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DAPARTMENT OF SOCIAL WORK AND CRIMINOLOGY

**FACTORS INFLUENCING ORGANISATIONAL CULTURE AT THE
DEPARTMENT OF WATER AND SANITATION, GROOT MARICO OFFICE**

Submitted by

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Dedication

This mini-dissertation is dedicated to my late husband, Nkokodi Tinny Moabelo who was called to heaven soon after I registered for this study programme: You have left a huge void and are dearly missed.

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many hours you spent ensuring that all my documents met the required technical standards.

DECLARATION

I, **Lehlogonolo Anna Moabelo**, student number 14277931 am a student enrolled with the University of Pretoria for a degree in MSW (Employee Assistance Programme) with a title of a mini-dissertation on **Factors influencing the organisational culture at the Department of Water and Sanitation, Groot Marico office**, declare that this is my own work.

All secondary material was carefully acknowledged and referenced in accordance with the requirements of the University of Pretoria.

I understand what plagiarism is and I am aware of the university's policy and its implications on this regard.

LA MOABELO

ABSTRACT

The study was motivated by the researcher's observation of the existence of a negative organisational culture which was also characterised by a high EAP referral rate for personal and work-related problems and employee poor job performance at the DWS' Groot Marico office.

A qualitative research approach involving semi-literate to illiterate employees that was utilised for this study provided a first and unique opportunity to explore factors that influence the Groot Marico organisational culture. Semi-structured interviews with systematically randomly selected participants were used to collect data.

A collective case study was used because of its relevance in terms of understanding how concepts such as employee values, assumptions, beliefs, leadership, job performance and management of change impact on the organisational culture at the Groot Marico office. The study also explored employees' awareness and utilisation of the Departmental EAP and their recommendations on how the EAP services can be improved in order to assist with challenges experienced.

The systematic theoretical overview provided a framework in terms of understanding the complex nature of the phenomenon of organisational culture, as well as its association with the concepts of job performance and EAP. The eco-system's approach provides a good explanation as to why the work environment, which is described as a nurturing and more intimate by its nature, has a profound effect on the behaviour of the Groot Marico office employees.

The research findings indicated that participants' common and negative work-related experiences and challenges translated to a negative Groot Marico office organisational culture. The study further indicated that participants' poor job performance had nothing to do with employees' lack of understanding of their job descriptions but could be associated with the widespread negative organisational culture. Of outmost importance, the study pointed to poor Departmental leadership as the main contributor to the Groot Marico office organisational culture.

Although the remedial role of EAP was identified as important due to the already existing personal and work-related problems highlighted by participants, it became very clear that EAP's preventative and proactive roles would be more effective in managing a situation as complex as the Groot Marico office organisational culture.

The use of organisational development (OD) strategies as part of EAP interventions was therefore highly recommended.

KEY CONCEPTS

Organisational culture

Job performance

Employee Assistance Programme

Core technologies

Organisational development

Management

Leadership

Employees

Sub-culture

Counter-culture

CHAPTER 1

FACTORS INFLUENCING ORGANISATIONAL CULTURE AT THE DEPARTMENT OF WATER AND SANITATION, GROOT MARICO OFFICE

1.1 INTRODUCTION

Organisational culture is a phenomenon that is widely associated with either the improvement or hampering of an organisation's overall performance. It is a deal maker or breaker which may have devastating effects on an organisation if not recognised, acknowledged or if badly managed. However, if taken advantage of and embraced, organisational culture has the capacity to give an organisation a sustainable competitive advantage in the business market.

Organisational culture is a phenomenon that affects the very core of business in terms of its evolution through employees who are deemed to be the most important asset of any organisation. The poor management of this phenomenon hugely affects employee performance which in turn impacts negatively on the organisation's productivity.

Although there has been growing acknowledgement of the serious impact of this phenomenon on business imperatives, attention to organisational culture in terms of its incorporation into business planning and management processes is still lacking in many sectors of the economy. Leaders of organisations tend to disregard the presence of organisational culture in their organisations, use inappropriate mechanisms to address it, or worse still, turn a blind eye and pretend that organisational culture-related problems do not exist.

What is most unfortunate is not only the managers' inappropriate responses to an organisational culture which negatively influence organisational performance, but is also the managers' failure to take advantage of the phenomenon's invaluable role in enhancing productivity levels when opportunities arise.

The researcher is employed at the Department of Water and Sanitation (DWS) in Pretoria as a national Employee Health and Wellness Programme (EHWP) manager. The proposed study took place at the DWS, Groot Marico area office. The latter office which is situated in the north-west province and has a staff complement of

approximately seventy employees, forms part of DWS' Infrastructure Build Management (IBM) division, previously referred to as National Water Resources Infrastructure (NWRI) division.

IBM's daily work operations are classified as highly essential services as they contribute directly to the core business of DWS in providing South African citizens with water and sanitation services (DWS - IBM Annual Plan 2018/19; DWS, NWRI Annual Plan 2016/17).

The Groot Marico office comprises largely of general workers, the majority of whom are illiterate to semi-illiterate. This worksite is characterized by a specific organisational culture which dates back to an average of sixteen years. This existing organisational culture at the Groot Marico office started off with a few individuals and has increased over the years in terms of the number of employees affected (Department of Water and Sanitation - EAP database: 2007-2015 & Department of Water and Sanitation minutes of meeting dated May 2014). In this study it is evident that there is a relationship between the growth of an organisation and of an organisational culture over a long term period.

The organisational culture in the DWS seems to be characterised by employees being unmotivated due to specific factors that they experience in the workplace and as such they are not as productive as expected. Some of these factors are attended to by the local Employee Assistance Programme (EAP) office due to the nature thereof, which has resulted in a need to explore to what extent the EAP may become instrumental in addressing those factors that may influence the organisational culture. A few definitions and concepts are discussed in this chapter – in order to ensure that the context of the study will be understood. A more detailed discussion is offered in Chapters 2 and 3 of this report.

1.2 DEFINITION OF CONCEPTS

1.2.1 Organisational culture

Schein (2010a:373) defines organisational culture as “a pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaption and internal integration that has worked well enough to be considered valid and therefore is to be taught to new members as the correct way to perceive, think and feel in relation to those problems”.

This definition captures the essence of organisational culture and somewhat explains why the phenomenon is generally described as an intensely complex concept, making it difficult for researchers and authors to come up with a single universally acceptable definition. The details contained in the afore-mentioned definition give some indication in terms of the underlying concepts that form the basis of organisational culture as a concept.

1.2.2 The Employee Assistance Programme

The Standards Committee for EAPA-SA (2010:1) defines EAP as “the work organisation’s resource, based on core technologies or functions, to enhance employee and workplace effectiveness through prevention, identification and resolution of personal and productivity issues”.

Whilst most of the EAP definitions that are found in the literature make reference to the aspects of the identification and resolution of problems by EAPs, the definition afore goes further to point out a critical element of the preventative side of EAPs. A more elaborative discussion on EAP, including the listing of more definitions will be covered in chapter 3. Chapter 5 will continue a discussion on EAP in terms of research conclusions on the utilisation of DWS’ current EAP services at the Groot Marico office and will further provide recommendations based on study findings and the literature study.

1.2.3 Job performance

The Collins English Dictionary (2003:86) defines job performance as “a work performance in terms of quantity and quality expected from each employee according to the standards set by the employer and/or the supervisor”.

The important link between organisational culture and job performance has received abundant attention in the literature with many studies confirming the existence of a crucial relationship between the two phenomena.

1.2.4 Employee

The Concise Oxford English Dictionary (2005:291) defines an employee as “a person employed for wages or a salary”. The word employee as captured in the study refers to employees who work for the DWS, Groot Marico office and who form part of the population of the study.

1.3 LITERATURE REVIEW

The phenomenon of organisational culture has been extensively researched both in South Africa and internationally. Despite the wide-spread investigation of this phenomenon, the researcher could not trace any organisational culture-related studies both in South Africa and internationally that were carried out with semi-literate to illiterate, lower level employees. Many studies that were conducted focussed on white collar and professional staff and leaned more towards a quantitative research approach using survey questionnaires in their collection of data. Also, there have not been any previous organisational culture-related studies that were conducted at the DWS Groot Marico office.

Previous efforts to address a negative sub-culture at the above-mentioned office included unscientific methods and informal problem solving interventions such as meetings between the Groot Marico office management team and worker representatives as well as some of the senior and executive members of DWS; one of the meetings included the national minister of DWS. Regrettably, none of these interventions have remotely yielded any visible positive results in terms of improvement of the Groot Marico organisational culture, providing an additional motivation for the researcher to conduct the study.

Due to its complex nature, it has been found that the concept of organisational culture was researched in relation to different variables associated with enhancement of job performance such as; employee innovation and retention, leadership, motivation, job satisfaction, performance management, organisational climate and organisational change. The following is a summarised literature review version of a few of the many organisational culture studies that have taken place over the years and which have addressed some of the variables listed.

The discussion is an attempt to demonstrate how the phenomenon originated and evolved from as early as the 1930s to as recent as 2014. The literature sources as cited are studies as captured by authors who, over the years, undertook the various related research studies.

- The first attempt at studying organisational culture was through an investigation referred to as the Hawthorne effect, also known as the observer effect, which took place in the early 1930s at the Western Electric Company. The objective of the study was to provide a description of the company's working environment through exploration of its culture and by improving workers' physical working conditions. The study was interested in examining whether productivity of factory workers would increase if employees were aware that their work behaviour was part of a study investigation. The findings of the study revealed that workers' productivity increased due to the attention they received from participating in the study – a gesture workers positively perceived as demonstrating that their management cared about them by involving them in discussing changes before they were implemented.
- Mayo (1945), together with Warner, conducted a study between 1931 and 1932 which revealed an emergence of workplace cliques that had established their own informal rules in terms of group behaviour and support. This study revealed that workers responded more to peer pressure and formed cliques, than to managers' controlling actions and company incentives; a view that is consistent with the theory of organisational culture.
- A further study in relation to the role of demographic information in as far as organisational culture and job satisfaction is concerned is the one by Sommer (1996). The findings of this study revealed that Korean employees' job commitment was positively correlated with employees' salary rank, age as well as service years. The findings further revealed that older employees who had occupied higher positions for a considerable amount of time were more committed to their jobs and had attained a satisfactory level of job satisfaction.
- Davidson (2003) carried out a study to explore a relationship between organisational culture and financial performance in a South African investment bank.
- Another study with a focus on demographics was conducted by Lok and Crawford (2004) who sought to explore a possible relationship between organisational culture and job satisfaction. The study revealed that Australian managers' scores were relatively higher on a supportive and innovative

culture as well as on job satisfaction when compared to their Asian counterparts.

- A study was conducted by Chartterjee (2009) where she explored the impact of organisational culture in relation to retention of employees among middle and senior managers of a corporation. A strong relationship between organisational culture and retention of employees was found with the researcher recommending that managers should give attention to organisational culture and the working environment of an organisation for purposes of retention of critical skills.
- Ehtesham, Muhammad and Muhammad (2011) explored the relationship between organisational culture and performance management practices. The study revealed a strong association between the two concepts.
- A further investigation on organisational culture in relation to job satisfaction, organisational commitment and job performance was conducted in a study by Kalkavan and Katrinli (2014) confirming an interdependence of the three phenomena on one another.
- In their study of organisational culture, Gurey and Katrinli (2014) aimed at establishing a possible relationship between perceptions of leadership style and commitment on organisational culture.

The following list provides additional organisational culture-related studies that focussed on development of measuring instruments that are required for the measurement of organisational cultures. As in the case with the afore-named literature sources, the following discussion also goes back in history in terms of mapping out when and how the design of appropriate organisational culture measuring tools as captured by various authors who undertook the research studies, started and evolved over the years.

- In 1975 Harrison developed an inventory that could be utilised to address both current and preferred organisational cultures within institutions. His tool, which used a 15 item scale of four dimensions, is called the Harrison's Ideology Questionnaire. The areas explored through this instrument are; rules, power orientation, duties and individual employees.

- The Organisational Culture Inventory (OCI) was another measuring instrument developed by Cooke and Lafferty in 1987. Items measured by this tool include organisational-related concepts of shared norms and expectations.
- The 76-item Culture Questionnaire by MacKenzie (1995) was developed to assess various organisational culture elements ranging from employee attitudes and commitment to areas of trust and management style.
- The researcher is of the opinion that the last documented measuring tool to be developed is the Organisational Culture Assessment Instrument (OCAI) by Cameron and Quinn (2006) which is informed by the four types of organisational cultures.

1.4. THEORETICAL FRAMEWORK

In the context of some prevailing literature debates and disagreement among various researchers and authors as far as some aspects of organisational culture are concerned, a system's approach to managing organisational culture seems to receive overwhelming support among various authors as the most appropriate theoretical approach for organisational culture-related studies. This orientation is prompted by the complexity of the concept which calls for equally complex practices (Kondra & Hurst, 2009:44).

Various literature studies put forward an argument that all processes taking place in an organisation are subject to organisational culture, including people, processes and structures which determine an organisational culture.

Torben (2015) echoes some of these same sentiments when he equates the culture of an organisation to the "the tip of an iceberg" by arguing that much of what is going on with regard to the culture of an organisation lies hidden beneath the surface. This therefore means that what is visible to peoples' eyes are just symptoms of something that must be delicately and tactfully uncovered.

An excerpt from Shahzad, Iqbal and Gulzar (2013:57) which describes the culture of an organisation as "permeating every important component of an organisation" puts the whole discussion of organisational culture in reference to a system's approach into perspective. Harris (2014:48) equates this immersing or camouflaging of

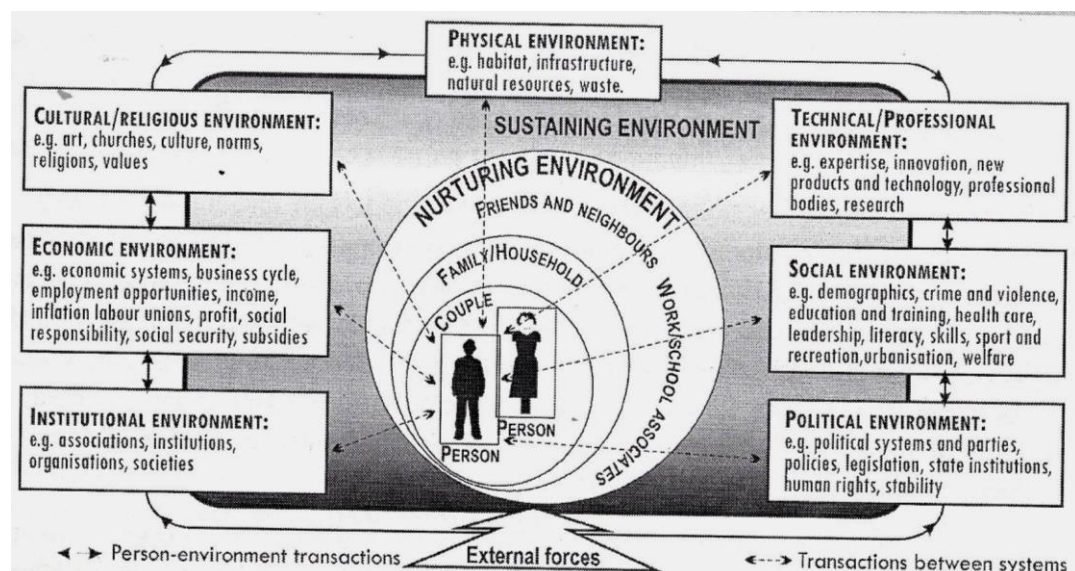
“organisational culture” in organisational “systems” as a kind of evidence that demonstrates a vital “sibling” relationship between the two concepts.

In order to explore and describe the phenomena of organisational culture, EAP and job performance, the study utilised the eco-system theoretical perspective that would guide the discussion. This theory, which is based on concepts drawn from the ecological and general systems scientific theories, is the one most commonly used in the field of social work today. The application of the systems theory is a result of its usefulness in producing a clear “conceptual lens” through which societal structures and peoples’ behaviour could be looked at and analysed (Weyers, 2011:20).

The science of human ecology stresses a relationship and reciprocal and adaptive transactions among ‘organisms, (e.g. individuals, families, groups, couples, organisations and communities) and between these organisms and their bio-psycho-socio-cultural-economic-political-physical environment. This person-in-environment approach (PIE) focuses on individuals, their environment and the relationships between the two (Weyers, 2011:20).

Weyers (2011:20-21) explains that a lack of adaptive “fit” between individuals and their environments leads to “social problems” which occur due to a person’s inability to cope with the demands of their social and physical environments or because of an environment which cannot sufficiently accommodate peoples’ needs, capacities and goals. He points out that it is the ‘change’ agent’s responsibility to create a ‘positive ripple effect’ throughout the entire system.

The findings of the study reveal the prevalence of social problems at the DWS, Groot Marico office which can be attributed to the absence of the adaptive “fit” resulting from failure by the DWS environment to sufficiently and adequately meet the needs of their employees.



The diagram above demonstrates the interrelatedness of people and their environment. The nurturing environment consists of the systems which offer a person constant and frequent interaction and have a profound effect on his/her sense of identity and social well-being. The sustaining environment, on the other hand, is less intimate and its services/resources are usually found in the community (Weyers, 2011:21).

The ecosystem theoretical approach provides a framework in terms of conceptualisation of the organisational culture phenomenon and its influence on job performance of participants in the study. Understanding organisational culture from a perspective that it; (a) is multi-layered (Cheung-Judge & Holchebe, 2011:235) and (b) has a major impact on organisational performance (Sonnentag & Frese, 2002:3) distinguishes this organisational phenomenon as an area that requires prioritisation when it comes to changes that take place in organisations. This means that effective culture change management initiatives rely on identification and management of organisational culture-related issues found in all organisational systems.

Moving from an ecosystem's approach, the study explored how the different areas in the participants' lives influence the way they behave in the workplace. The researcher was mindful of factors in both the nurturing and sustaining environments of participants that could have had an influence on the way participants behave at work, including how they perform their jobs - thereby defining a specific organisational culture through their behaviour.

Some of the questions that formed part of the interview schedule were informed by the researcher's understanding of organisational culture as a "learned" process that is influenced by social interactions. This approach to behavioural learning informs the researcher that participants' actions at work can be addressed through learning new ways of behaviour, making it possible for the researcher to recommend relevant "behaviour-change" interventions through EAP.

The researcher therefore regards the theory of ecosystem as relevant for the study, taking into consideration the complex nature of the workplace where the study took place. A relationship between the different systems, sub-systems and transactions taking place within the work environment and their personal lives was explored.

1.5. RATIONALE AND PROBLEM STATEMENT

The presence of a negative sub-culture at the DWS, Groot Marico office and reported cases of employees' poor job performances are in line with literature studies that confirm a relationship between the two phenomena.

The Groot Marico office worksite is well-known in DWS for its state of lawlessness with regard to general implicit and explicit acts of employee misbehaviour and non-compliance to the Departmental rules and regulations. This pattern has developed over the years despite some management interventions aimed at addressing the status quo.

The EAP database for a period ranging from 2007 until early 2015 reveals both self and formal referrals from the DWS Groot Marico office to the EAP office of cases presenting with, in some cases, common psycho-social problems. Analysis of the EAP caseload indicated that there were high levels of alcohol abuse, absenteeism and financial problems most of which were associated with challenges of garnishee orders, an alarming rate of HIV and AIDS prevalence and infection rate, a very low or absence of work ethic and family-related problems.

The uncommon and out-of-the-ordinary nature of some of the Groot Marico office EAP reported cases includes a 2013 incident involving an area manager who, pending a formal disciplinary action against him, committed suicide which was characterised by the unthinkable and gruesome act where he allowed his dead body to be savaged by dogs in a locked up house. This disturbing case left many of his colleagues deeply traumatised.

To confirm the serious nature of the Groot Marico office challenges, concerns were raised again during one of the DWS Groot Marico 2014 office management committee (MANCO) meetings about how the status quo at this office has major implications for DWS core business. It was apparent that the ripple effects of the absence of a performance culture at this office were penetrating other DWS systems both internally and externally and effects thereof were articulated by external stakeholders such as farmers and municipalities.

The research topic of this study is the factors that influence the organisational culture of the DWS, Groot Marico office. The researcher is convinced that the knowledge and understanding that the literature study has generated will enable her to

determine what the socio-economic factors are that contribute to the current Groot Marico office organisational culture and which have huge implications for DWS' business and political mandates.

The research dealt with the question as set out below:

What are the factors influencing organisational culture at the Department of Water and Sanitation, Groot Marico office?

1.6 GOAL AND OBJECTIVES

1.6.1 Goal

To explore and describe factors that influences organisational culture at the Department of Water and Sanitation, Groot Marico office.

1.6.2 Objectives

- To conceptualise organisational culture, job performance and relevant EAP services;
- To explore and describe socio-economic factors that influence job performance of employees of the Department of Water and Sanitation, Groot Marico office;
- To explore and describe socio-economic factors that hamper job performance of employees of the Department of Water and Sanitation, Groot Marico office;
- To explore how the above factors influence the organisational culture at the Department of Water and Sanitation, Groot Marico office;
- To formulate and recommend strategies with regard to the role of the EAP in addressing an organisational culture which may influence job performance of employees of the Department of Water and Sanitation, Groot Marico office.

1.6.3 Research approach

The researcher applied a qualitative research approach for the research study due to its exploratory nature. The aim was to conduct a detailed description of the social reality of participants. The exploration of factors that influence the organisational culture of the Department of Water and Sanitation, Groot Marico office took place in the participants' natural setting. The researcher conducted some form of inquiry, interpreting what she saw, heard and understood (Fouché & Delport, 2011:65).

A qualitative approach also focuses on discovering and describing realities in people's lives that are complex in nature and that cannot be easily divided into measurable variables (Leedy & Ormrod, 2010:96). In conducting the study, the researcher acknowledged the complex nature of the phenomenon of organisational culture as described earlier, and therefore explored and described how participants structure and give meaning to their daily lives (assumptions, values and their behaviours associated with the phenomenon of organisational culture).

Brikci and Green (2007:2) describe qualitative research as applicable where "very little is known about a situation". The researcher therefore approached the study with an open mind where she engaged with no preconceived ideas, prepared to understand the situation as described from the participants' perspectives.

A quotation by Albert Einstein in Brikci and Green (2007:2) captures the essence of the qualitative research approach. He says: "not everything that can be counted, counts; and not everything that counts can be counted". This statement supports the crucial role of this type of research design which does not rely on numbers (quantity) to describe a situation, but uses methods such as words and symbols (Brikci & Green, 2007:2) as appropriate and effective methods. The use of words was utilised in the study due to, among others, the lower literacy levels of most participants.

1.6.4 Type of research

The type of research adopted was applied research since the outcome will contribute towards solving an existing problem. Applied research has the advantage of having the ability to be of immediate relevance to the field of study (Leedy & Ormrod, 2010:44-45).

The nature of the research study made applied research an attractive choice for the researcher due to the need of addressing an existing organisational culture which influences job performance and the overall social functioning of the employees at the DWS Groot Marico office. The resolution of the problems at the latter office translates to eventually and appropriately addressing factors that negatively influence the organisational culture at the Groot Marico area office to the detriment of productivity and service delivery at DWS.

Furthermore, the researcher envisages that the research study will provide information to DWS leadership on early identification and management of negative

organisational sub-cultures and enhancement of a positive corporate organisational culture that supports business strategy. It will also provide additional information to all DWS employees on how and where to access help for personal and work-related challenges that may influence organisational culture.

1.6.5 Research design

Zucker (2009:1) defines a case study as a “systematic enquiry into an event or a set of related events which aims to describe and explain the phenomenon of interest”. She mentions that the unit of analysis for the study varies from an individual to an organisation.

Case study designs which are used in the qualitative research approach can be referred to as “a phenomenon of some sort which occurs in a bounded context”. Case studies require boundaries to ensure limitations in scope. These boundaries can be determined in terms of place, time, activity and context and define the breadth and depth of the study (Baxter & Jack, 2008:546). In this research study, the boundaries are defined in terms of place (Groot Marico) and context (organisational culture).

A case study approach has the advantage of facilitating a collaborative relationship between the researcher and participants. The latter are afforded an opportunity to “tell their stories” from their point of view (Baxter & Jack, 2008:545-546). The researcher took into consideration the importance of participants relating their stories and the meaning they attach to them.

Moving from an earlier discussion of understanding organisational culture behaviour as either subtle or explicit, and also as a critical element of a person’s identity that has been created over a period of time, the researcher carefully listened to the “untold” stories, observed behaviour very critically, and accepted stories narrated by participants as a true reflection of what they believe to be their world view point.

Due to the nature of the research study, the researcher utilised a “collective” case study design which Baxter and Jack (2008:550) describe as (a) containing more than a single case and, (b) examining several cases with a purpose of understanding the differences and similarities between them.

In order to appropriately explore the phenomenon of organisational culture of the DWS Groot Marico office, it was necessary for the researcher to include a number of cases to participate in the study. This thinking is in line with an earlier discussion of

understanding organisational culture as a concept which involves a “group” of people who share the same values, norms, assumptions and behaviours.

Baxter and Jack (2008:550) point out that even though the collective case study can be regarded as costly and extremely time consuming, the advantage of this research design is that it can be considered robust and reliable. The researcher anticipated that the time issue would be a significant factor in the study due to the lower literacy levels of most participants, requiring of the researcher to spend a considerable amount of time on a single case.

1.6.6 Research methods

1.6.6.1 Study population and sampling

A population comprises of individuals who are in a universe and defines the boundaries of the research study. These individuals must possess characteristics which are specific (Strydom, 2011:222). The population of the study was made up of all DWS employees working at the Groot Marico office.

A sample was a representative of the population selected by the researcher and was a subset of all the DWS Groot Marico employees. Neuman (2006:11) stipulates that sampling involves the selection of cases specific to the research study. Brikci and Green (2007:2) refer to the size of the sample being small as a characteristic of a qualitative research sample.

The sampling technique applied to the research study was a probability (random) systematic sampling as the researcher was (a) in possession of a list of all potential participants which she had obtained from the DWS Human Resources Management division and (b) she knew the population size (Strydom, 2011:231).

In line with systematic sampling, the researcher followed the process of selecting the first participant from a list. Thereafter, she selected subsequent participants on the list identified after every 5th interval. This procedure ensured that each participant had an equal chance of being selected. Only those employees who were willing to participate in the research study were included. The sample comprised of twelve randomly selected participants.

Due to the widespread nature of organisational culture being one of its characteristics, the researcher envisaged that those employees who ended on the

sampling list had been/are directly or indirectly affected by the prevailing Groot Marico organisational culture.

The researcher utilised the services of the Transformation manager of the Groot Marico office in order to facilitate entry into the environment where the study took place and to have access to the participants. Before entry and access were facilitated, the researcher briefed the Transformation manager on the purpose and process of the research study, including a briefing on the ethical elements. In turn, he allowed the researcher to further explain the processes to the participants.

During the interviews with participants, the researcher made use of the opportunity to repeat the ethical limitations again before allowing participants to sign the consent forms.

1.6.6.2 Data collection

The data gathering technique that was used in the study was the one-to-one interviews. The researcher conducted semi-structured interviews using an interview schedule. The bulk of the questions on the interview schedule were informed by the organisational culture common themes or topics that emerged in the literature study. The very same topics were used to analyse data.

The interview schedule comprised of open-ended questions which encouraged participants to share their own views and opinions about their experiences. The schedule also assisted the researcher to make use of prompts by encouraging participants to talk about specific issues unlikely to have come up spontaneously (Brikci & Green, 2007:12 & Strydom, 2011:352-353).

Semi-structured interviews involve active listening, thus not only asking questions and recording answers but also ensuring attentiveness, monitoring and responsiveness (Greeff, 2011:353). Through attentive listening the researcher ensured not missing any critical information that could later prove to be of great value to the study. The interview questions were translated in the participants' mother tongue (Setswana) and the questions were asked in Setswana as well.

Because of their in-depth data collection benefit, one-to-one interviews with participants provided valuable information that would possibly not have been collated if a distant means of data collection instrument had been utilised for the study. Furthermore, the researcher refrained from utilising additional interviewers to avoid different interpretations of questions. This was likely to happen considering the

literacy level of participants. The researcher was therefore the sole interviewer in this study.

Consent from participants for the use of a voice recorder was also granted beforehand.

1.6.6.3 Data analysis

In order to determine the relevancy of the collected data to the research question, goal and objectives, and to bring some form of structure, order and meaning to the huge amount of raw data collected, the researcher initiated the data analysis process.

The researcher used the following processes/guidelines for data analysis as outlined by Creswell (2013:182-188):

- **Organising the data** This process was lengthy and tedious. Although the interview schedule was drafted in English, it was re-written in an African language since interviews were conducted with participants in a vernacular language. Thereafter participants' responses were translated and transcribed in English. Some of the details of the transcribed information are captured verbatim in chapter 4 of this study.
- **Reading and memoing.** The researcher read the transcripts and listened to audio tapes over and over again to ensure that she gathered all the information and that she did not miss out on any of the significant details of the interviews. In addition to this, she made notes/memos of what she considered relevant or interesting points or comments made during the interviews. The process of noting down of key points/ideas is further supported by Kohlbacher (2006:13).
- **Generating categories and coding data.** It is during this phase that the researcher examined all the data collected seeking to identify common issues that were recurring and developing into a pattern. In doing so, she identified codes which were narrowed down into sub-themes.

As soon as the sub-themes had emerged, the researcher captured them on a piece of paper. Thereafter she looked for any possible connections between sub-themes and then clustered those that belong together according to the main topics identified from the literature study.

The clustered topics became the main themes that assisted with the interpretation of the data collected. Each code and theme was allocated a different colour for the purpose of assisting with tracking and analysis of data.

- **Interpreting the data.** When interpreting the data, the researcher kept in mind the research topic, goal and objectives of the study. Chapter 5 of the study captures conclusions and recommendations made in line with the study objectives, for all the objectives. Interpretation of data was also based on the literature review.
- **Representing and visualising the data.** The researcher presented an in-depth and comprehensive picture of the analysed data using quoted narratives and a table depicting the participants' profiles.
- **Trustworthiness.** This means that the research study contains elements of credibility, conformability, dependability and transferability (Schurink, Fouché & De Vos, 2011:420-421). The researcher achieved trustworthiness by striving to maintain a balance between the findings of the research and the meaning as shared by participants during the interview processes. She achieved this through the application of member checking, trail auditing and reflexivity strategies in order to ensure the quality of the research study.
- **Member checking.** This process involves verifying findings of the analysis with participants to ensure that data has been accurately captured (Baxter & Jack, 2008:556). The researcher went through this process with participants in cases where a need for seeking clarity and/or confirming certain information as articulated by participants was necessary.
- **Reflexivity.** The researcher remained mindful of her biases, experiences and values that she could be bringing into the research study (Creswell, 2013: 216), and made an effort to remain as objective as possible. This was particularly relevant as the research study took place in the researcher's own employment organisation.
- **Audit trail.** The researcher continuously analysed decisions she had made and actions she had taken during the execution of the study. This process

included the researcher questioning certain positions that she had adopted in the process and during her interactions with participants and also doing a critique of herself (Schurink et al., 2011:422).

1.6.7 Pilot Study

Padgett (2008:52) points out that the importance of conducting a pilot study in a qualitative research study is to help anticipate and minimise potential problems before the execution of research. The researcher conducted a pilot study to ensure a focus on the questions asked and also for testing methods of data analysis (Leedy & Ormond, 2010:110-111).

The pilot process is one of the ways of increasing the trustworthiness of the research study. The researcher used two participants to partake in the pilot study.

The pilot members were randomly selected from a list obtained from the DWS Human Resources Management (HRM) division which contained names of all employees from the Groot Marico office. The “random” selection of pilot members was based on the same principle as the selection of a sample group, i.e. that they were all either directly or indirectly influenced by the existing organisational culture at the Groot Marico office.

Feedback received from piloting of the questions did not require the researcher to make any amendments on the original pilot interview schedule.

1.6.8 Ethical considerations

The researcher kept ethical considerations in mind throughout the execution of the research study. Ethics are a means of guiding the researcher not to abuse the participants in the name of research. Participants need to be treated with sensitivity. Bak (2004:28) highlights the goal of ethical considerations in research as that of ensuring avoidance of harm to participants.

The following are ethical issues the researcher considered during the undertaking of the study:

1.6.8.1 Avoidance of harm

The researcher made it key that no participant was harmed physically or emotionally as a result of participating in the research study (Strydom, 2011:115). The researcher addressed this important ethical principle during a briefing session with the group and

again individually with participants before the commencement of the interview sessions. Because of the low literacy level of participants, the researcher explained in basic terms the research process to be followed and then clarified the role and significance of confidentiality in the study. Sufficient question and answer time was also allocated for participants in order to alleviate any chance of misunderstandings and to bring some level of comfort for participants.

1.6.8.2 Voluntary participation and informed consent

The researcher addressed the issue of informed consent and voluntary participation in the study during the briefing session with the group and again individually with each of the participants before the commencement of the interview process. She did this to ensure that no participant felt coerced to participate in the study.

As part of this process, the researcher discussed in detail the purpose of the study, re-iterated the procedure to be followed, the expected duration of the interview, the use of a voice recorder and the reason for its use. She also informed participants about the publication of study findings in the form of a hard copy mini-dissertation. Confidentiality was also re-iterated. Consent by participants was granted in writing.

1.6.8.3 Deception of participants

Deception occurs when there is a deliberate effort from the researcher to mislead participants either in writing or verbally (Guqaza, 2012:22). The researcher refrained from misleading participants in the form of giving them wrong information or withholding it. Information such as the research study being a requirement for the researcher's study qualifications was shared with participants to alleviate giving an impression that the study was an employer-initiated project. Participants were also granted honest information and given sufficient time to seek clarity on issues raised by the researcher.

1.6.8.4 Violation of privacy/anonymity/confidentiality

Data collected during the research study was treated with the strictest of confidence. This means that even in cases where participants chose to share negative feedback during interviews, such details or information was not revealed or shared with a third party. Negative feedback included participants' criticism of the Groot Marico management and communication style and DWS' leadership. The researcher also

took extra care in protecting the identity of the participants by refraining from leaving documentation and computer files containing participants' information lying around or unprotected (Brikci & Green, 2007:5).

In ensuring that each participant's right to privacy was upheld, the researcher took into cognisance the right of all participants not to be interviewed during their meal breaks, at night or for extended periods of time (Guqaza, 2012:23). Participants were interviewed during working hours as per arrangement with managers. The interviews took place at the Groot Marico offices in a room which offered more privacy. Guarantee of anonymity was not possible in the research study as the researcher utilised face-to-face interviews for data collection (Guqaza, 2012:23).

1.6.8.5 Compensation

The participants did not receive payment and were not bribed in order to entice them to partake in the research study (Strydom, 2011:123). There were no travelling expenses on the side of the participants. Instead, it was the researcher who travelled to the participants' workplace and conducted the study in their natural environment.

1.6.8.6 Debriefing of participants

Brikci and Green (2007:5) stress that participants may sometimes experience distress only after the interviews have taken place. Arrangements with the Departmental contracted EAP service provider were made for participants to access debriefing services should the need arise. To encourage voluntary referrals, participants were made aware of this form of arrangement.

1.6.8.7 Actions and competence of the researcher

The researcher was constantly mindful of the significance of upholding the ethical conduct of the profession. She executed the study with honesty, applied knowledge acquired from the literature study in order to sample participants, used an acceptable and relevant data collection method while bearing in mind the goal and objectives of the study.

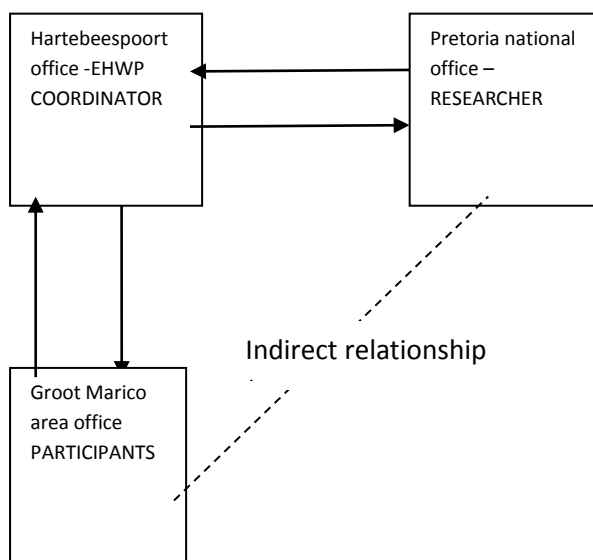
The researcher kept an open mind throughout the study and made a concerted effort to remain non-judgemental of participants' information and of their behaviours. Keeping this frame of reference was crucial considering the one-to-one nature of the data collection method (face-to-face interviews) that was utilised in this study and the fact that she was familiar with the DWS environment and dynamics.

1.6.8.8 Positioning of the researcher in the organisation

Although the researcher's structural positioning in the organisation reflects a non-direct involvement with, or no access to, participants, she however constantly remained mindful of the biases she might have had towards participants. This is due to the fact that the former and the latter share the same employer. The diagram below is an attempt to demonstrate the working relationship between the researcher and the participants.

The employees stationed at the DWS Groot Marico area office, which is situated about 250 kilometres from Pretoria, report to the DWS Hartbeespoort provincial office. These employees do not have a direct working relationship with the DWS Pretoria national office where the researcher's office is situated. All implementation-based EAP interventions for the Groot Marico office are therefore facilitated by the Hartbeespoort EAP coordinator; whose working relationship with the researcher happens at a strategic level.

The researcher's EAP strategic support and leadership is in turn translated by the provincial coordinator into practical provision of services at the Groot Marico office. This means that the former's involvement at the Groot Marico office is indirect as it happens through the Hartbeespoort coordinator. The strategic direction the researcher offers is informed by the EAP reports submitted by an external EAP service provider. These reports, which provide only statistical information on the health and wellness of the DWS, Groot Marico staff, do not contain names or any other kind of information which could compromise the identity of participants.



1.6.8.9 Publication of study findings

Study findings must be communicated to the public in writing (Strydom, 2011:126). Information contained in the study report must be clear, accurate, objective and unambiguous (Guqaza, 2012:24).

Research findings of this study will be released in the form of a mini-dissertation. A hard copy of the document will be available, however, the researcher will ensure that participants will not be identifiable in any way (Bless, Higson-Smith & Kagee, 2006:147). The final and approved document containing the findings of the research study (mini-dissertation) will be uploaded on the UP-SPACE digital platform and all raw data will be stored at the Department of Social Work and Criminology, University of Pretoria for a period of fifteen years for archival reasons and possible future research.

1.7 LIMITATIONS OF THE STUDY

The following limitations of the study were identified.

- The complex nature of the phenomenon of organisational culture compounded by the low to medium literacy rate of participants made the framing of questions a real challenge. This sometimes led to participants responding to questions in a disorganised, protracted and/or indirect manner.
- It became evident during the data collection process that many participants used the interview sessions as long-overdue “venting” platforms to express their deep-seated work frustrations and challenges. This is probably a reason why participants mainly acknowledged the presence of work-related challenges and only a few mentioned minor personal problems.
- Although the interview schedule was drafted in English, the same tool had to be translated to an African language in order to ensure effective communication and complete understanding of the interview questions by participants. This process drastically over-stretched the data collection process.

- The shortage of literature on the undertaking of an organisational culture research for lower level and/or illiterate to semi-illiterate of employees proved to be a serious challenge. Most research studies conducted on this topic focussed on white collar and professional employees. Over and above this, most of such research undertaken adopted a quantitative type of research approach. It is for this reason that the researcher found it difficult to do a comparative study.

- A contradiction in terms of some participants' responses was picked up when they mentioned the presence of a hostile working relationship between themselves and their managers but in responding to a different question they stated that their managers were supportive of their job performance. Thinking back, the researcher should probably have probed for more information on the possible reasons for the existence of such a discrepancy.

1.8 Chapter outline

The structure of the dissertation is set out below.

Chapter 1

Introduction and definition of concepts

This chapter provides an overview of the reasons to why the research was initiated with regard to the DWS, Groot Marico office. The chapter explains how the research was executed in terms of approach, design and methods adopted. Goals and objectives of the research are also discussed in this chapter.

Chapter 2

Literature Review on organisational culture

The literature review on organisational culture covers the definitions and discussions of two concepts of organisational culture and job performance. Due to the central role of organisational culture in the research, this phenomenon was discussed in more details with regard to the following topics:

- The nature of organisational culture

- Development of organisational culture
- Process of organisational culture
- Organisational culture as a business strategy
- Organisational sub-cultures
- Organisational culture and change
- Organisational culture and leadership
- Relationship between organisational culture and leadership history
- Qualities of an organisational culture leader
- Types of cultures
- Organisational culture and job performance.

Chapter 3

Literature review on the role of Employee Assistance Programme on the organisational culture of the Department of Water and Sanitation, Groot Marico office

This chapter focuses on a literature review on the concept of EAP. Attention is given to how an EAP strategy should be formulated in order to appropriately address the negative organisational culture and poor job performance at the DWS, Groot Marico office. This chapter also looks at the integration of the phenomena of organisational culture and EAP.

Chapter 4

Empirical findings on factors influencing the organisational culture at the Department of Water and Sanitation, Groot Marico office

In this chapter, research findings are discussed according to themes identified. Verbatim responses of participants provide a detailed narrative in terms of factors influencing the organisational culture at the Department of Water and Sanitation, Groot Marico office.

Chapter 5

Conclusions and Recommendations

In drawing conclusions from the study and making recommendations for the Department of Water and Sanitation, the researcher made reference to the five objectives of the study. The recommendations made show that the capacity and

resources to change and impact positively on the Groot Marico office organisational culture rest largely on the DWS leadership.

CHAPTER 2

LITERATURE REVIEW ON ORGANISATIONAL CULTURE

2.1 INTRODUCTION

This chapter comprises a literature review on the concept of organisational culture and job performance. Over and above providing definitions and a brief description of the two concepts, a relationship between these concepts will also be established. However, a more detailed discussion will be centred on the concept of organisational culture since the study seeks to explore factors that influence this phenomenon.

Furthermore, this chapter will address the following topics: A brief background and discussion of organisational culture; nature, development and process of organisational culture; organisational culture as a business strategy; organisational sub-cultures; organisational culture in relation to organisational change and leadership; types of organisational cultures and organisational culture and job performance.

Today's fast-paced and dynamic evolution of organisations makes understanding of organisational cultures more important than ever before. The impact of organisational culture on the company's bottom line cannot be overemphasised. Despite this reality, organisations tend to regard organisational culture as a soft issue which requires minimal or no attention at all. It is very common practice for organisational leaders to continue with normal business activities that focus on business strategy without realisation that on its own an organisational strategy is ineffective without appropriate organisational culture interventions.

It is therefore crucial that attention to organisational culture must receive top priority for the purpose of achievement of organisational efficiency. Cheung-Judge and Holchebe (2011:234) support this view by indicating that organisational culture has the greatest impact on organisational effectiveness than any other factor found either within or outside an organisation.

Organisational culture influences both employee behaviour and the organisation's overall performance in the sense that a positive organisational culture is said to enhance employee job performance with the result thereof being increased organisational productivity.

In order to contextualise organisational culture and job performance, it is important to look at how the two concepts have been defined in the literature. The researcher is of the view that clear definitions of these concepts will assist in drawing study conclusions and making appropriate recommendations.

2.2. DEFINITION OF CONCEPTS

2.2.1 Organisational Culture

A definition of organisational culture by Cheung-Judge and Holchebe (2011:235) is captured as follows: “the way we do things around here which results from the pattern of shared beliefs and values that reflect the way people think about things around here, what is perceived and the way it is perceived becomes reality for the individual or group. It is the shared assumptions, beliefs, values and norms of the company that give members of an institution meaning and provide them with the rules for behaviour in their organization” (Cheung-Judge& Holchebe, 2011:235).

Agwu (2014:3) defines this phenomenon briefly as “a set of shared values and norms that influence the way employees think, feel and behave in the workplace”.

Carlstrom and Ekman (2012:176) capture the concept of organisational culture with a simple definition by referring to it as “the glue that makes up a common identity between different individuals”.

Despite being one of the oldest definitions in the literature, another definition of organisational culture which is widely considered successful is the one by Claver, Llops, Gonzalez and Gosco (2001:248) which reads as follows; “A set of values, symbols and rituals, shared by members of a specific firm which describes the way things are done in an organisation in order to solve both internal management problems and those related to customers, suppliers and environment”

All the four afore-mentioned definitions reflect the concept of organisational culture as involving not only an individual but a collective in the form of a group. The definitions of Cheung-Judge and Holchebe, Agwu and Claver et al. also mention the “shared” common values and norms which manifest in a certain behaviour which can be negative or positive. While Carlstrom and Ekman point out the glue-associated relationship among group members in order to highlight the strong bond that exists between members of an organisational culture group, Claver et al. make mention of the tangible aspects of organisational cultures.

The efforts to construct an all-inclusive definition of organisational culture come from different disciplines including anthropology, psychology, economics, sociology and general management studies. This provides an explanation as to why it is almost impossible to find a single universally acceptable definition of this phenomenon (Muscalu, 2014b:393). In support of this notion, Struwig and Smith (2000:321) estimated that an approximately 164 definitions could be found in the literature by 1952.

However, considering a substantial review of the literature, the researcher is of the view that despite the hundreds of published definitions of organisational culture many definitions appear to share in common the following elements: shared values, behaviours, norms, beliefs, morals and attitudes (Awadh & Saad, 2013:168).

2.2.2 Job performance

Sonnentag, Volmer and Spychala (2010:434) describe job performance as an unstable phenomenon which can have person-specific or situation-specific predictors. They go further to say that while the former types of job performance include qualities such as an employee's knowledge, abilities and experience, the latter is characterised by variables found in the workplace. Organisational culture can therefore be viewed as a variable that fits the description of a situation-specific kind of job performance predictor as it influences behaviour from the outside.

A description of job performance by Jankingthong and Rurkkhum (2012:116) can be viewed as a further elaboration of the afore-mentioned definition. These authors divide job performance into task and contextual types with the former type of job performance referring to actions involved in producing desired services and goods. On the other hand, the latter type of job performance can be linked to what Sontentag et al. refer to as "situational variables that influence an employee's performance from the outside".

Jankingthong and Rurkkhum (2012:116) go further to describe contextual-related performances as indirect situations that support the task but are not necessarily formally required in performing a job. The examples they cite consider, among others, qualities such as the following: interpersonal skills, job dedication, initiative and self-discipline of employees. It is important to note that some of these qualities mentioned can be understood as part of the descriptive words that influence

organisational culture. These factors have often come up as variables that were measured and/or tested as part of previous organisational culture studies conducted.

2.3 BRIEF BACKGROUND AND DISCUSSION ON THE CONCEPT ORGANISATIONAL CULTURE

Unlike organisational climate which received recognition in organisations many decades earlier, the concept of organisational culture caught the attention much later as an organisational benefit that would contribute positively towards maximising business efficiency. Since then, extensive research in this area has taken place with many studies seeking to understand its influence on individual and organisational effectiveness.

The following sub-headings are categorised in order to gather relevant information with regard to the study of organisational culture at the DWS, Groot Marico office.

2.3.1 The nature of organisational culture

In almost every literature source that seeks to understand and explain the subject of organisational culture there is an acknowledgement of the nature of this phenomenon as indispensable, complex and unique. Torben (2015) confirms this by highlighting the value of organisational culture as characterised by the quality of being the only sustainable point of difference in any organisation. The author supported his argument by pointing out that due to its nature, it is impossible to copy an organisational culture from one organisation to another.

Due to the forever present and active nature of an organisational culture in all systems of organisations, no person can be immuned from the effects of this phenomenon. Also, because of its complex and sophisticated nature, the enormity of organisational culture is far bigger than it is often conceived and understood to be. French and Bell (1999:27) express the concept's unique and profound character by emphasising the need to constantly manage what they regard as an 'ongoing' organisational culture that serves as the "bedrock" of behaviour in organisations.

It is in this profoundly described phenomenon of organisational culture as the "bedrock" of behaviour in organisations that the researcher finds this particular literature source uniquely powerful and up-to-date, regardless of how long ago this particular phrase was used by the two authors. The researcher believes that the word

“bedrock” somewhat expresses the magnitude of the role of organisational culture in organisations.

The nature of the phenomenon is also widely described in various literature sources as dynamic, invisible and constantly being enacted and created by peoples’ interactions with others in groups (Mohelska & Sokolova, 2015:1011). In expanding this view, Muscalu (2014a:123) explains that the concept is not only a product of the actions of members but it is also a predetermination of their future actions.

2.3.2 The development of organisational culture

Because organisational cultures do not develop overnight it is most often necessary to go back in time in order to trace their origins and track their evolution over time. As organisations develop and evolve over decades and centuries, so do their organisational cultures which in the process impact either negatively or positively on the entire organisational system.

This significant factor about the rootedness of organisational culture in organisational histories is a common view held by various authors of the organisational culture literature. Harris (2014:8) supports this view by stating that the development of organisational culture over a long period of time is one of the factors that distinguish the phenomenon from organisational climate. This entrenchment in history is one of the qualities that make organisational culture an extremely difficult organisational variable to identify and manage.

2.3.3 The process of organisational culture

As organisational cultures gradually get intertwined and intensely wired into organisational systems, structures and processes, they also integrate in a similar fashion into peoples’ lives through the process of learning. This process of learning and integration by members of an organisational culture is sophisticated and determines how employees ultimately think and behave in the workplace and how their behaviours will directly impact on the bottom-line of an organisation.

The learning that takes place as part of organisational culture is “accumulative” as it involves internalisation of knowledge over a prolonged period of time. Although learning by members of an organisational culture takes place at both the unconscious and conscious levels, most of the learning takes place subconsciously from a psychological and emotional point of view.

This unconscious way of learning is said to be the most contributing factor to challenges associated with unsuccessful efforts at managing organisational cultures. O'Donnell and Boyle (2008:ix) support this view when stating that it is efforts that are aimed at influencing the covert rather than the overt aspects of organisational culture that are undoubtedly the most difficult as far as organisational change management is concerned.

A demonstration by Schein (2010:301b) of the details involved in the organisational culture learning process is articulated in his statement of equating the growth of organisational culture through learning to human development of personality and character. He asserts that organisations also undergo the same kind of learning process in creating their own organisational culture identities.

It is the intricate details which are captured in Schein's association of the learning process of organisational culture to the crafting of human personality that ultimately result in a person's identity creation that lays the foundation of an organisational culture. This identity formation starts when employees begin to make certain assumptions from their experiences; a process which is followed by the emergence of a critical psychological bond among members of an organisational culture as they start to realise that they share similar and strong views about their experiences.

The shared assumptions and values start to make sense for group members and meanings get attached to those experiences (King & Damerie, 2014:28). Rus and Rusu (2015:565) also confirm this association between the organisational culture learning and the human personality development processes.

It is at the point when employees embrace what they have learned during ongoing workplace interactions with work-mates, and then translate those lessons learnt into meaningful experiences, that an organisational culture is born. It is the aspect of attachment of meaning followed by the identity formation process that sets out the path of a complicated process involving organisational culture. Collective attachment of meaning to experiences by a group of employees is profound as it translates to a commitment by the group to something that is far bigger than one individual's interest (Struwig & Smith, 2000:322).

2.3.4 Organisational culture as a business strategy

Literature sources point to an undeniably strong connection that exists between organisational culture and the business strategy of an organisation. Many studies highlight the pivotal role of organisational cultures in influencing the positioning of

organisations in a competitive market. In most cases such discussions centre their arguments around organisational culture in relation to its influence on job performance and further demonstrate how negative cultures can have far-reaching and immense implications on workers and their productivity levels.

A strong organisational culture is largely associated with creation of a competitive advantage in the market place (Rothwell, Stavron, Sullivan & Sullivan, 2010:xix) and is believed to have a positive effect on business operations.

Some of the literature highlights the notion of a strong organisational culture as a prerequisite for the attainment of organisational efficiency and a competitive edge without explaining what a strong organisational culture really entails (Ehtesham et al., 2011:79). Awadh and Saad (2013:169) describe this kind of organisational culture as comprising of employees who embrace a greater part of an organisation's culture. Other authors describe a strong culture as a culture wherein employees in the organisation have common values and are driven towards the same direction in bringing about performance excellence and business success.

Cheung-Judge and Holchebe (2011:237) however, bring a rather different dimension to the discussion of strong organisational cultures. They caution that the existence of a strong culture does not necessarily translate to giving an organisation a competitive advantage. These authors argue that on the contrary, strong organisational cultures may have unintended negative consequences for organisations as leaders of such organisations may become blatantly arrogant and complacent by ignoring external factors and thereby failing to respond appropriately to market demands.

O'Donnell and Boyle (2008:viii) support this view by providing an argument from a sub-culture point of view. These authors do not relate the success of an organisation to the strength in numbers of those who support a dominant organisational culture. They argue that, in some cases, the existence of sub-cultures can be instrumental in giving an organisation a competitive advantage through their different yet relevant sub-cultures.

2.3.5 Organisational Sub-cultures

As much as organisational sub-systems are found in almost all organisational systems, organisational sub-cultures are usually part and parcel of organisational cultures. Sub-cultures can therefore be understood as contained within sub-systems of organisations.

Cheung-Judge and Holchebe (2011:236) clarify that organisational sub-cultures may operate at functional or geographical areas with each group having developed its own language, values, behaviours and rules. These sub-cultures may be in support of, or in conflict with the dominant corporate culture; with the presence of a conflict signifying a mis-match between the preferred dominant culture and the culture-in-use as acted out by members of a sub-culture.

The study demonstrates a scenario of a typical sub-culture which exists at the Groot Marico office sub-system belonging to the bigger DWS corporate system. The study also reflects the dynamics at play which are similar to those that are characteristic of a sub-system that is in conflict with an espoused corporate culture.

2.3.6 Organisational culture and organisational change

Various authors agree on a fundamental relationship that is inherent between the phenomena of organisational culture and organisational change. As organisations change so do their organisational cultures and vice versa. Bearing in mind that change in organisations is inevitable and that organisational cultures go through an ongoing process of change, confirms this close-knit relationship.

The entrenchment of organisational culture in history and how this factor profoundly impacts on the learning capacity of members of an organisation poses significant challenges on the organisational culture's ability to change (Muscalu, 2014b:392). In support of this statement, Torben (2015) reminds that all organisational cultures are unique and further stresses the extremely daunting task associated with efforts to change organisational cultures.

As most of this learning process takes place at an unconscious level, it is imperative that behaviour change interventions for members of an organisational culture should never lose sight of this critical factor.

An additional contributing factor to the hardships of changing an organisation culture has to do with how embedded and intertwined this phenomenon is in all systems found in organisations. This effectively means that the changing of an organisational culture boils down to a change in an organisation. Harris (2014:9) captures the status quo by simply stating that culture is what an organisation is.

As some level of resistance is expected from members of an organisational culture who experience an intense amount of loss as a result of implementation of organisational culture change management initiatives, it is crucial that change

interventions should take place strategically and in a systematic manner. The feeling of grief from a loss of an organisational culture through employer change initiatives as experienced by members of an organisational culture boils down to an experience of a forfeiture of something that is very much part of who members have become: It is a loss of values that employees have embraced over the years and that provide meaning to their daily work experiences.

Organisational culture change-related challenges are what Harris (2014:8) highlights as a significant differentiating factor from organisational climate. She argues that unlike the latter, organisational culture is not open to manipulation by people in positions of power because of the psychological process of “internalisation” that takes place over time.

Putting emphasis on changing an organisational culture should therefore be a priority and key factor in any organisational change management process. This approach to prioritisation of change management interventions is further supported by Cheung-Judge and Holchebe (2011:238) when they argue that any change that is taking place among and between individuals in a system, and among a chain of various connections, interactions and interpretations, brings about a change in an institution’s culture.

In support of this statement, Rothwell et al. (2010:2) take the argument further by pointing out the indispensable nature of organisational change as people and organisations change every day. They elaborate further by indicating that coping with change requires of organisations and leaders to take innovative strategies by applying organisation development methods and change strategies in order to achieve the desired goals. The calibre of leadership that is recommended for this critical task of effectively turning around cultures of organisations through change management interventions will be touched on when discussing the next topic of organisational culture and leadership.

The inherent nature of change in organisations is a reason why culture change management intervention approaches must be well targeted, thorough and meticulous. Consideration of utilisation of techniques of a specialised field of organisational development (OD) as one of the main EAP-initiated interventions is based on the acknowledgement of organisational culture as a profoundly unique and complex phenomenon. The role of OD and other EAP interventions in organisational culture forms part of a discussion in chapters 3, 4 and 5 of this report.

2.3.7 Organisational culture and leadership

Following an intensive literature study on the subject of organisational culture, the researcher is of the view that there is a general consensus among authors that the phenomenon of organisational culture cannot be discussed in isolation from a discussion on organisational leadership. By describing the relationship between organisational culture and leaders of organisations as interpenetrating and being two sides of one coin, Gurey and Katrinli (2014:1552) profoundly affirm the researcher's opinion.

The crucial role of leadership in organisational culture is made evident in a report drafted following an organisational culture study that took place at the Western Cape provincial government. The outcome of the study which followed an implementation of an organisational culture survey at this institution was communicated through a report on the modernisation of the Western Cape provincial government (2009). This report reflects that an overwhelming seventy two percent (72%) of the organisational culture and climate of the provincial administration was hugely negatively impacted on by the type and actions of leadership. The report further confirms the primary role of leadership as that of having an influence on, and contributing towards, the organisation's ability to enhance employee performance and to facilitate the organisation's competitive advantage.

It is quite relevant to pick up on elements that the survey measured and tested with regard to leadership qualities. These include areas like the leader's ability to share the following aspects: vision, integrity, honesty, passion, transference and demonstration of energy and style of leadership. It can be seen from the qualities listed that although the study measured leadership performance on basic managerial skills, there is also measurement of above average leadership skills associated with organisational culture.

One study that seems less compatible with most of the organisational leadership studies is that of Gurey and Katrinli (2014:1553-1558). This study explored the possible relationship between doctors' perceptions of leadership style and how their perceptions impacted on both their work commitment and on the organisational culture of the health institutions where they were working. The survey was conducted with 98 of the 121 doctors at Turkey's four private hospitals. The study findings

revealed that the type of leadership had a slight effect on the doctors' work commitments but had an insignificant impact on the organisational culture of the private healthcare institution.

As part of communicating conclusions on the findings of this research an assumption was however made that the poor correlation between doctors' perceptions of their organisational leadership and the organisational culture could be associated with the fact that because all the research respondents worked between two jobs; namely, at the healthcare setting and at their own private practices, they did not invest a lot of time and effort in building and nurturing relationships at the health centre as their priorities were probably with their private practices.

This argument supports a theory about the presence of organisational culture in environments where a group of individuals spend enough time together to the point where a "common identity" is formed after spending a considerable amount of time together during social and work interactions. In the case of this study, the absence of respondents' shared "common identity" might have been due to respondents' disinterest in embracing the hospital culture as their own but rather identified themselves with their private practices.

2.3.7.1 Relationship between organisational culture and leadership history

Organisational culture is very often linked to the founder or leader of an organisation as the company founders can be traced back to the emergence and historical development of an organisation. The leaders' values which are usually associated especially with the original culture of an organisation can be reflected not only in written rules and explicit conduct but are also often visible in an organisation's tangible and visible products such as artefacts and policy statements.

2.3.7.2 Qualities of an organisational culture leader

Having touched on leadership from a perspective of how its heritage influences the formation and shaping of organisational cultures, it is also necessary to explore a kind of leadership that is recommended for the management of an organisational culture. In doing so, it stands to reason that the existence of this complex and dynamic phenomenon of organisational culture would demand a special kind of leadership that is able to translate organisational culture into a value-adding business commodity.

Gornick and Blair (2005:24) affirm how a company culture and especially the actions of leadership can either enhance or disrupt efforts aimed at bringing about employee and organisational growth. These authors regard leadership as a central factor in the determination of how an organisational culture will turn out and develop over time.

In their acknowledgement of the special qualities required for an organisational culture-driven leader, McGuire, Palus, Pasmore and Rhodes (2012:82) bring up the element of managing change in organisations as a critical factor. As part of their argument, they re-emphasise the challenges associated with managing organisational change due to the organisational culture's inherent qualities and dynamics that are constantly at play. These authors take the discussion further to prescribe a kind of leader that they consider to be suitably and appropriately qualified to tackle and manage organisational cultures.

In support of a need for a special kind of leadership required to take up the challenges associated with organisational cultures, Muscalu (2014a:122) refers to such leaders as forward-thinkers and transformational in the way they conduct business. This author points out that such leaders utilise some knowledge of organisational culture to design the most effective and efficient organisational strategies and structures so as to sufficiently make use of the available human capacity. This view is supported by Katz and Miller (2010:441) in associating successful organisational culture transformation with leaders' mindset change from acting alone to engaging all stakeholders.

A discussion on the quality of organisational culture-related leadership is taken further by Beard (2008:120) when she analyses and compares what she refers to as basic and common leadership skills to what she labels as appropriate skills for today's leadership. Her examples of the former kind of skills include the following: interpersonal relations, high intellectual capacity and in-depth technical knowledge.

According to Beard, the skills associated with today's leadership should be of an extraordinary nature as such skills place emphasis on the leader's ability to; nurture, innovate, promote and stimulate creative ideas, embrace ambiguity, stimulate thinking, lead by example by walking-the-talk, inspire others, take risks, as well as forward thinking and spotting and grabbing of potential growth opportunities.

The discussion afore has somewhat captured the essence of the transformational nature of both organisational culture and leadership in more ways than one. With regard to organisational culture, it highlights the evolving make-up of this

phenomenon and for leadership; it spells out the quality and style of leadership that is appropriate in transforming the culture of an organisation.

The discussion on transformational leadership in reference to organisational culture is elaborated further by Gurey and Katrinli (2014:1550) when they distinguish between transformational and transactional leadership. These authors regard the former style of leadership as the most appropriate for dealing with complex issues, including organisational culture. In terms of their own branding of transformational leadership, they describe transformational leaders as those leaders who have the ability to change peoples' value judgements as well as change the values and beliefs of followers. This description captures the qualities of an exceptionally skilled leader similar to the one portrayed by Beard.

Jankingthong and Rurkkhum (2012:117) in supporting sentiments echoed by Gurey and Katrinli, depict such leaders as those leaders who motivate their followers to perform way above expectations by putting the organisational needs before their own needs. Furthermore these authors stress the significance of the role of ethics in leadership by highlighting a leader's demonstration of high moral standards as one of the essential characteristics that should be sought after in pursuit of a transformational leader.

2.3.8 Types of organisational culture

Jonczyk (2014:278) captures four types of Handy's famous and commonly used organisational cultures, namely; power, role, person and task cultures.

2.3.8.1 Power culture

The power culture is characterised by a centralised power and influence, thereby ensuring that there are fewer rules and regulations. Because of its localised power where one person controls, there is very little or no room for team structures.

The researcher is of the opinion that sub-cultures are unlikely to develop under this type of organisational culture due to the usually smaller size of organisations with a power-oriented organisational culture which subsequently, restricts the development of teams necessary for the development of sub-cultures.

2.3.8.2 Role culture

With regard to role cultures, evidence shows that stereotypes and bureaucracy define role-cultured organisations. It is in such environments that clear rules, procedures and well demarcated job categories are found. This culture operates according to

logic and rationality, and its strength lies in its functions or specialists. This environment, due to its control element that is centred around a small group of top managers, focuses on rules and regulations and is less interested in promoting innovation and creative ideas.

Role cultures are therefore not designed to embrace change and will do it very slowly if needed. Such cultures offer security and predictability to the individual and better accommodate employees who prefer to work on detailed assignments. Organisations with role-oriented cultures are also known to be orderly and punctual.

As government departments are usually classified under this category of organisational culture, the researcher is of the view that the study operates within the realm of a role organisational culture. As a government Department, DWS is characterised by stereotypical and bureaucratic processes while thriving on application of set rules and regulations which stifle innovation and creativity.

The presence of a counter sub-culture at the Groot Marico office where the study took place portrays the following role-oriented organisational culture qualities: The presence of a centralised power which has the potential to overlook or undermine employees' needs; the absence of job satisfaction resulting from the inhibition of employee creativity and; a disabling job security system which hampers diversity by way of discouraging the entry and exit of employees into and out of the workplace, thereby creating a "comfort zone" syndrome where employees stay in one job or work-site for prolonged periods. This status quo brews the development of an organisational culture that may be of detriment to an organisation's business and transformational imperatives.

2.3.8.3 Task culture

The task culture is job or project oriented and extremely adaptable. This type of organisational culture pulls together various resources to matrix manage a particular problem situation even if it is on a temporary basis. It recognises an employee's expertise rather than management's authoritative power.

The researcher is of the view that since this type of organisational culture possesses characteristics that are in contrast to those of role-oriented organisational cultures. Counter sub-cultures are unlikely to develop or flourish in organisations that fall under this category. Also, because of its focus on productivity through execution of tasks

and utilisation of short-term project based assignments when necessary, there is very little room for long-term counter sub-culture relationships to develop.

2.3.8.4 Person culture

As the title indicates, this fourth and final culture is centred on a person. In the case of a person-oriented organisational culture the organisation exists to help the individual rather than the other way around. A typical example of this kind of culture is the one that involves groups of professionals such as doctors, dentists and architects. The researcher is of the opinion that person-centred organisational cultures are usually good for productivity as such organisations recognise the wellness of employees as paramount in pursuit of organisational excellence.

2.4 ORGANISATIONAL CULTURE AND JOB PERFORMANCE

2.4.1 Job performance

The concept of job performance needs to be understood within the context of its strong relationship with organisational culture. Sonnentag et al. (2010:427) describe job performance as a multi-dimensional and a dynamic variable which is important for both employees and organisations. The relationship between these two concepts has been the subject of investigations in many previous studies. Establishment of a relationship between organisational culture and job performance is also part of the researcher's study.

A statement by Sonnentag and Frese (2002:3) which implies that organisational culture has an influence on the performance of employees and their attitudes is supported by Shahzad et al. (2013:57). These authors highlight the existence of a strong organisational culture as a significant factor in enhancing employee performance for the attainment of both individual and organisational goals. It is therefore important to acknowledge from the onset that an organisation is unable to achieve business efficiency without job performance.

In addressing the role that job performance plays in organisations, Sonnentag and Frese (2002:4) argue further that organisational leaders need high performing workers for the purpose of achieving a competitive edge. Numerous studies have highlighted an organisation's culture, which is believed to have a profound impact on how employees perform their jobs, as the best leverage point as far as placing an organisation in the forefront of business success.

To ensure that the area of employee job performance is adequately addressed in the study, the researcher designed the interview schedule in such a way that job performance questions are included and that participants contribute to the discussion by suggesting ways to improve their job performance. Findings and recommendations on this area are covered in chapter 5 of this study document.

Shahzad et al. (2013:57) support the notion that a company's competitive advantage can be leveraged and realised through appropriate organisational cultures. They point out that attainment of a competitive edge is possible if management creates and maintains an organisational culture that is characterised by high levels of employee involvement and engagement through work performance.

In support of the critical role of organisational culture, the CEO of PeopleSoft as quoted in O'Donnell and Boyle (2008:497), boasts about the strategic positioning of his company's organisational culture as a winning strategy for his organisation.

2.5 CONCLUSION

The intention of this chapter was to look at what is entailed in the literature as far as the concepts of organisational culture and job performance is concerned, with special emphasis on the phenomenon of organisational culture as the study explored factors that influence this phenomenon at the Department of Water and Sanitation, Groot Marico office. The important relationship between organisational culture and job performance was also established.

The literature also revealed that although the two phenomena have been widely researched, the researcher could not trace any organisational culture-related studies both locally and internationally that were carried out with semi-literate to illiterate, lower level employees. Most of the studies were conducted with white collar and professional staff and by and large, adopted a quantitative research approach using questionnaires in their collection of data.

A review of the literature confirmed the complexity of the phenomenon of organisational culture and assisted in the contextualisation of the concept by identifying the following significant areas that have been commonly identified by various authors as being central to an understanding of organisational culture and of which the researcher has explored further in the study:

- Organisational culture values, assumptions and beliefs;
- Organisational culture and organisational change;
- Organisational culture and leadership; and
- Organisational culture and job performance.

The complex nature of organisational culture became apparent as part of exploration of the afore-mentioned important aspects which revealed an interesting, unique and yet complicated process that looked at factors that contribute to the emergence and development of organisational culture, and how these factors impact on the organisational culture's ability to change. The review also provided information on the different types of organisational cultures which the researcher used to classify and briefly explain the organisational culture under study.

The reason why organisational culture is still considered the single most critical organisational variable that profoundly determines the success or failure of an organisation was also highlighted in the literature study.

The special role of organisational culture in organisations, especially due to its proven impact on the organisation's bottom line through the effect it has on employee performance, and further exacerbated by its complex nature, calls for organisational leaders to utilise up-to-date and sophisticated organisational culture interventions in managing this ongoing phenomenon.

To conclude, the literature review has enabled the researcher to develop an appropriate data collection tool that was used as part of conducting semi-structured interviews in order to address related themes that emanated from the literature study and also to make appropriate recommendations.

CHAPTER 3

LITERATURE REVIEW ON THE ROLE OF EMPLOYEE ASSISTANCE PROGRAMME ON THE ORGANISATIONAL CULTURE OF THE DEPARTMENT OF WATER AND SANITATION, GROOT MARICO OFFICE

3.1 INTRODUCTION

This chapter comprises a literature review on the definition and assessment of Employee Assistance Programmes in organisations. Since chapter one has highlighted the role of Employee Assistance Programme as part of the objectives of the study, an understanding of this concept from the literature review point is crucial for purposes of contextualisation within a discussion on the challenging organisation culture and employee job performance at the DWS, Groot Marico office.

Since the rationale of the study is informed by the presence of a negative and poor-performing sub-culture that exists at the DWS, Groot Marico office, the study seeks to ensure that appropriate strategies are formulated that would position the DWS EAP office in such a way that it adds value by improving the status quo at this office. In order to understand the phenomenon of Employee Assistance Programme it is important to look at how the concept has been defined in the literature.

3.1.1 Definition of Employee Assistance Programme

The Standards Committee of EAPA-SA (2010:1) defines an EAP as “the work organisation’s resource, based on core technologies or functions, to enhance employee and workplace effectiveness through prevention, identification and resolution of personal and productivity issues”.

In the same token, The Council for Accreditation (2015:1) captures the definition of EAP as “employment-related services provided internally or under a contract or arrangement with an employer, union or organisation designed to assist employees and eligible participants to establish and maintain health and wellness, and identify and address problems that interfere with productivity or cause behavioural difficulties”.

Attridge (2005:40) briefly defines EAP as “a workplace programme aimed at the identification and resolution of workplace issues that affect a worker’s job performance for increased organisational effectiveness”.

Whilst the three definitions allude to EAPs' location being work-based as well as the nature of these programmes being that of identification and the resolution of employee problems which may impact on organisational productivity, a definition by the Standards Committee of EAPA-SA points out a critical element of the preventative side of EAPs.

The researcher is of the view that the significance of the preventative element of EAPs with specific reference to the aspect of employee job performance will be appropriate in addressing factors that influence the DWS, Groot Marico organisational culture.

Since the study took place in a public sector setting, the following topic is aimed at providing a brief history of EAPs, including some discussion on how the programmes started and evolved in the public service, including the rationale thereof.

3.2 BRIEF HISTORY OF EAPs

The phasing out of Occupational Assistance Programmes (OAPs) in the 1940s which replaced the old welfare services and union-sponsored assistance programmes of the late 1800s, early 1900s and 1930s respectively, marked the beginning of the emergence of EAPs in the late 1970s. The OAPs, whose focus was merely on workplace drinking as a problem for organisations, later evolved into EAPs during the latter period.

Dickman and Challenger (2009:28) reveal how the EAP movement emerged from a mere discussion between a recovering alcoholic who was sharing his story about the journey of his successful alcohol recovery process through OAP with his fellow worker. His story and those of many others who utilised the services of OAPs made it evident that OAP interventions had a great impact on both employees and on the organisations where they were working. Due to the positive results achieved through OAPs such as money saving, increase in productivity and rehabilitated skilled workers, an assumption was made that a similar approach used by OAPs for alcoholism treatment would be equally effective if applied to other human problems as well (Dickman & Challenger, 2009:29).

These authors went further to highlight that the shift in focus by EAPs from alcoholism to workers' challenges in general as far as personal and work-related problems were concerned, became an effective way of de-stigmatising the need to seek professional help. This statement is supported by Du Plessis (1991:210) in saying that the broad-brush approach adopted by EAPs assisted in laying to rest the stigma associated with OAPs and the perception that all problems affecting people at work were alcohol-related.

A brief look at the evolution of EAPs in South African public service shows that prior to 2007, these programmes were implemented on an ad-hoc basis. The 2008 launch of the Employee Health and Wellness Strategic Framework (2008) by the Minister of Public Service and Administration (MPSA) was prompted by the outcomes of the 2007/2008 public service indabas. The latter were forums which were composed to address the poor working conditions of public servants following an almost crippling public service strike, and they marked an era of institutionalisation of EAPs in the public service. The framework was implemented with effect from 1 April 2009. Since then, public service EAP practitioners, including the researcher, have been guided by the contents of the framework and must regularly report to the MPSA on performance of government Departments in terms of implementation of the requirements of the framework (Department of Public Service and Administration, circular no 1 of 2017).

This background is an attempt by the researcher at showing that the availability of the EAP at DWS is not just about leadership demonstration of a "we-care" attitude towards its employees. This can rather be viewed as, first and foremost, a mandatory requirement which is in line with the country's laws that call for the establishment and maintenance of a healthy, well and safe South African workforce with the ultimate aim being, particularly for government Departments, the attainment of a healthy, dedicated, responsive and productive public service.

The late formalisation of EAPs in the public service, as compared to counterparts in the private sector, is articulated well by Matlhape (2003:29) in saying that the relationship between employee care and business success is a matter that has, for many years, been acknowledged but only a few companies have had the vision to apply this client-orientation approach holistically to include employees and other stakeholders on an equal basis.

3.3 EMPLOYEE ASSISTANCE PROGRAMME SERVICES

It goes without saying that as EAPs evolved over the years so did the kind of services that were being offered through these programmes. EAPs changed in order to stay relevant in response to external forces that had been impacting on organisations over decades. As companies today face the challenges of paying for unprecedented increases in employee healthcare costs and benefits, maximising the performance of their workers and managing the risk to the organisation (Attridge, 2005:32), EAPs are expected to position themselves in such a manner that they are found to be adding value in terms of mitigating the negative effects of these unavoidable internal and external factors.

As part of EAP's service offerings that are in support of an organisational mandate, Attridge (2012:445) points out that the range of EAP services differs to a great extent from organisation to organisation. He, however, highlights that despite their differences, EAPs maintain their uniqueness in the "core technologies" or functions they provide. The core technologies, as stated in the Standards document of EAPA-SA (2010:1-18), provide a framework and guidelines for South African EAP practitioners in terms of which EAP services to provide and what the service implementation standards are. In a nutshell, the following are the core technologies as listed in the afore-mentioned document:

➤ **Training and development**

This non-clinical function is intended to capacitate relevant stakeholders such as management, supervisors and employee representatives with skills for early identification of employees with problems that may negatively impact on their job performance. When supervisors and managers understand their role in EAP and feel comfortable in confronting employees with a declining job performance, it is easy for them to get actively involved in the programme by way of initiating informal and formal referrals.

Training and development is one of the most crucial interventions of the EAP implementation phase as it has a direct impact on the utilisation rate of EAP services. According to Attridge, Amaral, Bjorson, Goplerud, Herlihy, McPherson, Paul, Routledge, Sharar, Stephenson and Teens (2010:3), training and orientation should be rolled out only after EAP policy and

procedures have been developed so that reference to these documents can be made during training sessions.

➤ **Marketing**

This service has to do with the promotion of EAP services to relevant stakeholders including, managers, employee representatives, employees and their family members so as to increase appropriate utilisation of EAP services. As a non-clinical core technology, the goal of this function is to ensure the maintenance of EAP's positive outlook and top visibility for the sake of the programme's potential users. Marketing takes various forms ranging from print media to shop-floor presentations that are tailor-made to take into cognisance the needs of different groups of employees. The findings of the study to be discussed in chapter five of this document may reveal how the marketing of the EAP at the DWS, Groot Marico office is affecting the understanding and utilisation of the available internal Departmental EAP services.

➤ **Case management**

This core-technology is about the provision of confidential and prompt one-to-one services to employees who are experiencing personal and work-related challenges that may affect their job performance. The clinical services offered under this category include; trauma counselling, crisis intervention, assessment, referral and monitoring and evaluation of cases. Management of employee referrals must meet professional standards in terms of proper screening, assessment and timely attention to cases - especially the urgent cases, appropriate referrals as well as making follow-ups on referred cases. Implementation of a proper case management system is relevant for the study in the light of an already existing case-load of Groot Marico employees' work-related and personal problems that have been presented to the EAP office for almost a decade.

➤ **Networking**

The aim of this function is to enable the EAP practitioners to establish and maintain professional networks both within and outside the organisation for the purpose of enhancing delivery of EAP services. Especially in terms of external partners, the relationships may be more beneficial in cases of external referrals of cases that would not be effectively managed in a short-

term period offered through internal case management processes. Due to the long-term inherent nature of organisational cultures, the researcher anticipates long-term management of cases that would have been affected by the Groot Marico organisational culture.

➤ **Monitoring and evaluation**

This preventative core-technology which is about the ongoing monitoring and evaluation of the EAP itself takes with it the ultimate goal of ensuring that EAPs add value in organisations. The sophisticated and complex nature of organisational cultures requires regular monitoring and evaluation processes to be put in place following organisational change management initiatives and how the EAP may influence the organisational culture and vice versa.

➤ **Consultation with worker organisation**

The services provided as part of this core-technology are aimed at proactively addressing patterns and trends that emanate from matters that have to do with employees and an organisation. The goal here is to assist management in dealing with factors that have the potential to negatively influence the performance of workers and the efficiency of an organisation. The nature of this function puts it at an advantageous position in terms of this study due to its ability to anticipate problems before they emerge and for providing effective problem-solving processes. The latter includes the use of appropriate organisational culture-related interventions such as the organisational development (OD) process in order to turn things around. Because of its central role in organisational culture change, the researcher will give a summarised version of the step-by-step process of the OD process below, starting with a definition of the concept of OD:

3.4 ORGANISATIONAL DEVELOPMENT

3.4.1 Definition of OD

Dlomu (2012:54) points out that the classic definitions of OD describe the field as “based on behavioural scientific knowledge and humanistic values aimed at implementing planned change in various organisational subsystems and also towards reaching organisational goals and improving organisational effectiveness”.

3.4.2 Characteristics of OD

The following consists of a list of characteristics found to be central in discussing the concept of OD (Cheung-Judge & Holchebe, 2011:10) which describe the OD process as follows:

- Is process-oriented in approaching areas of planning, meetings and relationships;
- Has a long-term approach as change is constant and organisations evolve all the time;
- Adopts a system's approach –as organisations are viewed as systems with sub-systems which have an impact on one another. If one part of the organisation is affected, it is believed that other parts of the system will be impacted either negatively or positively;
- Has an organisational focus - by improving organisational problem-solving and renewal processes. The aim here is to enhance productivity by addressing the human side of organisations;
- Is theory-based, process focussed and is value-driven. Examples of OD theories include the systems' action research, various team-based theories, social constructivism and complexity theories;
- Has the role of being helpers and catalysts. Cheung- Judge and Holchebe(2011:21) describe this as a move from the “guru” expert mentality of consultancy as the focus is on the client not on practitioners.
- Uses technology – such as applied behavioural science techniques and, finally and most importantly;
- Transfers skills and knowledge. The commitment of OD practitioners is not just to improve the situation but to make the improvement sustainable.

Over and above the characteristics listed above, it is crucial to mention the OD values of democracy, openness to lifelong learning and experimentation, equity and

fairness, valid information and informed choice and the enduring respect for the human side of the enterprise (Cheung-Judge & Holchebe, 2011:19).

3.4.3 The Process of OD

This is a process in which people participate over time. It is a journey, and not a single event, of collating data in a systematic and ongoing manner with focus on the goal to be achieved. Data is fed in and out of the system while altering actions of certain variables within the system and constantly evaluating the results of actions by collating more information (Jamieson & Worley, 2008:10).

This cyclic process, which serves as a compass to consultants facilitating change in organisations, is actually a simplified representation of the complex activities that should occur in a changed effort which, according to Rothwell and Sullivan (2010:45), involve the following step-by-step phases:

Entry

This is the first contact with the client and the first stage in a relationship building process. It is during this phase that a desired outcome of the OD process is articulated and an understanding of the organisation's vision, needs and values are explained. Cheung-Judge and Holchebe (2011:51) capture the uniqueness of this phase by saying that, "without a contract there is no entry, without entry there will be no contract and without a contract, there will be no commissioned work. It is at this point that lasting impressions are created".

Weiss (2010:185) emphasises the skill of marketing during this phase by highlighting the importance of OD/EAP practitioners' role as that of "getting-out-there" and creating work opportunities for themselves as few managers understand the role of OD.

Contracting

This is a phase of developing an agreement with the client regarding work to be performed and mutual expectations, where responsibilities and roles are outlined and expected outcomes are discussed. Cheung-Judge and Holchebe (2011:57) point out that it is during this phase that the three big questions are asked, namely, who is my client?, what is this job all about?, and what type of relationship contract do I want and need to have with my client?.

Jamieson (2010:204) call this phase, the front-end work and points out that often, challenges encountered later in changed work can be traced back to missed or flawed outcomes that happened during this front-end phase. This he says, may happen as a result of poor quality work and lack of clarity in terms of a contractual agreement.

Diagnosis

According to Rothwell and Sullivan (2010:47), this is a vital phase where information is gathered and validated concerning the desired future. Cheung and Holchebe (2011:63) state that the diagnostic activities set the stage to activate the organisation in terms of what a person is looking for and also how a person sees the process. This phase can either get the organisation to move forward or sink it deeper into trouble.

Warrick (2010:234) combines the two phases of diagnosis with implementation and calls it the launch phase which he refers to as a potentially high-impact phase which, if carried out properly can highly increase the success level of the change process, but if done poorly, it can have devastating effects on the organisation.

Intervention

As rightfully pointed out by Cheung-Judge and Holchebe (2011:81), this phase is where theory is translated into practice. Interventions that are put in place as part of the OD process must not only be geared at fixing problems, they must also be understood to include maintenance work as part of ensuring that the system can consolidate and build on its strengths in anticipation of future challenges.

Cummings and Feyerhern (2010:351) categorise what they refer to as large-scale systems OD interventions in terms of those that create changes in the organisation-environment relationship and, those that reshape the internal-design components of an organisation. OD interventions range from individual coaching techniques, to group team building initiatives, to organisation-wide strategic planning workshops.

Evaluation

Evaluation in an organisational setting examines the impact of an intervention.

Evaluation processes can be proactive or reactive, and they can come in a variety of forms. They look at cause and effect and ask the questions, "Did it work?" or "are we better off?" (Cady, Auger & Foxon, 2010:269).

Due to the costly nature and uncertainty of implementing evaluation processes, as well as questions asked about their relevance in doing what they are supposed to measure, Cady, Auger and Foxon (2010:284) argue that evaluation is a critical process in determining whether the path taken has been the most effective strategy in changing the status quo.

The researcher is convinced that proper evaluation of EAP services at DWS may go a long way in terms of boosting the image of the EAP in the Department and in giving the profession some credibility, considering previous unsuccessful efforts at fixing challenges at the DWS Groot Marico office.

Termination

Van Eron and Burke (2010:287) refer to this last phase commonly known as termination, as a closure stage. They point out that despite its significance this phase is still rarely conducted in a careful and planned manner. They go further to emphasise the significance of attending to closure as being more than simply separating from the OD process. According to the two authors, closure has a lot to do with stopping and reflecting for the purpose of finding meaning that will support future initiatives.

3.5 THE UTILISATION OF EMPLOYEE ASSISTANCE PROGRAMME IN AN ORGANISATION

The utilisation of EAP services differs widely from organisation to organisation and this is influenced, by and large, by how the programme is set up and marketed in an organisation. The universally set standard of 3-5% utilisation rate for psycho-social services and the almost doubling of this figure with the inclusion of other non-clinical services, is still considered a small utilisation rate bearing in mind the rest of the 95% availability of the entire workforce (Attridge, 2012:446).

The existence of EAPs in organisations does not translate to natural utilisation of the programme's services. In fact, many researchers on the subject of EAPs concur about the significant role of EAP practitioners in the aggressive marketing of the services which form part of EAP. Attridge (2012:446) concurs when he points out that EAPs tend to receive the highest level of utilisation rate when they are strong in terms of visibility through EAP practitioners' involvement on the ground and through their constant interaction with management.

The utilisation of services, including those of EAP, goes hand-in-hand with how accessible the services are. Factors affecting accessibility of the EAP service vary from demographic factors such as language, gender, age and religion to physical factors, to name a few, to distance and building structural arrangements. Matlhape (2003:29 & 31) highlights the significance of the location and positioning of EAPs in organisations with regard to attraction for utilisation by pointing out the crucial element of locating the EAP strategy in the organisation's core strategy. The physical positioning includes, among others, aspects such as the privacy that is being offered by the EAP office.

3.6 INTEGRATION OF EAP AND ORGANISATIONAL CULTURE

Unlike in the past, the power held by organisations in terms of winning the battlefield no longer rely solely on the physical aspect but are heavily influenced by the psycho-spiritual side of organisations as well. Treating employees with sensitivity and compassion is part of the emotional capital of investing in the human side of organisations. The concept of employee loyalty, which is associated with the goodwill between employees and employers is said to be the most difficult to grow and nurture. Since loyalty and trust go hand-in-hand, it means that employees who do not trust their leaders cannot be loyal to them. With the growing re-definition of the employer-employee relationship which demands from organisational leaders to give more attention to the significant role of human resources in organisations, the manager's role in caring for the well-being of the employee becomes more critical. Implementation of EAPs in organisations is therefore part of an organisation's way of creating this caring organisational culture (Matlhape, 2003:33).

In chapter two, a relationship between organisational culture and job performance was established. The chapter further indicated how counter-cultures may impact negatively on employee job performance to the detriment of the entire organisation. It is through the EAP's acknowledgement of employee job performance as the driver of everything that has to do with the rationale behind an organisation's existence, that the role of EAP in minimising the impact of a negative organisational culture can be of substantial value.

In cases where employees are experiencing an organisational culture which is symptomatic of signs of employees' declining work performance, as might be the case in this study depending on the study findings, the EAP's role will be two-fold. On one hand, an EAP would intervene at a level of putting remedial mechanisms in

place to deal with the damage – if indicated to be caused by a negative organisational culture. On the other hand, the programme should take advantage of EAP's preventative nature to tap into areas that may be perceived as potential “breeders” of a destructive organisational culture. This is an area where non-clinical services of training, development and the consultative role of EAPs should take centre stage.

It is evident from the characteristics and values underpinning the practice of OD, as well as the process involved in the OD process that demonstrates intensive and systematic planned actions aimed at achievement of desired outcomes that OD, as an alternative EAP intervention, can be considered highly appropriate to deal with challenges associated with organisational cultures.

While the role of EAPs in terms of improvement of organisational cultures through job performance is highlighted, it is also relevant to indicate how negative organisational cultures may have unintended negative consequences for the EAP. For instance, in a case of an in-house EAP service delivery model, where all EAP services are provided internally, an employee's negative perception consistent with the organisational culture may spill over to the EAP office as well. This explains why it is crucially important for EAPs to maintain their credibility through diligent delivery of core technologies, adherence to professional ethics and standards, while doing continuous monitoring and evaluation of the programme to verify if the programme adds value to all organisational stakeholders, including employees. This aspect is relevant for the DWS EAP as a portion of its EAP service delivery model has an internal focus.

3.7 CONCLUSION

Similar to chapter two which contextualised the concepts of organisational culture and job performance guided by the literature review, this chapter includes an additional phenomenon of EAPs and demonstrates how this concept relates to the other two phenomena. This process was also informed by a literature review of EAPs in response to the study objectives in terms of exploring socio-economic factors that influence or hamper job performance of the DWS, Groot Marico employees.

In facilitating the EAP contextualisation process, this chapter provides a definition of the concept and then explains the study rationale of seeking to implement appropriate EAP strategies that will effectively deal with the DWS, Groot Marico counter-culture that may be negatively impacting on DWS' business imperatives. The definition of EAP clarified both the curative and the preventative sides of the programme.

Furthermore, a brief history and evolution of EAPs was provided including how the programme was formalised in the public service as part of the public service response to the country's legislation on health, wellness and safety of employees. The EAP core technologies as guided by the standards document on EAPA-SA, as well as the role of OD as one of the preferred EAP interventions for situations as complex as organisational culture were discussed. The chapter further highlighted the significance of the correct positioning of EAPs in organisations through aggressive marketing to promote programme utilisation and most importantly, the need to have the EAP strategy articulated in the organisational strategy. Finally, the chapter discussed the integration of EAP and organisational culture for purposes of contextualisation.

CHAPTER 4

EMPIRICAL STUDY ON FACTORS INFLUENCING ORGANISATIONAL CULTURE AT THE DEPARTMENT OF WATER AND SANITATION, GROOT MARICO OFFICE.

4.1 INTRODUCTION

The goal of the study was to explore factors influencing the organisational culture at the Department of Water and Sanitation's Groot Marico office and thereafter to describe how these factors impact on job performance of employees at the above-mentioned office. The rationale for the study was based on the existence of a negative organisational culture at the DWS Groot Marico office which is characterised by a high incidence of EAP referrals pertaining to personal and work-related challenges, as well as poor employee job performance. All these referrals reflected a common or similar pattern of employee behaviour which had manifested over a long term period.

In this chapter the researcher analyses the data by reviewing the transcribed interviews. In the process, different themes and sub-themes have emerged which provide more insight into the research topic.

4.2 RESEACH METHODOLOGY

Chapter 1 has provided details with regard to the qualitative research methodology that was adopted for the purpose of the study. This approach was applicable as the study focussed on exploring participants' feelings, assumptions, experiences and the meanings attached to them, in relation to the phenomenon of organisational culture. In order to explore factors influencing organisational culture at the Department of Water and Sanitation's Groot Marico office, the researcher was guided by theoretical key concepts which underpin organisational culture and were derived from the literature review. The following are the central organisational culture factors that were explored during the study: values, assumptions and beliefs; leadership, organisational change and job performance.

The data was collected using semi-structured interviews with twelve participants. Participants were selected using a systematic sampling method to ensure that all

employees at the Groot Marico office had an equal chance of being selected to participate in the study since, by virtue of them having worked at the Groot Marico office for a period of between five to twenty one years, it means that they have all been exposed to the Groot Marico organisational culture.

4.3 PERSONAL PROFILES OF PARTICIPANTS

The demographic profiles of the participants are described in Table 1.

Table 1: The demographic profiles of the participants in the study.

Participants no	Age	Gender	Job title/Rank	Salary/ Job level	Service years	Race
1	30	M	General Worker	2	6	African
2	43	M	General worker	2	21	African
3	40	F	General worker	3	9	African
4	55	M	Water control aid	4	21	African
5	33	F	Water control aid	3	5	African
6	41	M	General worker	2	21	African
7	50	M	General worker	2	20	African
8	59	M	General worker	4	21	African
9	44	F	General worker	2	9	African
10	44	M	General worker	2	21	African
11	60	M	General worker	2	21	African
12	46	M	Water control officer	4	21	Coloured

4.3.1 Discussion of data on profile of participants

Table 1 demonstrates an employee profile of a predominantly African male, low income group with an average of forty six years of age and sixteen years of working service at the DWS Groot Marico office. Although participants' average years of

service are 16 years, seven participants have been working at the mentioned office for a period of between twenty to twenty one years.

This specific data is relevant in explaining the existence of an organisational culture at the Groot Marico office. The predominance of a male profile is in line with the Department’s gender demographic data. The reason for this is two-fold; firstly, the water control related duties performed by participants were historically carried out in DWS by male employees only, and secondly, the nature of work is labour intensive making it difficult for DWS to attract women to work in this field.

All participants are stationed at the Groot Marico office, in the IBM section. Even though participants are located at the lowest end of DWS’s salary levels, the nature of their jobs is core-business related as they are responsible for the release of bulk water to farmers, municipalities and mining companies.

The data on Table 1 also reveals an ageing employee profile with the majority of participants in their 40s, followed by those in their 50s. Only two participants are in their 30s with one participant who is 60 years of age.

Eleven participants are Tswana speaking with one who speaks Sepedi. The dominance of the Tswana ethnicity is in line with the country’s demographics. The DWS Groot Marico office is situated in the old Bophuta-Tswana homeland, now known as the North-West province.

4.4 CENTRAL THEMES

The information gathered during the interviews was categorised into themes and sub-themes. Verbatim quotes have been used to support the data that was collected in order to understand factors that influenced the organisational culture of the Groot Marico office.

The themes and sub-themes that were identified in the study and guided by the literature review are illustrated in the table below.

4.4.1 Table 2: Themes and Sub-themes

Main theme	Sub-themes
1. Organisational culture values	1. Close proximity between work and home

	<ol style="list-style-type: none"> 2. Job satisfaction 3. Spirit of “Ubuntu” 4. Threat to group’s unity
2. Organisational culture assumptions and beliefs	<ol style="list-style-type: none"> 1. Lack of transparency in management 2. Feeling of isolation/alienation
3. Leadership	<ol style="list-style-type: none"> 1. Manager/employee relationship 2. Facilitation of job performance 3. Management’s poor communication methods 4. Employee participative management style
4. Job performance	<ol style="list-style-type: none"> 1. Influence of work-related challenges on job performance 2. Minimal influence of personal problems on job performance 3. Recommendations on job performance enhancement
5. Management of organisational change	<ol style="list-style-type: none"> 1. From unknown to very little known about organisational changes 2. Impact of organisational changes on job performance 3. Impact of organisational changes on work relations 4. Poor communication of organisational changes
6. EAP services	<ol style="list-style-type: none"> 1. Awareness of the presence of Departmental EAP services 2. Limited knowledge and limited utilisation of Departmental EAP services 3. Proposals on how EAP can improve job performance 4. Recommendations on improvement of EAP services

4.4.2 Theme 1: ORGANISATIONAL CULTURE VALUES

Nkosi (2011:38) describes organisational culture values as representing the collective beliefs and feelings of members of the organisation. He goes further to highlight that the concept cannot be observed and that it is in organisational culture values, “where culture explains itself”. O’Donnell and Boyle (2008:498-499) confirm the non-observable nature of organisational culture values and briefly describe the concept as stable, long lasting beliefs about what is considered important. Furthermore, these authors differentiate between espoused and enacted organisational culture values. While the former type of values represent what organisational leaders wish to display for the public to see, the latter are organisational culture values that are responsible

for employees' decisions and behaviour in the workplace. Of importance to note is that organisational culture values can be easily explored as they operate at a conscious level to the awareness of individuals.

Since values are central to understanding the subject of organisational culture, the researcher found it necessary to explore how participants' responses to what they value the most, as well as what they value the least about working at the Groot Marico office can provide information on the participants' value system.

Most valued qualities

Sub-theme 1: Close proximity between home and work

A number of participants (1, 4, 8, 10, 11 and 12) highlighted working within close proximity from home as something that they value the most.

In expressing this value, participant 11 mentioned the following, "*What I value most about working in Groot Marico is because the office is closer to home*". The same sentiments were shared by participant 10 when he pointed out that, "*The only thing I can say it is of value to me is that because I work closer to home*". Participant 4 elaborated further on the reason why he values the close proximity between work and home by stating, "*What can I say! Eh...the first thing I value most is that I stay close to my family and my children and home, not being far away from home*".

Discussion

Although participants presented working closer to home as something that they valued the most, an assumption can be drawn that the underlying value to the statement is that of participants' value for the kind of emotional support that is being provided by their family units. Working closer to home might be beneficial to participants as their families might be perceived as sources of the kind of constant support that they probably need in lieu of their working conditions.

It was also quite evident to note emotions of pride and passion in participants' voices and facial expressions when they were communicating this value. Weyers (2011:21) mentions a home as one of the nurturing environments which offer a person constant and frequent interaction and thereby having a profound effect on a person's sense of identity and social well-being. The researcher's observation of participants' reactions is in line with what Fouche and Delpont (2011:65) mention in saying that a qualitative research approach requires of the researcher to, among others, interpret what she "sees".

The fact that several participants expressed this value points to the “commonality” nature of this specific value. This is in accordance with what various authors concur on when making reference to a value as a “shared” variable as far as organisational culture is concerned (Agwu, 2014:1).

One might also argue further that the reason participants’ bring up the proximity of home and work environments as a value might have something to do with what the close proximity between home and work offers in terms of providing the convenience of both a short travel distance to work and less transportation costs. It is understandable for employees belonging to a lower income group, as in the case of these participants, to want to benefit from any possible financial savings that is presented to them.

Sub-theme 2: Job satisfaction

This theme emerged from participants’ responses which indicated that they were experiencing some level of job satisfaction in performing their jobs.

In expressing the extent to which he values his job, participant 6 pointed out, “*What I value most is the kind of job I am doing as Water Control Aid. This is the only thing I value the most*”.

Participant 5 elaborated further by explaining why she experiences her job as rewarding by stating that, “*Working at Groot Marico for me was an opportunity presented to me because when I arrived here in Groot Marico I was appointed as a Water Control Aid; but then when I started they requested me to assist with the duties of a Water Control Officer’s job until now. It is like, I enjoy the work as I learn new things every day, yeah!*”

Discussion

Although this value was expressed by fewer participants, the responses came as no surprise as it is a common experience in the DWS to receive job satisfaction-related feedback from employees who are involved in the kind of core business activities like those performed by the DWS Groot Marico employees.

Sub-theme 3: Spirit of “Ubuntu”

In order to ascertain the extent to which Groot Marico employees influence each other’s thoughts and deeds as in the case of organisational culture, participants were asked if they cared about what their colleagues were thinking or doing. Participants responded that they do care.

Participant 1 motivated his response for caring about what colleagues were thinking or doing by pointing out, *“Yes it does matter because you will find that what they say might be beneficial for me in the future, so I cannot just sit back and say I care less about what they say or what they do. Remember as Africans we must be there for each other. There is no such thing as mind your own business in our culture”*.

To further articulate the role of “Ubuntu” as an African value for nation building participant 3 argued, *“Yes it does matter to me, it is just that sometimes one cannot do much or anything about what they think or even what I think about them as colleagues. What is important is that we should be there for each other especially during times like death or sickness. This is when we put our differences aside and support each other as Africans despite our challenges”*.

Participant 9 highlighted his “Ubuntu” perspective in stating the following, *“Yes it does matter to me. I care about what they think or do. As a result, we are able to reprimand each other for bad behaviour. Like for instance I sometimes approach troubled colleagues and “counsel” them so I can help them where possible. I do care a lot about colleagues, especially those who receive the same unfair work treatment as I do. We are a Black community here at Groot Marico and we must remember our values as Africans to look out for each other despite our fights here and there. This is what our ancestors expect of us”*.

Discussion of data

This sub-theme presents an evidence of the existing organisational culture through elements that demonstrate cohesiveness among employees. Although not consciously aware of it, participants’ responses are indicative of the presence of a “glue” that keeps them together. In providing a motivation for their responses it was evident that participants were influenced by the African value of “Ubuntu” which promotes the spirit of “togetherness”. Carlstrom and Ekman (2012:176) refer to this glue as embodied in individuals but shared by a collective. Struwig and Smith (2000:30) explain the bond as a commitment to the group that is bigger than an individual.

Least valued qualities

Under this sub-theme, participants were asked what they valued least about working at the Groot Marico office.

Sub-theme 4: Threat to group's unity

In responding to this question, a number of participants (1, 6, 7, 10, 11 and 12) mentioned the presence of workplace employee cliques and divisions as what they value the least. They further pointed out that their manager uses acts of favouritism and discrimination when managing them. Participant 11 described his unpleasant experiences with the manager as follows, *"There are workers who are favoured by the manager. He treats some workers unfairly; for instance those like me who have been here since 1997, he does not treat us well"*. Participant 10 concurred with the viewpoint of the manager's use of favouritism by indicating that, *"The problem with the Groot Marico management is that they have their favourites, there are the chosen people who always receive information"*.

Participant 12 however, extends his experiences of management who use favouritism tactics to other managers outside the Groot Marico office by highlighting the following, *"The problem with our managers here, from Hartebeespoort to Groot Marico, is gossiping. Managers are involved in gossiping with lower level employees, the general workers and Water Control Aids"*.

In expressing his outrage with the manager's discriminatory practices, participant 6 made it clear that, *"What the current manager does is unacceptable, totally unacceptable! I am not deliberately bad-mouthing him but he truly does not lead properly. He practices discrimination in managing his juniors"*.

Discussion

It makes sense that participants would view as a threat anything they perceive to be challenging the potential for a unified Groot Marico workforce. Although this sub-theme emerged as what participants valued the least, an underlying message could be communicating a strong value of participants' struggles in striving for a united workforce.

Of interest to note is the fact that participants did not indicate any feelings of "fear" to what they perceive as efforts in dividing the DWS Groot Marico employees. It is possible that their resistance to any form of division among themselves is happening at a sub-conscious level as most of the organisational culture learning takes place subconsciously, (King & Demarie, 2014:28).

As part of exploring the aspect of values in this study, Table 1 can also be used as a reference point. One of the main characteristics of an organisational culture is the rootedness in history which emanates from many years of accumulated learning by members of an organisational culture (Schein, 2010b:301). Table 1 depicts a long period with an average of 16 years of participants' working service at the DWS Groot Marico office.

The profile data also provides significant information as values are described as developing from cultural, demographic and ethnic conditioning (Robinson, 2007:85). The majority of participants are of Tswana origin and are Tswana speaking.

It is also important to indicate from the outset that the low to medium literacy level of participants provided a unique challenge when exploring the subject of values. This might be a reason why participants' responses to a question on what they valued least, translated more to their dislikes about working at the DWS Groot Marico office.

4.4.3 THEME 2: ORGANISATIONAL CULTURE ASSUMPTIONS AND BELIEFS

O'Donnell and Boyle (2008:499) describe organisational culture beliefs as representing an individual's perception of reality. With regard to organisational culture assumptions, these authors explain that the latter are mental models that individuals depend on when it comes to matters of perceptual and behavioural guidance. They further state that assumptions are sub-conscious and represents the biggest part of organisational culture which are usually taken for granted.

As in the case of organisational values, assumptions and beliefs form an integral part of organisational culture as a concept. The researcher therefore deemed it necessary to explore what particular assumptions and beliefs were held by participants as far as their trust in management and a sense of belonging in DWS were concerned. Assumptions and beliefs inform how Groot Marico employees ultimately behave in the workplace.

Sub-theme 1: Lack of transparency by management

In responding to a question on whether they viewed communication by management as being transparent, it became evident from several participants' responses that there were challenges with transparency at the Groot Marico office.

While participant 10 supported his statement about his perceived management's lack of transparency by explaining that, "*Management never sits down with workers and*

communicate anything. We get most of the information in the corridors”, participant 7 further explained the negative results due to lack of transparency by management as follows, “...because lack of transparency is not good and it is a cause of many problems, it is important that people should be open and tell things as they are”.

In support of the viewpoints on lack of management’s transparency in communication, participant 9 further explained why it is important for management to use effective communication channels when she said, *“In Groot Marico there is no transparency. We receive information late; at times we do not get information at all. Bear in mind that many colleagues we found them here in this office; and they cannot even read. When we complain about poor communication then we are told that information is on the notice board by the manager who knows well enough that a lot of workers here cannot read and do not even bother to look at the notice board. Bottom line is that we either receive information late or we do not get it at all”.*

Participants 5 and 8, however, argued that sometimes there was transparency but at other times there was a lack thereof. Participant 2 mentioned that there was transparent communication by management.

Participant 8 highlighted his view by stating that, *“I think there is transparency but I am also inclined to think that there is no transparency in some cases. I am saying this because in some instances I find myself with lack of information”.*

Participant 5 was however clear about having experienced transparent communication in some but not in all cases by briefly indicating that, *“my answer would be – sometimes there is and sometimes there is not”.*

Discussion

As in the case of values, assumptions and beliefs are also shared by members of an organisational culture. Under this theme, it was evident that assumptions and beliefs held by participants were negative. The majority of participants held strong assumptions and beliefs that the Groot Marico management is not transparent. The fact that Cheung-Judge and Holchebe (2011:235) believe that assumptions and beliefs give members of an organisational culture a sense of meaning and also provide them with rules for behaviour, indicates that these assumptions and beliefs should be taken seriously as they may be contributing to the current existing Groot Marico counter-culture that is in conflict with the DWS’ corporate culture. What Groot Marico employees perceive and the way they perceive it, becomes reality for them.

Gurey and Katrinli (2014:1550) argue that the most appropriate leader to tackle aspects associated with changing an organisational culture is the one who has the ability to change his/her followers' values and beliefs. If one makes an assumption that the current existing organisational counter-culture at the Groot Marico office is a product of assumptions and beliefs expressed by participants, then it would be non-sensical to expect the same leadership to become change agents of the existing Groot Marico organisational culture.

It is significant to highlight that the challenges with transparency at the Groot Marico office are contradictory to one of the most important public service guidelines, namely; The Department of Public Service and Administration Bathopele Handbook (2004) which emphasises the upholding of the principle of transparency and openness in the administration of government departments. This principle is informed by The Constitution of the Republic of South Africa (Act 108 of 1996).

Sub-theme 2: Feeling of isolation/alienation

Participants were asked how they thought the Groot Marico office was different from other DWS offices in order to explore how they see themselves as part of the bigger system of DWS as a whole. This question was important also in providing some perspective to the Groot Marico sub- and counter culture that is in conflict with a bigger DWS corporate culture and in considering a system's approach to undertaking the study.

In response, most of participants indicated that their office was neglected.

Participant 3 explained her viewpoint by stating that, *"Groot Marico from what I see, it is like not taken seriously. Groot Marico does not get anything that other offices get. For an example, a couple of months ago, the Department supplied other offices with work uniform; but what happened is that Groot Marico staff was provided with old second-hand uniform"*.

While participant 5 further provides a reason for why the Groot Marico office should be given attention by highlighting the following, *"According to me, Groot Marico when it comes to work-related matters or, as I work on the side of Water Control, I can say Groot Marico is one of the schemes that generate income to the Department because our farmers are many, and they do not fall under the Water Boards, instead they make license payments directly to the Department, and unfortunately this is an office which the Department does not take seriously"*, participant 4 supports the feeling of alienation of the Groot Marico office by indicating that, *"...also the way we as employees are being treated here in Groot Marico, we have no access to many*

things. Usually when there is an invitation to gather at Voortrekker monument in Pretoria for an indaba organised by the DG's office, a gathering we used to be invited to and attend in the past and not anymore, ...sometimes I convince myself that this is a reason why our office is called "bosveld"; it is true that we are isolated in a veld".

Discussion

Participants' feelings of isolation from the rest of the Department and being neglected by Departmental leadership, is a potential for exacerbation of the current negative organisational culture at the DWS Groot Marico office. This feeling, in combination with the lack of transparency in management, has the potential to destroy the little employee loyalty that might be present and to further allow the growth of the current negative organisational culture.

4.4.4 THEME 3: LEADERSHIP

Although participants had already touched on the subject of leadership in their responses to the question on assumptions and beliefs, it was necessary to further explore this concept due to the important role of leadership in organisational culture as discussed in chapter 2. Since the leader of an organisation is often related to the birth of an organisation culture as highlighted by Hun-Joon & Seung-Wan (2014:211), it made sense to critique the topic of leadership going back in history and thereafter to explore relevant leadership areas of communication and job performance.

Sub-theme 1: Manager/employee relationship

Participants were asked how their relationship with Groot Marico management had been over the years and several participants provided a description that that indicated a poor relationship.

With a big sigh participant 9 made the following remark, *"Is it good or bad? To be honest, I come to work only because I need the money"*.

Participant 12 described the poor relationship as follows, *"My relationship with managers is that of which I respect them but they, from the way I see it, they do not respect me; they undermine me. Sometimes they just walk past me without even greeting me"*.

Participants (5, 6, 10 and 11) made a clear relationship distinction between old and current management. They viewed their relationship with management as having deteriorated from a good relationship that existed in the past to the worst relationship that currently exists.

Participant 6 described his experiences as follows, *“I used to work very nicely in the past when White people were in charge. Since they replaced them with a Tswana man, it is intolerable indeed. He has an apartheid mentality; he is not good”*.

In support of this viewpoint participant 10 stated that, *“It is like I have already explained. In the past our management was White and they used to make some effort to try and assist workers. They used to sit down and listen to workers when sharing their challenges and even go as far as saying that they will help and that things will be fine. However, with our current black management, it seems as if they are interested only in what is going on in their lives”*.

Participant 11 indicated the following about a relationship with managers, *“It is not good; it is getting worse. We had a good relationship with the managers in the past. Even though we were not happy about salaries, they used to treat us fairly well”*.

He commented on how the same management changed from good to bad by stating that, *“In the beginning when I had just started, it was like - wow! it was a good relationship. Most of the managers were good most of them until their true colours were revealed”*.

However, participants 1, 2 and 4 described the relationship as having improved from the past poor relationship to a positive current relationship.

Participant 2 said the following, *“What I can say is that in the previous years, three years back, there was no relationship but since they left and we got new management, I feel comfortable even physically, I feel stress free, I do not have stress like before, they even take me to hospital, even in the absence of the wellness staff they use their own cars, they treat me well, even when I am at home sick, they come to visit me, so they are really looking after me, not like in the past. In the past they did not care about me but now, even coming to work I enjoy. There is love among us”*

In concurring with participant 2, participant 4 indicated that, *“Over the years there was no good working relations between me and the managers to a point where I was told that I was destructive, there were even rumours of threats saying why am I not being killed, there were rumours that I was talking too much and that I like complaining! As a result there was no good working relationship. However after my suspension without pay, relationships became a whole lot better”*.

Discussion

The participants' responses in this sub-theme are consistent with responses provided about assumptions and beliefs held which indicated a lack of transparency in management which could easily translate to lack of trust in the same leadership. Of interest to note as well is that when exploring the reasons provided by two groups of respondents who preferred either the old or the current management team, it became evident that some of responses from both groups had a racial undertone. Participants 6, 10 and 11 preferred previous management under White leadership whereas participants 1 and 2 clearly stated that working under the current Black management was better.

Sub-theme 2: Facilitation of job performance

Exploring the role of management in the facilitation of Groot Marico employees' job performance is in line with what Gornick and Blair (2005:24) highlight when they point out that the actions of leadership can either enhance or disrupt efforts aimed at bringing about employee and organisational growth.

When asked whether their manager enabled them to perform their jobs better, responses from participants were split, with participants 1, 2, 3, 4, 5 and 8 admitting to receiving support from their managers.

While participant 1 was brief in mentioning the following, *"Yes he does, I cannot complain about anything in this area"*, participant 2 explained further the extent of the support he received from the manager by stating that, *"Yes he/she does help me a lot, even when I need work equipment the manager orders them; they are at the storeroom, I am enabled to do my job. They ensure that I work in a safe environment, providing safe equipments so that we do not get injured in the workplace; and he/she supports us at work – our manager. To be honest on my side, I never run short of anything that I need to do my job"*.

Participant 3 also indicated the following in terms of the job performance support that she receives, *"Eh, according to me, when we speak to him as a group, he gives us answers that indicates to me that wants to assist but his/her bosses at the top are not being supportive; he gives us an impression that the big bosses make things difficult for him. So in short I can say that he, as an individual, is helpful but the one who must help him is being unhelpful"*.

In motivating for the job performance support she received, participant 5 was enthusiastic to report that, *"Yes, yes, he does, he does; he helped a lot; he like, made"*

sure within two years of my employ in the Department...he would say that he would not do the work for me; like I should learn the work myself and thereafter he would correct me where I did wrong; this way I learned as I regarded that as part of training which I did not mind; I am happy with his approach to teaching; I do not mind".

The rest of the participants pointed to their manager's lack of support in facilitating performance of their jobs. Participants 6, 7, 10, 11 and 12 only mentioned the lack of support while participant 9 provided the following motivation for her answer, "*No, why I say so is because I am woman who has a family right! I sometimes experience family problems which, if relationships were normal, I would be sharing those challenges with my supervisor so that he could involve the wellness office. However, I am afraid to do so because if I do, my problems will be known by everyone in this office. The next thing my family life will be talk-of-the-town. I still struggle with getting mere tools for doing my job".*

Discussion

A connection was noted in terms of participants who had mentioned that the relationship with their manager was poor and then also mentioned that the same manager was not assisting them with job performance. However, there were participants who claimed the presence of a poor relationship with the manager but in turn stated that the manager was helpful in terms of job performance. If this is indeed the case, can one make an assumption that despite an existing poor manager/employee working relationship, the two parties were mature enough to put their differences aside for the sake of service delivery?

Sub-theme 3: Managements' poor communication methods

When participants were asked what their thoughts were with regard to communications by management, their responses indicated a management who largely uses inappropriate communication methods. The following are the two identified communications methods as described by participants.

Selective communication

Participants 1, 5, 9, 10, 11 and 12 were disgruntled over the Groot Marico manager's selective communications style.

Participant 5 expressed her frustrations over selective communication by pointing out the following, *“Communication here it not professional I can say. I can, for instance, receiving information from someone who is at a lower level than yours”*.

In concurring with the viewpoint raised about overlooking employee supervisors and giving preferential treatment to junior staff in terms of communications, the following participants pointed out the following:

Participant 9 *“I am a supervisor but I would usually receive information coming from leadership from my junior”*.

Participant 12 *“Management never communicates anything to me. Everything that I hear, including something as simple as a notice about visitors who will be coming to my office, like people coming to do a work inspection, I get the information from the same general worker working under me.”*

The following further demonstrates management’s selective communication which contains an element of discrimination:

Participant 10 echoed his dissatisfaction with discriminatory communication by highlighting that, *“There are the chosen people who always receive information; the rest of us receive information on the office corridors”*.

Participant 1 raised his concern while providing a solution as well, *“I think it would be better and simple if our managers when they want to communicate something to the workers, they would communicate to all instead of talking to somebody else”*.

Late communication

Participants 3 and 10 raised a concern about how late communication by their manager always results in Groot Marico employees lagging behind in terms of receiving information.

Participant 10 described the impact of late receipt of information as follows, *“This includes missing out on very important information and matters that are of value to us. We hear about these when they have already happened. Bear in mind that most of the workers in this office are field workers; as a result we lose out a lot on many things”*. While acknowledging receiving information late, participant 3 goes further to provide a reason for the manager’s inability to communicate on time, *“What I have noticed is that my manager has too much work responsibility; and because of the workload, he tends to communicate late”*.

Discussion

The views communicated by various authors with regard to the important role of a leader in terms of influencing organisational culture have been demonstrated in participants' mostly negative responses about leadership communication in their environment. Gornick and Blair (2005:24) explain how the actions of a leader can either negatively or positively impact on efforts aimed at bringing about employee and organisational growth.

One can argue that there is a relationship between the current sub-culture that exists at the DWS Groot Marico office and the participants' comments on leadership communication. Effective management communication has the potential to build a strong organisational culture dedicated to client-orientation, promotion of a sense of common purpose and belonging, Department of Public Service and Administration - Bathopele handbook (2004).

Although the late communication aspect was mentioned by one participant, it is important to single it out as it has relevance to participants' assumption and belief that they were being alienated from the rest of the Department. For most participants, the late receiving of information in their office may be tantamount to a deliberate effort by managers to ensure that they lagged behind with regards to developments taking place in DWS.

Employee Participative Management style

As part of wrapping up the subject of leadership in organisational culture, participants were asked if they would do things differently if they were to be given an opportunity to lead. Several of them pointed out that they would definitely manage people differently.

Participant 4 indicated that he would adopt the following approach in managing people, *"It is important to sit down together because management is management because of the people, if I am management, when I need a plan I must involve the workers in a meeting first and inform them about my plan but also ask them for their opinions; not like the way things are done currently where managers just give an instruction without asking for workers' inputs"*.

Echoing similar sentiments that reflect a preferred employee-participative style of management, participant 12 made a recollection of the following experience, *"I remember in 2005 before I was appointed permanently in the Department, I worked at salary level 6. I used to gather with my colleagues, have meetings with them; I*

would ask them if they had any challenges; if they had problems, we would try and resolve them together”.

Participant 9 expressed her preferred leadership style as follows, *“Yes, first and foremost, I would give equal treatment to the workers”*. Her viewpoint on equal treatment to employees was also echoed by participant 11 when he stated that, *“First and foremost, I would give equal treatment to the workers and be a shoulder to lean on when needed”*.

Participant 1’s approach to leading people put emphasis on employee happiness when he expressed his anticipated style as follows, *“Yes, if I was a manager, I would place the needs of workers first and then also have understanding, would not discriminate, and would not treat people because of who they are in terms of position in the workplace”*.

Participant 7 supported this view when he explained that, *“As a manager, I would listen to the workers’ grievances; and would talk to individuals and address their different challenges”*.

Discussion

The fact that participants expressed a participative kind of leadership style as a preferred style that they would adopt if they were to be put in a situation of managing others, might be an indication of their innate desire for an engaging and consultative employee-management forum to discuss matters that affect them in the workplace. A participatory kind of leadership style is echoed in Shahzad et al.’s (2013:57) statement wherein they affirm that organisations can achieve success if leadership understands the significance of the promotion of high level employee involvement.

4.4.5 THEME 4: JOB PERFORMANCE

Since one of the objectives of the study was to explore factors that either enhance or hamper job performance of the DWS Groot Marico employees, the theme explored both work-related and personal factors that were highlighted by participants as influencing their job performance. Exploring both the DWS internal and external factors is in line with a system’s approach to organisational culture taking into consideration the complex nature of this phenomenon.

Sub-theme 1: The influence of work-related challenges on job performance

When participants were asked if they were experiencing any job-related problems that were impacting on their job performances they all indicated that they did. The following five job-related factors came up in participants' responses as areas of special concern:

Job upgrading

Participant 10 expressed dissatisfaction with regard to being excluded from the job upgrading process by mentioning that, "*They were upgraded to level 4 while I remained in level 2, doing the same job and being assessed for the same duties. This situation makes me very unhappy*".

Participant 12 echoed the same sentiments by stating that, "*I was the only officer who was on level 4. My salary level issue was discussed as other colleagues wanted to know why I was at level 4 as it was agreed that all employees who were in charge of water schemes like me, must be promoted from level 4 to level 6.*"

Unsafe working conditions

The issue about unsafe working conditions which was raised by participant 2 when he said, "*There is quite a number of problems like when we need work equipment that is not available; such as protective clothing*", was supported by participant 6 in the following statement, "*Another issue is that there is no safety at work; one would be instructed to work without being provided with protective clothes; for instance, I use a brass-cutter and when I ask for safety goggles and a mask for dust prevention, it is like I am being difficult*".

Participant 11 highlighted the issue of compromised occupational safety standards by describing his working conditions as follows, "*I work alone with a grinder in the bushes; he never comes to check on me when I am out there alone, he would only ask me how far I am when he bumps on me the following morning. Sometimes I would be working and then a snake would appear out of nowhere and fall into the canal. I often ask myself what would happen if a grinder would fall into the canal? What would happen because nobody checks up on me? These are the kind of things that makes me aggrieved*".

As participant 3 also echoed the following about the safety issue, "*The place is dark, unsafe, it is unsafe! As I am, I am talking to you now, I am staying in a compound building alone, being a woman?*", and participant 7 was visibly upset when he expressed his frustrations in the following manner, "*It is unacceptable for a manager*

just to instruct a worker to go and perform some work without providing him or her with the work tools”.

Staff shortage

Participant 4 highlighted his challenges with regard to a shortage of working equipment by mentioning that, *“At work I really do not have many problems as I do my job well. The only thing I can mention is that we have shortage of working tools”.* In elaborating more on why she believed there was staff shortage participant 9 pointed out the following, *“There is a big staff shortage; for instance there are only five of us in my team; three men and two ladies. We do painting, building, plumbing - meaning that we do all the work, bearing in mind that some of the work is very heavy for women”.*

Lack of/inadequate performance rewards

As the majority of participants argued that they had never been rewarded for job performance, participants 8 and 9 were visibly unimpressed with the kind of recognition that they had received from their manager.

Participant 5 only responded by stating, *“No – reward...what? Are you serious?”* Participant 6 concurred by mentioning that, *“I personally never receive recognition or a reward. I just work”.*

In expressing her disappointment about the issue of rewards for job performance, participant 7 elaborated further by saying that, *“I can say that I have not been recognised or rewarded at work since I started working. Even just a mere verbal recognition I have never received; a mere verbal recognition is also something better than nothing!”*

Participant 11 concurred with the view of lack of recognition or reward since he started working by stating the following, *“No I have not; since I started working in 1997 to date”.*

While the following response by participant 8 indicated that he was not impressed with the kind of recognition or reward he had received, *“For me it was just a thank you letter, without a financial reward”*, participant 9 expressed a similar feeling when she pointed out that, *“Yes the manager sometimes says thank you but not in a letter”.*

Participant 4 had mixed feelings about the issue of recognition or reward when he indicated that, *“Yes I am satisfied although in some areas I am not really satisfied.*

For an example, let me say sometimes it happens that I get financially rewarded but when I compare myself with my junior who was also rewarded, I find that he has been given more than what I got”.

Clear job description

The majority of participants, with the exception of participant 11 who kept on confusing a job description with a performance assessment document, maintained that their job descriptions were clear enough for them to understand.

Participant 11 indicated that, *“It is not clear because when it comes to performance assessment, the supervisor changes the performance rating that I have put for myself and puts his/her own”.*

Discussion

The influence of both personal and work-related issues on job performance is central to the existence of EAPs in organisations (The Standards Committee of EAPA-SA, 2010:1). This sub-theme captures consistent messages with regard to work-related challenges that were articulated by participants throughout the interview processes.

Furthermore, the study revealed existing challenges in relation to the human resources management practices and conditions of services at the Groot Marico office as highlighted by participants. Singh (2010:76) emphasises the critical role of human resources management in organisations by stressing how human resource practices are powerfully positioned to change and shape organisational cultures. The Western Cape Provincial government programme of modernisation (2009:20) concurs with this statement by indicating that good human resource management and career development are human values that need to be fostered in organisations.

The fact that the majority of participants mentioned unsafe working conditions as one of the work-related challenges links to Udechukwu in Govender (2010:9) when he states that safety is one of Maslow’s hierarchy of needs that must be satisfied before a person can be motivated to move to the next level. This therefore means that DWS is compromising on a very basic needs-related yet sensitive area that may be contributing to the undesirable DWS Groot Marico organisational culture.

Another point to take note of has to do with the fact that the majority of participants indicated that their job descriptions were clear enough to understand. While this finding is not in line with various literature sources which imply that an unclear job

description is one of the main causes of employee poor job performance, it however confirms what other literature sources indicate in terms of singling out organisational culture as a relatively good determinant of whether employees' job performances will turn out either positive or negative (Awadh & Saad, 2013:172).

With regard to participants' responses that they hardly got rewarded or recognised for their job performance, reference can be made to Jankingthong and Rurkkhum (2012:117) who highlight why employee motivation by leaders is of paramount importance in order to create a performance-driven organisational culture. The studies of the relationship between job performance and organisational culture have consistently revealed an existence of a positive relationship between the two concepts. The central role of job performance in organisational culture is demonstrated in the exploration of this concept in all the areas of organisational culture which have been covered in this study, namely; values, leadership, organisational change management and EAP.

Sub-theme 2: Minimal influence of personal problems on job performance

Participants were asked if they were experiencing any personal problems that were negatively impacting on their job performance and the majority of them maintained that they did not have personal problems. Only participants 7 and 12 mentioned the personal problems they had experienced. Participant 7 described that his personal problems affected his job performance in the following way, *“Um – the personal problems that I have that make me lose concentration at work have to do with family challenges. This has to do with the first family I had whereby my first wife and I split up although I had children with her. Often when I think of them I feel sad and distracted to a point where I even forget what I am doing. It is hard”*.

Participant 12 also gave the following details as far as the impact of personal problems on his job performance is concerned, *“A personal problem that I have has to do my wife who works for the Department. She got injured at work by falling on the stairs; she injured her hip. She then started going for medical treatment. During the time when she was on treatment, she fell again for the second time.... We have reported this unfortunate situation many, many times and the managers are saying that she is faking her injury”*.

Discussion

Information about participants experiencing less personal related challenges is contrary to the DWS-EAP data-base (2007/15) which reflects a high rate of both work and personal-related challenges. A possible explanation to this is that perhaps

participants found it easier to share challenges that are common to them as employees of the Groot Marico office. This aspect brings back the issue of “commonality” which was highlighted earlier when discussing organisational culture values.

Sub-theme 3: Recommendations on job performance enhancement

Under this sub-theme the question asked to participants was in relation to their views on how their job performance could be enhanced. The following recommendations were made by the participants:

- Management to ensure that work equipments are available
- Management to ensure supply of protective clothing
- Employees to be rewarded for good job performance.
- Supervisors to give attention to employee skills development
- Upgrading employees to appropriate salary levels
- Filling vacant posts
- The leadership style of a specific manager to be addressed.
- Request for management’s support to ensure job performance.

Discussion

There are similarities between participants’ proposals on how their job performance could be enhanced and challenges that they had raised with regard to problems experienced in the workplace. It goes without saying that any of management’s attempts in resolving challenges highlighted may go a long way in contributing to the improvement of the DWS Groot Marico office’s organisational culture.

4.4.6 THEME 5: ORGANISATIONAL CHANGE MANAGEMENT

Since organisational change affects organisational culture and vice versa, the theme explored various aspects in relation to how organisational change had been managed in DWS from the participants’ point of view.

Communications by leadership about expected major organisational changes as well as communication during organisational change processes is said to be of paramount

importance. Failure to communicate effectively may lead to unintended negative consequences for the organisation. These consequences may include; employee confusion and mistrust about the rationale behind the change process, feelings of insecurity and fear, decreased levels of job performance, workplace conflict and violence and employee resistance to change. On the other hand, when employees are aware of and understand planned or existing organisational changes, the impact thereof can be minimised resulting in a more positive organisational culture.

The significance of efficient management of organisational changes, which include proper communication to all stakeholders inclusive of employees affected, provides an explanation as to why Rothwell et.al (2010:2) call for a special kind of leadership to manage people issues during change processes. Katz and Miller (2010:441) stress the importance of the need for leadership to thoroughly prepare employees for planned major organisational changes through ensuring active stakeholder consultations and engagements. This crucial exercise which promotes employee awareness of very often inevitable organisational changes, they point out, is essential in avoiding the birth or growth of counter-cultures.

Sub-theme 1: From unknown to very little knowledge about organisational changes

The participants were asked if they had any knowledge of major organisational changes that had taken place in the DWS. In their responses, participants 2, 4, 5 and 8 demonstrated some but little knowledge of Departmental changes.

With regard to IT-related changes as mentioned by participant 2, he indicated that, *"...like for an example, they would inform us about how our systems have changed like changing from SAP to PASTEL"*.

Participant 5 concurred by stating the following, *"Okay, I can say – yeah the other thing is the issue of PERSAL system; and what was that other one?...maybe the changes that were made from the old system to PERSAL, I can say it was for the good because before PERSAL, employees' data and information was in a mess; employees' were found to be owing SARS money not understanding how the debt came about but now, we are fine because of PERSAL. This is the one positive major change in the Department that I can attest to"*.

Participant 8 stated the following about his knowledge of organisational changes, *"The first major change I can mention is that I know that there is a new Minister. The other one I am not aware of ..."*

Participant 4 was however negative in his comments when he mentioned that, “*Yes, I can say I am aware even if it has been empty promises. Yes I am aware as I hear about promised changes during consultations with leadership; although nothing has happened like the housing situation I have explained earlier on*”.

Discussion

With regard to very little or no knowledge of major changes that had taken place in the Department, participants’ responses are consistent with DWS’ tendency to downplay the importance of appropriately communicating major organisational changes to lower level employees. This gap in knowledge about major organisational changes bears reference to what participants had raised about feeling alienated from the rest of DWS offices and to poor communication and lack of transparency by DWS leaders.

The participants’ responses under this sub-theme made it evident that they lacked important information in terms of major organisational changes that had taken place in DWS. This gap is concerning considering that various authors mention how the two concepts of organisational culture and organisational change have an influence on each other.

Sub-theme 2: Impact of organisational change on job performance

It seemed futile to ask all participants a question on how organisational changes in DWS had influenced their job performance since a few participants had indicated the lack of knowledge of Departmental changes that had taken place. Participants 2, 4, 5 and 8 stated that the organisational changes that they had mentioned had no effect on their job performance. Since in their responses most participants demonstrated a lack or limited knowledge of organisational changes that had taken place in DWS, it is possible that they could therefore not relate any of the job performance-related challenges to organisational changes.

Sub-theme 3: Impact of organisational change on work relationships

Asking all participants how organisational changes in the Department had influenced their personal relations at work did not seem futile as the following responses were received from participants who had indicated lack of knowledge of organisational changes:

Participant 7 mentioned that, “*What is problematic about ones relationship at work has to do with; like for instance, you are a woman and therefore I should not compare*

myself to you. Even if you are literate and I am not. With regard to work, for instance when it comes to working at the canals, it would be difficult for you as a woman, as compared to a man, to do heavy duty such as the cleaning of the canals. But then because I am naturally a good-hearted person, I would be feeling sorry for you and would find myself helping you out at the expense of my job. Letting women do men's heavy duties is a change that must be reversed. It is unfair to let women suffer under these difficult work conditions".

Participant 9 made the following comment, *"In the area where I work – yes. I am referring to changes that I was not informed about but happen to see with my own two eyes. Yes they do affect relationships. Like a general worker is supervising his/her supervisor. Can you see that this change was brought about by our manager?"*

In support of his statement about how organisational changes had affected personal work relations participant 4 confirmed that, *"Yes they did as they created conflict among the workers but then I consulted with Head Office for assistance".*

Discussion

Although three participants shared what they regarded as organisational changes that negatively impacted on their job performances, it was evident that their responses made mention of basic instead of major organisational changes. A possible explanation for the kind of responses received may have to do with the low to medium literacy level, as well as the low salary levels of participants.

Sub-theme 4: Poor communication of organisational changes

When questioned if organisational changes were communicated clearly, a number of participants alluded to the poor communication of the organisational changes in the DWS.

Several responses from participants 6, 7, 8, 10, 11 and 12 were brief as they only mentioned that organisational changes were not communicated clearly.

However, the following participants explained more about how they experienced the communication process.

However, participant 5 stuck to her response with regard to IT-related changes by pointing out that, *"Yes they did. I still remember with the whole thing of PERSAL; they came to brief us about what was going to happen about our data".*

Participant 2 referred to an organisational change which she did not originally mention when she said the following, “*Yes I remember when there was communication about cancellation of transport for travelling and that the managers would communicate this change. Although the workers were not happy about this change, but the manager did explain the reasons why the changes had to take place*”.

Discussion

This sub-theme confirms a general problem with communication at the Groot Marico office and points again to the leadership challenges as consistently pointed out by participants throughout the study.

4.4.7 THEME 6: EAP SERVICES

Sub-theme 1: Awareness of the presence of Departmental EAP services

While a great majority of the participants (1, 2, 3, 5, 7, 8, 9, 10, 11 and 12) mentioned that they knew about the presence of EAP in the Department, participant 6 maintained that he did not have any knowledge about the EAP.

Discussion

Confirmation of participants’ awareness of EAP services is consistent with the high EAP utilisation rate by the DWS Groot Marico employees. A different response from participant 6 was consistent with a pattern of his predominantly negative responses throughout the interview process. The negative response should however be taken seriously as it may be indicative of how a negative organisational culture may influence even employees’ perception of the internal EAP. If not managed well, this negativity may grow to influence the rest of the colleagues at the Groot Marico office.

Sub-theme 2: Limited knowledge and limited utilisation of Departmental EAP services

Although the majority of participants indicated their awareness of available DWS EAP services, however, most of them demonstrated limited knowledge of these services. Participant 3 shared her experience of EAP as follows, “*In the past I used not to bother about things like HIV, high blood and sugar diabetes. I was the kind not to concern myself much in terms of going for regular testing but because of the wellness office I have learned the importance of checking my high blood pressure, my HIV status and my sugar level. I was made to understand how these work and was*

educated on how to check and control my sugar level; and also information on breast cancer in terms of how to examine my breasts”.

The following participants also shared how they benefitted from the EAP:

Participant 9 indicated that, *“Yes, I became aware that I was Diabetic through them, Diabetes and High Blood Pressure”*. Participant 10 also expressed how EAP provided information on the necessary health warning signals when he pointed out that, *“I was alerted of the presence of a high blood pressure medical condition in my body. I was then advised on the dos and don’ts I need to be aware of as part of taking treatment. I was even referred to a clinic in Zeerust for follow up treatment. I still follow the treatment to this day”*.

Experience of getting an important medical diagnosis was shared by participant 8 when he narrated this story: *“I remember there was a woman by the name of Katherine who used to visit our office now and then, If one had high cholesterol, like...she made me aware that I had high cholesterol and went further to educate me on what diet to follow so that I could reduce the cholesterol level in my body. I did exactly as advised until I was fine”*.

However, the following participants’ experiences of EAP were not of a face to face interactive nature:

While participant 5 said that, *“I just attended like a wellness day; I think it was Metropolitan company that came and did health screenings; yeah”*, participant 7 made a recollection of the following experience, *“I remember the nurses coming to this office and doing health screenings and blood tests, provided massage services although they did not give me medication to take home with me”*.

With regard to the use of counselling services, participant 2 shared his experience as follows, *“I recall experiencing problems at home, not getting along with siblings. Management arranged counselling services for me and even called my siblings in a meeting here at work”*. Participant 4 also said the following about utilisation of counselling services, *“They used to help me with my wife regarding our family problems; as a couple we would go in together for a consultation”*.

Discussion

Although data gathered from participants with regard to EAP in the DWS, Groot Marico office indicated that the majority of participants were familiar with the EAP services being offered in-house, the fact that knowledge of services was limited to a

few of the many service offerings highlights a gap in the Departmental EAP service delivery process.

From the outset, it is evident that improvement of service delivery in this area must address not only the improvement of EAP marketing strategies, but it also highlights a gap in terms of ensuring adherence to the principles of accessibility and visibility of EAP services. The significance of the implementation of visible EAP services is in line with the Standards Committee of EAPA-SA (2010:16) which mentions the high visibility of EAP services as fundamental for the promotion of the EAP utilisation rate. Attridge (2012:446) also highlights high EAP utilisation as greatly influenced by EAP visibility.

This factor is particularly crucial for the DWS Groot Marico office taking into account participants' expressed feelings of isolation and neglect. It is important that the DWS EAP should be viewed by participants as a programme that strives to be all-inclusive where all employees feel included through the promotion of fair employment practices. The Western Cape Provincial government modernisation programme report (2009) indicates that in ensuring compliance to section 195 (1) of the Constitution, the public service must provide services that are impartial, fair, equitable and without bias. Such efforts would not only be beneficial for the users of EAP but would also enhance the credibility of the DWS-EAP office, especially in the light of formulating future effective EAP strategies. Cheung-Judge and Hochebe (2011:19) refer to OD values as aimed at harnessing employment fairness and equity.

Sub-theme 3: Proposals on how EAP can improve job performance

Participants' responses to the question on how they believed that EAP can be of assistance to the improvement of their job performance were captured as follows:

- **For the DWS to continue with the provision of medical and counselling services which includes:**

Participant 5 made the following proposition, *"I think the wellness office can assist, like; let us say I come to work depressed from whatever could have happened in my family, then when I become open to the wellness staff, they can help in finding someone who can assist; maybe like...Psychologists and Social Workers. This is helpful because sometimes there are issues that one cannot just open up to colleagues about"*.

Participant 2 recommended the following, “...if they (EAP staff) can advise us on dates when our hospital treatments are due; they should check our bloods, high blood, etc and even encourage us to go for counselling when we have problems”.

Participant 4 mentioned the following proposal, “...if we get services such as eye-testing, blood pressure and sugar diabetes check-ups, family problems, massage services”.

Participant 7 highlighted his expectations as follows, “After doing all the medical screenings and tests, they should give a report in terms of what they discovered and what I must do to take care of my health so that I can stay healthy and fit to do my job well”.

➤ **For EAP services to be made accessible and visible at the Groot Marico office.**

Participant 1 proposed the following, “Eh, it can help, like if it was possible that they could come over here like maybe in a month, twice?”

Participant 2 concurred with the statement about the non-availability of EAP services by saying that, “When wellness is available, they encourage us to do regular check-ups and refer further to local clinics. Now with the absence of such services, it is challenges and challenges”.

Participant 12 expressed his viewpoint on EAP availability as follows, “It is important for the wellness staff to come to this office on a regular basis”

➤ **For the EAP office to mediate between employees and management workplace challenges.**

Participant 10 said that, “If possible, I would suggest that the wellness office should facilitate a meeting with management and make them aware of our challenges”.

Participant 12 expressed his EAP-management intervention by stating that, “My wish is that they should escalate all the challenges that I have already mentioned to management. However, the challenges should not be escalated to management only without involvement of the wellness staff”.

Sub-theme 4: Recommendations on improvement of EAP services

In answering a question on recommendations for the improvement of EAP services, participants made the following inputs:

- **For the Groot Marico management to be replaced by new management.**
Participant 6 made it clear that, “*The only recommendation is if the EHWP office can replace our current manager with a new manager; if it is possible*”.
- **For the provision of supportive and caring EAP service providers.**
Participant 3 mentioned that, “*My recommendation is that the wellness office should provide the same attention to employees like they did through one of the older nurses who used to come here. Now I feel like everything is a rush-rush and thereafter they disappear for long period*”.
- **For the establishment of an EAP/management committee.**
Participant 9 made the following recommendation, “*The establishment of a committee wherein two or more people will be involved will assist in managing such referrals*”.
- **For ensuring safe working conditions.**
Participant 5 pointed out her workplace safety concerns by highlighting the following, “*... if wellness staff can go deeper and check if workers here are safe*”.

Discussion

Although the two sub-themes on proposals and recommendations made by participants in terms of improvement of both job performance and EAP services further revealed participants’ limited knowledge of the broader scope of available EAP services in DWS, it was interesting to note participants’ requests for EAP intervention during employee/management conflict situations. These sub-themes have made it evident that there might be a need for an EAP organisational consultation service to be implemented at the DWS Groot Marico office as part of the critical role of EAP non-clinical services. Organisational consultation as an EAP non-clinical core technology as is promoted in the Standards Committee of EAPA-SA (2010:15), is a valuable proactive EAP intervention.

Another possible reason for the request by participants to get EAP to intervene on their behalf on employee/management issues might have to do with their need for support, considering the power dynamics that are usually at play during management and labour consultative forums. On a positive note, this request demonstrates that

employees at the Groot Marico office, despite their limited utilisation of Departmental EAP services, still have confidence in EAP in terms of mediating on their behalf. This is a good start for the Departmental EAP to position itself properly for implementation of the findings of the study with regard to improvement of the Groot Marico organisational culture.

Although participants' responses indicated that their utilisation of EAP services were limited to mainly medical and counselling services, it also became evident that a good number of participants benefitted from the exposure to the DWS EAP preventative services such as health and wellness education and awareness campaigns.

4.5 CONCLUSION

The researcher concludes that based on information shared by participants, it is clear that several factors have and continue to contribute towards the negative organisational culture at the Department of Water and Sanitation, Groot Marico office. While these factors are reflected in the values, assumptions and beliefs that the Groot Marico employees hold as far as the Groot Marico office and the Department at large is concerned, it is also evident that the Departmental leadership contributes largely to the negative organisational culture. Lack of transparency in leadership, poor and inappropriate communication and management practices, the absence of leadership and poor human resource management practices seem to have become part and parcel of the culture at the Groot Marico office.

The apparent strained relationships between management and the Groot Marico employees largely contributes to the counter culture that defies the main Departmental corporate culture. In the researcher's opinion, this state of affairs plays itself to the detriment of the Department and can be associated with the existing poor and declining employee job performance that is characteristic of the Groot Marico office.

It is also concluded that the Departmental EAP can be well positioned to improve the status quo at the Groot Marico office provided the current gaps in EAP service delivery are addressed. There is a need to aggressively market the available Departmental EAP services in order to improve appropriate utilisation. Participants' responses also highlighted the need for, among others, organisational development-

centred services in order to address issues of team-building , change management and conducting regular diagnostic studies,

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter the key findings will be discussed with reference to the objectives of the study, including the themes and sub-themes that were identified from the information gathered from participants during the data collection process.

Conclusions and recommendations are structured according to the findings as they relate to sections of the semi-structured interview schedule.

The goal of the study focussed on exploring and describing factors influencing the organisational culture at the Department of Water and Sanitation's Groot Marico office. Employee negative work behaviour and poor job performance as well as a high prevalence of personal and work-related problems which resulted in a high referral rate to the EAP, became typical of the organisational culture in the Groot Marico office and was a motivation for the study. It was therefore necessary to explore factors that influence this organisational culture and formulate strategies as to how the Departmental EAP could be positioned to positively impact on the organisational culture of the Groot Marico office.

The following are the objectives that were achieved through the literature study and which were used to guide the study:

- To conceptualise organisational culture, job performance and relevant EAP services.
- To explore and describe socio-economic factors that influence job performance of employees of the Department of Water and Sanitation, Groot Marico office.
- To explore and describe socio-economic factors that hamper job performance of employees of the Department of Water and Sanitation, Groot Marico office.
- To explore how the above factors influence the organisational culture of the Department of Water and Sanitation, Groot Marico office.
- To formulate and recommend strategies with regard to the role of the EAP in addressing an organisational culture which may influence job performance of employees of the Department of Water and Sanitation, Groot Marico office.

5.2 Objective 1: To conceptualise organisational culture, job performance and relevant EAP services

This objective of the study was achieved in chapters two and three of the literature review. In chapter two, the interdependence between the concepts of organisational culture and job performance was discussed. Chapter three of the literature study

further demonstrated how EAP services are better positioned to tackle challenges associated with job performance and organisational culture. While organisational culture was highlighted as the most powerful factor that influences job performance, the EAP's primary mandate was explained as that of addressing issues of job performance. The specific role of EAP in dealing with job performance issues through organisational culture-interventions was also discussed.

5.2.1 Conclusions on conceptualisation of organisational culture, job performance and relevant EAP services

- The study concludes that the prevailing counter-culture that exists at the Department of Water and Sanitation, Groot Marico office impacts negatively on employee job performance, to the detriment of the Department as a whole.
- The study also concludes by confirming the fundamental role of job performance in the workplace as it cuts across most organisational culture elements such as values, leadership and organisational change.
- The study further concludes that since the quality of employee job performance is a fairly good indicator of the existing organisational culture, the former should act as one of the reference points in efforts to determine and diagnose organisational cultures.
- In line with the literature sources, the study can be used to further confirm the slow and long progression of organisational culture at the Department of Water and Sanitation's Groot Marico office (Harris: 2014:8). This reality calls for well-thought of, thorough and comprehensive remedial interventions that will take into consideration challenges associated with the long existence of the Groot Marico office organisational culture.
- The study concludes that since the current organisational counter-culture at the Groot Marico office is indicative of poor management practices and leadership culture at the Groot Marico office and in the Department at large, implementation of well-targeted leadership interventions is crucial.

- Due to the profound role of cultural factors in the development of an organisational culture, the study concludes that giving attention to these factors adds credibility to the research process and findings. In this study, cultural factors were evident in participants' reference to the African value of "Ubuntu" and the use of an African language which informed the design of the interview schedule and the interview process.
- It is concluded that the Groot Marico environment adheres to the specification of an organisational culture that possess both the geographic and functional elements of organisational culture as described by Cheung-Judge and Holchebe (2011:236). The researcher is of the opinion that this set-up may become beneficial in facilitating a smoother and quicker change intervention process.
- The study concludes that because of the presence of a "glue" that keeps the Groot Marico office employees together through sharing of common values and belief systems, Carlsrom and Ekman (2012:176), the presence of an organisational culture at this office is unquestionable.
- Since the study reveals the inadequate contribution of the Departmental EAP services in the improvement of the organisational culture at the Groot Marico office, the study further concludes that the need to close this gap is key due to the identified unique and critical role of EAP in positively contributing to the transformation of organisational cultures.
- As an organisational resource that focuses on improvement of job performance through remedial and preventative measures (Standards committee of EAPA-SA, 2010:1) the study concludes that the capacity to tackle issues related to employee job performance rest with in the realm of EAP. This therefore means that planned EAP interventions at the Groot Marico office cannot deal with organisational culture factors in isolation from consideration of employee job performance issues.

5.3 Objective 2: To explore and describe socio-economic factors that influence job performance of employees of the Department of Water and Sanitation, Groot Marico office.

This objective was aimed at the identification, exploration and description of what participants considered as socio-economic factors that influence their job performance. Questions number 8, 14, 15, 16, 19 and 25 of the interview schedule were aimed at addressing this objective and participants' responded by sharing various work-related challenges.

5.3.1 Conclusions on socio-economic factors that influence job performance of the employees of the Department of Water and Sanitation, Groot Marico office

- The study concludes that the consistent and common grievances that were raised by participants are weak areas that contribute to the employees' poor job performance and the negative counter sub-culture that exists at the Groot Marico office.
- Participants' responses which indicated that they had no problems with their job descriptions lead to a conclusion that an understanding of a job is not the sole and ultimate determinant of employee good job performance. Employees may have a fairly good understanding of their job outputs but in the absence of a conducive work environment, job performance will eventually suffer. An enforcement of a job enhancement culture at the Groot Marico office is therefore paramount.
- The study revealed a very disturbing status quo in terms of how the DWS compromises on the country's legislation as far as the maintenance of occupational safety is concerned. If left unattended, this non-compliance will not only continue to impact negatively on employees' job performance but may have major implications and dire consequences for DWS as well.
- Through the study, it became evident that there is not only a general lack of, but also limited knowledge among the Groot Marico office employees of major organisational changes that have taken place in DWS. An assumption can be made here that the poor communication of major organisational changes by the Departmental leadership is tantamount to an absence of managing such a change. This gap may be contributing to both employee job performance and the negative DWS Groot Marico office organisational culture. McGuire et al.

(2012:82) assert that managing change in organisations is an intensely critical factor not to be missed by organisational leaders as change happens all the time.

- The study concludes that the capacity and resources to improve job performance of Groot Marico office employees reside in the competency of Groot Marico managers and DWS leadership.

5.4 Objective 3: To explore and describe socio-economic factors that hamper job performance of employees of the Department of Water and Sanitation, Groot Marico office.

This objective was aimed at the identification, exploration and description of what participants considered as socio-economic factors that hamper their job performance. Unlike objective 2 which explored socio-economic factors in terms on how, in general, they influence job performance, the researcher found it necessary to also give special attention by exploring through objective 3 “specific” areas which participants consider as stumbling blocks by way of “hampering” their job performance. This objective is particularly crucial as it ensured that the negative job performance barriers are not missed out and can be easily identifiable for appropriate remedial purposes.

Although this objective was addressed as part of question numbers 12, 13 and 19 of the interview schedule, participants’ responses to questions 2, 4, 6, 7, 8, 9, 15 and 17 of the interview schedule provided additional and valuable information about this subject.

5.4.1 Conclusions on socio-economic factors that hamper job performance of the employees of the Department of Water and Sanitation, Groot Marico office

- The study revealed that participants were experiencing more work-related problems than personal problems. This finding is however contrary to the DWS-EAP records which confirm high level referrals of personal problems to EAP as well.

- It is evident that the job performance of employees at the DWS Groot Marico office is negatively impacted by poor Departmental human resources management practices and processes.
- The study has further revealed how the disabling and ineffective communication patterns that are characteristic of the leadership style at the DWS Groot Marico office remain in the centre of perpetuation of the current negative organisational culture, which in turn, negatively impacts on employee job performance.
- The lack of trust in the leadership structures of the Groot Marico office remains one of the biggest challenges that hinder efforts to the improvement of job performance in this office (Matlhape, 2003:33).
- The study also concludes that due to the significant role of recognition in any performance management system, the inadequacy or absence of a performance reward system at the Groot Marico office may be one of the great contributors to the poor and declining employee job performance.
- The study therefore concludes that the job performance of the Groot Marico office employees can be largely improved through targeted interventions that will address their work environment.

5.4.2 Recommendations on how to address the socio-economic factors that influence and hamper job performance of employees of the Department of Water and Sanitation, Groot Marico office

The recommendations for both socio-economic factors that influence and also those that hamper job performance of employees of the Groot Marico office are dealt with under one topic. The following are the recommendations as provided by participants:

- It is recommended that the Departmental Occupational Health and Safety (OHS) office be brought on board to attend to the existing gap with regard to the compromise of safety rules and regulations at the DWS, Groot Marico office.

- It is recommended that an organisational development (OD) intervention which involves both the DWS, Groot Marico office management and the employees' team be facilitated. The workshop will address conflict-ridden areas and team building initiatives using a team-based theoretical approach (Cheung-Judge & Holchebe, 2011:10). The OD interventions must give special attention to poor leadership in the Department, demonstrate how this gap exacerbates the current Groot Marico counter-culture and further highlight the effects thereof on job performance.
- It is recommended that, due to the important role of HRM in contributing towards an organisation's culture as highlighted by Singh (2010:76), the DWS HRM office needs to workshop the Groot Marico management/employee team on all the HRM-related challenges experienced by participants (recruitment and selection, skills and talent development and the organisational design office).
- It is recommended that the identified lack of recognition for job performance as a common problem experienced by the Groot Marico office employees be escalated to management as a special case that requires consultation and engagement.

5.5 Objective 4: To explore how the above factors influence the organisational culture of the Department of Water and Sanitation, Groot Marico office.

Since the goal of the study was to explore and describe factors that influence the organisational culture of the Department of Water and Sanitation, Groot Marico office, this objective was specifically aimed at exploring how the afore-named factors influence the organisational culture of the Groot Marico office. Over and above these factors, the objective will mention other factors that came to the fore during the interview processes and which also have an influence on the Groot Marico organisational culture. This objective was achieved through responses to questions 2, 3, 4, 6, 9, and 17, and also in the participants' personal profiled information.

5.5.1 Conclusions on how the above factors influence the organisational culture of the Department of Water and Sanitation, Groot Marico office

- The feeling of isolation/alienation as expressed by participants signifies the existence of counter-culture and perpetuates the spread and growth of the

current negative organisational culture. Groot Marico employees are finding a common “enemy” in the DWS leadership as a whole as they view their office as divided between “us” and “them”. Cheung-Judge and Holchebe (2011:236) refer to the negative sub-cultures as those organisational cultures that are in conflict with the bigger corporate culture and communicate a mismatch between the two organisational cultures.

- The “us” and “them” phenomenon strengthens the already negative organisational culture that exists at the DWS Groot Marico office and raises a red flag as an area that requires a swift, integrated and targeted corrective intervention.
- Race and cultural factors played, and are still playing, a role in the modelling of the Groot Marico office organisational culture. Examples of this include the expression and practice of “Ubuntu” and the fact that employees may have found a common identity in being predominantly African of Tswana origin.
- The significant role of “Ubuntu” as an African value that promotes “togetherness” portrays itself well in this study in demonstrating the inherent quality and central positioning of values as far as the subject of organisational culture is concerned. As is the case with organisational culture, the concept of “Ubuntu” can be seen in this study as one of the “glue” elements that enhances the strength and advancement of the Groot Marico office organisational culture.
- Since job performance challenges are not a reflection of the Groot Marico employees’ lack of understanding of their jobs, it is concluded that employees’ poor job performance is a symptom of a bigger and counter-productive Groot Marico office’s organisational culture.
- The absence of a performance-driven organisational culture at the Groot Marico office can be largely attributed to the prevalence of poor leadership in both this office and in the Department of Water and Sanitation as a whole. Cheung-Judge and Holchebe (2014:122) highlight the significance of organisational leaders’ good use of human resources in the midst of an organisational culture, for the development of appropriate organisational strategies.

- The above-mentioned factors which contribute to the current negative organisational culture at the Groot Marico office hinders efforts to the improvement of service delivery. This view is in line with what Ehtesham et al. (2015:79) point out in saying that a strong organisational culture is a pre-requisite for reaching organisational efficiency.

5.5.2 Recommendations on how to lessen the negative influence of the Groot Marico office organisational culture on employees' job performance

- It is recommended that targeted efforts that will create a feeling of “inclusivity” for the Groot Marico office employees must be promoted. Timely and transparent communication and attention to their work-related safety concerns can be considered a good start.
- It is recommended that DWS should put systems and processes in place that will guarantee fair labour practices in a form of just and equal treatment of Groot Marico employees by management.
- It is recommended that DWS management gives attention to the crucial aspect of employee recognition in order to ensure that the Groot Marico employees are motivated and appropriately rewarded for good performance.
- It is recommended that the job analysis (work-study) and evaluation processes should be initiated for the sufficient and competent use of human capital that is needed to carry out the Groot Marico office service delivery mandate. The researcher anticipates that this process may kick-start a positive change in the area of HRM. The job evaluation process will also ensure equal pay for equal jobs for the DWS Groot Marico employees.

5.6 Objective 5: To formulate and recommend strategies with regard to the role of EAP in addressing an organisational culture which may influence job performance of employees of the Department of Water and Sanitation, Groot Marico office.

In order to ensure alignment between the study and available Departmental EAP services, this objective was aimed at formulating and recommending appropriate EAP strategies in addressing an organisational culture which may influence the job performance of DWS, Groot Marico office employees. This objective was achieved through answers to questions 23 to 26 of the interview schedule.

5.6.1 Conclusions on EAP strategies required to address an organisational culture which may influence job performance of employees of the Department of Water and Sanitation Groot Marico office.

- The study concludes that due to its non-threatening nature (Matlhape, 2003:33) and taking into consideration previous unsuccessful efforts by the Department to address poor job performance of the Groot Marico office employees, EAP appears to be the most appropriate intervention that can positively turn around the status quo.
- The study further concludes that while the EAP approach and interventions into the organisational culture at the Groot Marico office should be both remedial and preventative in nature, it will be beneficial for the concerted efforts to be channelled more towards the latter in order to achieve the most effective and sustainable results.
- Taking into consideration the complex nature of organisational cultures and in striving for overall programme implementation effectiveness, it is crucial that the EAP strategies for the Groot Marico office EAP are holistic in nature. The cyclic and complex nature of the OD process (Rothwell & Sullivan, 2010:45) is best suited for the complex nature of organisational cultures
- The study also concludes that the organisational culture EAP change management strategy should be intensive and prolonged in cognisance of the long period it has taken for the Groot Marico organisational culture to develop and mature.

- The study reveals the need for an EAP family-involvement approach. This approach is informed by the eco-system's theory as explained by Weyer (2011:20).
- The study also reveals the need for an EAP strategy that will aggressively promote accessibility and visibility of EAP services at the Groot Marico office.

5.6.2 Recommendations on EAP strategies to be used in addressing an organisational culture which may influence job performance of employees of the Department of Water and Sanitation, Groot Marico office.

- It is recommended that the Groot Marico office employees should be encouraged to seek professional one-to-one counselling services since the study revealed their experiences of an overwhelming amount of emotional and stress-related challenges. As part of clinical services, the objective of case assessment of the Groot Marico cases will be to ensure that work-related problems presented are correctly assessed (Standards Committee of EAPA-SA, 2010:12).
- It is recommended that the Groot Marico employees should be offered alternative EAP services in the form of group therapy in order to deal with issues of mutual interest. This recommendation is informed by the fact that organisational culture is a “group” phenomenon. The group concept is explicit as demonstrated in a statement by Cheung-Judge and Holchebe (2011:235) when they partly capture the latter as: the way “we” do things around here!
- It is recommended that the promotion of accessibility and visibility of EAP services at the Groot Marico office should be of paramount importance. Furthermore, it is vital for these services to be customised by factoring in issues that take into consideration the employees' literacy levels and language preferences as part of the EAP implementation phase. Visibility in terms of the presence of EAP service providers and the increase of monthly site visits to the office will impact positively on the EAP utilisation rate by the Groot Marico office employees (Standards Committee of EAPA-SA, 2010:16).

- It is recommended that “targeted and ongoing” marketing of EAP services at the Groot Marico office should be borne in mind in order to ensure familiarity to a wide range of EAP services that are being offered by DWS (Standards Committee of EAPA-SA, 2010:16).
- It is recommended that since proven to be the most effective organisational culture change management strategy, the organisational development (OD) process should be a top prioritised intervention in the efforts to address organisational culture challenges at the Groot Marico office. The use of OD processes is in line with Rothwell et al. (2010:2). The OD process may assist with mediation between the Groot Marico leadership and employees by levelling the playing field in order to restore the level of trust needed for desired outcomes.
- It is anticipated that as soon as a comprehensive OD intervention has been successfully completed, implementation of regular climate surveys will be necessary. These surveys would be part of an essential EAP monitoring and evaluation processes (Standard Committee of EAPA-SA, 2010:18) that are instrumental in capturing, containing and attending to any problems that have the potential to start a build-up of yet another potentially destructive organisational culture. Evaluation of the programme services is vital as it looks at cause and effect processes (Cady et al., 2010:269).
- It is recommended that a team-building exercise that involves both the Groot Marico office managers and employees would be an essential intervention for the mending of strained relationships and bridging the current gap that exists between the two parties.

5.7 CONCLUDING STATEMENT

The study has revealed factors that negatively influence the prevailing organisational culture which exists at the Department of Water and Sanitation, Groot Marico office. The study has further revealed that those factors are predominantly work-related and are greatly perpetuated by the Department’s poor management and leadership approaches.

It is evident that the poor job performance of the employees at the DWS, Groot Marico office is not associated with employees' lack of understanding of their job descriptions but it is however, negatively influenced by the organisational culture.

Although from employees' perspective the study has made some contribution towards providing insight into the prevailing organisational culture at the DWS, Groot Marico office, a similar exploration of such factors from management's point of view is recommended.

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ANNEXURE A

PROOF OF ETHICAL CLEARANCE



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Humanities
Research Ethics Committee

19 March 2018

Dear Ms Moabela

Project: Factors influencing organisational culture at the Department of Water and Sanitation, Groot Marico office
Researcher: LA Moabelo
Supervisor: Prof L Terblanche
Department: Sociol Work and Criminology
Reference number: 14277931 (GW20171029HS)

Thank you for your response to the Committee's letter of 7 November 2018.

I have pleasure in informing you that the Research Ethics Committee formally **approved** the above study at an *ad hoc* meeting held on 19 March 2018. Data collection may therefore commence.

Please note that this approval is based on the assumption that the research will be carried out along the lines laid out in the proposal. Should your actual research depart significantly from the proposed research, it will be necessary to apply for a new research approval and ethical clearance.

We wish you success with the project.

Sincerely

PP.

Prof Maxi Schoeman
Deputy Dean: Postgraduate and Research Ethics
Faculty of Humanities
UNIVERSITY OF PRETORIA
e-mail: tracey.andrew@up.ac.za

cc: Prof L Terblanche (Supervisor)
Prof A Lombard (HoD)

Research Ethics Committee Members: Prof MME Schoeman (Deputy Dean); Prof KL Harris; Dr L Blokland; Dr K Booyens; Dr A-M de Beer; Ms A dos Santos; Dr R Fasselt; Ms KT Govinder; Dr E Johnson; Dr W Kelleher; Mr A Mohamed; Dr C Puttergill; Dr D Reyburn; Dr M Soer; Prof E Taljard; Prof V Thebe; Ms B Tsebe; Ms D Mokalapa

ANNEXURE B

AUTHORISATION LETTER: DEPARTMENT OF WATER AND SANITATION



water & sanitation

Department:
Water and Sanitation
REPUBLIC OF SOUTH AFRICA

Enquiries: Anna Moabelo
Telephone: 012 336 7787
Reference: 16/03/2016

DIRECTOR-GENERAL

REQUEST FOR PERMISSION TO PERFORM EMPIRICAL RESEARCH IN THE DEPARTMENT

1. PURPOSE

- 1.1 To seek approval to conduct an empirical research in the Department as part of a requirement for a masters degree qualification.
- 1.2 To take note of a letter from the University of Pretoria which contains details on the research to be conducted (referred herein as Annexure A).

2. BACKGROUND AND DISCUSSION

- 2.1 Ms Lehlogonolo Anna Moabelo is employed as a Deputy Director: Employee Health and Wellness Programme (EHWP) in the Department. The major part of her work responsibilities involves the management of employee health and wellness services in the Department, including the management of service providers appointed to render such services.
- 2.2 Due to the complex nature of the EHWP field, and the fact that the latter is an evolving discipline which requires those involved in the field to keep abreast with the latest EAP developments, Ms Moabelo was awarded a bursary by the Department to further her studies last year (2015), and she subsequently enrolled for a masters programme (MSW - EAP) at the University of Pretoria.

- 2.3 Ms Moabelo has successfully completed her first year of the masters curriculum and has been exempted to carry on with a research study which will take place during the 2016-17 academic years.
- 2.4 Ms Moabelo's EHWP career in the Department has afforded her with an opportunity to identify areas where service delivery could be improved through EHWP interventions. One such area is the DWS Groot Marico office situated in the North West province. Challenges such as, but not limited to, the high absenteeism rate (including sick leave) , substance abuse and poor work ethic has been associated with the working culture of this office despite previous efforts by the Department to remedy the situation.
- 2.5 Ms Moabelo's research study will therefore explore and describe this negative organisational culture and go further to demonstrate how this culture influences employee job performance. Furthermore, she will provide solutions by addressing how these challenges can be addressed through EAP (EHWP). In doing so, Ms Moabelo anticipates that her study will add value by contributing positively towards improvement in employee job performance and an increase in productivity at the Groot Marico office.

3. IMPLICATIONS

3.1 PERSONNEL

- 3.1.1 Over and above the research participants, the Groot Marico office EHWP coordinator and the line manager may be needed to facilitate accessibility to and the availability of participants for the interviews.

3.2 FINANCIAL

- 3.2.1 Only travelling costs (S&T) to and from the Groot Marico office to conduct interviews with research participants will be incurred. The Directorate: Organisational Development budget will be used to cover these minimal expenses.

3.3 LEGAL

- 3.3.1 The researcher will conduct the research under strict ethical guidelines expected of a social science research undertaking. Adherence to ethical standards is a professional means to ensure that none of the study participants get harmed during the research process.

4. RECOMMENDATIONS

It is recommended that:

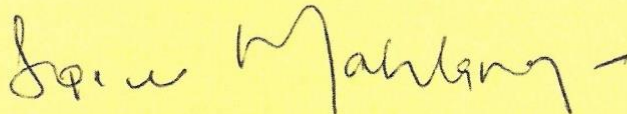
- 4.1 Approval for Ms Moabelo to conduct an empirical research in the Department as part of a requirement for her masters degree qualification be granted;
- 4.2 You take note of a letter from the University of Pretoria which contains details on the research to be conducted (herein referred to as Annexure A).


CHIEF DIRECTOR: HUMAN RESOURCES (acting)

DATE: 13/4/2016

RECOMMENDATION IN PARAGRAPH 4.1 SUPPORTED/NOT SUPPORTED

RECOMMENDATION IN PARAGRAPH 4.2 NOTE TAKEN/ ~~NOT TAKEN~~




DEPUTY DIRECTOR-GENERAL: CORPORATE SERVICES

DATE: 2016/04/14

REQUEST FOR PERMISSION TO PERFORM EMPIRICAL RESEARCH IN THE
DEPARTMENT

RECOMMENDATION IN PARAGRAPH 4.1 APPROVED/~~NOT APPROVED~~
RECOMMENDATION IN PARAGRAPH 4.2 NOTE TAKEN/~~NOT TAKEN~~


DIRECTOR-GENERAL
DATE: 22/04/2016

ANNEXURE C

INFORMED CONSENT FORM



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Humanities
Department of Social Work and Criminology

26/09/2017

Our Ref: Prof L S Terblanche/A Moabelo
Tel. 420-3292
Fax. 0866287488
Email: lourie.terblanche@up.ac.za

Dear

INFORMED CONSENT FORM

Participant's Name:
Date:

Principal Investigator:
Name:
Institution:
Address:

Informed Consent

1. **Title of Study:** *Factors influencing organizational culture at the Department of Water and Sanitation, Groot Marico office.*
2. **Purpose of the Study:** The purpose of this study is to investigate factors that influence organizational culture at the Department of Water and Sanitation, Groot Marico office and the role of EAP in this context.
3. **Procedures:** The interview will take approximately 1 hour. All interviews will be scheduled to the convenience of the participant.
4. **Risks and Discomforts:** There are no known medical risks or discomforts associated with this project, although emotional stress may be experienced when sharing views of the services rendered.

Fakulteit Geesteswetenskappe
Departement Maatskaplike Werk en Kriminologie
Lefapha la Bomotheo
Kgoro ya Modiro wa Leago le Bosenyi.

5. **Benefits:** There are no known direct medical benefits for participating in this study. However, the results of the study may help researchers gain a better understanding of services rendered by the employer.
6. **Participant's Rights:** Any respondent may withdraw from participating in the study at any time.
7. **Financial Compensation:** No respondent will be reimbursed for participation in the study.
8. **Confidentiality:** In order to record exactly what is said during the interview, a digital recorder will be used. These records will be listened to only by the Principal Investigator and authorized members of the research team at the University of Pretoria. The results of testing will be kept confidential, but may be published in professional journals or presented at professional conferences. No records or identity will be revealed unless required by law.
9. I am also aware that all raw data generated through this study will be stored at the University of Pretoria for a period of 15 years for archival purposes and possible future research.

In case of any questions or concerns, Ms Anna Moabelo at (82) 908 3285 may be contacted at any time during the day.

I understand my rights as a research subject, and I voluntarily consent to participation in this study, I understand what the study is about and how and why it is being done. I will receive a signed copy of this consent form

Subject's Signature

DATE

Signature of Investigator

Faculty of Humanities
Department of Social Work and Criminology
Fakulteit Geesteswetenskappe
Departement Maatskaplike Werk en Kriminologie
Lefapha la Bomotheo
Kgoro ya Modiro wa Leago le Bosenyi

ANNEXURE D

SELF-DEVELOPED SEMI- STRUCTURED INTERVIEW SCHEDULE

SELF-DEVELOPED INTERVIEW SCHEDULE

RESEARCH TOPIC: FACTORS INFLUENCING ORGANISATIONAL CULTURE AT THE DEPARTMENT OF WATER AND SANITATION, GROOT MARICO OFFICE.

BASIC ORGANISATIONAL CULTURE VALUES, ASSUMPTIONS AND BELIEFS

- 1 . What do you value most about working at Groot Marico?
2. What do you value least about working at Groot Marico?
3. Does it matter what your colleagues think/do? Please elaborate.
4. Do you view communication by management as transparent?
5. Your behaviour at work has implications not only for the Groot Marico office but for the whole of the Department of Water and Sanitation? Do you agree/disagree with this statement? Please elaborate?
6. How is Groot Marico office different from other offices? Please elaborate.

ORGANISATIONAL CULTURE AND LEADERSHIP

7. How would you describe your relationship with your managers over the years?
8. Does your manager/supervisor enable you to do your best in performing your job? Please elaborate.
9. What do you think about the way information gets communicated by managers at the Groot Marico office? Please elaborate.
10. What is most typical of leadership in your environment?
11. If you were a manager in this office, would you do things differently? Please elaborate

ORGANISATIONAL CULTURE, JOB PERFORMANCE AND SYSTEMS APPROACH

12. Are you experiencing any job-related problems that are impacting on your job performance? Please elaborate.
13. Are you experiencing any personal problems that are impacting on your job performance? Please elaborate.
14. Is your job description clear? Please elaborate.

15. Do you think the way you are recognised and rewarded for your work contributes to your job performance? Please elaborate.
16. What would you recommend for the enhancement of your job performance?

ORGANISATIOAL CULTURE AND CHANGE MANAGEMENT

17. Are you aware of any major organisational changes that have happened in DWS? Please elaborate.
18. Do you think these changes were for the best or the worst? Please elaborate.
19. Did those changes affect your job performance? Please elaborate.
20. Did those changes affect your relationships at work? Please elaborate.
21. Were those changes clearly communicated?
22. If you were in leadership position, what would you have done differently in managing the changes in both DWS and Groot Marico?

THE ROLE OF EAP IN ORGANISATIONAL CULTURE

23. Are you aware of services that are offered in the Department that assist employees with their personal and work-related problems?
24. What are your own personal experiences of using the Employee Health and Wellness Programme (EHWP) at Groot Marico?
25. How do you think the EHWP services can be of assistance to you with regard to your job performance?
26. What are your recommendations in terms of improvement of the EHWP services?

ANNEXURE E

DATA STORAGE FORM



Declaration for the storage of research data and/or documents

I/ We, the principal researcher(s) Lehlogonolo Anna Moabelo
and supervisor(s) _____

of the following study, titled factors influencing organisational
culture at the Department of Water and Sanitation, Groot
Marico office

will be storing all the research data and/or documents referring to the above-mentioned study in the following
department: Social Work & Criminology

We understand that the storage of the mentioned data and/or documents must be maintained for a
minimum of 15 years from the commencement of this study.

Start date of study: January 2015
Anticipated end date of study: 30 November 2018
Year until which data will be stored: 2033

Name of Principal Researcher(s)	Signature	Date
Lehlogonolo Anna Moabelo		23 November 2018

Name of Supervisor(s)	Signature	Date

Name of Head of Department	Signature	Date