the recommendations to the emerging markets organisations, and it also has the theoretical conclusions. Finally, the limitations for the research and the future research recommendations are presented in this chapter.

7.2 Principal conclusions

The findings of the research in Chapter 6 were compared to the findings in the literature review that was presented in Chapter 2. As summarised in Table 10, in the conclusion of the findings table, the primary findings of each of the research questions were confirmed by the literature review as presented in Chapter 2. From the themes that were presented, additional nuanced conceptual findings emerged for the strategy alignment and engagement as well as organisational effectiveness and employee development. The additional nuanced conceptual findings are whereby the researcher discovered more detail on the specific details under these themes, thus leading to a richer and comprehensive understanding of this topic.

7.3 Theoretical contributions

The literature review as presented in Chapter 2 and in the research questions under Chapter 3 guided this research, thus this research has provided insights on how team effectiveness can be managed as organisational culture and teams evolve. The current research studies have been focused on the developed markets within the European and the North American studies (Mathieu et. al., 2019). This research gained insights from the organisations that have presence in an emerging market

There are numerous factors that influence team effectiveness based on the past research that has been gained, however, there are current opportunities to further understand the other factors that influence team effectiveness in the emerging markets. (Shah et.al., 2022). This research study discovered that the wellness programs are a factor that the teams see as being a valuable strategy for the organisations to thrive and that could allow the teams to be innovative and to be able to compete in the evolving business landscape as the organisations place their wellness as one of the business' priorities.

7.4 Organisations contributions

Drawing from the understanding acquired through the semi-structured interviews, the researcher would like to recommend the following to the emerging market organisations that could assist their organisations as they operate their organisations in the ever rapidly changing environments.

1. The organisation strategy needs to be communicated more clearly and regularly to the teams at the lower levels. As seen in the semi-structured interviews, the team leaders could articulate the strategy clearer and more fluently during the interviews. The team members were less fluent and clear on the strategy of the organisation.
2. The team members knew what was required from them to be effective within the organisations when the deliverables were clear and measurable to them as the team members.
3. The current team structures are not setup for agility and adaptability, this is a disadvantage as the business landscape is changing at a rapid rate. For the organisations to continue to compete and operate in the new business environments, the organisations need to utilise their team structures to be able to be agile and adaptable.

4. The teams thrive in an environment that encourages positive cultural behaviour as demonstrated in the organisations that paid close attention to the enhancing of a positive cultural behaviour in their organisation.
5. The wellness programs need to be embedded in the organisations as part of the strategy and not as a separate pillar that 'lives' outside the strategy.

7.5 Limitations of study

The focus of this research was to gain insights from the team members and from the team leaders who were employed in either a developing market or in an emerging markets MNE based in South Africa, to share their lived experiences on how the team's effectiveness can be managed as the teams and the organisational culture evolve. Considering this viewpoint, the following limitations were recognised:

1. One of the participants felt uncomfortable in answering the leadership questions from the research questions as they felt that perhaps their teams' conversations could have been recorded internally and they did not want to get into trouble for this.
2. One of the participants was five months into the role and at times they had a limited opinion on some of the strategy related questions even though there were quite senior in their organisation.
3. Two of the participants used their mobile phones to accept the interview invitation and they did not see the attached questionnaire on the body of the invitation. One of the participants asked that we reschedule the meeting to allow them to go through the questions in detail. The second participant had to think off the top of their mind and asked that we skip some of the questions.
4. Due to the availability of the participants, all the interviews were held during the day, however, a few participants were speaking in a lower tone so that they could not be overheard by their colleagues.
5. The size of the developed markets MNE and the emerging markets MNE was not considered and the impact of the size of the organisations was not analysed.

6. Lastly, the video functionality was not utilised throughout the interviews until the second to last participant who asked that both the researcher and the participant turn on the videos. The researcher feels that the human element without the video functionality might have been a missed opportunity to perhaps connect on another level with the participants.

7.6 Recommendations for future research

The current research interviewed the participants from the developing markets MNE and from the emerging markets MNE from different industries and they were all based in South Africa. Future research could consider interviewing all four respondents. The four respondents would be from a developed market MNE headquarter based in their home country respondents and the subsidiary based respondent in an emerging market such as South Africa. As well as the respondents from an emerging market headquarter based respondents and emerging market respondents based in markets outside of South Africa.

Secondly, the current research focused on interviewing both the team leaders and the team members. Future research could focus on interviewing just the team members only or the team leaders only.

Thirdly, future research can further understand how the team size influences organisational culture and team effectiveness as they both evolve.

Lastly, future research could focus on more emerging markets MNE's to gain further insights.

7.7 Conclusion

This study explored how team effectiveness can be managed as the teams and organisational culture evolve. From the literature review, team effectiveness can be managed as the teams and the organisational culture evolve. However, the limitations that are currently hindering the team effectiveness process are driven by certain organisational culture and the team factors that do not allow for the teams and the organisations to be agile and adaptable. This research provides insights that can be used by the organisations to assist their teams to be effective, adaptable, and agile to thrive as the teams and organisational culture evolves.

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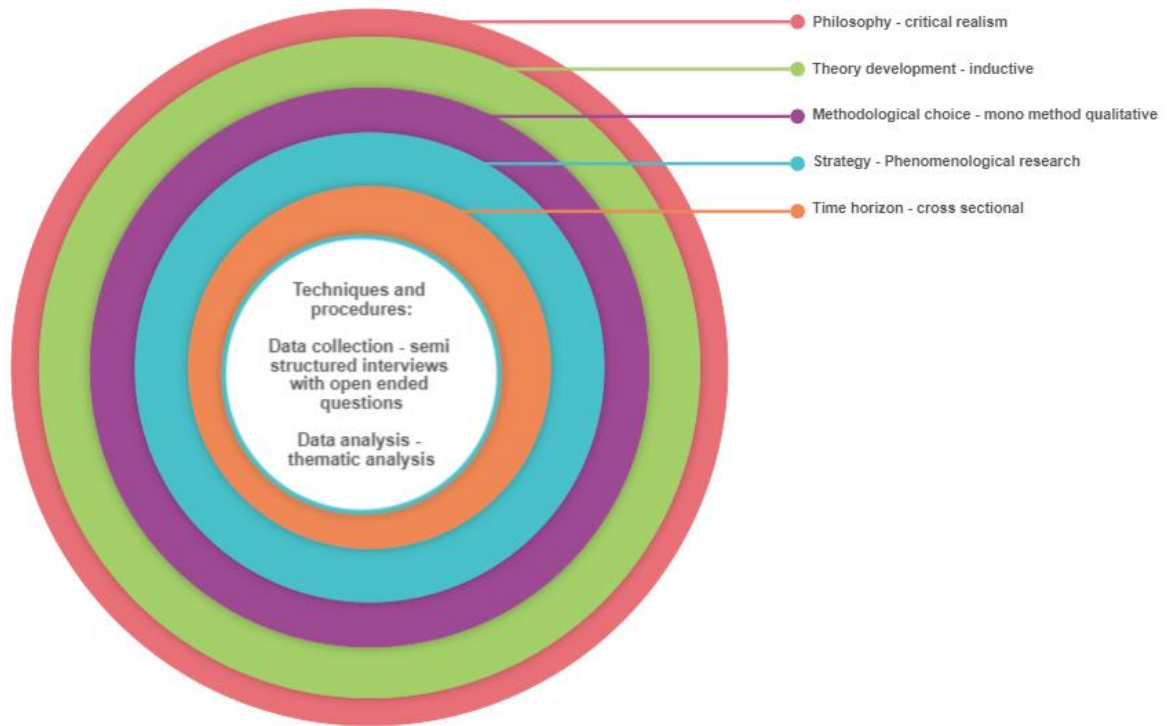
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APPENDICES

APPENDIX 1: ADAPTED RESEARCH ONION FROM SAUNDERS AND LEWIS (2018)



APPENDIX 2: INFORMED CONSENT LETTER

I am currently in the process of completing my Master of Business Administration through the University of Pretoria's Gordon Institute of Business School. One of the course prerequisites is a research project in partial fulfillment of the requirements for the above-mentioned degree.

After careful consideration, I have decided to conduct research on the maintenance of team effectiveness as teams and organisational culture evolve.

Participants will partake in a semi-structured interview to determine their understanding of the team interactions in evolving organisational culture. The duration of these interviews will be an hour and your participation will contribute to a deeper understanding of the impact of team functioning during times of organisational change.

Please be assured that your participation is voluntary, and you can withdraw at any time without penalty. All data will be reported without identifiers and, as such, your name and the name of your organisation will not be cited in the research report to ensure confidentiality. If you have any concerns, please do not hesitate to contact my supervisor or me on the details provided below.

Researcher name:

Research Supervisor Name:

Email:

Email:

Phone:

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

APPENDIX 3: CONSISTENCY MATRIX

Research Question	Literature Review	Data collection tool	Analysis
RQ1: How do team setups impact how teams work, feel, and achieve results?	Theme: Team effectiveness Mathieu et. al. 2019	Semi-structure interviews	Coding and finding themes regarding team effectiveness and performance in the developed markets and emerging markets MNE. Analysing themes and deriving conclusions on the research question.
RQ2: How does organisational culture create an enabling environment for team performance?	Theme: Organisational culture's impact on performance Baek et al.2019	Semi-structure interviews	Coding and finding themes regarding organisational culture's impact on performance in the developed markets and emerging markets MNE. Analysing themes and deriving conclusions on the research question.
RQ3: How is organisational culture managed to positively influence team performance outcomes in time of change?	Theme: Organisational culture's influence within teams. Shah et.al. 2022	Semi-structure interviews	Coding and finding themes regarding organisational culture's influence within teams in the developed markets and emerging markets MNE. Analysing themes and deriving conclusions on the research question.

APPENDIX 4: CODE BOOK

#	RQ	Theme	Code	Frequency count
1	RQ 1	Operational Excellence	Management of portfolio and brands	1
2			Campaign effectiveness	1
3			Business/ Target/ Planning KPIs	7
4			Deadline driven	1
5			Data accuracy	1
6			Sales growth vs prior year	1
7			Profitability	4
8			Budget efficiencies	2
9			No KPIs	2
10			Market share	2
11			Efficiency on project delivery	2
12			Efficiency on recovery time	1
13		Performance and productivity	Momentum disruptions	8
14			Increased workloads	4
15			Low team morale	3
16			Learning curve for new members	4
17		Strategy alignment and engagement	Learning curve when new tools are introduced	1
18			Limited strategies implementation	1
19			Market segmentation	1
20			Strategy implementation	1
21			5-year department turnaround strategy	1
22			High performing team	1
23			Specialist in the area	1
24			Graduate hire at entry level	1
25			Process improvement	2
26			Understanding teams' strengths and development areas	1
27			Cross learning	3
28			Networks	3
29			Communication	2
30			Collaboration	4
31			Forced time off	1
32			Rewards and recognition	4
33		Wellness programs	2	
34	RQ 2	Organisational culture and change	New and work in progress culture	3
35			Collaborative culture	3
36			Innovative and adaptable culture	3
37			Developing culture	4
38			Rigid culture	13
39			Low trust culture	4
40			Lack of processes and capabilities culture	1
41			Toxic culture	1
42			Not a winning culture	1

#	RQ	Theme	Code	Frequency count
43	RQ 2	Organisational culture and change	"Make a plan" culture	1
44			Ubuntu culture	1
45			People first culture	3
46			Global culture alignment	1
47		Organisational effectiveness and employee development	Academy - available to employees	2
48			New manager and leadership led trainings	3
49			Wellness programs	3
50			Summer – hours	1
51			Restated business scorecards	1
52			New leadership standard - four pillars of leadership	1
53		Leadership monthly updates with values reiterated	1	
54		Leadership influence and impact	Critical	6
55			Role model	3
56			Sets the tone in managing the culture	2
57			Leads the strategy and communicates strategy from top to lowest team member	3
58			Leaders need to be accessible	1
59			Leaders need to have emotional intelligence	1
60		Leaders should not use one size fits all in organisations	1	
61		Organisational structure and adaptation of teams	Team setups are rigid	7
62			Cashflows issues to readjust the teams	1
63	Change of team structures is happening globally currently		1	
64	Multifunctional structured teams		1	
65	Work from anywhere policy		1	
66	Secondment programmes within the business		1	
67	Succession planning used to structure the teams		1	
68	Aligned the teams to the current strategy		1	
69	Area of improvement as some roles have not been fulfilled		1	
70	Holistic approach to the org strategy to better setup teams		1	
71	RQ 3	Broader organisational culture and diversity	Global team has strong influence on performance at local lever	1
72			Global culture of inclusion	1
73			Outsourcing of certain services, spend reclassification negatively impacts procuring services	1
74			Team structure misaligned to the business	4
75			Bureaucracy impacts and slows down innovation	3
76			No manuals or standard operating procedures	1
77			Shift in reporting from World HQ which was American Culture to European culture - not inclusive of South African Culture	1
78			Resilient culture SA team even though it's been tough for the teams.	1

#	RQ	Theme	Code	Frequency count	
79	RQ 3	Broader organisational culture and diversity	Representation, cultural and national representation needs improvements	1	
80			Low of trust	1	
81			An inclusive and diverse culture	1	
82		Cultural evolution and employee development	Positive elements communicated regularly	2	
83		Cultural evolution and employee development	Communication of the positive cultural standards	1	
84			Culture journey still in its infancy	1	
85			Negative elements not discarded but turn into areas of improvement	2	
86			No change of the positive items implemented since COVID	1	
87			Negative culture is not accepted & termination where needed	3	
88			Hiring process stringent - cultural behaviours trumps qualifications and experience	1	
89			Sessions with professionals to help the badly rated individuals	1	
90			Too new to give feedback	1	
91			Regular training on their values	1	
92			Employee engagement and organisational effectiveness	Leader would demonstrate by acting on what the team is unhappy about	2
93				Improvements based on survey results	2
94				Pulse survey with very little intervention from the org	1
95		Surveys including pulse check surveys, Group Culture Audit		15	
96		No surveys		2	
97		Staff turnover		1	
98		Rewards and recognition for good behaviour		3	
99		Behaviour based performance evaluation for senior managers and above		1	
100		Bonus pay linked to KPIs		1	
101		Recovery week for all employees worldwide		1	
102		Wellness programs		1	
103		Bi-weekly sessions with directors		1	

APPENDIX 5: SEMI-STRUCTURED INTERVIEW QUESTIONS

Research Questions	Proposed Interview Questions
<p>Research Question 1: How do team setups impact how teams work, feel, and achieve results?</p>	<ol style="list-style-type: none"> 1) What is the structure and composition of the team in which you are a member or a leader? 2) How does your team measure its effectiveness? 3) Have you observed any instances where a change in team composition led to shifts in team productivity or performance? Can you give examples where this occurred and what was the impact? 4) What strategies have been applied in your team to optimise the team setup for better teamwork, goal achievement and member satisfaction?
<p>Research Question 2: How does organisational culture create an enabling environment for team performance?</p>	<ol style="list-style-type: none"> 1) How would you describe your current organisational culture? How do you think it aligns with evolving needs of the business? 2) What strategies has your organisation implemented to ensure that the company's culture remains aligned to evolving business goals? 3) How do you see the leadership's role in managing and shaping the organisation culture to support ongoing changes in the needs of the business? 4) How does your organisation manage the setup of its teams to accommodate changing business needs or changes in the operating environment?
<p>Research Question 3: How is organisational culture managed to positively influence team performance outcomes in time of change?</p>	<ol style="list-style-type: none"> 1) To what extent has your organisation's broader culture influenced the team structure and/or performance of your team? Can you give examples of this? 2) How does your organisation measure the impact of its evolving cultural adaptation on team effectiveness during the periods of change? 3) How does your organisation ensure that positive cultural elements are retained while negative elements are discarded? 4) How does your organisation ensure that the desirable cultural elements are practically demonstrated at a team level and what has been the resulting effect on team performance?