The impact of organisational culture on successful strategy execution in the short-term insurance industry

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Abstract

Edgar Schein (2004) defined culture as a "*common set of values and beliefs*" of the people within an organisation. Very often, in the modern context, are companies fighting for a differentiating factor which will afford them a competitive edge in the market. This rings especially true for the short-term insurance industry, which is essentially offering a product, but the service and experience for the client is a critical part of sealing the deal. Strategy is the organisations plan of action to accomplish its long, and short-term goals via a unique value proposition to clientele. However, in most organisations, strategy formulation is not the problem; the difficulty is strategy execution. Though there is a vast body of literature on the two separate subjects of culture, and strategy execution, there is very little describing the interconnection in the short-term insurance industry in South Africa and the influence organisational culture has on successful strategy execution, as well as predictability.

The approach to this study was quantitative using a questionnaire, distributed electronically, to accumulate all relevant data pertinent to organisational culture and strategy execution. Statistical Package for the Social Sciences (SPSS) was used to analyse the 110 useable responses received, thus enabling the computation of the Pearson's correlation coefficient and regression coefficients. There were a total of six (6) hypotheses; from the analyses executed there were five (5) cases of partial association between the organisational culture dimensions with each individual strategy execution dimension; however, in the 6th hypothesis tested, there was no association at all, thus we failed to reject the null hypothesis in that instance. With the partial associations for hypotheses one through 5, the correlations varied between weak, medium and strong.

This research attempts to contribute to the current literature on organisational culture and the interconnectedness with strategy execution. It is hoped that this work will be of use to managers in the short-term insurance industry in South Africa.

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Declaration

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

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Renay Sewpersad 11 November 2019

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CHAPTER 1: INTRODUCTION TO RESEARCH PROBLEM

Organisational culture is critical for insurers as it impacts every competitive differentiator and encourages employees to incubate an innovative environment, as well as a focused approach to customer-centricity (Price Waterhouse Coopers, 2011; Alhassan & Biekpe, 2017). In order for the major companies in South Africa (S.A.) within the insurance sector to maintain a competitive advantage, which is being disrupted by digital platforms, the industry must be agile and implement strategies efficiently and effectively (the major national insurance companies are large and cumbersome, with legacy systems that can inhibit agility). One of the key independent variables of successful strategy execution is organisational culture. Though this is an area most executives would not apportion a great deal of attention, it is a critical area for the ongoing sustainability of the organisation (Price Waterhouse Coopers, 2011; Burke & Litwin, 1992; Franken, Edwards & Lambert, 2009; Hoorn, 2015; Krishnakumar, 2015; Martin, 2016).

The insurance industry is a key enabler to accomplishing the 2030 National Development Plan (NDP) targets with regards to job creation and reducing unemployment (National Development Plan Executive Committee, 2012). Apart from digitisation and blockchain technologies which are disrupting the short-term insurance industry (and financial sector as a whole), organisational culture has and always will be a key element to the success and sustainability of any organisation, however, very little in-depth research has been conducted in this area to date in the SA insurance industry.

1.1 Business Need for the Research

The business need for this research is in one vein based on the author's previous employment at a major JSE listed insurance company, and now currently employed at the Fire Protection Association of Southern Africa (NPO), observing that even with the significant difference in resources, a non-profit organisation (NPO) may make better traction strategically. Yet at the JSE listed insurance company there was significant difficulty in execution even though all imaginable resources were at the disposal of management (especially financial).

Currently 15% of the gross domestic product (GDP) of S.A is provided by the short-term insurance industry (Mukwakungu & Mbohwa, 2016). South African insurers

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enable a permanent employment rate of well over 17,000 people annually. Among the challenges facing insurers, are:

a. Technology and big data – how to leverage the benefits of the Fourth Industrial Revolution but still maintaining harmony regarding job security;
b. Growth – balancing the opportunity for growth in mature (slow growth) versus emerging economies (high growth rate, but riskier investment);
c. Customer centricity – growing the business and maintaining strong relations with customers, while at the same time making it easier for customers to do business;
d. Regulations which are onerous;
e. Leadership and business continuity concerns – there are oftentimes insufficient talent pipelines within the insurance industry, thus placing business-as-usual at risk.

(Mukwakungu & Mbohwa, 2016; Mercer, 2014)

The top two of the five major concerns facing the short-term insurance industry are related to organisational culture (40%). This seems astonishing given the rate of technological change and the fourth industrial revolution, yet still, organisational culture is intrinsic to the success of the short-term insurance industry. The study by Mukwakungu and Mbohwa (2016) concluded that in order to develop and embed a continuous improvement culture within the short term insurance industry, it would be necessary to develop employees via training in order to shift the organisational culture to accomplish this objective of CI which originally stemmed from the car manufacturing industry in Japan (i.e. Toyota).

Good organisational culture impacts positively on organisational resilience, which has a knock-on influence on strategy implementation, especially when the company's trajectory shifts (Sawalha, 2015). From the study conducted by Sawalha (2015) it was established that the type of organisational culture impacted the extent of organisational resilience to a statistically significant extent (Shah, 2005; Waddock & Graves, 1997, Reddy, 2017; Martin, 2016; Kaul, 2019; Alhassan & Biekpe, 2017).

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Therefore, the correct culture matched to the organisation will enable the firm to accomplish:

- Financial and non-financial goals: employees attuned to the way's things are done in a company will enable the organisation to achieve higher performance targets (Sawalha, 2015; Reddy, 2017; Martin, 2016; Kaul, 2019);
- Entrenchment of the brand since employees will exhibit more humane orientation, thus providing better services to existing, new and potential clientele. The insurance industry is a service industry, thus positive emotions elicited from clientele is critical. Employees will possess a future orientation perspective which will enable them to comprehend that if the company performs well, then so too will they via improved job security and other potential remuneration benefits (Sawalha, 2015; Reddy, 2017; Martin, 2016; Kaul, 2019);
- Enabling the organisation to adapt to a constantly changing financial regulatory environment, altering course as soon as the strategy of the company changes. This will be attributed to employees possessing a bond within and across functional units which enables teams to quickly share knowledge and leverage of each other to enable the new strategy to filter through for quick execution (Sawalha, 2015; Reddy, 2017; Martin, 2016; Kaul, 2019).

1.2 The Intent of the Research

The intent of this proposed study is to quantify the impact of the **Global Leadership and Organisational Effectiveness Research Project** (GLOBE) organisational culture dimensions (House, Gupta, Hanges, Javidan, & Dorfman, 2004) on six strategy execution dimensions, self-developed by Reddy (2017), which should ultimately lead to successful firm performance and long-term sustainability.

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Table 1: Organisational culture and strategy execution dimensions

Organisational Culture Dimensions (House et al., 2004)	**Strategy Execution Dimensions (Reddy, 2017)**					
Gender egalitarianism	Leadership	Information Sharing	Performance	Rewards	Structure	Employee Commitment
Uncertainty avoidance						
Institutional collectivism						
In-Group collectivism						
Assertiveness						
Humane orientation						
Achievement orientation						
Future orientation						
Power distance						

The GLOBE organisational culture “As Is” questionnaire was used as a basis for the organisational culture analysis. It was based on the extensive work of the Project GLOBE team, which spanned 62 societies and 20 countries globally, with 17,300 respondents from 951 organisations to validate the findings of the study (House et al., 2004). The intent of the Project GLOBE culture study was to determine the interrelationship between culture at the organisational, societal and leadership effectiveness level. The industries examined were limited to the financial services, food processing and telecommunications which was declared as delimitation of the Project GLOBE research (House et al., 2004). The nine (9) organisational culture dimensions of Project GLOBE are highlighted below, together with the strategy execution dimensions measured in this research. To date, the Project GLOBE study is the most extensive of its kind and has not been conducted by any other researcher/s prior. Though there is data from the Hofstede (1984) study into culture, this was based on national culture and not organisational. Further, the Hofstede (1984) study was focused on one company only, IBM, though it was conducted globally a bias was introduced since it was the same company.

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1.3 Research Problem, Objectives and Scope

The intent of the research is to uncover, within the short-term insurance industry in SA:

- Primary objective: The influence organisational culture plays on strategy execution, seeking to establish if there exists any statistical significance between the nine GLOBE culture dimensions and each of the strategy execution dimensions;
- Second objective: The ranking of the organisational culture dimensions, in descending order, which will have the most significant impact on strategic execution as a predictor.

Via this research in the short-term insurance industry, the end goal is to quantify the impact of nine GLOBE organisational culture dimensions (House et al., 2004) against each of six selected strategy execution dimensions (Reddy, 2017). Data will be collected via the utilisation of a research questionnaire and analysis will be conducted with the use of SPSS.

1.4 Academic relevance of the study

The commonly applied term **"*Culture eats strategy for breakfast*"** is a forewarning that even the best laid strategies will fail if the organisational culture is not diagnosed and used as a tool during strategy formulation. Organisations and consultants are still employing the Balanced Scorecard and McKinsey 7S models (Kaplan, 2005; Kaplan & Norton, 1996), though these models were established decades ago. Thus, a fresher, and newer approach to strategy execution as a dependent variable on organisational culture, the independent variable, is needed. This proves the theoretical need for further research (*with potential development*) of newer models for strategy execution for the current dynamic world of work in the short-term insurance industry. Currently there appears to be insufficient literature based on the organisational culture-strategy execution nexus for the short -term insurance industry (non-life insurance). Thus, this academic research seeks to add valid literature in an attempt to provide and update information on the short-term insurance industry specific to South Africa.

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1.5 Relevance of the Insurance Industry to Economic Growth

The insurance industry, apart from the authors background in insurance, was selected as a basis for investigation since it contributes significantly to economic growth since the financial services industry contributes 15% of the GDP of SA annually (Mukwakungu & Mbohwa, 2016). The researchers' Pradhan, Arvin, Nair, Hall, and Gupta (2017) studied the impact of activities in the insurance industry (as well as banking sector) on the gross domestic product (GDP) of the G20 countries, which are the most advanced, and emerging, in the global economy of which South Africa is a member (Pradhan et al., 2017; Mohy, Regupathi, & Abu-Bakar, 2017). In the literature it was proven that there exists a causal relationship between the insurance industry growth and GDP increase per capita which has been corroborated by other researchers in the field (Pradhan et al., 2017; Mohy et al., 2017; Pradhan, Arvin, & Norman, 2015).

The insurance sector of the G-20 countries collectively contribute 90% of the world's GDP. Thus, this is a critical industry to protect. The economic impact of the sector also contributes to greater prominence associated with the industry, thus motivating the insurance industry to enhance its service offering. The insurance industry, as a consequence of the average year-on-year growth of 10% further contributes to improving the living conditions of the general populace and greater employment opportunities. Mohy et al., (2017) reported that 6.23% of the world's GDP is expensed on insurance; developed and developing countries spending 8.6-10.9% and 2.1-3.8% per annum, respectively. Though the average growth rate per annum for insurance has been 10% since 1950, non-life insurance growth has accomplished 19% on average per annum (Mohy et al., 2017).

The authors Lee, Lee and Chiu (2013) investigated the impact of insurance premium per capita through 41 countries (equally emerging and developed economies) over the period of 1979-2007. From the study it was found that a 1% increase in real life premiums had a directly proportional relationship with GDP by increasing it by 0.06%. The insurance industry has grown in magnitude in terms of its contribution in the financial sector. The insurance industry has had year-on-year growth of 10% since the 1950's – which has exceeded economic development globally. Insurance is a critical player in risk transfer and the promoting institutional investments. Insurance companies do not merely dab in their segment but are expanding into banking as well (Lee et al., 2013).

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Globally, the economy has experienced extreme change largely as a consequence of digitisation and digitalisation in information and communication technology (ICT) and the 4th industrial revolution. Digitization enables vertical and horizontal integration in work activities, thus enabling quicker service delivery. Although integration enables quicker service delivery and the multiplier effect in economic growth, this equally exposes the insurance sector to mammoth losses if not regulated, monitored and controlled properly (Pradhan et al., 2017). Many of the G20 insurance companies have invested significant funds in physical and digital infrastructure to ensure employees have the tools necessary to perform (Pradhan et al., 2017), however, more attention needs to be dolled on organisational culture to ensure people are mentally attuned to the new way of work performance and interaction in order to enable more efficient and effective strategy execution.

The short-term insurance industry is considered key to investigate since it is a core mechanism of risk transfer. Risks such as fire, theft, flooding, earthquakes, tsunamis, landslides, drought, water scarcity and a host of other natural disasters which, if not underwritten properly by insurance employees, could have a knock-on adverse impact on the financial performance of the insurance company (lack of solvency), and decrease a country's GDP, reduce employee morale, and destruction of critical physical infrastructure for income generation (Pradhan et al., 2017) .

It was found that countries prone to natural disasters and uncertain unsustainable foreign direct investment (such as China, Argentina, Mexico, India, etcetera) benefit from developing their insurance industry, which brings greater stability. Since the insurance industry promotes savings and premium underwriting, this results in capital generation and thus an ability to diversify investments (Pradhan et al., 2017; Pradhan et al., 2015). One of the critical recommendations made as a result of the work of Pradhan et al.(2017) is the training and development of employees, with adequate rewards, performance measurement and information sharing to ensure customer centricity and quality is improved. The insurance industry acts as a mechanism to facilitate credit provision by the banking sector so that businesses have capital protection thus inspiring a culture of risk taking to stimulate business development initiatives, which ultimately provide employment and improve living conditions for all

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involved (Mohy et al., 2017). National disaster management centres and other government entities have financial stress relief since insurance covers losses such as damage from fire, theft and a multitude of natural disasters (Mohy et al., 2017).

The work of Balcilara, Gupta, Lee, and Olasehinde-Williams (2018) sought to understand whether the contribution of the insurance sector to the gross domestic product (GDP) of South Africa is substitutive or complimentary, and, the authors were concerted in their opinion that the insurance and banking sector of every economy drives economic growth for the positive and are actually complimentary to each other specific to South Africa, and there is a directly proportional impact on positive economic growth (or the possibility to further stimulate it).

The panel causality tests of Balcilara et al.(2018) reflected that bidirectional causality exists between insurance market activities and economic growth. Thus, it is essential that in addition to external factors such as government promulgating enabling legislature for the growth of the insurance sector, there must also be an internal focus of insurance companies to ensure that the culture is aligned for strategic objectives are accomplished.

The difference between various countries GDP has traditionally been attributed to the quality of education, trade restrictions/ openness, macroeconomic stability, sovereign debt, quality of government and other State-Owned Enterprises (SOE), and the resource rich state of the nation, as well as political stability. However, more recently there has been growing emphasis on the insurance and banking industry (financial sector) as a factor contributing to strong economic growth. The financial sector (inclusive of the insurance sector) directly contributes to efficient and effective asset allocation, encouraging and implementing savings, diversification of risk, corporate control and professionalism, easily extended to clients via smartphones in the fourth industrial revolution (Balcilara et al., 2018). This provided further motivation to support the academic research into uncovering the nexus of organisational culture and strategy, specifically between the 6 elements of strategy execution (leadership, information sharing, rewards, employee performance, commitment, and structure (Reddy, 2017)).

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Studies on efficiency, productivity and organisational culture have traditionally focused on the western market. Thus, empirical research into the insurance landscape in SA (and Africa later on) is essential as South Africa has a unique culture apart from the Western world. The research by Alhassan & Biekpe (2015) conducted found that non-life insurers currently only operate at 50% (versus 20% operating at optimal capacity) of their potential capacity. The question that needs to be asked is: Could improved organisational culture advance the capability and efficiency of such companies, resulting in larger profits? (Alhassan & Biekpe, 2015).

1.6 Theoretical relevance of organisational culture for the insurance industry

This proposed research is especially relevant in light of the 2008 global financial crisis to evaluate, post the event, the organisational culture with regard to commitment to the organisation and successful strategy execution, as well as what are the key cultural dimensions for successful strategy execution (Hoorn, 2015; Kaul, 2019).

One of the mechanisms in which to ensure financial stability, investor and customer trust, as well as reputation are maintained is to ensure a sound organisational culture is cultivated. Orgnisational culture has been adversley impacted in the financial sector since the advent of: Lehman Brothers (2008), The Common Wealth Bank, and the Royal Bank of Scotland. South Africa itself has not been innoculated against unethical business practices since African bank was in 2014 assisted by the Reserve Bank (billions of rands) (Van Wyk & Badenhorst-Weiss, 2017). This adversely impacted the reputation of the financial sector in entirety (with a 17.2% decrease in investor confidence as per Moody's ratings) and had a knock on adverse impact on the morale of all South Africans, especially those retrenched (Van Wyk & Badenhorst-Weiss, 2017). Thus, organisational culture, where the cognitive perception of employees plays a significant role is to be carefully nurtured in S.A.

Busse and Hofer (2018) report that though there has been an increase in the number of mergers and acquisitions (M&As) attempted, as well as technological advancement, there has been an increase in the failure of M&As in the financial sector. It has been reported that the assumed value proposed for creation, as well as the objectives pinpointed for accomplishment are seldom met. Consequently, an

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in-depth study was launched by Busse and Hofer (2018) to establish the impact of organisational culture on strategy execution within the short-term insurer space. From this study, it was found that first and foremost the greatest impediment to M&A success in the insurance industry is organisational culture, with the investigated being leadership, time management, strategic planning, communication and staff commitment and competence (Busse & Höfer, 2018).

Insurance companies interviewed for the purposes of the investigation acknowledged the irrefutable importance of organisational culture as critical in the success of M&A transactions. The actual failures of M&As, according to Busse and Hofer (2018) was greater than 50%, as a consequence of ill-fitting organisational culture (Busse & Höfer, 2018). In the process of an M&A, though there is a dominant company which is financially superior and larger in terms of employee base, the best of both cultures should be adopted; not the dominant/ superior company imposing its organisational culture on the acquired insurance company, since this will in the majority of cases lead to failure of the M&A. One of the reasons company's succeed is due to their organisational culture, however, if that is removed the essence of the organisation is weakened and will inevitably lead to the detriment of the alpha and omega company (Busse & Höfer, 2018). Busse and Hofer (2018) found that it is not the underestimation of organisational culture that's the main stumbling block to M&A's in the insurance industry, but rather the lack of knowledge and skills in how to address change.

1.7 Management's role in moulding organisational culture

As is universally accepted, but more specifically discussed by Raes, Heijltjes, Glunk, and Roe (2011) the team constituting top and middle managers are essential to the formulation of strategy, implementation and execution (Raes, Heijltjes, Glunk, & Roe, 2011). More attention is given to formulation than implementation and execution, thus the agreed upon executive strategy usually fails as there is a lack of organisational buy-in (Raes, Heijltjes, Glunk, & Roe, 2011). It is therefore critical that top management teams (TMT) and middle management (MM) work on strategy and organisational culture simultaneously.

Huy, Corley, and Kraatz (2014) expand on the theory that individuals play a critical role in organsational transformation and culture. There are key individuals whom

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must first be identified as crucial to mobilsing the organisational culture, and tapped into as strategic assets prior to attempting to roll out the organisational strategy. Top management have been the focus as the protagonists in planned radical change, since they act as change mechanisms mobilising the work force to execute the strategic vision of executive management.

The official definition of middle managers is that they are two level lower than the CEO, and a level above front-line employees – thus occupying a critical juncture where they are both subordinates and superiors (Guo, Huy, & Xiao, 2017). Middle managers (MM's) perform a critical role as bridging the gap between TMT and lower-level employees. Thus, contributing a key role to organisational culture and strategy execution, if harnessed correctly. According to Guo et al. (2017), middle managers are ideally positioned to bridge their function in a competitive market as well as navigating the political environment. MM's engage well with front line employees (FLE's), thus ensuring the company vision is adequately communicated. These managers should be trained and developed further, to ensure they can navigate the diverse cultures in a workspace.

TMT's are usually recruited with the intent to engage in rapid change, however, if the journey is not successfully managed with MM's, it may lead to internal friction and implosion. MM's if not brought on board with the TMT's vision early enough feel betrayal and instead of executing the vision are suspious of ulterior motives. There is a stark overlay of emotional reactions versus intellect in addressing work matters during turnarounds or M&As, as may be expected of the human condition (Huy et al., 2014). However, as keenly observed by Huy et al. (2014), financial institutions that overlook organisational culture, with buy-in from middle managers, whom are key to strategy execution, will result in the entire plan being sabotaged by unsettled emotions. The necessity to instil an evolving change agent legitimacy with pluralistic and non-static explanations to encourage employees, from middle managers and lower on the organogram, to buy-in to the concept of change is essential. Unfortunately, in many organisations, employees whom are resistant to change are misconstrued as possessing psychological and social behaviours aligned with self-interest; whereas in actuality the person may be experiencing high uncertainty avoidance and may not know how to adapt to a radically changing organisation (Huy et al., 2014).

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Managements role is to connect working groups laterally, as well as vertically, thus concretising operational practices for the entrenchment of organisational strategy. According to Guo, Huy, & Xiao (2017), though it has been identified that the various management levels of an organisation are critical to strategy execution and culture development, very little research especially with regards to middle managers has been conducted to date, thus this is an area that requires further investigation for strategy studies. Middle managers connect on an emotional level with FLE's, thus enabling conflict prevention or resolution quicker as trust is gained.

Middle and junior managers are critically effective since they are able to influence their superiors by the real time data encountered in the field, which then helps optimise processes and closes the gap between TMT's and FLE's as well as creating realistic expectations of what the company can accomplish. TMT's can mobilise company MM's by being more inclusive, embracing a flat organisational structure which minimises power distance so MM's feel more empowered to engage in strategy discussions (Guo et al., 2017).

The intention of focussing on organisational culture is to encourage voluntary and loyal participation by all employees in the new trajectory of the organisation and cooperation with and of management at top level, and executive status. Reducing the power distance between TMTs and MMs with employees, as well as uncertainty avoidance, and developing authentic relationships with employees would be a more transformative approach (Huy et al., 2014).

1.8 Antecedents of strategy materialisation

According to Mintzberg and Waters (1985), the intersection of deliberation and execution is when strategy is in motion. Strategy in practice is the intersection of vision and an enabling organisational culture. There is currently a deficit with regards to the quantum of research engaged in strategy implementation and execution, though there is a plethora of information on strategy formulation (Mintzberg & Waters, Of strategies, deliberate and emergent, 1985). Thomas & Ambrosini (2015) postulate that there is no shortage of information on excellent strategies devised, however, it is the conversion process that is limited. It was further postulated that management control and the comprehensiveness of such controls guide management in the

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execution of strategy, however, this is to a large extent contributing the organisational culture of uncertainty avoidance if not executed well, as it limits people and places them in a box of functionality (Thomas & Ambrosini, 2015). The best implementation of such rules and regulations to guide employee behaviour is to guide managerial efficacy and efficiency. If policies are too autonomous, then undirected execution may, in all likelihood, may erupt. Whereas, if policies are too interdependent between cross-functional units, then this may lead to a lack of accountability and responsibility, activities become uncoordinated and this ultimately impacts execution (Thomas & Ambrosini, 2015). Procedures are necessary, as an enabler introducing both flexibility and formality to influence best practice, but not so stiff and to discourage innovation and enthusiasm for risk-taking.

The intention of this research is to document the findings of a representative sample of the South African insurance industry with regards to the impact of orgnisational culture on successful strategy execution. Insurers in the South African financial services market were approached for feedback on the orgnanisational culture questionnaire, of which 110 useable responses were collected.

Though there are a multitude of papers on the relevance of organisational culture, very few draw the link between the organisational culture and successful strategy execution to enable the rewarding finanial performance of the firm in the short-term insurance industry.

The intention of this study, is to use the Project GLOBE 62 Cultural Dimensions (House et al., 2004) to understand strategy execution in the short-term insurance industry in S.A. (an emerging market). Access to funding (capital) and technology, which grants one greater efficiencies and access to a wider market audience, are now more easily accessible to all companies – thus enabling an equalizer in the market since these factors are easily imitated (Korovedzai, 2018).

Therefore the greatest differentiaing feature of any short-term insurer is their organisational culture, which gives the organisation the edge in customer loyalty (House et al., 2004; Porter, 1996). Thus the adoption of a bespoke orgnisational culture suited to the industry and the environment is key to organisational success. Many orgnisations, in a drive for profit, often undergo mergers and acquisitions, restructuring, down-sizing, implementation of extensive processes and procedures

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(e.g. ISO 9001), as well as a fierce commission struture to mobilise competition internally (Korovedzai, 2018).

Culture oftentimes is seen as a secondary concern, a soft issue, which distracts management from their true focus area of profit making – whereas if organisaitonal culture where given the true focus it deserved from the very outset, different outcomes may be experienced. (Korovedzai, 2018). The relationship between organisational culture and financial performance has long been established, however, it is the intention of this academic study to investigate which exact antecendents of organisationl culture (9 GLOBE culture dimensions) will have the greatest impact on strategy execution and subsequently financial success.

1.9 Assumptions of the Research

One of the fundamental assumptions of the study are that the GLOBE culture questionnaire “As Is” can sufficiently collect data on organisational and societal practices (House et al., 2004). Another assumption was that the strategy execution questionnaire self-developed by Reddy (2017) was tested on an extensive sample population to ensure reliability of the questionnaire prior to using it in research practice.

1.10 Delimitations of the Research

- The research conducted was cross-sectional in nature because of time constraints for data collection. It is recommended that future studies are longitudinal in nature to allow data collection over an extended period to enrich the knowledge collection
- It is important to acknowledge that even the layout of questions in the survey may have resulted in bias from the respondent, together with the data collection process (Babbie, 2013). However, the questionnaires for both organisational culture and strategy execution was not altered in order to maintain the integrity of the questionnaires designed by House et al. (2004) and Reddy (2017). Thus, this as a conscious choice not to alter the existing questionnaire, nor self-develop a questionnaire for the purposes of this study.

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- The information collected and analysed is only for use within the short-term insurance industry in S.A, as this sector was deliberately targeted. Other companies, across other sectors, should be submitted the same survey questionnaire for data collection and analysis to be able to support/ refute the theories in the paper in order to generalise findings to all industries
- The study is limited to short-term insurers only. Future studies could be extended to be inclusive of long-term (life) insurers.

1.11 Limitations of the Research

- Type I error may have been introduced due to non-responsiveness from people emailed the questionnaire. The individuals who did not respond may have resulted in skewed data (Babbie, 2013; Neuman, 2014).
- Conversely, respondents who did respond may have also contributed to skewing the data as they may have felt particularly passionate about certain constructs raised in the survey, however, that response may not be reflective of the general public. This is commonly referred to as self-selection bias (Babbie, 2013; Neuman, 2014).
- Not all short-term insurers (and re-insurers) in the S.A. market were reached in the course of this study, since the author does not have a relationship with each of the 96 registered short-term insurers in S.A.

1.12 Conclusion

The research report that follows will introduce the reader to the literature on this field of interest, and the hypotheses. Chapter 4 will unpack the research methodology, reliability and validity tests conducted and all assumptions moving forward. Chapter 5 thereafter states the results, with Chapter 6 providing a discussion and Chapter 7 succinctly concluding the findings of this analysis. It is the intention of the author to make a modest contribution to field of study of organisational culture and its impact on successful strategy execution in the short term insurance industry. The intention of this work is to enable empirical and theoretical input to the antecedents of strategic execution.

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CHAPTER 2: LITERATURE REVIEW

The chapter that follows provides an in-depth expansion on the literature pertaining to organisational culture and strategy execution. The first portion pertains to organisational culture frameworks implemented successfully and unsuccessfully over the past few decades. It also highlights the challenges with implementing such frameworks. The second portion of the chapter analyses the different strategy execution currently used in industry. The third portion of chapter 2 addresses the interlink between organisational culture as an independent variable and the impact it has over the dependent strategy execution dimensions of Information Sharing, Leadership, Performance, Rewards, Structure and Employee Commitment (dimensions extracted from the Reddy, 2017 self-developed questionnaire).

2.1 Introduction to Culture

Culture is broadly defined by Schein (2004) as common sets of values or beliefs of the people within an organisation. These shared values and beliefs transform into basic assumptions learned in order to solve organisational problems (Schein, 2004; Schimmoeller, 2010). Culture is dynamic, and as Schein (2004) expanded on further, it is something that is created and should be transformed constantly. The correct organisational culture is critical for implementing the strategy of a company as a well as successful execution (Schimmoeller, 2010). In the current climate of the 4th industrial revolution, an adaptive and agile culture is key to successful business domination especially in the insurance sector. Old basic assumptions related to the organisational culture need to be revaluated regularly to ensure they work for the business (Inayatullah, 2016; Kaul, 2019; Hickson, Miller, & Wilson, 2003).

In order to gain the competitive edge, organisational culture should ideally be perfectly inimitable, unique and non-transferable as per the Resource Based View (RBV) model.

Organisational culture, in the same breadth, is inflexible over the short-term, difficult to develop and not easily transferable (Carmeli & Tishler, 2004; Rouse & Daellenbach, 1999). The superior performance of a firm is thus deduced as its ability to utilise such intangible assets such as organisational culture.

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According to Carmeli and Tishler (2004) these intangible assets encompass "*managerial capabilities, human capital, perceived organizational reputation, internal auditing, labour relations and organizational culture*". Carmeli and Tishler (2004) concluded that organisational culture and the reputation thereof have the greatest impact on firm performance. From the work of Chatterji, Findley, Jensen, Meier and Nielson (2016) it was conceded that though there has been much progress in the field of research pertaining to factors impacting firm operational and financial performance, there still remains a gap on definitively establishing the direct impact of organisational culture on successful strategy execution (Chatterji et al., 2016). It was therefore proposed by these researchers that more field work be conducted in the area of strategy execution. This conclusion, together with a plethora of other literature in the public domain, was the motivation for this study into examining the link between the organisational culture on successful strategy execution in the Short-term insurance industry.

2.2 Cultural Frameworks

2.2.1 Competing values Framework (Quinn & Spreitzer, 1991)

Table 2: Competing Values Framework of Quinn & Spreitzer

	Flexibility	
Internal	**Group Culture** • Teamwork • Participation • Empowerment • Concern for ideas	**Development Culture** • Flexibility • Growth • Innovation • Creativity
	Hierarchical Culture • Control • Formalization • Stability • Predictable Outcomes	**Rational Culture** • Task Focus • Clarity • Efficiency • Performance
	Control	

External

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Organisations will not display only one type of the aforementioned ideal organisational cultures. The general dimensions in the exhibit above describe a wide number of cultural adaptions in organisations. Imbalances caused by emphasizing only one cultural quadrant will lead to those strengths eventually becoming weaknesses with dysfunction ultimately ensuing (Denison & Spreitzer, 1991). It may be concluded by reading between the lines that super-performing firms will reflect characteristics of each quadrant across all functional units. The assumption of this model is universal in outcomes. This framework is used to make sense of changing approaches to organisational design (OD). The inspiration for this model stems from a need to investigate and expand on the differences between a multitude of "organisational effectiveness models" in the public domain (Denison & Spreitzer, 1991).

a) **Group Culture** emphasises concern for human relationships. Based on the Y and X axis, this quadrant focuses on flexibility and internal organisational processes and procedures. A primary focus is the preservation and maintenance of the group. Key aspects of this model are based on teamwork, concern for internal organisational ideas, empowerment of the team, and participation within the group. Leaders within this groups display characteristics of supportiveness and facilitating group interaction to achieve strategic goals. Loyalty or member/ employee commitment and development of employees is key to this group culture (Denison & Spreitzer, 1991).
b) **Developmental Culture** is similar to Group Culture where flexibility is key however, the culture is externally focussed to the organisation. This cultural orientation emphasises (apart from flexibility), creativity, innovation and business growth (Denison & Spreitzer, 1991). Leaders are risk takers with entrepreneurial tendencies, and able to create and implement vision/s for the future. Focus is extended to, but not limited by, acquisition of more resources, garnering visibility, legitimacy to differentiate them from competitors and external support (Denison & Spreitzer, 1991).
c) The **Rational Culture** is guided by the ideologies of strong internal controls with an external focus on the world of business. The key defining features are focus on task performance, efficiency and clarification of objectives for effective pursuit thereof. Leaders are delegative and direct, focussed on goal achievement, instrumental and encourage productivity.

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d) The **Hierarchical Culture** has as its defining principles tight internal organisational control and an internal focus on the organisation, i.e. formal processes and procedures, stability and outcomes which are predictable. Naturally based on the description prior, leaders are risk averse (Denison & Spreitzer, 1991).

2.2.2 Competing values Framework (Cameron and Quinn)

Table 3: Competing values Framework of Cameron and Quinn

Clan	**Adhocracy**
• Mentoring, extended family, participation, teamwork, employee involvement, corporate commitment to employees, rewards based on teams not individuals, loyalty, informality, job rotation, consensus.	• Dynamic, entrepreneurial, risk-taking, rapid change, innovation, creativity, temporary structure, power is not centralised – it flows from individual to individual (or team to team), sometimes exist in large organisations that have dominant culture or a different type.
Hierarchy	**Market**
• Structure, control, coordination, efficiency, stability, procedures govern what people do, normal rules and policy.	• Results oriented, gets job done, competition and achievement, focus on transaction with external suppliers, customers and contractors. Productivity, tough and demanding leaders, emphasis on winning, success defined in terms of market share and penetration.

(Cameron and Quinn, 2006; Schimmoeller, 2010; Cameron and Quinn, 1999)

The CVF by Cameron and Quinn (2006), built on the CVF work of Quinn and Spreitzer (1991), as may be clearly observed from the definitions in each grouping. The modified CVF theory has 4 cultural guides/ quadrants, which are: Clan, Adhocracy, Hierarchy, and Market. Different leadership styles will drive different

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organisational cultures within the business. Similar to the previous model, flexibility and control formed the vertical Y-axis, while internal and external control form the basis of the X-axis.

a) **Clan cultures**, though flexible, are inwardly focused. Customers and employees are viewed as extended family, there is high morale and employees to take ownership for work responsibilities (Schimmoeller, 2010).
b) **Adhocracy cultures** are flexible, similar to Clan Cultures, however there is an external focus on the market and changing conditions in the environment of business; modifications to the organisation are frequent and expected by employees -thus there is an adaptability to change (Schimmoeller, 2010).
c) **Hierarchical cultures** are also internally focused, however there is an presence of centralised management control; bureaucracy and quality management processes are usually emphasised (Schimmoeller, 2010).
d) **Market culture** prefers internal control (centralised to management) however there is an external focus on the market as well. Employees are encouraged to be competitive and productive (Schimmoeller, 2010).

2.2.2.1 Critique of the CVF Model

Critics of this model express that it has low support for the CVF framework since it has a low validity score. One finding by (Hartnell, Ou, & Kinicki, 2011) was quite poignant in that Cameron and Quinn (1999) stated the diagonal orientations, i.e.:

- Clan and Market types; and
- Adhocracy and hierarchy quadrants

Possessed negative associations, thus as one cultural trait increased, the other would decrease (since they were diagonal constructs). However, as per the literature of Hartnell, Ou, and Kinicki (2011) there were in fact correlations between the diagonal cultural types, which should not be the case. Hartnell et al. (2011) calculated that all CVF cultural types (i.e. “Clan”, “Adhocracy”, “Hierarchy”, and “Market”) possessed positive correlations. The average association computed was 0.54 – which is a strong association, thus concluding that the four (4) cultural types possess interdependence. Therefore, this framework, if ever applied in the workplace (since

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it is still a valid framework), should be done so cautiously since opposing quadrants of culture type are not opposite, but rather complementary (Hartnell et al., 2011).

2.2.3 Edgar Schein Model of Cultural Levels

Edgar H. Schein (2004) categorised culture into 3 levels as defined below:

Table 4:Edgar Schein Model of Cultural Levels

Levels of Culture	Defined by Schein (2004)
"Artifact"	The exterior trappings of an organisation which are visible such as organisational processes, the structure of leaders and employees (organogram), the manner in which people interact, etcetera.
"Espoused beliefs and values"	The philosophies maintained by the organisation (goals).
"Underlying assumptions"	This category is the ultimate source of the basic assumptions held by employees of the organisation; it is unconscious belief, perceptions, and inner thoughts.

The "climate" of the group is also an artefact of the group. Organisational processes and procedures lead to routine behaviour in the organisation. The structural elements of the organisation take physical form as charters, induction manuals on how the organisation functions, as well as organograms.

The importance of the "**Artifact"** level is that while the cultural elements are visible- they are underlying – which means it is difficult to decode (Schein, 2004). In order to dissect and correctly analyse the group, analysing the "**espoused values"** is the next gradual step, which provide the day-to-day operating principles harmonising the philosophy of the organisation. These espoused values become the organisational rules of engagement without being articulated (Schein, 2004). As solutions to problems begin to work consistently, it becomes the norm and a basic **"underlying assumption"** in problem resolution (Schein, 2004). This may become dangerous if

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basic assumptions are held on to tightly since alternative and new age solutions to problems become inconceivable in a fast changing, competitive landscape.

2.2.3.1 Critique of the Edgar Schein Model

Though the Edgar Schein model breaks down cultural elements into its most basic form – three (3) elements, it does not provide actual cultural dimensions against which implementation may occur to attempt successful strategy execution, thus, more detailed models were sought for this study.

2.3 Cultural Dimensions

2.3.1 Hofstede's Cultural Dimensions

Culture, as defined by Geert Hofstede (1984), are the intrinsic beliefs, values, and a person's way of doing things, as they have been taught by their parents, elders, leaders, other students and the community around the person. It is what distinguishes one group of society from another. Thus, from an organisational perspective, it is difficult to coordinate the activities of a workforce if a deeper understanding of cultural influences over people is not understood and mastered (Hofstede, 1984).

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The five components of Hofstede's national culture dimensions are (Hofstede, 1984):

Table 5:Hofstede's National Culture Dimensions

National Cultural Dimension	**Definition** (Hofstede, 1984)
Individualism vs. Collectivism	Individualist societies focus on the individual (one's own progress and success in career and life) and, at the most, their immediate family. The converse is true of collectivism, where the desire for a close and unified social structure is inherent, which extends to group integration, relatives and extended family (Hofstede, 1984).
Power Distance	High power distance societies (extended to employees' in organisations, etcetera) accept that power is distributed unequally and accept the hierarchical order, whereas, the converse is true of low power distance societies – where there is zero acceptance of power inequity (Hofstede, 1984).
Uncertainty Avoidance	The extent to which the members of a society or an organisation feel uncomfortable with uncertainty and ambiguity and attempt to minimise this discomfort (Hofstede, 1984). This may lead to organisations implementing policies and procedures to avoid uncertainty. Low power distance societies are more flexible and less reliant on policies, procedures and extreme structure to function.
Masculinity vs. Femininity	Masculinity is the preference for achievement, competition, heroism, assertiveness and material success; self-preservation is valued above self-transcendence or care for the community. Femininity demonstrates community-value above self. Quality of life, relationship building, togetherness, caring for the weak in society is of primary importance (Hofstede, 1984).
Long-term orientation/ Short-term orientation	Long-term orientation values persistence, thinking of the future, and delaying immediate gratification for future returns. A Short-term orientation focuses on the present and on immediate gratification (Hofstede, 1984).

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2.3.1.1 Critique of the Hofstede National Culture Dimensions

The profound work of Geert Hofstede focused on national culture (on a global, national and sub-national level) dimensions and not the dimensions of organisational culture, which are not necessarily country specific, but which will be influenced by societal values and beliefs. One of the major reasons for not using Hofstede's (1984) cultural dimensions as the foundation for this work was that the theory was derived from extensive work conducted in one company only, IBM (companies in 66 countries, 117 000 questionnaires administered), with the first layer of data extracted between 1967-1973. Thus Hofstede, based on extensive work in one company, with a company culture unique to IBM, attempted to extrapolate these cultural dimensions internationally, as an accurate representation of national culture. Further, another pertinent point raised by McSweeney (2002) is that the work of Hofstede (1984) discussed characteristics that distinguish one nation from another (country to country, and does not focus on sub-nations or states)- however, within each nation there are further unique cultural dimensions specific to each organisation, and as such a nationals population is unique in many respects. Thus, the national culture study of Hofstede, though still valid from a literary perspective, was invalid from the perspective of an organisational investigation in the short-term insurance industry (McSweeney, 2002).

It is important to comprehend that though people of a country may possess the same national culture, they may not necessarily share the same sub-culture. Unique to South Africa are a plethora of subcultures alone.

Some of the limitations of the Hofstede study uncovered by McSweeney (2002) were:

- Though a significant quantum of surveys were distributed, representativeness of different people, of different cultures was not guaranteed (therefore a lack of diversity).
- All countries did not possess the same number of respondents, thus introducing a bias by the majority of respondents.
- Though data was collected from 66 countries of IBM employees, only data from 40 countries was utilised as the basis for the theories; the remaining data collected from the balance of the 26 countries was disregarded for unknown and unpublished reasons.
- Responses received from the different countries were not equal:

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- "Belgium, France, Great Britain, Germany, Japan and Sweden" = 1000 responses;
  "Chile, Columbia, Greece, Hong Kong, Iran, Ireland, Israel, New Zealand, Pakistan, Peru, Philippines, Singapore, Taiwan, Thailand and Turkey" = <200 responses;
  Pakistan = 107 respondents;

  Thus, bias was introduced via the number of respondents not being the same. Therefore, homogeneity in responses was not maintained (McSweeney, 2002).

- Reponses were predominantly received from marketing and sales employees. Thus, though employees may have been of different nationality, there was no diversity in job functions, nor the organisational culture since they were all employed by IBM.
- Assumed there is a single organisational culture in IBM and variations in culture may only be attributable to the national level. In 1991, Hofstede then admitted that there may be multiple cultures co-existing in an organisation and not merely a single monopolistic culture.

In conclusion, the "national" culture has not truly been sampled by Hofstede, and more especially, all respondents were from one company, IBM. This in no way invalidates the respectable, seminal work of Hofstede, however, it does highlight some defective assumptions, which compromises the integrity of the study he conducted. Though some findings may be justified, the extent to which they are believable is unbalanced (McSweeney, 2002).

2.3.2 Project GLOBE Cultural Dimensions

From the Project GLOBE international survey on organisational culture across 62 countries, the Hofstede cultural dimensions were expanded upon and the final cultural dimensions under consideration for that survey were: uncertainty avoidance, power distance, future orientation, assertiveness, gender egalitarianism, performance orientation, humane orientation, and institutional and in-group collectivism (House, Hanges, Javidan, Dorfman & Gupta, 2004; House, Hanges, Javidan, Dorfman, 2001; House, Hanges, Javidan, Dorfman, 2002). Though the Hofstede (1894) model is a good piece of base literature, the focus of Hofstede is

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national culture, with a multitude of flaws from an assumption and analysis perspective. Therefore, the Globe Culture Study is used as a basis for the questionnaire since its focus spans 62 societies and is based on organisational culture globally, not only within one company (i.e. Hofstede's study in IBM alone).

The Project Globe review sought to expand on the work of Hofstede (1984). Barring the "Performance Orientation" and "Humane Orientation" cultural dimension, all other dimensions expanded by the Globe Project previously existed in literature, albeit in fragmented form, i.e. Masculinity/ Femininity was divided into two separate, new dimensions of Gender Egalitarianism and Assertiveness, while Individualism/ Collectivism into two separate, new dimensions of In-Group, and Institutional Collectivism (Minkov & Blagoev, 2012). The GLOBE research programme investigated extensively the relationships between culture to leadership, organisational effectiveness and society.

The questionnaire used in this study is based on the GLOBE (2004) cultural dimensions as highlighted below as it most relevant to the intention of this research since it encompasses organisational culture, versus a focus on national culture only, and is currently the most extensive survey questionnaire tool available to conduct studies on organisational culture dimensions.

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Table 6: Project GLOBE Organisational Culture Dimensions

Nine Organisational Culture Dimensions	Definitions as per the GLOBE Review (2001) and House et al. (2004)
1. Uncertainty avoidance	Same definition as above for the Hofstede (1984) cultural dimensions.
2. Assertiveness	The magnitude to which individuals of a society or the organisation are forceful or aggressive, and at times extending to confrontation with others in society.
3. Gender differentiation/ Gender egalitarianism	The extent of equality between men and women in society or the organisation; High gender egalitarian organisations would minimise the levels of gender inequality, and education as well as career opportunities between the two (2) groups would be the same.
4. Performance orientation	When high performance improvement, excellence, or great organisational behaviour is exhibited, the extent to which these members of society or the organisation are rewarded (financially/ non-financially) and/ or encouraged/ commended by the majority in the organisation. Inclusive in this category is whether recognition is given for top performers as a non-financial reward.
5. Humane orientation	The value placed by society or the organisation on rewarding/ encouraging members for embodying the "good qualities" society values, i.e. altruism, generosity, caring, kindness etcetera. Humane orientation extends to greater acceptance of mistakes in the workplace, and a nurturing environment for learning and development.
6. Institutional collectivism	This is the extent to which society and organisations value and practice the collective distribution of resources as encouragement/ reward; The extent to which loyalty to a

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Nine Organisational Culture Dimensions	Definitions as per the GLOBE Review (2001) and House et al. (2004)
	company is encouraged over individual goals, and employees are fairly remunerated (rewarded) for work conducted.
7. In-group collectivism	The extent to which individuals exhibit pride, loyalty and integration within their organisations/ families. This is applicable to the formation of subgroups. It also extends to the pride employees feel for their manager's success, and conversely the pride and happiness manager's feel for their employees' success.
8. Power distance	Same definition as above for the Hofstede (1984) cultural dimensions. This measures power inequity and the extent to which society is willing to challenge authority and inequity.
9. Future orientation	Same definition as above for the Hofstede (1984) cultural dimensions, except that the Long-term /Short-term orientation has been replaced with the new name of "Future Orientation".

Characteristics of Leadership Orientation defined and analysed extensively by GLOBE

- **Charismatic/value-based leadership**
  - This factor inspires and motivates followers. The intention is to accomplish a higher rate of performance (Dorfman, Javidan, Hanges, Dastmalchian, & House, 2012). The intrinsic features of this dimension of leadership entails communication of a vision, inspiring employees, high levels of integrity, decisiveness, focus on accomplishing goals (performance), and self-sacrifice (House et al., 2004).
- **Team Oriented Leadership**
  - Teams of a collaborative nature and encouraged, with a shared common goal. The key tenets of this form of leadership are collaboration, diplomacy, competent at completing administrative tasks instead of

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passing them on to other team members, kindness, and team integration skills, especially since workplaces constitute diverse backgrounds (House et al., 2004).

- **Participative Leadership**
  - This is the extent to which management involve employees in decision making, implementation and execution (House et al., 2004).
- **Humane Orientation Leadership**
  - This form of leadership is supportive, with compassion and generosity. Modesty and humanity form the basis of this leadership form (House et al., 2004).
- **Autonomous Leadership**
  - Leaders in this category make autonomous decisions, possess high qualities of independence and do not need nor request the input of followers, and followers accept this leadership style (House et al., 2004).
- **Self-Protective Leadership**
  - The individual and group are a priority; this is executed via superficial status impositions and savings. This leadership style is self-conscious/ status-conscious and self-centred. Conflict is induced and called "internally competitive" (House et al., 2004).

2.3.2.1 Critique of the GLOBE Culture Study

The work of Minkov & Blagoev (2012) highlighted support for "In-Group Collectivism, Gender Egalitarianism, and Power Distance" since the authors of that literature believed respondents to be capable of providing accurate feedback since they have first-hand exposure in those areas. However, Minkov and Blagoev (2012), expressed disdain for "Humane Orientation and Assertiveness" since respondents in the opinion of the authors needed to be generalised to stereotypes of the national culture, thus introducing a bias. Minkov and Blagoev (2012) criticised House et al. (2004) since there was no correlation between Institutional Collectivism and In-Group Collectivism. However, in the research authors opinion, there should be no correlation since the two (2) dimensions are measuring different constructs. Further, Minkov and Blagoev (2012) criticised the weak correlation of Gender Egalitarianism with the buying power of women, together with the underrepresentation of women in parliament. That in the opinion of GLOBE was not the intent of the "as is" or

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organisational practices portion of the survey since the intent was to assess the level of equity in the workplace and if women are encouraged just as much as their male counterparts to educate themselves and be promoted, as well as representation by numbers (House et al., 2004). It is important to note that the Project GLOBE questionnaire used for the purposes of this study was based on existing practices in the organisation ("as is"), and not the "values" option which is what employees in an organisation hope to be ideal.

Praise for the GLOBE organisational culture study extends to the in-depth work conducted in the different leadership orientation fields, and associated organisational culture behaviour, together with the predictive properties of organisational culture behaviour on leadership orientation (Minkov & Blagoev, 2012). However, Minkov and Blagoev (2012) did assert that though there are positives, Humane Orientation and Performance Orientation were not satisfactorily validated.

2.3.2.2 Comparison of the Hofstede and GLOBE Dimensions

Venaik & Brewer (2016) have called for a suspension in the use of Hofstede and the GLOBE organisational culture dimensions due to the conceptual development together with the way the dimensional scores were computed. Analysing culture only in terms of the Hofstede and GLOBE stereotypes is poor since it attempts to box the complexities of culture into finite containers. The work of Hofstede has overshadowed that of other useful models and is alleged that the Hofstede dimensions do not capture subnational and transnational cultures (Venaik & Brewer, 2016).

Some inconsistent findings uncovered by researchers in the field of culture, were with regards to Uncertainty Avoidance for both Hofstede (1984) and the GLOBE culture study (House, et al., 2004). For instance, the perceived level of national corruption positively associated with Hofstede's (1984) Uncertainty Avoidance dimension, yet this same study observed a negative association with the GLOBE Uncertainty Avoidance dimension; this was alarming to researchers since the same dimension measured should produce the same association. Another example of a discrepancy between the two culture giants is that employee absenteeism exhibited a positive correlation with Hofstede's (1984) collectivism dimension, yet the same study concluded a negative statistically significant association with the GLOBE In-

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Group Collectivism dimension (Venaik & Brewer, 2016). However, Venaik and Brewer (2016) clarified that though these inconsistencies in the data analysis were apparent, the majority of the other cross-cultural tests using dimensions from both culture giants provided consistent findings.

One of the disparaging views against the Hofstede (1984, 2001) models is that they were based on the work conducted at IBM between 1967 and 1973. Thus, some theorists explain that work conducted on an individual level within a company cannot be transposed and expanded to reflect national culture constructs (Venaik & Brewer, 2016). Further, it was reported after in-depth analysis that only 40% of the constructs of Hofstede (1984) possessed face validity, which is inconsistent with social studies where measurement theory and empirical research must possess face validity to be considered credible sources of reliable information (Venaik & Brewer, 2016). After an analysis of the GLOBE organisational culture dimensions, it was concluded that 65% of the items achieved face validity, which was considerably better performance than the Hofstede (1984) measure (Venaik & Brewer, 2016). Venaik & Brewer (2016) do not recommend abandoning the use of the Hofstede (1984) or GLOBE (House et al., 2004) culture studies as bases for future work, however, they do recommend not applying the measures generally across national countries or organisations, but instead to apply it to specific sub-groups of interest for more accurate findings versus the ascription of the same standard stereotypical national culture/ organisational dimensions to everyone indiscriminate of country (Venaik & Brewer, 2016). For this study the GLOBE organisational culture dimensions were applied to a specific subgroup of the financial sector, i.e. the short-term insurance industry only (and not the entire financial services sector).

In conclusion, it was decided to proceed with the GLOBE organisational culture questionnaire as a basis since it was the most recent and in-depth questionnaire of its nature available at the authors disposal, which possesses a relatively high level of reliability and validity in the authors researched opinion.

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2.3.3 Relevance of the GLOBE Organisational Culture study as a basis for this research

Javidan, Dorfman, Luque, and House (2006) report that organisational culture information has been general at best over the decades, which is of zero assistance planning organisational culture success. National and multinational organisations are able to use the GLOBE culture study based on 62 countries to provide in-depth support to plan mergers and acquisitions as well as setting the pace of alignment with organisational strategy. The GLOBE culture study has been proven academically to provide sound information on organisational culture dimensions, as well as a tool to assist global executives in developing the accompanying global leadership skills for financial success. Further to the relevance and accuracy of the GLOBE (global leadership and organisational behaviour effectiveness) study is that it involved approximately 170 researchers over a 10-year period investigating cultural values and practices, as well as leadership effectiveness in relation to this 17,370 managers were involved in the study across 62 cultural societies (House et al., 2004). This has been, to date, the most rigorous study of its kind, and therefore was selected as a basis for this research (Javidan et al., 2006).

2.4 Introduction to Strategy Execution

The development of strategy is largely influenced by the market and environment of business, focus on business vision, segmentation, targeting and positioning, and competitor analysis; whereas the implementation and execution traditionally lies with operations – which requires a plethora of managerial skills, as well as working with and via people, streamlining processes, measuring performance and rewarding performance to strategically align to the organisations goals (Thompson, Strickland III, & Gamble, 2008). At times, the hardest task is mobilising the organisation in the direction of the approved strategy. The key tenets of strategy are the creation of a unique value proposition, choosing what products and services to offer and which industries and markets to compete in, as well as the manner in which the company's service offerings complement one another (Porter M. , 1996).

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If strategy execution is not properly understood, this places firms in a very precarious position as all strategies will then be executed incompletely. Execution has little to do with following the plan to the tee, and more to do with seizing opportunities aligned with the strategic intent to ensure the company flourishes. Constant reassessment and subsequent reframing of the execution plan exponentially impacts accomplishing strategic objectives. Thus, this irrefutably proves that strict alignment to the original execution plan can be harmful to the company in the long-term if one is not flexible and agile in the new world of work (Sull, Homkes, & Sull, 2015).

2.4.1 Strategic Behaviour for Economic Advantage

Typically, there are four summarised strategic behaviours, updated by Olson, Slater, and Hult (2005), which are:

a) **Customer orientation** focuses on creating optimal value for the client; increased speed as well as effectiveness of the team's agility in responding to market threats and opportunities (Olson et al., 2005).
b) **Competitor oriented** structures focused on doing things better than the existing competition (match or exceed their performance). This entails analysing market competitors' strategies, objectives, arenas in which they are investing, as well as analysing their resources and capabilities. The disadvantage of this approach is a lack of focus on own economic growth and customer centricity and hampering organisational creativity (Olson et al., 2005).
c) An **innovation-oriented** approach focuses on radical and deep-seated innovation seeking out new developments with which to flood the market for a discontinuous period of time until the company releases its next innovation (Olson et al., 2005).
d) **Internal cost orientation** which expands on product differentiation and cost advantage. The business is strongly focused on operational excellence which leads to lower prices for clients (Olson et al., 2005).

Strategy for the past few years has focussed on disruptive innovation, however, Kim and Mauborgne (2019) published stimulating research on nondisruptive creation which personifies the Blue Ocean Theory of strategy development and creation (the

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converse being disruptive innovation which is the conventional Red Ocean Strategy). This trailblazing approach to strategy focuses on the creation of new markets, thus stimulating demand for a service that did not exist prior. Kim and Mauborgne (2019) explain this concept as expanding the pie without the destruction of existing businesses and markets (Kim & Mauborgne, 2019). One of the most famous companies which has suffered as a consequence of myopia in strategy development and execution is Kodak. The bankruptcy of this once billion-dollar giant adversely impacted the economy with the loss of approximately 55 000 jobs. This digital disruption alone was of significant proportions to obliterate the wellbeing of local communities. Many, if not all companies, want to innovate, however they are perplexed regarding how to formulate and execute new strategies.

Creative disruption can be difficult for established companies as a consequence of a lack of agility and also the decimation of existing in-house businesses via deliberate and staged cannibalism (Kim & Mauborgne, 2019). Strategy execution is sometimes sabotaged by managers and employees afraid of losing work, lack of resource support, or perhaps the increase in overheads. Kim and Mauborgne (2019) cite the famous Kodak company yet again as Kodak developed the very first digital camera but didn't launch it in an attempt to protect its business in historical film photography. This is where the concept of disruptive creation has a firm platform with less intimidation to established companies (Kim & Mauborgne, 2019). Organisational politics typically abound over job losses and generate anxiety, as a consequence, focus on strategy will lag significantly for perceived self-interest, with myopic employees not seeing the bigger picture. The legal benefits of non-destructive creation are that the lack of a threat to existing businesses and industries allows the new company to fly under the radar and not elicit negative public relations in incipient stages, e.g. UBER, Air BnB, etcetera.

The innovative Blue Ocean researchers Kim and Maubourgne (2019) have identified four key hurdles to strategy execution once a strategy has been formulated.

These are the:

a) "**Cognitive hurdle**". This entails enlightening employees on the future of work in the industry of operation, as well as the organisation they serve. People are often creatures of habit and as such would prefer to use traditional models that have

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served the company in the past – however those means of execution soon lead to extinction of the firm.

b) "**Resource hurdle**": employees sometimes assume that the greater the strategic shift, the greater the resources required (financial and nonfinancial). Some capital is always needed in strategic shift and depends on the latitude of the shift.

c) "**Motivational hurdle**": persuading employees to adhere to the new way of doing things, adapt and to be resolute in execution is a very difficult task, however it is critical for the firm in order to be agile and gain the first player advantage.

d) "**Political hurdle**": having the skill to win "buy-in" to ideas is critical. In some organisations, if not most, one needs to have the ear of the top management team, with their trust and support. Without this political acuteness and perseverance, strategies will not be approved.

2.4.2 Strategy execution Frameworks

2.4.2.1 Eight Components of Strategy Execution Framework

Thompson et al., (2008) describe eight components of the Strategy Execution Process, which are:

1. Cultivating a **corporate culture** ripe for implementation and execution of strategy,
2. Competent and capable employees, and the requisite resource strengths
3. Funding projects for successful execution, and supplying adequate human resources
4. Instituting policies and procedures for better guidance
5. Best practice adoption and constantly encouraging continuous improvement in work tasks
6. Implementing IT systems that facilitate optimised execution of work tasks,
7. Developing a rewards structure aligned to the strategic goals of the firm,
8. Strong leadership in execution and accomplishing operational excellence.

2.4.2.2 Opponents to Strategy Execution Framework

According to Crittenden and Crittenden (2008), the adversaries to strategy execution are:

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a) nonchalant senior management leadership style,
b) indistinct strategy,
c) an ineffective team of senior managers,
d) poor or even lacking communication with superiors (or direct reports),
e) poor synchronicity across, and within, different business units,
f) limited, poor or non-existent leadership skills with subordinates and;
g) poor skills development (Crittenden & Crittenden, 2008).

2.4.2.3 Managerial Skills and Structure Framework

Crittenden and Crittenden (2008) report on the two main strategic execution variables of structure and managerial skills, first developed by Bonoma and Crittenden (1988), which underly their eight strategic execution levers. Structural variables provide a toolkit for strategy formulation, implementation and execution – with the assumption that there will be a knock-on positive effect on performance, while managerial skills vary from leader to leader and is intrinsic to influencing culture and strategy execution (Crittenden & Crittenden, 2008; Bonoma & Crittenden 1988).

Table 7: Managerial skills and structure Framework

Structure (Crittenden & Crittenden, 2008)	**Managerial/ Leadership Skills** (Crittenden & Crittenden, 2008)
1. **Actions** – this explain who does what tasks and when in a functional unit as well as in conjunction with cross-functional units.	1. **Interacting-** leading with intent and strategy.
2. **Programs-** implementing and encouraging organisational learning and the practice of continuous improvement.	2. **Allocating** - apportioning resources after analysis in accordance with the organisation's growth strategy.
3. **Systems**- instilling support systems such as quality management systems (e.g. ISO 9001, Six Sigma).	3. **Monitoring**- developing a system of rewards awarded for achieving goals.
4. **Policies-** establishing policies, processes and procedures to lessen or eliminate confusion.	4. **Organizing-** cultivating, shaping and nurturing the company culture.

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2.4.2.4 The Balanced Scorecard

In the 1990's, Robert S. Kaplan and Dave Norton presented the Balanced Scorecard approach to strategy execution for performance measurement which is proposed for complementary use with the McKinsey 7-S model. Four perspectives are measured in the Balanced Scorecard:

a. The Financial Performance,
b. Customer Satisfaction,
c. Internal Processes, and
d. Learning Growth Initiatives (Kaplan, 2005; Kaplan & Norton, 1996).

Figure 1: Four strategic perspectives of the Balanced Scorecard

(Kaplan & Norton, 1996)

2.4.2.4.1 Critique of the Balanced Scorecard

Some users of the balanced scorecard think mere implementation of the four-prong approach is sufficient, however, that would be a watered down approach to strategy execution (Norreklit, Jacobsen, & Mitchell, 2008). Thus, active management by leaders is a critical aspect of the success of the scorecard. Employees may also draw inaccurate conclusions from the use of the scorecard, such as assuming that client satisfaction equates to enhanced financial performance. This would only be true if

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the repeat customers or high purchasing power clientele are satisfied with service. Therefore, it is imperative to assess the underlying metrics of the scorecard, which seldom occurs in industry by management (Norreklit et al., 2008). Further a common misinterpretation is that more training is absolutely essential for staff, however, if staff are already experts (experience and qualification wise) In their field of operation then it would be counterproductive to waste time in re-training, it would make more sense to decrease training initiatives. Another significant (but not insurmountable) drawback of the scorecard is the lack of an analysis time-period, "cause-and-effect" to determine the impact the changes made in the system (Norreklit et al., 2008). Nevertheless, the Balanced Scorecard is still a reliable system to commence the foundation work for strategy execution, however, it does require monitoring and modification by senior management to ensure the company goals are accomplished in dynamic competitive markets. Therefore, general turnkey solutions should not be implemented, instead they must be fine-tuned to the business needs.

2.4.2.5 McKinsey 7-S Framework

Kaplan (2005) highlighted 7 core elements for successful strategy execution as per the McKinsey 7-S model, which are: "strategy", "structure", "systems", "staff", "skills", "style/culture" and "shared value". Some academics argue that this model is a remodelling guideline or a postulation on organisational development. However, its global adoption as a strategic execution model is undeniable (Kaplan, 2005).

a) **Strategy** entails the plan of *how* to achieve the objectives of the business.
b) **Structure** refers to the groupings in business with regards to functional or divisional units.
c) **Systems** entail processes and procedures to streamline operations and reduce uncertainty avoidance and enable options to be executed efficiently.
d) **Staff** factor is indicative of the resources hired, whether they fit the needs of the business and if the business is adequately capacitated.
e) **Skills** indicative of the basic training employees possess, their competence, as well as capabilities (inherent and dynamic) that present as an HR asset to the organisation.
f) **Style/ Culture** is reflective of both personal and symbolic actions; leadership style is critical to ensure alignment between operational employees and the

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strategic intent of the firm. Thus, style refers to managers/ leaders and their management technique capitalising on their personal charisma.

g) **Shared Value** is critical to the success of modern organisations who seek profits, since shared value is mutually beneficial to all parties involved, i.e. the organisation and the employees are rewarded accordingly for meeting company targets; the community may also benefit from shared value initiatives.

(Kaplan, 2005)

2.4.2.6 McKinsey 8-S Model for Successful Strategy Execution

This model merely builds on the McKinsey 7-S model. The '*skills*' element of McKinsey has been replaced with the term '*resources*', and the additional S added is '***Strategic Performance'*** (Higgins, 2005; Kaplan, 2005; Kaplan & Norton, 1996)

2.4.2.6.1 Critique of the McKinsey Model

The external environment has not been taken into account; more apt with be the consideration Porter's (1996) Five Forces in conjunction with this model. The effectiveness of the organisation and direct association with performance improvement has not been adequately addressed; There has been insufficient empirical work to validate the findings. In conclusion, critics explain that there are gaps in this model yet still which do not enable smooth and efficient strategy execution (Management Study Guide, 2019)

Ultimately the McKinsey 7S and 8S models are excellent building blocks, however, due to missing explicit information, this was not used as the basis for the questionnaire. Instead the strategy execution dimensions were adopted from the prior work of Reddy (2017).

The strategy execution dimensions where compiled by Reddy (2017) for the strategy self-developed questionnaire, and was inspired by the following different literature sources: O'Reilly, Caldwell, Chatman, & Doerr (2014); Crittenden & Crittenden (2008); Hrebiniak (2005); Parnell (2008); Krishnakumar (2015); Franken, Edwards, & Lambert (2009); Shah (2005)

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2.5 Research Questionnaire

The nine (9) dimensions selected by Reddy (2017), a researcher from the Gordon Institute of Business Science, for analysis as factors impacting strategic execution were: Coordination, Information sharing, Competence, Employees commitment 1 & 2, Leadership, Change, Structure, Reward System and Performance. It was Reddy's (2017) educated and well researched opinion that these strategic dimensions (similar to the theoretical models expanded on already) are necessary for successful strategy execution overall. Due to the author developing her own brand-new survey questionnaire, Reddy (2017) undertook statistical analyses to assess the validity and reliability of the aforementioned strategic execution dimensions under investigation. The study was conducted in one fast moving consumer goods (FMCG) company only; more than 50% of respondents in the study were at *junior management* level and thus may not have been fully entrenched in strategy formulation, implementation and execution to the extent required to answer a questionnaire of this nature, thus greater (and more equal in percentage) responses from all levels of management in the organisation may have provided a different result.

An in-depth study of this nature has not yet been conducted in the short-term insurance sector in S.A (as the study was limited to Reddy's (2017) employer an FMCG company) and it was therefore proposed that a study similar be conducted in the short-term insurance industry (financial sector). For the purposes of this study, based on Reddy (2017) tests for the strategic dimensions, the following elements of strategy will be employed since they returned a Cronbach Alpha well over 0.7 (acceptable results): "Information Sharing", "Leadership", "Performance", "Rewards", "Structure", "Employees Commitment" (6 out of the 10 dimensions used by Reddy (2017) in that research piece). These 6 dimensions bear a resemblance to the dimensions of the balanced scored card of Kaplan and Norton (1996), Kaplan (2005) and Higgins (2005)

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Table 8: Source of the research questionnaire

Section	Construct/ Aspect	Reference
1	**Organisational Culture** Items = 18 Reliability = 0.77	Culture, Leadership, and Organizations: The GLOBE study of 62 societies House et al., 2004
2	**Strategy Execution** Items = 29 Reliability = 0.830	Reddy (2017) self-developed questionnaire Reddy (2017) used the below sources in the construction of her self-developed strategy execution questionnaire: • O'Reilly, Caldwell, Chatman, and Doerr (2014) • Crittenden and Crittenden (2008) • Hrebiniak (2005) • Parnell (2008) • Krishnakumar (2015) • Franken, Edwards, and Lambert, 2009) • Shah (2005) Other similarities were noticed in the work of • Kaplan (2005) • Kaplan and Norton (1996)

2.6 Strategy Execution Dimensions Examined in this Research

2.6.1 Information Sharing

Information sharing (communication) has profoundly shifted the manner in which organisations achieve their strategic objectives. From the 10 global C-Suite leaders interviewed by Argenti (2017) all unanimously agreed that the organisational culture dimension of uncertainty avoidance was considerably reduced via improved information sharing. Information sharing leads to engaged employees, with a honed connectivity to their work responsibilities in order to deliver quality work to accomplish the company strategy (Argenti, 2017). The ability to use information sharing effectively, will ultimately lead to organisational success (Wang, Wang, Cao, & Ye, 2016). Considering the globalisation of all industries, information sharing, and communication arises as one of the key differentiators to engage employees and improve participation.

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The strategy needs to be communicated broadly, but with consistency; culture is groomed and nurtured via information sharing, and personally communicating information leads to improved transparency, a much needed foundation for transformation, and strategy execution (Argenti, 2017). This helps frame prioritised work to move the company forward and increase agility. Even in maelstroms, where there appear to be more pressing work matters to address, communication must be consistently shared almost to the point of hyper-communication.

Grant and Preston (2019) skilfully surmised that “actionable information” results in knowledge. Thereafter, based on an employee competency and capability, as a consequence of skills development within the organisation, the information so shared (actionable converted into knowledge) makes cognitive and behavioural advancement possible (Grant & Preston, 2019). If the organisational culture is a collaborative work environment, then information and knowledge sharing will be the modus operandi since the sharing of knowledge is a completely voluntary process, and usually the party sharing the information, sender, does not feel threatened that they will be replaced by the receptacle of the knowledge (Grant & Preston, 2019).

Some insurance companies have taken the initiative to create internal social media platforms (e.g. company blogs, apps, etcetera) to enable information sharing and collaboration which have been concluded as being successful in employee engagement over a 2 year data collection study and analysis period (Grant & Preston, 2019). Therefore, it is critical to understand the drivers of information sharing in the non-life insurance space. Though it is acknowledged that information sharing leaked to competitors could result in the competitive edge being shared with opponents if it is proprietary information (which should never be shared), thus eroding the company, however the alternative of no knowledge transfer will spell a bleak future for any organisation, as well as zero business continuity for the foreseeable future. Rewards, and group influencers, are concluded as key in motivating employees to reach information sharing targets.

Top level executives are responsible for facilitating the Board approved vision and mission of the organisation by engaging continuously with top-, middle- and low-level managers (Greer, Lusch, & Hitt, 2017). Greer et al. (2017) found that top level executives have the greatest problem with strategy implementation and execution. Even in 2017, these researchers (and other thought leaders) made the plea for greater research into implementation and execution, especially across disciplines to

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ensure more fluidity in work practices and accomplishing goals. A firm's strategy is executed by its human capital, which is critical to being harnessed properly, as well as the structural, financial and relational capital (Greer et al., 2017; Wang et al., 2016). Top level executives quote having a success of only 63% on average for strategic projects.

Haynes, Hitt and Campbell (2015) and Greer et al. (2017) defined human capital resources as employees who possesses critical skills, knowledge and abilities of crucial importance to the on-going continuity of the firm. For knowledge sharing to occur, there needs to be trust, and trust develops from relational embeddedness, which ultimately leads to better strategy execution and happier stakeholder relations.

It was uncovered by Vomberg, Homburg and Bornemann (2015) that firms which empower employees via training initiatives to empower knowledge transfer, not only upskill employees from an academic and skills perspective, but motivation is also boosted since competence is enhanced equalising the playing field between men and women, as well as across generational levels (Vomberg et al., 2015). This also leads to collaboration and co-creation, builds system and design thinking, fostering innovation and allows employees to take on more responsibility and accountability (Greer et al., 2017).

Via bottom-up strategy execution, the provision of greater learning opportunities in the pursuit of better strategies is experienced, especially as a consequence of bounded rationality since we live in an imperfect world and the perfect strategy for each business is not obvious (Lee & Puranam, 2016).

The Resource Based View of the firm, which underpins the Knowledge Based View of the firm, posits that intellectual capital and knowledge management are critical for organisational competitiveness and overall operational efficiency (Wang et al., 2016; Kweh, Lu, & Wang, 2014; Almeida & Soares, 2014). Sull, Homkes and Sull (2015) expanded that communication/ information will not be successful via emails alone. Even reiteration of meetings is insufficient if managers and employees do not understand the strategic objectives. Thus, it is critical to hold regular surveys with employees to get an idea of the knowledge base of the staff and whether the information bestowed is being absorbed and used to optimum capacity, as well as using the knowledge sharing sessions as a way for employees to suggest better

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ways for information transfer to occur, thus assimilation will be occurring on the employees terms (Sull, D. et al., 2015; Hrebiniak, 2005).

2.6.2 Leadership

Leaders need to execute strategies completely (or at least attempt perfect completion) as this enables continuous learning and cultivates an agile environment with adaptation occurring simultaneously as loops of performance feedback are received (Lee & Puranam, 2016). Though one may possess the best strategies, a certain level of employee discretion is permitted, therefore, the outcomes of great strategies are not always guaranteed. No organisation can fully control organisational behaviour; however, the pursuit of excellence is the role of all leaders especially with regards to cultivating and maintaining the best organisational culture for the chosen strategy. Lee and Puranam (2016) argue that leaders should attempt precise strategy implementation since limited knowledge of the perfect strategy is insufficient for laissez faire strategy execution, therefore, it is better to perfectly execute an imperfect strategy, then to imperfectly implement the perfect strategy.

Strategic leaders matter in the current economic climate more than ever, with the spate of corruption proliferating globally (Haynes et al., 2015). Haynes et al. (2015). focused on the greed of leadership, together with pride and ego, which if not eliminated early on, would lead to the detriment of any company. Thus, selection of the correct type of leader for the organisational culture and strategic intent of the organisation is crucial to sustainability. Ineffective leaders will adversely impact the social and human capital of an organisation. Monopolising on leaders who possess the quality of turning the human and social capital of a firm into valuable, rare, imperfectly imitable and non-substitutable is critical for the fourth industrial revolution.

Social capital properly harnessed by leaders leads to an embedded relationship between employee and employer, develops trust, cultivates information/knowledge sharing and collaboration to ensure strategic objectives are accomplished (Haynes et al., 2015; O'Reilly et al., 2014).

Sull, D. et al. (2015) reported the results of a recent global study on 400 CEOs, concluding that the number one problem experienced was strategy execution. The list constituted 80 challenges facing leaders from Asia, Europe, and the USA. It was

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also reported that 66.6%-75% of large organisations faced extreme challenges in strategy execution. After a study of approximately 8000 managers from over 250 companies, Donald Sull (2015) drew the following conclusions, based on the study conducted over a 9-year period: There were sufficient financial and non-financial resources; and managers focused on alignment, yet still strategy failed (Sull, D. et al., 2015). Thus, leadership was deduced as a critical factor for success.

Leadership is critical in coordinating the activities of their departments and improving cross-functional communication (versus the traditional silo mentality). 30% of managers reported a lack of sufficient coordination on their own part which lead to failure, while failure to align to strategic objectives scored 40%. Leaders are also slow to shift funds across budget pools. Doing so would increase shareholder ROI by 30% if agility in decision making existed (Board's need to be more agile). The aim in strategy is to limit focus on resource allocation and meditate more on the fluidity of resource reallocation should the need arise; thus, flexibility and agility is critical (Sull, D. et al., 2015).

Leadership is responsible for ensuring employees are encouraged to educate themselves and be innovative in workplace practices. KPIs should not be designed to ensure the bare minimum is accomplished, instead the indicators must inspire employee to positively stretch themselves in professional development and work tasks (O'Reilly et al., 2014).

Lastly driving strategy from the top down, is a hopeless myth, while some CEOs such as Larry Bossidy (ex-CEO of AlliedSignal) made concerted efforts to connect with managers several levels below him, especially with regard to KPI management, performance appraisal and mentoring, such a system is unsustainable, as was proven when he retired from AlliedSignal, and the remaining executives could not sustain the time-consuming system, which also distracted them from strategy formulation, implementation and execution. Thus, managers and leaders at all levels need to be empowered to make decisions, resolve issues and build trust with colleagues and their direct-reports, rather than solely relying on executive management , so that all stakeholders have a key interest in successful strategy execution (Sull, D. et al., 2015).

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2.6.3 Performance

The organisational culture of a firm has significant bearing on performance since it impacts the institutional environment (Öztekin, 2015). The institutional environment subsequently impacts the organisations financing policies (Öztekin, 2015; Martinez & Cooper, 2019).

Performance is not merely categorised into the financial performance of the firm, although that is a significant factor in the sustainability of the organisation (even non-profits) (Durst, Hinteregger, & Zieba, 2019). The term performance in this research quest extends to innovation and agility in the company, total quality management, customer centricity, financial success, employee learning and development, and accomplishing the strategic goals (Durst et al., 2019; Lee & Lee, 2014). Providing competitive services is critical in the insurance industry since it is a highly competitive arena (Lee & Lee, 2014). Within the performance ambit the cyclical activities of "*plan, do, study, action*" must be repeated in order to change the organisational culture to one of customer focus, which ultimately has a knock-on impact on business performance (Lee & Lee, 2014).

Performance need also be considered via the lens of the balanced scorecard, which is a more well-composed approach to measuring overall performance of a company's health (Martinez & Cooper, 2019; Kaplan & Norton, 1996; Kaplan, 2005). Performance is incredibly important from the perspective of planned activities, meeting budget, and adhering to the operational plan. This ensures project management and alignment with the organisations strategic vision (Martinez & Cooper, 2019).

Furthermore, in order to ensure the successful performance of the organisation, employees need to be empowered with the relevant resources (for example CRM systems) and IT systems (Ohiomah, Andreev, Benyoucef, & Hood, 2019).

O'Reilly et al. (2014) proved that organisational culture (shaped by the organisations leaders) has a direct and positive association on firm performance (growth, ROI, ROE, Corporate reputation, Tobin's Q, etcetera), and employee attitude which may be extended to employee commitment. It was also postulated that CEO personality has the initial impact on organisational culture (O'Reilly, Caldwell, Chatman, & Doerr, 2014). The researchers have stated that there is limited research on this connection, thus greater research in this field is required.

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O'Reilly et al. (2014) concluded a statistically significant, and positive association between organisational culture and firm performance. This is inclusive of financial performance, market valuation, recommendations per market analysts, brand equity, and employee sentiment toward the firm. Cultures concluded to be more detail oriented (quality and customer centricity) and adaptable to changing environments (high change velocity due to agility) reflected a positive correlation with revenue growth.

It was concluded that middle managers played a critical role in the performance of a company since they are sufficiently close to front line employees (FLEs) and yet positionally still distant enough to keep an eagle's eye view on strategy execution, with a significant role to play in communicating the vision from executive management to the spectrum of employees below them (Ahearne, Lam, & Kraus, 2014).

Middle managers championing the facilitation of projects at ground level can lead to significantly improved financial performance of the firm, as well as aligning employees to the strategic vision of the organisation (Ahearne et al, 2014); thus overall all employees have a significant impact on strategic performance via strategy execution. Thus, as managers' win the trust of employees, performance (especially financial) improves, however, it must be noted that the managers span of control (authoritative power) over employee departments is a factor for consideration.

2.6.4 Rewards

In a modern Utopia, the perfect scenario would be to obtain an employee with organisational citizenship behaviour (Thomas, Ambrosini, & Hughes, 2015). Thus, they are immune to the need for recognition or reward as they are inherently assimilated to the organisation they represent. However, not all employees have the same cultural dynamic, thus rewards are an important dimension for employees is motivating them to accomplish the strategic objectives. Where organisational citizenship behaviour is not obvious nor entrenched within the organisation, it is important to reward and recognize people so that stability, predictability and business continuity ensues (Thomas et al., 2015).

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2.6.5 Structure

Structure in organisations must be aligned to the organisations business strategy (Olson, Slater, & Hult, 2005). The three dimensions of organisational structure of note are Formalisation, Centralisation, and Specialisation:

a) **Formalisation**: The extent to which there are quality management processes in place that govern working processes and relationships. Rules and procedures provide a safety mechanism for employees in that it guides their work behaviour and teaches them how to execute their work role effectively and efficiently. Where "organic" firms exist, there are fewer procedures and thus greater flexibility to execute work tasks to enable an agile environment – however this is more applicable to small sub-functional groups (Olson et al., 2005).
b) **Centralization**: This definition extends to whether Top Management Teams (TMTs) make all decisions or if decision-making authority is delegated to Middle Managers (MMs) and lower level managers. Where there is proper structure, the lines of responsibility and delegation of authority are clear – thus approvals are easy to obtain as the chain of command is clearly exhibited. In non-complex, stable business environments, the decision-making process is easier even without formalised structures (Olson et al., 2005).
c) **Specialization**: this extends to the extent in which tasks are divided in an organisation. In the latter, there is a high proportion of specialists who focus on specific work tasks that are extremely well defined. Typically, this structure allows for a great deal of autonomy, enabling a quicker response rate to the environment of business (Olson et al., 2005). Generalists also abound; however, they lack the knowledge, skills and abilities of specialists. Companies who opt for more generalists usually save money, however, this comes at the expense of specialisation which means at times lower quality products are delivered, slower response rate to market conditions due to limited specialisation, and being a follower in the market versus having a first mover advantage (Olson et al., 2005).

2.6.6 Employee Commitment

Committed and engaged employees result in higher organisational productivity, profitability, customer satisfaction and lower absenteeism. According to a recent Gallup study, for every 9.3 engaged employees (to one disengaged employee) organisations measured 147% higher earnings per share (Gallup, 2017).

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As employees identify more with the company they represent, they become true brand ambassadors, and portray the essence of “oneness” with the organisation (Vomberg et al., 2015). Human capital, and employee commitment, is only of value to the company if employees use their skills to accomplish the organisations strategic goals (Vomberg et al., 2015). Commitment and engagement is manifested when employees commit themselves fully (mentally, emotionally and physically) to ensure the organisational objectives are met (Barrick, Thurgood, Smith, & Courtright, 2015). The literature of Barrick et al. (2015) further postulated that there is a definitive link between employee commitment and firm performance. Barrick et al. (2015) found that the implementation of designing entry level jobs to expose the employee to maximum development, job rotation opportunities; investment in human resource management and expectation management; and a strong transformational leader, lead to employee commitment increasing (positive association) and maximised, which then had a knock-on effect on firm financial performance. Another manner to increase employee commitment was to increase engagement of the top management team with employees, which lead to strategy implementation and strategic objective accomplishment as the commitment of employees was substantially increased due to frequent contact with respected superiors (Barrick et al., 2015). Human resources, if harnessed properly, can lead to the firm’s competitive advantage via mapping the Resource-Based View (Buller & McEvoy, 2012).

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2.7 Interaction between Organisational Culture and Strategy Execution

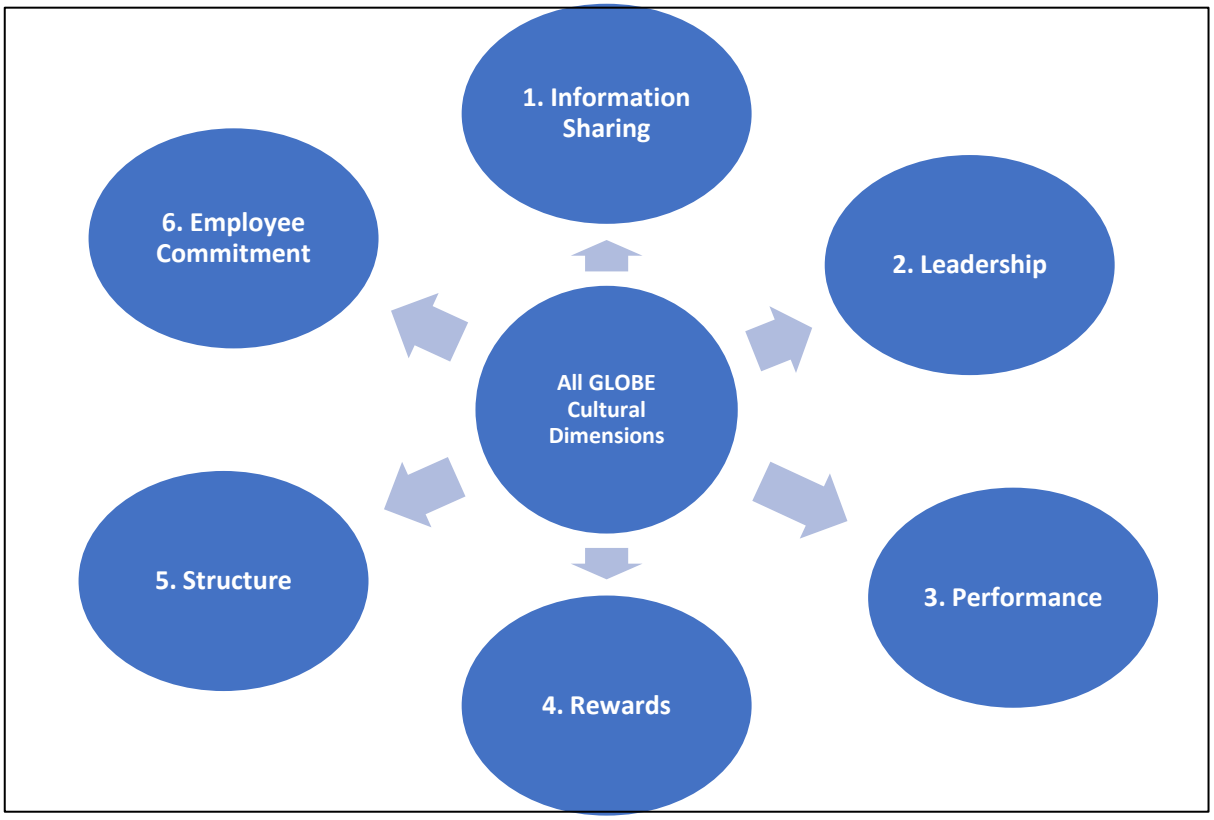

Figure 2: Interaction between organisational culture and strategy execution

2.7.1 Uncertainty Avoidance (UA)

The literature of Argenti (2017) expanded on their irrefutably concluded positive Association of statistical significance between Information Sharing and Uncertainty Avoidance. This literary body of work was further substantiated by McKinnon, Harrison, Chow, and Wu (2003) whom also concluded a statistically significant relatioship between UA and Information Sharing. Information sharing possesses the unique attribute of alleviating the anxiety of employees since they are kept knowledgeable on changes within the organistion as well as provided with explict guidelines on how work is conducted, together with the introduciton of policies and procedures to alay employee fear, and to facilitate employees from different departments to learn to trust information from areas outside their field of specialisation and work (Argenti, 2017; House et al., 2004).

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The association between Leadership and Uncertainty Avoidance has long been established by many authors, however the two most prominent are Lee and Puranam (2016), and House et al. (2004). Organisational culture is difficult to mould if done so in an inauthentic manner, and without a relationship nurtured with followers. Thus, leaders have the responsibility of developing and nurturing work relationships in order to enable an organisational culture that propels the business forward. The optimum way to reinforce leadership is by communication with followers, thus building trust. Therefore, concluding that there existed a positive association between Information Sharing and Leadership (House et al., 2004).

For the Performance dimension of strategy execution, there is a significant and directly proportional relationship (Ashraf, Zheng, & Arshad, 2016). Thus, as the Performance requirements increase for a company, so too do the associated risks (especially for the financial service sector), thus the uncertainty avoidance will follow a similar increasing trajectory, and more structure will be required within the organisation to enable greater financial successes (performance).

The work of Vukonjanski et al.(2012) investigated the relationship between rewards (specifically “satisfaction with pay”, “promotion”, “fringe benefits”, and “contingent rewards”, amongst others but this research extracted information relevant to Rewards as a strategy dimension) with the GLOBE organisational culture dimensions. The results of that study were used as a reference when comparing the findings from this research. The association between UA and Rewards: “satisfaction with pay”, “promotion”, “fringe benefits”, and “contingent rewards” was r= 0.328; r=0.278; r=0.229; and r=0.229, respectively. All concluded statistical significance (Vukonjanski et al., 2012).

Flexibility and adaptability, instead of a rigid system, is required in order to enable a company to be innovative. However in high uncertainty avoidance organisations, more structure in the form of greater processes, procedures and policies are needed to enable the same level of high performance, as that of low Uncertainty Avoidance cultures; however greater administration usually ensues which can hamper the creativity and innovation process (Martins & Terblanche, 2003). One manner in which to reduce high UA is to introduce job rotation opportunities so that employees relinquish association and attachment with a single role or single purpose (Martins & Terblanche, 2003). Thus, based on the literature there is a directly proportional relationship between UA and Structure.

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Due to job satisfaction possessing a positive correlation with employee commitment, it was used as a basis to comprehend the link between the GLOBE cultural dimensions and Employee Commitment (McKinnon et al., 2003). Stability was used as basis in the literary piece of McKinnon et al. (2003) to discuss Uncertainty Avoidance and its relationship with Employee Commitment because of job satisfaction. A statistically significant relationship was concluded in the study of McKinnon et al. (2003) with a p-value< 0.01 and r =0.36. Work commitment in high Uncertainty Avoidance organisations is greatest as people prefer to stay with a single employer, and because of their societal Uncertainty Avoidance, this influences Employee Commitment, which increases UA due to employee fear of job change. Thus, institutional knowledge is maintained within organisations for longer periods, ensuring business continuity and contributing to organisational sustainability (House et al., 2004).

2.7.2 Gender Egalitarianism (GE)

The greater the equity in the workplace, the greater will be the performance of the firm from a financial standpoint (Ellemers, 2014). Ellemers (2014) concluded from that study that the greater the equity in Boardrooms and across multiple organisational levels, the greater the statistical chance of the organisation reaching and exceeding its financial goals. Thus Ellemers (2014) concluded a positive and statistically significant relationship between Gender Egalitarianism and Information Sharing, together with firm Performance. A positive association was concluded from the analysis between gender equity, and Information Sharing, and Performance (Ellemers, 2014). The work of Vukonjanski et al. (2012) also found a statistically significant relationship between GE and Information Sharing, thus further substantiating the work of Ellemers (2014).

From a strategic perspective the greater the leadership presence, and acclimatisation between leadership and the company and employees, the greater the association with GE and the need to empower all genders within the workforce (Ellemers, 2014). Leadership positions held by both male and female employees facilitated comprehension of complicated problems and navigated cultural divides, especially when engaging in mergers and acquisitions with multi-national conglomerates). Gender equity in the workplace results in greater adaptability to change in normal and complex work environments (Ellemers, 2014).

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From this literary work of Ellemers (2014), it was further concluded that Gender Egalitarianism and Leadership, possess a positive association, which has a knock-on impact on the company's financial performance. The continued research of Ellemers (2014) concluded that Performance was strongly associated with Gender Egalitarianism; the greater the equity in the workplace, the better the financial and non-financial performance of the firm since firms with females at executive level outperform firms without female presence on Boards by 15%.

Ellemers (2014) reported that a gender wage gap in the range of 3%-15% manifested itself across European Union countries, with fewer than 5% of CEOs on the Fortune 1000 list being female. Sadly, these significant differences could not be accounted for by experience, qualifications nor full-/part-time employment scenarios – thus there was no justifiable reason for females to be underpaid, yet this observation was confirmed. Such inequality in the workplace contributes to the attrition of talented female employees due to a statistically significant variation in wages/ salaries together with career opportunities for progression, as well as growth and development between male and female employees (Ellemers, 2014). Masculine (assertive, aggressive and competitive) behaviour in the workplace is promoted at times over feminine (supportive, nurturing, team-oriented) behaviour and thus predicts the work progression of employees within companies, with females typically acquiring the short-end of the stick (Ellemers, 2014).

The literature of Vukonjanski et al. (2012) concluded the following associations between GE and Rewards between "Satisfaction with pay", "promotion", "fringe benefits", and "contingent rewards" as r= 0.066, r=0.054, r= 0.127, and r=0.133 respectively. However, only the association of GE with contingent reward was statistically signicant; thus all other associations were statistically insignificant indicating there is overall no relationship between GE and Rewards. Co-operative teams with gender equity are found to be directly proportional with Structure, as this would add to diversity, and as a consequence innovation (Martins & Terblanche, 2003). Thus, it is deduced that there is a directly proportional, and positive association between GE and Structure. Gender diversity supplements work with new skills and abilities to more easily accomplish the organisational goals. As a consequence of the wage gap increase between male and female counterparts, females in the workplace have been found to become demotivated, leading to lower than optimal performance, increased absenteeism and a decrease in company

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turnover (Ellemers, 2014). In conclusion, this will lead to a reduction in employee commitment on the part of females. Thus, if gender equity in the workplace is increased, this will allow all employees to feel equal and result in a deduced positive association with employee commitment (Ellemers, 2014).

2.7.3 Humane Orientation (HO)

Vukonjanski et al. (2012) established and concluded a positive association between Humane Orientaiton and Information Sharing. The greater the information that crosses between different functional areas (as well as within deartments), the greater the bond employees form, and more concerned they are that organsational goals are accomplished, as well as ensuring the information gets to the correct department and in a useable format. House et al. (2004) concluded from their extensive study across 62 societies, with approximately 17,370 participants, that there is a possitive associaiton between Humane Orientaton and Information Sharing.

From further analyses conducted by House et al. (2004), those researchers proved that there was a statisitically significant association (positive) between Humane Orientation and the six (6) GLOBE leadership dimensions of Charismatic, Team-Oriented, Participative, Humane-Oriented, Autonomous and Self-Protective leadership. The strongest association is naturally between Humane Orientation and Humane-Oriented Leadership.

Vukonjanski et al. (2012) concluded that there is no associaiton between Humane Orientation and Reward. Therefore, it was concluded that even as concern for colleagues in the workplace, and more collaborative behaviour is exhibited, rewards do not follow the same trend. Thus, it was deduced that managers are more concerned with the bottom line performance, versus rewarding the humane orientation of employees – which ultimately impacts performance of the firm. This is an area overlooked by managers according the study of Vukonjanski et al. (2012).

The humaneness of handling employees was emphasised by Martins & Terblanche (2003) since this creates an environment where employees can act freely, are encouraged to experiment and take risks, which thereafter leads to more creativty, innovation and a competitive edge in the marketplace. Mistakes must not be used to punish employees, and employees should not be so fearful that they hide mistakes which can be used as learning moments and support (Martins & Terblanche, 2003).

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Tolerance of workplace blunders, and more sensitivity and concern for employees will increase learning and development in the workplace thus it was deduced that there is a directly proportional realtionship betweem HO and Structure; structure referring to that fof the organisation, resource allocation and support and creating an enabling organisational culture so people can function optimally.

Talented employees need not deal with aggressive or insensitive work environments. Thus, if gifted and diligent employees feel unappreciated at their place of work, such employees easily seek employment elsewhere. The fair handling of employees was emphasised by Martins and Terblanche (2003) since this creates an environment where employees can act freely allowing creativty and innovation to organically develop. Thus it was deduced from the literature of both Anitha and Begum (2016), and Martins and Terblanche (2003) that there is a directly proportional association betweem HO and Employee Commiment.

2.7.4 Institutional Collectivism + In-Group Collectivism

Nikolić' (2014) and Vukonjanski (2012) concluded a statisitically signficant, and positive correlation between Information Sharing and Institutional, and In-Group Collectivism. As information flows this enables employees to become more aligned to organisational goals, thus employees will organically focus on company goals as that will lead to personal goal fruition, because if the company does well, then the individual employees shall also thrive as a ripple effect (which may manifest in bonuses, higher salaries, job security, etcetera). Via improved communication, companies will gain greater insight into what drives employees from a financial and non-financial rewards perspective, and employees will feel comfortable enough to reveal to managers what motivates them in the competition for excellence. In addition, from an In-Group Collectivism perspective, employees will engage more with their leaders if there is greater exchange of communication, thus a tie of loyalty will develop in the long-run. House et al. (2004) deduced from their study that there was an association between Institutional Collectivism and In-Group Collectivism. Further, it was deduced that the higher the level of Institutional Collectivism practices, the greater the practice of Future Orientation, Human Orientation, Performance Orientation, and Uncertainty Avoidance; In conjunction with this finding the organisation would be characterised by less Assertiveness and less Power Distance (House et al., 2004).

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Vukonjanski (2012) reported, though a weak association, there was still a statistically significant relationship between Institutional Collectivism and the Reward dimensions of pay (r= 0.364), promotion (r=0.343), fringe benefits (r=0.241) and contingent reward (r=0.395)

The greater the empowerment of employees in decision making, and affording them authority power, the greater will be the loyalty to the organisation (Martins & Terblanche, 2003). Therefore, as Institutional Collectivism increase, so too should Structure as a dimension of strategy execution (a deduced positive association between the two cultural elements).

Developing and maintaining employees via learning and development programmes, fair remuneration (irrespective of gender), bonus schemes, contingent rewards, as well as peer mentoring may be used as one of the mechanisms to nurture loyalty to a company (Anitha & Begum, 2016). Managers supporting employees to develop within the organisation will also assist Institutional collectivism since the employee will not have to sacrifice themselves in order to prove loyalty to an organisation. The aforementioned factors of motivation produce a positive association between Institutional collectivism and Employee Commitment (Anitha & Begum, 2016).

Additional Information on In-Group Collectivism

A statistically significant association of a positive direction was deduced from the work of Gupta (2013) between In-Group Collectivism and Achievement. Gupta expanded that increased loyalty within teams, and between teams and managers lead to increased work improvement and innovation, as well as strengthening In-Group and Institutional Collectivism. As a consequence of this, there was a statistically significant relationship between In-Group Collectivism and Rewards (Gupta R. , 2013).

This relationship was substantiated by the literature of Vukonjanski et al. (2012) with the associaiton between In-Group Collectivism and pay (r= 0.555), promotion (r=0.480), fringe benefits (r=0.465), contingent reward (r=0.529) all being statistically significant ($p<0.01$).

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Cooperative teams enable greater cohesion, which leads to an appreciation for all members (both employee and manager) to enable both parties to take pride in the different levels of employment and support each other (Martins & Terblanche, 2003). Furthermore, the greater the information sharing and teamwork, the greater the innovation. Thus, as In-group Collectivism increases, so too should Structure (in the context of the organisation).

Respect for people, and team orientation (In-Group Collectivism) produced statistically significant results, with p-values< 0.01 and r values of 0.37 and 0.31 respectively, based on the literature of McKinnon et al. (2003). These are medium associations and indicate that there is a statistically significant correlation between In-Group Collectivism and Employee Commitment.

2.7.5 Future Orientation (FO)

Vukonjanski et al. (2012) supported the statistical significance and positive association of Future Orietation and Information Sharing. The more companies plan for the long-term the greater the information sharing required internally within departments and across functions. Future-Orientation was proven by House et al. (2004) to have a strong association with Charismatic, Team-Oriented, Participative and Humane-Oriented Leadership.

According to Wang and Bansal (2012) a long-term orientation expands the firms vision to recognise potential opportunities that may enhance firm performance (Wang & Bansal, 2012). According to this literature there is a positive association between planning for the future and thinking ahead with organisations accomplishing their goals and meeting the performance demands of the C-Suite (Wang & Bansal, 2012).

The relationship between Future orientation and Rewards is statistically significant and substantiated by the research of Vukonjanski et al. (2012), and posits a positive relationship. Evidence of statistical significance between FO and pay (r= 0.511), promotion (r=0.440), fringe benefits (r=0.410), contingent reward (r=0.470) all being statistically significant (p<0.01).

Martins & Terblanche (2003) expand that exployees who have greater time, approximatly at least 15% extra, cogitating on new ideas, will enable greater long-

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term thinking. This enables greater innovation in the worklace linked to organisational struture. Therefore, there is a positive correlation between FO and Structure.

Martins & Terblanche (2003) expanded that exployees who have greater time, approximatly at least 15% extra, cogitating on new ideas, would enable greater long-term thinking (Future Orientation). This enables greater innovation in the worklace linked to organisational struture. If employees feel more emplowered in the workplace to make decisions (authority power), they will also be more committed to helping the orgnisaiton accomplish its strategic objectives and collaborating within immediate teams and across different functional units. Therefore, it was deduced that there was a positive correlation between FO and Employee Commitment.

2.7.6 Achievement Orientation (Performance Orientation)

This GLOBE organisational culture dimension possessed a significant and positive association with Information Sharing (McKinnon, Harrison, Chow, & Wu, 2003). This is attributed to the analysis concluding that an increase in information flow enhances the streamlining and continuous improvement of work process flows. In addition, information sharing levels the playing field and is the great equaliser, thus creating an enabling environment for innovation and creativity from all genders and roles.

House et al. (2004) established that there is a strong, and statistically significant relationship between Achievement and Leadership.

Performance is very much a product of how well a group of employees within the organisation work together to simulate cohesiveness to accomplish the organisational strategic goals (House et al., 2004). According to House et al. (2004), Achievement (or Performance) strategy dimension have a statistically significant and directly proportional relationship to Performance. Achievement Orientation (or Performance Orientaiton) should be rewarded more, as employees accomplish more of the organisational goals by striving for continuous improvement and innovation in the workplace if incentivised (House et al., 2004).

Vukonjanski et al. (2012) theorised the following which substantiated the association between Achivement Orientation and the strategy execution dimension of Rewards:

- Satisfaction with pay, p-value < 0.001, r= 0.626
- Satisfaction with promotion, p-value < 0.001, r=0.565

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- Satisfaction with fringe benefits, p-value < 0.001, r= 0.448
- Satisfaction with contingent Reward, p-value < 0.001, r= 0.627

Martins and Terblanche (2003) expanded in their work that there is a directly proportional relationship between innovation and continuous improvement (the basis of Achievement Orientation), and organisational Structure. Thus, a supportive company structure, with the correct employees, enables creativity and innovation to be a high performing organisation (Martins & Terblanche, 2003).

The literature on Achievement Orientation and Employee Commitment rendered the following findings:

- Innovation (which is an ambit of Achievement Orientation) had a statistically significant and positive relationship with employee commitment, p-value<0.01 and r = 0.33 (McKinnon et al., 2003);
- Attention to detail possessed a p-value<0.01 and r = 0.22, which is statistically significant and a positive relationship with employee commitment (McKinnon et al., 2003); and
- Outcome orientation, p-value<0.01 and r = 0.33, which is statistically significant and a positive relationship with employee commitment (McKinnon et al., 2003).

Since there is a globally competitive environment a high performance culture is critical to ensure longevity of any business.

2.7.7 Power Distance

The literature extricated from Vukonjanski et al. (2012) concluded a statistically significant but inverse (negative relationship) with Information sharing. The greater the information sharing, the more balanced the workplace as a consequence of minimising power distance in the workplace. Further the more people are inforrmed and equal from an education and experience perspective, the less likely they are to accept power inequity (House et al., 2004; Minkov & Blagoev, 2012).

According to House et al. (2004) Power Distance possessed a statistically significant relationship with Leadership, however the nature of the relationship was negative, as expected. This was applicable to Charismatic, and Participative, Leadership. However, where leadership syles such are Autonomous or Self-Protective manifest, then a positive correalation is established (House et al., 2004). This makes sense since the latter form of leadership styles operate in hierarchical organisational

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strucutres and therefore desire power inequity, and employees are more accepting of the imbalance of power.

Firm performance and capital structure vary according to the different organisational cultures (cultural classification) prevailing within the firm, which was concluded by Gleason, Mathur, and Mathur (2000). Greater information flow builds trust and diminishes power distance (power inequity) in organisations researched which resulted in improved firm performance.

The literature of Vukonjanski et al. (2012) posited the statistical significance between Power Distance and Rewards with the findings below:

- Satisfaction with pay, p-value < 0.001, r= -0.410
- Satisfaction with promotion, p-value < 0.001, r= -0.370
- Satisfaction with fringe benefits, p-value < 0.001, r= -0.295
- Satisfaction with contingent Reward, p-value < 0.001, r= -0.395

The greater the involvement of, as well as some authority power bestowed upon, employees in decision making processes, the greater the heights of empowerment and the reduction in hierarchical power distance (Martins & Terblanche, 2003). As power distance decreases, innovation and team cohesiveness will increase. Thus, as power distance decreases, there is an inversely proportional relationship with formal organisational structure (Martins & Terblanche, 2003).

As employee involvement increases in decision making processes (together with information sharing) the greater is employee empowerment, accompanied by a reduction in hierarchical power (Martins & Terblanche, 2003). As power distance decreases, innovation and team cohesiveness will increase. Thus, as power distance increases, it is deduced that there is an inversely proportional relationship and association with employee commitment.

2.7.8 Assertiveness

House et al. (2004) described assertiveness in the organisational culture context as being dominant, competitive, aggressive, focussed on self-accomplishment, winning, progressing in the organisation (remuneration, bonus, promotion, etcetera) and meeting work related targets on, or ahead, of time. Assertiveness has a statistically significant association between culture and the strategy execution dimensions, more

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specifically leadership (House et al., 2004). Assertiveness was concluded to have significant but *negative* relationship with Charismatic, Team-Oriented, and Participative leadership styles. This was expected since the aforementioned are leadership styles representative of teamwork and a consensus environment. Humane- Orientated leadership and Autonomous leadership were also associated with Assertiveness to a significant extent, however, the association was positive. This was expected for Autonomous leadership but not for Humane-Oriented leadership, as humaneness is associated with a nurturing and sensitive organisational culture.

2.8 Conclusion

In conclusion, the literature (though somewhat limited) on the influence of organisational culture on the successful strategy execution dimensions of interest, irrefutably proves there are some statistically significant associations. It is therefore the intent of this research paper to investigate the impact and influence of the independent Project GLOBE organisational culture dimensions on the dependent strategy execution dimensions only in the short-term insurance industry to supplement the limited literature in this specific sector in South Africa.

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CHAPTER 3: RESEARCH PROBLEM AND HYPOTHESES

The hypotheses and research questions enclosed in this chapter are considered for empirical investigation based on the foundation laid in Chapter 1 and Chapter 2. The bedrock of this research seeks to establish whether organisational culture (independent variable) has an impact on strategy execution (dependent variable) within the short-term insurance industry, and secondly to establish which dimension/s of organisational culture have the greatest influence on strategy execution. It is intended to conduct this research in the short-term insurance industry in S.A. whereby the respondents will self-complete the survey questionnaire.

a) Research objective 1: To establish the level of correlation between the selected 9 GLOBE (2004) culture dimensions against each individual strategy execution dimension selected for the insurance industry.

b) Research objective 2**:** Identifying which of the 9 GLOBE (2004) culture dimensions has the greatest influence as a predictor on each of the six (6) selected strategy execution dimensions for the insurance industry.

3.1 Primary Objective Hypotheses

Hypothesis 1

H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of information sharing.

H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of information sharing.

Hypothesis 2

H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of leadership

H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of leadership.

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Hypothesis 3

H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of rewards.

H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of rewards.

Hypothesis 4

H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of performance.

H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of performance.

Hypothesis 5

H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of structure.

H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of structure

Hypothesis 6

H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of employee commitment.

H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of employee commitment.

3.2 Secondary Objective

This research objective investigates which organisational culture dimensions (i.e. power distance, assertiveness, uncertainty avoidance, gender egalitarianism, performance orientation, humane orientation, institutional collectivism, in-group collectivism, and future orientation) have the greatest effect on the six strategy execution dimensions under investigation (i.e. information sharing, leadership, rewards, performance, structure and employee commitment).

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CHAPTER 4: RESEARCH METHODOLOGY

This chapter focuses on the manner in which the research was conducted and analysed, the derivation of the need for a quantitative study, as well as how the research was conducted. It further expands on whether the results of the data collected are valid and reliable via a Factor Analysis and Cronbach Alpha test. The research setting, and method, overall population, specific unit of analysis, techniques applied to sampling, method of collection of data, process and method of analysis, as well as all assumptions and limitations are clearly defined and explained.

4.1 Research Setting

Data was collected from insurers in the short-term insurance industry (which forms part of the financial sector). Insurers were contacted directly by the author at the following institutions: Santam, Old Mutual, Hollard, American Insurance Group (AIG, South African branch), Munich Re, Discovery Insure, Nedbank Insure, Standard Bank Insurance, Absa Insurance Company, S.A. Taxi and Bryte Insurance (previously Zurich Insurance Company) to contribute their input. Only insurance personnel in South Africa were contacted for input. Collectively, the above insurers, control over 50% of the insurance market in South Africa and thus contribute considerably to the gross domestic product of the country.

The insurance industry is a key enabler to accomplishing the 2030 National Development Plan (NDP) targets with regards to job creation and reducing unemployment (National Development Plan Executive Committee, 2012). Apart from digitisation and blockchain technologies which are disrupting the short-term insurance industry (and financial sector as a whole), organisational culture has and always will be a key element to the success and sustainability of any organisation, however, very little in-depth research has been conducted in this area to optimise performance. The insurance industry contributes significantly to economic growth. It was proven that there exists a causal relationship between the insurance industry growth and GDP increase per capita which has been corroborated by researchers in the field other than the author (Pradhan et al., 2017; Mohy, Regupathi, & Abu-Bakar, 2017; Pradhan et al., 2015).

The insurance sector of the G-20 countries collectively contribute 90% of the world's GDP. Thus, this is a critical industry to protect. The economic impact of the sector

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also contributes to greater prominence associated with the industry, thus motivating the insurance industry to enhance its service offering. The insurance industry, because of the average year-on-year growth of 10%, further contributes to improving the living conditions of the general populace and greater employment opportunities (Mohy et al., 2017). Mohy et al. (2017) report that 6.23% of the world's GDP is expensed on insurance; developed and developing countries spending 8.6-10.9% and 2.1-3.8% per annum, respectively. Though the average growth rate per annum for insurance has been 10% since 1950, non-life insurance growth has accomplished 19% on average per annum (Mohy et al., 2017).

The unit of analysis for the survey was Junior management; Middle management; Senior management; Executive management; and Non-management. Even non-management level employees were permitted to participate in this study since every employee is part of the cog that enables the strategy execution wheel to turn (Sull,D. et al., 2015). Though management has historically been responsible for transferring strategy knowledge and directives (provided by company executives), the current workplace dynamic is different as most companies (ideally all) now rely on all employees to execute the company's vision and strategy successfully and the best way to do this is to ensure all employees feel as if they are being included in the company's journey (House et al., 2004; Leinward & Mainardi, 2017). For instance, the greatest strategies are futile if all employees are not empowered with the tools and the confidence to execute by investing time and effort in them; mantras should be formulated so that employees at all levels are involved (Zagotta & Robinson, 2002). Managers are geographically spread, thus employees on all levels are increasingly brought on board to assist in strategy execution.

4.2 Purpose of Research Design

The intention of this research was to understand the impact of organisational culture on successful strategy execution in the short-term insurance industry in S.A., and to test developed academic theories in existing literature to describe the effects. The research design was therefore of a **descriptive nature** (Babbie, 2013; Neuman, 2014**;** Saunders & Lewis, 2012)**.** The research data collected was **quantitative** via a survey questionnaire using Google Forms as the host platform, and the data obtained

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was of a numerical nature. Descriptive data analysis for this scope of work is important to assign features to findings and enable summarisation of data in a useable manner to enhance the study (Babbie, 2013; Neuman, 2014).

The demographics profile (between different management and non-management levels) was used to determine the significance of the impact of organisational culture on strategy execution at the different levels of management in the short-term insurance industry, as well which organisational culture dimension/s were most critical for successful strategy execution. The essential feature once the descriptions were established was to proffer logical explanations of why those observations existed; this then completes the process and enables future researchers to gain greater comprehension from the field work conducted in this study (Saunders & Lewis, 2012, p115-118; Babbie, 2013; Burch, 2018).

4.3 Choice of methodology

A **positivism philosophy** was selected, with **deduction** as the approach to the research. As per guidance provided in Saunders and Lewis (2012), the positivism philosophy is based on collecting, analysing and discovering measurable facts which can be summarised and used as meaningful data to contribute to a body of literary knowledge (Babbie, 2013). The intent of positivism is a highly structured approach. This is to ensure that the results can be replicated and validated by virtue of its generalisation. Positivism further assists in establishing causal relationships and the rules help illuminate and predict behaviour in future work in the same industry and across industries. In positivism, existing theory may be used in hypothesis development, which is the case in this study. The intent in this positivist approach is to maintain neutrality and collect data without bias which can either refute or prove the proposed hypotheses presented in Chapter three (3) (Saunders & Lewis, 2012, p104-111; Babbie, 2013; Wolf, Joye, Smith, & Fu, 2017).

4.4 Approach to Research

The **deductive research** approach was adopted since it predicates the testing of existing academic theories via the collection of data from the field (Babbie, 2013). The deductive research approach will involve theory testing and not the development

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of new theory (Saunders & Lewis, Doing research in business and management : An essential guide to planning your project, 2012). In addition, the intent is to expand on ***'organisational culture impact on successful strategy execution research in the short-term insurance sector'*** which has not been explored in great depth in South Africa. The data analysis will allow the researcher to either support or refute the selected theories for the study upon which the hypotheses are based, with the potential to recommend modifications to the selected theory. It would be ideal to hold interviews with the CEOs and COOs of short-term insurance companies (qualitative), however, due to limited access to these parties, which would compromise and/or halt the data collection and analysis process, a quantitative approach was adopted. **A quantitative** approach enabled a greater statistical probability of data collection; further, the study was still enriched since junior – all the way up to – executive managers answered the survey questionnaire (Saunders & Lewis, 2012, p111-115; Babbie, 2013).

4.5 Research Process and Methodological Choice

The research methodological choice is a ***mono-method, quantitative study*** (Babbie, 2013). The survey questionnaire data is cross-sectional in nature and was analysed via the utilisation of Statistical Package for the Social Sciences (SPSS) (Saunders & Lewis, 2012, p127-129). A survey questionnaire was utilised to collect data from respondents anonymously. A survey questionnaire was selected as the method of choice since it permitted the collection of data with ease, using standardised questions to reach a large group of people.

4.6 Research Time Horizon

Due to the time constraint for completion of this thesis in 2019, the **cross-sectional approach** was adopted. Thus, as per Saunders and Lewis (2012) the research will be a "snapshot in a particular point in time", i.e. events will not be tracked over time – data will be collected over a limited period in 2019 (approximately 2-3 months), and once collected there will be no opportunity to "note change" as in longitudinal studies (Saunders & Lewis, 2012, p129-136) ; Babbie, 2013).

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4.7 Population: short-term insurance industry

The target population was the short-term insurers in South Africa. The aforementioned constitute the population for this study. The researcher has strong ties to Santam, Old Mutual, Hollard, American Insurance Group (AIG, South African branch), Munich Re, Discovery Insure, Nedbank Insure, Standard Bank Insurance, Absa Insurance Company, S.A. Taxi and Bryte Insurance (previously Zurich Insurance Company) in the short-term insurance space, and electronic survey questionnaires were distributed to contact persons in those companies involved in strategy formulation and execution positions; further the electronic questionnaire was not limited to the aforementioned companies, as it was passed on to other persons in the short-term insurance space via professional contacts. The target audience for this survey questionnaire were managers and non-managers. It ranged from **non-management level employees**, **junior, middle, senior and executive management** as all these persons would have direct involvement in strategy development and/or execution, and this contributed to a varied response in order to gain unique insight into each functional level. All these companies have in excess of 1000 personnel employed nationwide; thus, rich survey feedback was collected for dissection and analysis.

4.8 Sampling Method

The sampling method for this study was ***nonprobability*** since a complete list of the population was not available to the researcher (Babbie, 2013). Since the complete population list of all managers and non-managers (in the short-term insurance industry in S.A.) was not available to the researcher, it was not possible to select samples from this population at random. Therefore, the probability of each member being randomly selected from the list was unknown and there was a reliance on available subjects (Babbie, 2013; Neuman, 2014). The non-probability sampling technique selected was ***purposive sampling*** (Babbie, 2013). From the population available at the short-term insurers, the sample selected for completion of data is selective since the qualifying criteria was that the managers, and non-managers, must be currently employed in the insurance sector. This enabled the objectives of this research quest to be met. An **electronic survey** generated on Google Forms was distributed to persons in the short-term insurance space (Saunders & Lewis, 2012, p138-148).

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Table 9: Summary of respondents

Number of people directly emailed/ contacted via social media	402
Usable responses received	110
Usable response rate	27.36

4.9 Unit of Analysis, Sampling Method and Size

The unit of analysis were management and non-management level employees employed in the insurance industry, as these persons would have direct involvement in strategy execution. The unit of analysis is the same as the population (Babbie, 2013).

4.10 Measurement instrument

A questionnaire was utilised as the instrument of choice. The three different portions of the questionnaire constituted demographics, organisational culture dimensions and strategy execution dimensions. The questionnaire posed questions to a sample of the population, thus enabling a standardised data collection process.

The questionnaire distributed had:

- The **cultural dimension component** extracted from Project GLOBE, Culture, Leadership and Organizations: The GLOBE study of 62 societies (House et al., 2004)**.** The Cronbach alpha test for this survey was an average of **0.77** according to the authors of the GLOBE organisational culture study who computed it (House et al., 2004); and
- The **strategy execution component** of the questionnaire used in this study, was designed and developed by Reddy (2017) based on an extensive review of valid academic research. The use of established literature was employed by Reddy (2017) and those literary sources extended to O'Reilly, Caldwell, Chatman, Lapiz & Self (2010), Krishnakumar (2015), Parnell (2008), Crittenden and Crittenden (2008), Franken, Edwards, and Lambert (2009), Hrebiniak (2005) and Shah (2005). These sources framed the development of the strategic dimensions under investigation by Reddy (2017). Only those strategy execution dimension tests with a cronbach alpha exceeding 0.7 were used in this research; therefore, though Reddy (2017) investigated nine (9) strategy execution dimensions, only

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six (6) were used in this study because the reliabilty was in excess of 0.7 according to the literature of that study.

Table 10: Questionnaire breakdown

Section	Construct/ Aspect	Items	Reliability	Source/ Reference
1	Demographics	11	Not applicable	Reddy (2017)
2	Organisational Culture	18	0.77	Culture, Leadership, and Organizations: The GLOBE study of 62 societies (House et al., 2004)
3	Strategy Execution	29	0.830	Reddy (2017)

4.11 Measurement Instrument Pre-Testing

Pilot testing was executed in the early stages to ensure all meaningful irregularities were removed prior to collecting 'reliable data'. It is often metaphorically compared to the theatrical world as the dress rehearsal of questionnaire dissemination (Ruel et al., 2018). Thus, corrections were made before bulk data was collected for analysis. The intention was to identify and remove any potential problems that may produce error in the survey if allowed to remain and affords the opportunity for critical reflection and revision prior to bulk dissemination wherein errors from data collection would then multiply (Ruel et al., 2018). The fundamental intention was to standardise the questionnaire so that respondents would all interpret the questionnaire in the same manner.

According to Ruel et al. (2018) it is preferred to pre-test the questionnaire on at least one (1) person prior to bulk dissemination for data collection, as that would substantially reduce the threat of poor or inaccurate quality of responses and/or a low response rate. For large scale surveys (over one thousand responses required as a minimum), the normal recommendation for pre-testing is 12-50 people (Ruel et al., 2018).

In this case, prior to full scale questionnaire administration for data collection, the questionnaire was distributed to twelve (12) individuals. This was therefore deemed adequate. More than twelve (12) respondents were not pilot tested since this would

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lead to greater time and energy expenditure given that only 402 respondents were emailed, and a pilot testing percentage of approximately 3% was already accomplished, and pilot testing the survey on more respondents would yield diminishing returns since it was assumed that minor additional contribution would only be accomplished, and perhaps no further (or minimal inconsistencies) further identified (Ruel et al., 2018).

Even though academic experts were not used in the pilot testing phase, the author was familiar with the literature and compared this research questionnaire with previous studies in the same field, especially that of the Project GLOBE organisational culture study across 62 societies which is at the forefront in established and reliable academic literature in organisational studies globally (House et al., 2004), as well as the strategy execution questionnaire self-developed by Reddy (2017).

The pre-testing phase enabled rudimentary spelling and grammar checks, as well as the comprehension of questions posed to be tested (i.e. were the questions easy to read and answer or where they counter-productive in obtaining an honest response, e.g. being too laborious). If questions were laborious this would lead to lower response rates and damaged data quality (Ruel et al., 2018). Further, the pre-testing enabled "**response latency**" to be measured which enabled a better time estimate to be provided in the introduction of the questionnaire to respondents about to answer to questionnaire as they then had a better idea of the time needed for allocation to this voluntary task. Once the pre-testing phased was complete, the authorised questionnaire was then disseminated to the authors contact base in the short-term insurance industry.

The changes made during pre-testing where related to grammar and spelling, all questions where compulsory to answer since in the pre-test some respondents skipped questions; In some instances the questions were skipped deliberately and in others the respondent had inadvertently missed answering multiple questions (not in succession) due to the length of the questionnaire. It was concluded from the pre-testing that respondents had the ability to answer the questions well since the responses were spread across a spectrum on the Likert scale and not merely ticked as 'neutral', and there was response variation. In finality, consistency was maintained with the Likert scale possessing five (5) options to pick from on the rating spectrum;

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thus, eliminating the opportunity for confusion if the scale order was reversed later on in the questionnaire.

In conclusion, though pre-testing was conducted, this is not a guarantee that the study in entirety will be a resounding success as this is conducted on a small scale. However, the pre-testing does give greater credibility to the study due the rigorous nature of testing the questionnaire prior to dissemination. After the survey questionnaire was corrected, it was thereafter disseminated to the entire contact base (even those in the pre-test phase). This was done to eliminate contamination of the data from the pre-test (Ruel et al., 2018).

4.12 Data gathering process

Prior to the distribution of the questionnaire pilot testing was conducted with a small number of people from the sample to ensure the questions were interpreted correctly and that respondents were able to answer the questionnaire easily (Saunders & Lewis, Doing research in business and management : An essential guide to planning your project, 2012). As per Saunders and Lewis (2012), questionnaire data may be collected via a plethora of means, extending to, but not exhaustive of the internet, post, hand, telephonically, and face-to-face interviews, etc. When a questionnaire is used, it is a structured interview data collection process. The questionnaire was hosted on the Google Forms platform with the initial dissemination via email with a hyperlink to the questionnaire site on Google Forms; data was collected on the same platform for analysis on SPSS. The questionnaire link was distributed to all personnel in the short-term insurance industry to whom the author had access. Ethical clearance was obtained from GIBS prior to dissemination of electronic questionnaires. A cover letter accompanied all questionnaires explaining the nature of the study, the researcher and supervisor details, as well as promising that their identities would remain anonymous for the purposes of the study (Saunders & Lewis, 2012, p156-157; Babbie, 2013).

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4.13 Analysis approach

Statistical Package for Social Sciences (SPSS) was used for the numerical data analysis. Prior to the use of SPSS, the data collected from Google Forms was dissected for missing data; missing data can lead to errors of standard deviation and bias results. The Pearson correlation coefficient (r) was computed via SPSS to evaluate the level of association (statistical significance) between the cultural dimensions and the strategic management components proposed for analysis as part of the hypothesis testing process (Saunders & Lewis, 2012, p180-202; Babbie, 2013).

The Pearson correlation coefficient (r) measured the association between each of the nine (9) cultural elements, i.e. Gender Egalitarianism, Uncertainty Avoidance, Institutional and In-Group Collectivism, Assertiveness, Humane Orientation, Achievement Orientation, Future Orientation, and Power Distance, against each element of strategy execution, i.e. Leadership, Information Sharing, Rewards, Performance, Structure, and Employee Commitment. The Pearson Correlation provided an indication of the strength of the relationship and the direction of association. This test also gave an indication of the linearity of the relationship. An r value ≥0.5 is indicative of a statistically significant relationship. A value of one (1) is indicative of the strongest correlation (Saunders & Lewis, Doing research in business and management : An essential guide to planning your project, 2012). The Pearson Correlation Coefficient is a univariant statistical test. Further, a positive value indicates a directly proportional relationship whereas a negative value is indicative of an inverse relationship.

Each GLOBE organisational culture dimension (in entirety) was tested against each individual strategy dimension to determine if there existed statistically significant relationships using the Pearson Correlation Coefficient test (as illustrated by the diagram below):

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Table 11: Organisational culture and strategy execution dimensions

Organisational Culture Dimensions (Independent variables)	Strategy Execution Dimensions (Dependent variables)					
Uncertainty avoidance	Leadership	Information Sharing	Performance	Rewards	Structure	Employee Commitment
Gender egalitarianism						
Institutional collectivism						
In-Group collectivism						
Assertiveness						
Humane orientation						
Achievement orientation						
Future orientation						
Power distance						

4.14 Tests for Validity

Validity is required to ascertain that the concept being measured is done so correctly and that there exist logical relationships between the variables under investigation (Babbie, 2013). Internal validity of the research and data collection process was checked against the following principle factors: subject selection, history, testing, and ambiguity about causal direction (Saunders & Lewis, 2012; Babbie, 2013). This addressed internal validity. External validity was assessed via the distribution of the survey questionnaires to different companies to ensure generalisability of results (as opposed to conducting the study in one company only). Due to the internal and external data validity approach, the findings of the study may be generalizable to the entire short-term insurance industry in S.A (Saunders & Lewis, 2012, p133-134).

All data collected was ordinal in nature. The strategy questionnaire was self-organised by Reddy (2017); while the culture questionnaire was adopted from House et. al. (2004) which was based on their GLOBE Culture Study of 62 Societies. Internal validity was assessed via Factor Analysis to enable items of a shared variance to be grouped together (Babbie, 2013). Factor analysis is essential in social science research to enable the observation of summarised associations between items. Concepts and constructs are then isolated based on shared items with similar variance (Yong & Pearce, 2013).

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Summary of Acceptability Tests

Table 12: Summary of acceptability of results from validity tests

Validity Test	Value
KMO Test (Yong & Pearce, 2013)	>0.6
Bartlett Test (Yong & Pearce, 2013)	< 0.0005

Principle component analysis (data reduction technique) is critical to determine how many factors of a dimension are to be grouped together or retained for rotation analysis. The common way to execute such a task are the Eigenvalue Method, Scree Plot, and the Rotated Component Matrix (Yong & Pearce, 2013). The Principle Component analysis extracts maximum variance from the data set with all components (variables) considered, which are then subsequently summarised into smaller quantum of components. When undertaking Principle Component analysis, two rotation options are possible: orthogonal or oblique.

Orthogonal rotation entails rotating the factors 90˚ with the assumption that the factors do not correlate; the Oblique rotation method is an alternative method which assumes correlating factors (Yong & Pearce, 2013; Costello & Osborne, 2005). House et. al (2004) substantiated correlation between the items in the organisational Culture study conducted across 62 societies, however the data in this study needed to be tested first, thus it could not be assumed that there was a correlation between the factors initially. Therefore, orthogonal rotation was selected with the Varimax method as the rotation technique, as it was not known if there was correlation within this data set collected from respondents in the short-term insurance industry (Yong & Pearce, 2013).

The rotated component matrix summarises all variables into factors to establish which variables partner, and which factors influence which variables (Yong & Pearce, 2013). The primary benefit of factor analysis is that it allows variables (items) to be summarised into meaningful categories so that the focus is on a few key categories; this is especially true for questionnaires where there are significant variables being investigated (Yong & Pearce, 2013).

One of the assumptions of the Principle Component Analysis (rotated matrix) is that there is a linear relationship between the factors and the variables when executing

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calculations (Yong & Pearce, 2013). For a factor to be considered as such, it should have at least three variables in its grouping (Yong & Pearce, 2013). One of the challenges with a factor analysis is if the variables or items of a dimension are split between factor categories, however, normally the dominant variable of a dimension (possessing the higher value) is then allocated to a factor for categorisation.

Method 1: Eigenvalue Method

Using this approach, all extracted factors must, when added up, equal to one, and cumulatively equate to 100%, thus explaining the variance in readings obtained. For ease of interpretation the “initial eigenvalues” column, and the “extraction sums of squared loadings” were used for discussion purposes. The “rotation sums of squared loadings” gives the final eigenvalue post modification after rotation using the Varimax method (Yong & Pearce, 2013).

Method 2: Scree Plot

This plot uses data extracted from the table of eigenvalues (*eigenvalue method*). The plot constitutes eigenvalues (associated with a specific factor) plotted on the y-axis, versus the factor being analysed on the x-axis. The Scree plot provides a quick visual representation of the factors, so a decision is reached on which factors to retain for analysis. Where the curve begins to reach a plateau, this is known as the inflection point (Yong & Pearce, 2013). All eigenvalues greater than one should be retained as they contribute most of the variance to the study being investigated. Thus, those are essential values to the study.

Method 3: Rotated Component Matrix

The intention of the rotated component matrix is to enable grouping of the number of factor loadings. This approach does not decrease the factors analysed; however, it does indicate which factors (across strategy or cultural dimensions) bear similarities, and dominance in their group across questions in a specific dimension being investigated. The ultimate objective is to accomplish an optimised simplified structure, with the intent of a having a variable load on as few factors in the matrix as possible to enhance ease of interpretation (Yong & Pearce, 2013).

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4.14.1 Organisational Culture Validity Results

The reference material for the basis of this thesis is House et. al. (2004), as it is the foundation of the GLOBE 62 societies culture questionnaire. The questionnaire used in this study is the same as the GLOBE, "As Is" questionnaire, where 18 items were used in the questionnaire, i.e. two items per organisational culture dimension assessed. The table below provides the code associated with each corresponding culture question.

4.14.1.1 KMO and Bartlett Test of Sphericity for Culture

Table 13: KMO and Bartlett Test of Sphericity for Culture

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.822
Bartlett's Test of Sphericity	**Approx. Chi-Square**	628.898
	df	153
	Sig.	0.000

The results of the KMO test pass since the KMO value is greater than 0.6, although some literature accept values above 0.5 as minimally acceptable (Yong & Pearce, 2013). The results of the Factor Analysis Test exhibit that the KMO measured is 0.822. The significance calculated is less than 0.0005 which indicates the correlation of the items investigated is valid. This proves that distinct and reliable factors can be produced as there is correlation in this data set (Yong & Pearce, 2013). Thus, the null hypothesis of Bartlett test must be rejected (i.e. H_0: All variables are unrelated and unsuitable for structure detection) since $\rho < 0.0005$, with a Chi coefficient of 628.898.

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Table 14: Organisational culture coded questions

Code	Question associated with the code
1. Uncertainty Avoidance 1	In this organisation, orderliness and consistency are stressed, even at the expense of experimentation and innovation
2. Uncertainty Avoidance 2	In this organisation, job requirements and instructions are clearly defined so employees know what is expected of them.
3. Gender egalitarianism 1	In this organisation, men are encouraged to participate in professional development activities more than women.
4. Gender egalitarianism 2	In this organisation, physically demanding tasks are usually performed by: 1. Men 2. Mostly men 3. Both men and women equally 4. Mostly women 5. Women
5. Humane orientation 1	In this organisation, people are generally: 1. Assertive 2. Mostly assertive 3. Neither assertive nor non-assertive 4. Mostly non-assertive 5. Non-assertive
6. Humane orientation 2	In this organisation, people are generally 1. Men 2. Mostly men 3. Both men and women equally 4. Mostly women 5. Women
7. Institutional Collectivism 1	In this organisation, managers encourage group loyalty even if individual goals suffer
8. Institutional Collectivism 2	The remuneration (pay and bonus) system in this organisation is designed to maximize 1. Individual interests; Collective interests

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9. In-group Collectivism 1	In this organisation, group members take pride in the individual accomplishments of their manager
10. In-group Collectivism 2	In this organisation, managers take pride in the individual accomplishments of their employees
11. Assertiveness 1	In this organisation, people are generally: 1. Very concerned about others 2. Moderately concerned about others 3. Somewhat concerned about others 4. Not concerned about others
12. Assertiveness 2	In this organisation, people are generally: 1. Very sensitive towards others 2. Moderately sensitive toward others 3. Somewhat sensitive toward others 4. Not sensitive toward others
13. Future Orientation 1	The way to be successful in this organisation is to 1. Plan ahead; 2. Take events as they occur
14. Future Orientation 2	In this organisation, the accepted norm is to: 1. Plan for the future;2. Accept the status quo
15. Achievement 1	In this organisation, employees are encouraged to strive for continuously improved performance
16. Achievement 2	In this organisation, being innovative to improve performance is generally: 1. Not rewarded; 2. Moderately rewarded; 3. Substantially rewarded
17. Power Distance 1	In this organisation, a person's influence is based primarily on: 1. One's ability and contribution to the organisation; 2. Authority of one's position
18. Power Distance 2	In this organisation, subordinates are expected to: 1. Obey their boss without question 2. Question their boss when in disagreement

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4.14.1.2 Eigenvalue Method for Organisational Culture

Table 15: Rotated sums of squared loadings for Culture (Eigenvalue method)

Total Variance Explained							
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5.523	30.684	30.684	5.523	30.684	30.684	5.432
2	1.716	9.535	40.219	1.716	9.535	40.219	1.741
3	1.257	6.984	47.203	1.257	6.984	47.203	1.416
4	1.218	6.766	53.968	1.218	6.766	53.968	1.572
5	.994	5.524	59.493				
6	.943	5.238	64.730				
7	.912	5.065	69.796				
8	.858	4.769	74.565				
9	.760	4.224	78.788				
10	.624	3.466	82.254				
11	.562	3.124	85.378				
12	.525	2.917	88.295				
13	.481	2.673	90.968				
14	.458	2.547	93.515				
15	.371	2.061	95.576				
16	.351	1.951	97.527				
17	.227	1.261	98.788				
18	.218	1.212	100.000				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

This table indicates that four factors are extractable for analysis, based on the "extraction sums of squared loadings" and the "rotation sums of squared loadings".

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These four factors account for 53.968% of the variance in the results. Normally a 70% cumulative variance is accepted as a minimum for items (Yong & Pearce, 2013).

- Five measured components explain 59.493% of the cumulative variance, however one of the components has an eigenvalue less than 1 therefore the reliability cannot be guaranteed including this component.
- Six measured components explain 64.730 % of the cumulative variance, however two of the components have an eigenvalue less than 1 therefore the reliability cannot be guaranteed including these components.
- Seven measured components explain 69.796 % of the cumulative variance, however three of the components have an eigenvalue less than 1 therefore the reliability cannot be guaranteed including these components.
- Eight measured components explain 74.565 % of the cumulative variance, however four of the components have an eigenvalue less than 1 therefore the reliability cannot be guaranteed including these four extra components.

The eigenvalue of component one was calculated to be 5.523 and this accounted for 30.684% of the variance. The remaining 17 components accounted for 69.32% of the variance in results.

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4.14.1.3 Scree Plot for Organisational Culture

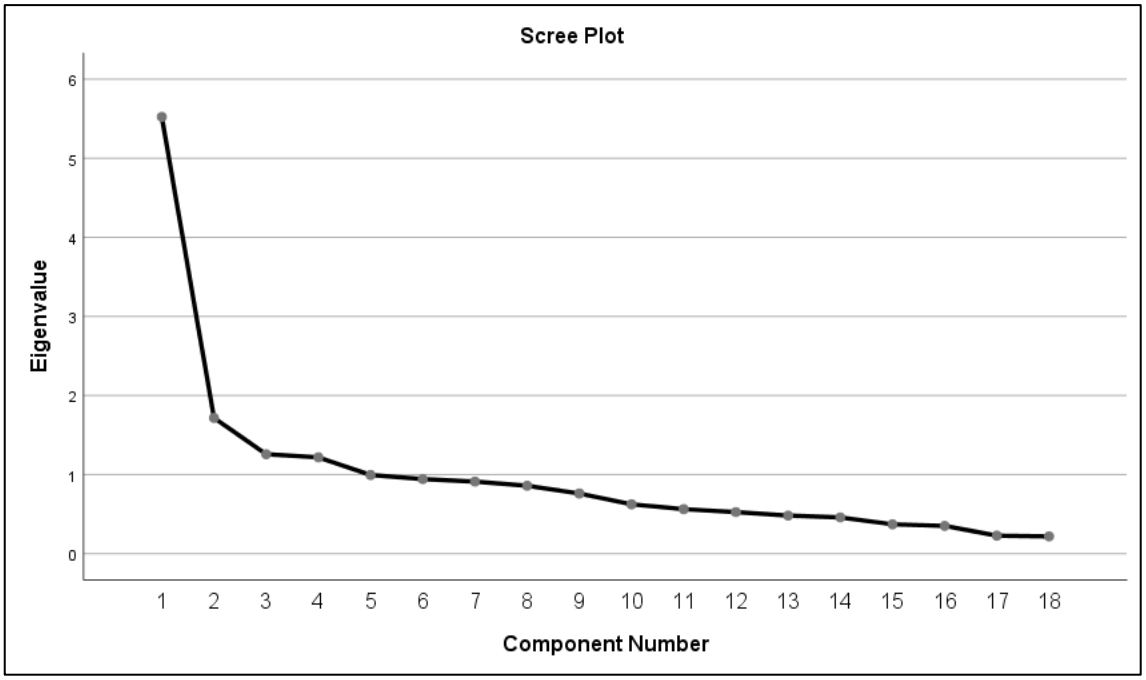

Figure 3: Scree Plot for organisational culture

The Scree plot is a visual representation of the Eigenvalues of the factor analysis. Only Eigenvalues greater than 1 are considered, as per Kaiser's criterion to be used as a statistical rule-of-thumb (Kaiser, 1960). Thus, the Scree Plot and Eigenvalue Method are always used in conjunction (Yong & Pearce, 2013).

There are four factors for consideration based on the culture dimension analysis. The Scree plot enables the analyst to view the eigenvalues in descending order to ascertain which of the 18 factors under analysis within the culture dimension contribute the greatest variance. After the fourth eigenvalue, it is observed that the remaining factors possessed an eigenvalue less than one.

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4.14.1.4 Rotated Component Matrix for Organisational Culture

The following 4 groups form the dominant contributors when analysed via the rotated component matrix. The benefit of using a rotated component matrix is that it reduces the weighting on individual components and introduces associations between questions in a questionnaire (Yong & Pearce, 2013). Based on the study conducted by House et.al (2004) all nine culture dimensions were found to be dominant, thus there were nine dimensions with dominance according to their statistical analysis (as there were two questions per dimension being investigated, thus each set of questions lead to one independent dimension being computed via the factor analysis). The results in this study deviated from the study based on 62 societies globally.

However, when Hofstede (2006) cross-checked the work of House et.al (2004) it was concluded that based on the data of the GLOBE study of 62 societies that the House et al. (2004) Factor Analysis only found five (5) independent dimensions, whereas there should have been at least nine (9) factors, with the ideal independent dimensions uncovered being eighteen (18) (Minkov & Blagoev, What do Project GLOBE's cultural dimensions reflect? An empirical perspective, 2012).

Though only four (4) independent dimensions were established by this research Factor Analysis, deviation from the GLOBE study of 62 societies may be attributed to respondent bias, or other unknown externalities.

The following were the four dominant groupings identified, namely: -

- **Group 1:** Uncertainty avoidance, In-group collectivism, Achievement, Power Distance
- **Group 2:** Assertiveness
- **Group 3:** Gender egalitarianism, Institutional Collectivism, Future orientation,
- **Group 4:** Humane Orientation

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Table 16: Rotated Component Matrix for culture

Component Matrix[a]				
	Component			
	1	2	3	4
1. Uncertainty avoidance 1	.038	.641	.044	.305
2. Uncertainty avoidance 2	.655	.379	.054	-.115
3. Gender egalitarianism 1	-.203	.297	-.380	.474
4. Gender egalitarianism 2	.294	.136	.684	-.039
5. Humane orientation 1	-.388	-.417	.278	.475
6. Humane orientation 2	.198	-.376	.073	.628
7. Institutional Collectivism 1	-.196	.324	.355	.030
8. Institutional Collectivism 2	.291	-.283	.320	-.323
9. In-group Collectivism 1	.659	.201	.248	.303
10. In-group Collectivism 2	.796	.092	.092	.108
11. Assertiveness 1	-.768	.171	.132	-.032
12. Assertiveness 2	-.561	.248	-.121	.070
13. Future Orientation 1	-.553	-.450	.170	.134
14. Future Orientation 2	-.709	-.077	.014	-.087
15. Achievement 1	.725	.066	.106	.122
16. Achievement 2	.655	-.086	-.381	.015
17. Power Distance 1	-.675	.331	.064	-.049
18. Power Distance 2	.679	-.296	-.189	-.088
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

Though the GLOBE study of 62 societies on organisational cultures is the only study of this scale and magnitude (approximately 17,370 respondents), the groupings are also questionable and may have unknowingly introduced error in this questionnaire,

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thus explaining the deviation from the results produced from the data analysis in this research (Minkov & Blagoev, 2012).

For instance, Minkov & Blagoev (2012) identified for South Africa specifically (and this is done for no other country) that there are two (2) sets of data reported: one for white and the other for black respondents; For no other country in the study was this done. These two race groups provide different and often opposing views of organisational culture which is informed by personal culture. Thus, these two reflections appear in different bands in the GLOBE report rankings. Different bands (groupings) of the different countries' perspectives on organisational culture, imply significant differences on a particular dimension.

Minkov and Blagoev (2012) specifically identified that for Performance Orientation, Future Orientation, Power Distance, Gender Egalitarianism, In-Group Collectivism and Institutional Collectivism (i.e. six organisational culture dimensions), the two race groups are in different bands. Thus, Minkov and Blagoev (2012) raised an interesting question of which grouping – Black or White is correct, and why would that grouping be correct (since they were separated on race).

If the assumption of the GLOBE study is correct, which is that the white and black respondents represent white, and black society respectively, there are some inconsistencies which cannot be explained (Minkov & Blagoev, 2012). For instance, regarding the culture dimensions of Future Orientation and Uncertainty Avoidance, black respondents reported higher scores (Minkov & Blagoev, 2012; House et al., 2004). These dimensions are measures of formal Western culture, thus it is surprising that black respondents, reflective of black society, are more attuned to Western practices than white respondents, representative of white society when it was expected for white society to score higher on Western attributes as a consequence of being of European decent (Minkov & Blagoev, What do Project GLOBE's cultural dimensions reflect? An empirical perspective, 2012).

Minkov and Blagoev (2012) concede the extensive nature of the study conducted by GLOBE and subsequently edited by House et al., (2004), however, there are some areas they have identified where bias may have been inadvertently introduced. Though they believe collectivism and individualism has been measured relatively well, it is difficult to quantify this endorsement. For instance Minkov and Blagoev (2012) believe that asking respondents about "Uncertainty Avoidance" (the degree

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of formal order) and “Future Orientation”, versus their orientation for family is challenging since the respondents are not sociologists nor social psychologists, and if they were, the authors Minkov and Blagoev (2012) expand on the difficulty they would face answering this question since they cannot recall any known credible study that addresses these types of questions. Therefore, they argue how could a lay person be expected to accurately answer such complicated questions, which would result in the respondent providing an impressionistic view, thus skewing results and providing new unsupported stereotypes (Minkov & Blagoev, What do Project GLOBE’s cultural dimensions reflect? An empirical perspective, 2012).

4.14.2 Strategy Execution Validity Results

The validity for the strategy execution element of the questionnaire analysed 29 items employing a Factor Analysis. Each dimension of strategy in the questionnaire had a minimum of five (5) observations (respondents) which strengthened the factor analysis for richer insight into validity. This research questionnaire obtained 110 useable responses, thus the prerequisite of a minimum of 80 responses was met. Twenty-nine (29) variables were analysed via the factor analysis, with a minimum of five (5) variables per strategy execution dimension researched in the questionnaire. The six dimensions under strategy execution investigated were: information sharing, leadership, performance, rewards, structure and employee commitment.

All data collected was ordinal which is a prerequisite for factor analysis (Babbie, 2013). A minimum KMO value of 0.3 is required for the data collated to be considered linear and acceptable (Babbie, 2013). In the analysis of the strategy data, the Kaiser-Meyer-Olkin (KMO) factor was greater than 0.3, thus it may safely be concluded that the data is linear, correlates and is valid (Babbie E. , 2013). For acceptability of the data the KMO test result should be greater than 0.6 (Babbie, 2013; Yong & Pearce, 2013). To ensure the correct interpretation of results, the KMO and Bartlett Test were executed (Yong & Pearce, 2013). These tests enable sphericity to be tested. The KMO is critical in the analysis of variables observed to undertake a comparison of the correlation coefficients to partial correlation coefficients (Babbie, 2013). To obtain the strength of the relationship among the variables being researched and analysed, the **Bartlett test** is crucial (Babbie, 2013). The Bartlett test is essential to test that

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the null hypothesis matrix is an identity matrix(Babbie, 2013). The significance value (ρ) of the Bartlett test should theoretically have a value less than 0.0005 once tested (Yong & Pearce, 2013).

4.14.2.1 KMO and Bartlett test of Sphericity for Strategy Execution

Table 17: KMO and Bartlett Test of Sphericity for Strategy

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.908
Bartlett's Test of Sphericity	**Approx. Chi-Square**	2482.390
	df	406
	Sig.	.000

The strategy dimensions under investigation passed the KMO test since the KMO index is greater than 0.6 (0.908=excellent). The results of the Factor Analysis Test exhibited that the KMO measured was 0.908. The significance is <0.0005 which indicates the correlation of the items investigated is valid. The conclusion was to reject the null hypothesis of the Bartlett test (i.e. H_0: All variables are unrelated and unsuitable for structure detection) since ρ< 0.0005, with a Chi coefficient of 2482.390.

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Table 18: Strategy execution coded questions

Code	Question associated with the code
1. info sharing 1	We willingly share information or knowledge with others
2. info sharing 2	We believe that our sources of information are reliable
3. info sharing 3	Our managers trust information generated from sources outside their own departments
4. info sharing 4	Our information reaches people who need it within the organisation
5. info sharing 5	Employees understand and evaluate the usefulness of available information
6. leadership 1	Our leaders clearly articulate the strategy
7. leadership 2	Our leaders clearly articulate the strategy
8. leadership 3	Our leaders provide measurable objectives for implementing the vision
9. leadership 4	Our leaders respond effectively to resistance to change
10. leadership 5	Our leaders personally inspire and motivate for us to change
11. Performance 1	We have done what we planned to
12. Performance 2	We have accomplished our goals
13. Performance 3	We have adapted our business to maximise our goals
14. Performance 4	We have the best people and capability to sustain success
15. Performance 5	We have executed our strategy well
16. Rewards 1	Our organisation rewards us for the successful implementation of the strategic plan
17. Rewards 2	Our rewards motivate us to contribute our best
18. Rewards 3	Our rewards motivate us to go the extra mile to implement strategic decisions to the best of our abilities

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19. Rewards 4	We celebrate strategic execution success publicly/ openly across all business units
20. Rewards 5	We recognise commitment and excellence in strategy execution in both teams and individuals
21. Structure 1	Our organisational structure meets the requisite demands of the strategy. For example, if your strategy is to be a low-cost provider, a structure that fosters low costs should be implemented
22. Structure 2	Our organisational structure encourages clear accountability for delivery of strategic initiatives
23. Structure 3	Our organisational structure nurtures the few critical competencies for competitive advantage
24. Structure 4	Our organisational structure encourages both teamwork and individuality
25. Empl Commt 1	I am committed to seeing our organisational strategy is effectively implemented
26. Empl Commt 2	I don't worry about implementing strategy; I just do my job
27. Empl Commt 3	I don't concern myself with implementing strategies if they are not beneficial to my department
28. Empl Commt 4	I tend to be less concerned with working together and more concerned with competing to be best
29. Empl Commt 5	I believe that my organisation is most successful when everyone works to implement a common strategy

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4.14.2.2 Eigenvalue Test for Strategy

Table 19: Rotation sums of squared loadings (Eigenvalue method) for strategy

Total Variance Explained							
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	13.549	46.720	46.720	13.549	46.720	46.720	6.341
2	2.338	8.063	54.783	2.338	8.063	54.783	3.425
3	1.681	5.798	60.581	1.681	5.798	60.581	8.147
4	1.251	4.312	64.893	1.251	4.312	64.893	9.384
5	1.065	3.671	68.564	1.065	3.671	68.564	8.915
6	.964	3.325	71.890				
7	.860	2.966	74.856				
8	.802	2.766	77.622				
9	.707	2.439	80.061				
10	.650	2.241	82.301				
11	.535	1.847	84.148				
12	.500	1.725	85.873				
13	.476	1.640	87.512				
14	.421	1.451	88.963				
15	.381	1.313	90.276				
16	.355	1.226	91.502				
17	.325	1.119	92.621				
18	.314	1.084	93.705				
19	.301	1.037	94.742				
20	.251	.865	95.607				
21	.229	.791	96.399				
22	.192	.661	97.060				

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23	.180	.622	97.682				
24	.173	.596	98.278				
25	.148	.509	98.787				
26	.130	.448	99.236				
27	.097	.335	99.571				
28	.077	.265	99.836				
29	.048	.164	100.000				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

This table indicates that five factors were extractable for analysis, based on the "Extraction Sums of Squared loadings", as well as the "Rotated Sums of Squared loadings", with eigenvalues greater than 1. These five factors (with eigenvalues greater than 1) account for 68.564% of the variance in the results. However, it must be noted that the first two groupings (1 and 2) accounted for the greatest portion of the individual variance in the results with 46.720% and 8.063% respectively, and a cumulative sum of 54.783%.

Normally a 70% cumulative variance sum is acceptable.

- Six measured components explain 71.890% of the cumulative variance, however one of the components has an eigenvalue less than 1 therefore the reliability cannot be guaranteed when including this extra component.

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4.14.2.3 Scree Plot for Strategy Execution

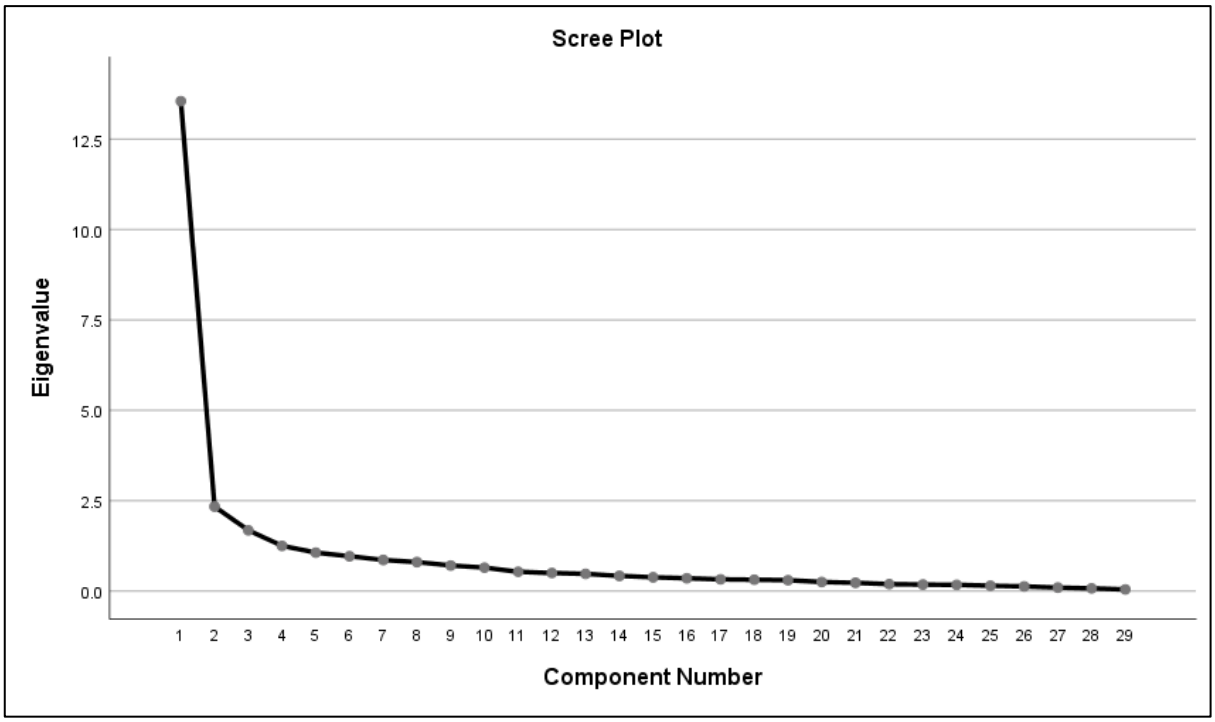

Figure 4: Scree Plot for strategy execution

The Scree plot is a visual representation of the Eigenvalues of the factor analysis. Only Eigenvalues greater than 1 are considered, thus there were five factors for consideration, whereas the remaining factors with eigenvalues less than one slowly demonstrated a plateau on the Scree plot.

4.14.2.4 Rotated Component Matrix for Strategy

From the rotated component matrix, we observed two dominant groups:

Group 1: Information Sharing, Leadership, Performance, Rewards and Structure

Group 2: Employee commitment.

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Table 20: Rotated Component Matrix for strategy

Component Matrix[a]					
	Component				
	1	2	3	4	5
30. info sharing 1	.678	.028	-.179	-.003	.261
31. info sharing 2	.623	.210	-.381	.365	.189
32. info sharing 3	.517	-.056	-.228	.293	.304
33. info sharing 4	.676	.094	-.398	.191	.187
34. info sharing 5	.610	.122	-.277	.356	.071
35. leadership 1	.737	-.141	.183	.152	-.234
36. leadership 2	.776	-.107	.226	.126	-.176
37. leadership 3	.732	-.160	.250	.075	-.062
38. leadership 4	.718	.072	.035	.287	-.222
39. leadership 5	.760	.044	.070	.042	-.271
40. Performance 1	.735	.214	-.138	-.499	-.021
41. Performance 2	.695	.299	-.175	-.488	.080
42. Performance 3	.815	.276	-.106	-.123	.012
43 Performance 4	.692	-.020	.240	-.215	.019
44. Performance 5	.776	.227	-.158	-.260	.016
45. Rewards 1	.759	-.147	.437	.154	.098
46. Rewards 2	.750	-.041	.425	-.054	.354
47. Rewards 3	.753	-.080	.389	-.030	.314
48. Rewards 4	.692	-.211	.159	.067	-.096
49. Rewards 5	.815	-.154	.145	.000	-.015
50. Structure 1	.746	.162	-.219	.108	-.308
51. Structure 2	.788	.184	-.110	-.013	-.265
52. Structure 3	.755	.194	-.023	.056	-.166
53. Structure 4	.833	.116	-.023	-.170	-.128
54. Empl Commt 1	.629	-.355	-.026	-.038	.187
55. Empl Commt 2	-.283	.713	.148	.111	-.006
56. Empl Commt 3	-.156	.743	.189	.073	.216
57. Empl Commt 4	-.119	.605	.397	.123	.122
58. Empl Commt 5	.508	-.420	-.276	-.115	.246
Extraction Method: Principal Component Analysis.					
a. 5 components extracted.					

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4.15 Tests for Reliability

Reliability pertains to the replication of data collection methods and procedures of analysis to produce findings of a consistent nature, such that the quality of measurement enables the same data to be collected in the administration of the same survey questionnaire to yield the same observations (Babbie, 2013). In this survey the following principles were used to prevent errors in reliability: subject error, subject bias, observer error, observer bias. If the Cronbach Alpha test reports values greater than 0.7 this is a good indication (acceptable level) of reliability (Saunders & Lewis, 2012, p135-136; Babbie, 2013).

Reliability measures the internal consistency of data collected (in this case via a questionnaire). This gives credence to the accuracy of the measuring instrument, and the ability to reproduce the same results if the same conditions are met. A higher Cronbach leads to greater trust invested in the data collected and used with the research instrument (Liu, Wu, & Zumbo, 2010). The value of alpha can be severely inflated when results possess outliers, thus every data set collected for quantitative analysis should be analysed for the reliability of the data, regardless of whether prior tests yielded acceptable Cronbach Alpha results (Liu et al., 2010).

Outliers may be contributed by the following elements (Liu et al., 2010):

a. Errors arising from data collection or data analysis;
b. Inclusion of respondents whom are not relevant to the study and do not fit the demographic profile of those being studied (the target population);
c. Unpredictable participant-related errors since different respondents may interpret questions differently. This extends to inattentive questionnaire completion (a major problem especially if questionnaires are lengthy), guessing the answer to questions, respondent fatigue, and/or lack of comprehension of the questionnaire.

In some cases, it was found that by increasing the number of questions per dimension being investigated, the Cronbach Alpha coefficient was strengthened. Further, it was uncovered by Liu et al. (2010) that the greater the number of scale points on the Likert

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scale, the diminihsing return of imrpoved internal consistency; thus using a scale with more than five (5) scale points resulted in an insignifcant improvemnt in the Cronbach Alpha value. However, as the scale points are reduced below five (5), which is the optimal, this then reduces the Cronbach Alpha coefficient in a directly proportional manner (Liu et al., 2010). For the organisatonal culture questionnaire developed by GLOBE, the Likert scale was reduced from seven (7) to five (5) for the purposes of this research since the increased scale points did not add value to the data collected.

Making sense of Cronbach's Alpha

When variables in a test correlate strongly, the internal reliability is high, thus the value of alpha is increased (Tavakol & Dennick, 2011). However social science researchers must be cautioned to correctly analyse data and not be misled by high Cronbach Alpha readings, as these are not always an indication of a high standard of internal consistency in the data. If the items testing a concept are too short, this can lead to a reduction or minimisation in the Cronbach Alpha score (Tavakol & Dennick, 2011). Therefore, it is recommended by Tavakol & Dennick (2011) when this is observed to add more related items testing a particular concept. This will strenghten the concept being tested and should increase the strenght of the Cronbach Alpha coefficient. If this does not occur, then the matter may be related to other externalities. A minimum of 5 related items is recommended when testing a concept (Tavakol & Dennick, 2011).

There were only approximately 2 questions per culture dimension in the Culture Study, whereas the Strategy Section had a minimum of 4 questions. Thus, too short a questionnaire (on the culture side) was estimated to have impacted the internal consistency of the culture section, but only regarding the Cronbach alpha measurement.

Further it was advised by Tavakol & Dennick (2011) that published data on cronbach alpha coefficients cannot be extended to new tests administered using the same questionnaire (even if for the same study) as the test subjects would be different and therefore the internal consistency would vary based on new test subjects.

The Tau-Equivalent approach assumptions are used as a guide for Cronbach Alpha as an index of reliability. When the Cronbach Alpha value is low, this indicates that the Tau-

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equivalent assumptions were not met. Cronbach Alpha is a function of the length of the test and does not merely test homogeneity or unidimensionality. To increase the reliability of Alpha, a longer test approach is recommended (irrespective of whether the test is homogenous or not). In instances where the Cronbach Alpha is excellent, i.e. >0.9, this may in some instances indicate a redundancy in the questionnaire (duplicated questions phrased in different ways); in such instances of verified redundancy, the test should be shortened (Tavakol & Dennick, 2011).

Table 21: Guideline on Cronbach Alpha values

Cronbach Alpha value	**Meaning**
<0.5	Unacceptable
>0.5	Poor
>0.6	Questionable
>0.7	Acceptable
>0.8	Good
>0.9	Excellent

(Koonce & Kelly, 2014; Rovai, Jason, & Ponton, 2014)

Where the Cronbach alpha of data analysed is less than 0.7, based on the “Item Analysis” guidance was provided on the value of the Cronbach alpha should an item be deleted. Where the Cronbach alpha increased above 0.7 via deleting certain line items, the item was then also removed from the analysis process in entirety i.e. the Pearson and Regression analysis.

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4.15.1 Organisational Culture Reliability Tests

Table 22: Cronbach Alpha for culture with all 9 dimensions (18 items) analysed

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items[a]	N of Items
0.130	-.083	18
a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.		

It was observed that for the sample of insurance employees who responded to this research questionnaire, the overall Cronbach Alpha initially computed was only **0.130.** However, the Cronbach Alpha reported by GLOBE Organisational culture study throughout 62 countries reflected a value of **0.77** on average. The potential reason leading to an initial low Cronbach alpha result for the culture dimensions under investigations was attributed to poor inter-relatedness between the constructs being measured, based on the responses received (Tavakol & Dennick, 2011). Thus, those items recommended for deletion by SPSS were removed and the Cronbach alpha retested to establish greater internal consistency. Another manner to have organically improved the result would have been to include more questions per factor being analysed. A minimum of 5 questions per factor being analysed, versus the current position of only 2 questions per factor being analysed, may have greatly improved the Cronbach Alpha to a value above 0.7 (Tavakol & Dennick, 2011). To theoretically improve the Cronbach Alpha score, certain cultural items were deleted (as guided by SPSS) and the statistical results every time a factor of analysis was removed were then reported to measure the improvement in the reliability results.

For the Strategy Dimension test of internal reliability, the results yielded a Cronbach Alpha coefficient greater than 0.9, which was classed as excellent. Each strategy dimension analysed contained a minimum of five supporting questions to gain greater

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insight into the thought pattern of the respondent and deeper exploration of the dimension.

Table 23: Cronbach Alpha for all 18 cultural items (9 dimensions)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	41.51	12.381	.195	.275	.024
Uncertainty avoidance 2	41.16	12.615	.175	.451	.039
Gender egalitarianism 1	42.58	13.970	-.008	.175	.149
Gender egalitarianism 2	42.33	14.185	.165	.239	.083
Humane orientation 1	42.50	15.665	-.160	.285	.210
Humane orientation 2	41.72	14.553	.049	.181	.118
Institutional Collectivism 1	41.73	13.925	.031	.112	.125
Institutional Collectivism 2	43.10	15.210	-.018	.128	.136
In-group Collectivism 1	41.76	12.292	.293	.505	-.015[a]
In-group Collectivism 2	41.32	12.072	.252	.654	-.009[a]
Assertiveness 1 (this was deleted next)	**42.32**	**16.513**	**-.267**	**.640**	**.248**
Assertiveness 2	42.34	15.583	-.139	.416	.192
Future Orientation 1	43.52	15.977	-.228	.467	.179
Future Orientation 2	43.43	16.155	-.264	.558	.191
Achievement 1	40.66	12.886	.239	.504	.024
Achievement 2	42.84	14.377	.110	.508	.099
Power Distance 1	43.27	15.943	-.207	.482	.181
Power Distance 2	43.21	15.011	.028	.490	.126

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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4.15.1.1 Cronbach Alpha recalculated with “Assertiveness 1” deleted

Table 24: Cronbach Alpha for culture with "Assertiveness 1" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.248	.030	17

Table 25: Cronbach Alpha "*If Item Deleted*" for culture dimensions ("Assertiveness 1" already deleted)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	39.05	13.493	.191	.264	.175
Uncertainty avoidance 2	38.70	12.946	.272	.451	.133
Gender egalitarianism 1	40.12	15.500	-.047	.150	.296
Gender egalitarianism 2	39.86	15.220	.182	.233	.207
Humane orientation 1	40.04	17.246	-.207	.277	.340
Humane orientation 2	39.25	15.458	.090	.171	.230
Institutional Collectivism 1	39.26	15.462	-.016	.106	.276
Institutional Collectivism 2	40.64	16.215	.021	.126	.248
In-group Collectivism 1	39.30	12.597	.408	.498	.080

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In-group Collectivism 2	38.85	12.107	.392	.651	.066
Assertiveness 2 (deleted next)	**39.87**	**17.635**	**-.259**	**.269**	**.344**
Future Orientation 1	41.05	17.355	-.282	.463	.301
Future Orientation 2	40.96	17.742	-.361	.523	.320
Achievement 1	38.20	13.317	.340	.499	.123
Achievement 2	40.37	14.860	.238	.451	.190
Power Distance 1	40.81	17.514	-.298	.481	.311
Power Distance 2	40.75	15.678	.149	.475	.222

4.15.1.2 Cronbach Alpha recalculated with "Assertiveness 2" deleted

Table 26: Cronbach Alpha for culture with "Assertiveness 2" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.344	.156	16

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Table 27: Cronbach Alpha "If Item Deleted" for culture dimensions ("Assertiveness 2" already deleted)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	36.60	14.701	.173	.264	.301
Uncertainty avoidance 2	36.25	13.494	.334	.446	.228
Gender egalitarianism 1	37.67	16.938	-.077	.145	.408
Gender egalitarianism 2	37.42	16.172	.210	.231	.306
Humane orientation 1 (deleted next)	**37.59**	**18.556**	**-.223**	**.277**	**.434**
Humane orientation 2	36.81	16.486	.103	.170	.330
Institutional Collectivism 1	36.82	16.792	-.039	.104	.385
Institutional Collectivism 2	38.19	17.165	.065	.116	.339
In-group Collectivism 1	36.85	13.135	.480	.482	.179
In-group Collectivism 2	36.41	12.611	.461	.651	.166
Future Orientation 1	38.61	18.571	-.297	.456	.393
Future Orientation 2	38.52	19.114	-.407	.519	.415
Achievement 1	35.75	13.985	.396	.498	.223
Achievement 2	37.93	15.683	.289	.450	.285
Power Distance 1	38.36	18.949	-.358	.473	.410
Power Distance 2	38.30	16.487	.223	.463	.311

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4.15.1.3 Cronbach Alpha recalculated with “Humane Orientation 1” deleted

Table 28: Cronbach Alpha for culture with "Humane Orientation 1" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.434	.228	15

Table 29: Cronbach Alpha *"If Item Deleted"* for culture dimensions ("Humane Orientation 1" already deleted)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	34.32	15.485	.184	.263	.404
Uncertainty avoidance 2	33.97	13.586	.431	.422	.306
Gender egalitarianism 1 (deleted next)	35.39	17.965	-.085	.145	.502
Gender egalitarianism 2	35.14	17.000	.223	.231	.402
Humane orientation 2	34.53	17.646	.061	.141	.436
Institutional Collectivism 1	34.54	17.756	-.042	.104	.479
Institutional Collectivism 2	35.91	18.083	.064	.112	.432
In-group Collectivism 1	34.57	13.788	.504	.476	.293

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In-group Collectivism 2	34.13	12.864	.538	.643	.261
Future Orientation 1	36.33	19.819	-.370	.426	.487
Future Orientation 2	36.24	20.237	-.442	.519	.501
Achievement 1	33.47	14.563	.436	.497	.325
Achievement 2	35.65	16.304	.340	.450	.376
Power Distance 1	36.08	19.984	-.374	.471	.495
Power Distance 2	36.02	17.192	.271	.458	.400

4.15.1.4 Cronbach Alpha recalculated with "Gender Egalitarianism 1" deleted

Table 30: Cronbach Alpha for culture with "Gender Egalitarianism 1" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.502	.284	14

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Table 31: Cronbach Alpha "*If Item Deleted*" for culture dimensions ("Gender Egalitarianism 1" already deleted)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	32.12	15.298	.141	.241	.502
Uncertainty avoidance 2	31.77	12.618	.493	.414	.374
Gender egalitarianism 2	32.94	16.225	.265	.225	.470
Humane orientation 2	32.33	16.938	.081	.138	.505
Institutional Collectivism 1	32.34	17.253	-.053	.104	.556
Institutional Collectivism 2	33.71	17.254	.127	.086	.495
2In-group Collectivism 1	32.37	13.117	.528	.476	.375
In-group Collectivism 2	31.93	12.050	.584	.643	.338
Future Orientation 1	34.13	19.323	-.399	.419	.557
Future Orientation 2 (deleted next)	34.04	19.687	-.458	.510	.569
Achievement 1	31.27	13.705	.488	.495	.395
Achievement 2	33.45	15.736	.342	.440	.454
Power Distance 1	33.88	19.591	-.423	.470	.567
Power Distance 2	33.82	16.370	.335	.450	.466

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4.15.1.5 Cronbach Alpha recalculated with “Future orientation 2” Deleted

Table 32: Cronbach Alpha for culture with "Future Orientation 2" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.569	.440	13

Table 33: Cronbach Alpha "*If Item Deleted*" for culture dimensions ("Future Orientation 2" already deleted)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	30.76	17.063	.129	.217	.581
Uncertainty avoidance 2	30.42	13.915	.519	.414	.461
Gender egalitarianism 2	31.58	17.824	.276	.223	.543
Humane orientation 2	30.97	18.577	.091	.138	.573
Institutional Collectivism 1	30.98	19.101	-.063	.103	.625
Institutional Collectivism 2	32.35	18.910	.137	.085	.564
In-group Collectivism 1	31.02	14.403	.561	.459	.459
In-group Collectivism 2	30.57	13.256	.619	.642	.428
Future Orientation 1	32.77	21.260	-.433	.335	.621
Achievement 1	29.92	14.902	.541	.430	.470

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Achievement 2	32.09	17.239	.366	.440	.527
Power Distance 1 (deleted next)	**32.53**	**21.536**	**-.451**	**.456**	**.630**
Power Distance 2	32.46	17.921	.361	.450	.537

4.15.1.6 Cronbach Alpha recalculated with "Power Distance 1" Deleted

Table 34: Cronbach Alpha for culture with "Power Distance 1" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.630	.587	12

Table 35: Cronbach Alpha "*If Item Deleted*" for culture dimensions ("Power Distance 1" already deleted)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	29.25	19.091	.105	.178	.655
Uncertainty avoidance 2	28.91	15.405	.533	.414	.545
Gender egalitarianism 2	30.07	19.609	.274	.222	.612
Humane orientation 2	29.46	20.233	.116	.088	.634
Institutional Collectivism 1 (deleted next)	**29.47**	**21.077**	**-.073**	**.100**	**.687**

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Institutional Collectivism 2	30.85	20.646	.158	.067	.627
In-group Collectivism 1	29.51	15.922	.575	.453	.541
In-group Collectivism 2	29.06	14.592	.649	.642	.512
Future Orientation 1	31.26	23.242	-.446	.311	.679
Achievement 1	28.41	16.354	.569	.428	.547
Achievement 2	30.58	18.796	.402	.421	.593
Power Distance 2	30.95	19.493	.409	.387	.600

4.15.1.7 Cronbach Alpha recalculated with "Institutional Collectivism 1" deleted

Table 36: Cronbach Alpha for culture with "Institutional Collectivism 1" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.687	.634	11

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Table 37: Cronbach Alpha "If Item Deleted" for culture dimensions ("Institutional Collectivism 1" already deleted)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Uncertainty avoidance 1	**26.20**	**18.987**	**.070**	**.163**	**.729**
Uncertainty avoidance 2	25.85	14.933	.543	.410	.621
Gender egalitarianism 2	27.02	19.156	.276	.221	.675
Humane orientation 2	26.41	19.620	.142	.079	.694
Institutional Collectivism 2	27.79	20.112	.178	.066	.686
In-group Collectivism 1	26.45	15.333	.602	.451	.611
In-group Collectivism 2	26.01	13.936	.687	.639	.584
Future Orientation 1	**28.21**	**22.882**	**-.473**	**.299**	**.737**
Achievement 1	25.35	15.754	.599	.427	.615
Achievement 2	27.53	18.031	.464	.399	.651
Power Distance 2	27.90	18.861	.456	.384	.660

4.15.1.8 Cronbach Alpha recalculated with "Uncertainty Avoidance 1" Deleted

Even though deleting/ removing the "*Future Orientation 1*" would have technically provided the highest Cronbach Alpha, this would have resulted in no "Future Orientation" dimensional item to be considered in the analysis which would eliminate an entire dimensional variable for analysis in this study. Thus, it was decided to delete the runner up component "Uncertainty Avoidance 1" to ensure the Cronbach Alpha still reached a reliability score above 0.7 (acceptable), yet still there was

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another “Uncertainty Avoidance” dimensional variable to provide input in the analysis to enrich the findings and analysis.

Table 38: Cronbach Alpha for culture with "Uncertainty Avoidance 1" deleted

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.729	.665	10

After multiple deletions of items, the Cronbach Alpha then measured was greater than 0.7 which indicates the reliability of the data is acceptable, however only 10 out of the original 18 items were then under consideration, **with no “*Assertiveness*” considered as a factor at all in the subsequent Pearson and Regression analysis.**

4.15.2 Summary of Reliability Results for Organisational Culture

Table 39: Comparison of Cronbach Alpha results between research data set and the Project GLOBE

	Cronbach Alpha without deleted items **(18 items in total)**	**Cronbach Alpha with deleted items** **(10 items in total)**	**Globe Culture Study Across 62 Societies (House et al., 2004)** **All Dimensions (average)**
Value	0.130	0.729	0.77

GLOBE interviewed 17,370 from three industries, i.e. Food Processing, Financial Services, and Telecommunications Services (House et al., 2004). This was executed across 62 cultural societies, with data collected from 20 countries. This MBA dissertation analysed 110 useable responses focusing specifically on the Short-term Insurance Sector, one arm of the Financial Services industry in South Africa. Although eight (8) organisational culture items were deleted, at least the reliability of the data collected for further analysis under association (Pearson correlation) and predictability (Regression) could then be trusted.

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4.15.3 Reliability Test for Strategy Execution Dimensions

Once again 110 observations were analysed to measure internal consistency for strategy, with 29 items investigated.

Table 40: Cronbach Alpha for strategy

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.**946**	.945	29

Table 41:Cronbach Alpha "*If Item Deleted*" for strategy dimensions (all 29 items exhibited)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
info sharing 1	92.65	330.414	.638	.581	.944
info sharing 2	92.57	333.385	.613	.683	.944
info sharing 3	92.91	337.166	.476	.418	.945
info sharing 4	92.77	329.370	.637	.743	.944
info sharing 5	92.91	332.634	.586	.598	.944
leadership 1	92.67	327.837	.688	.751	.943
leadership 2	92.74	324.031	.738	.777	.943
leadership 3	92.71	329.382	.687	.638	.943
leadership 4	93.16	326.762	.692	.632	.943
leadership 5	92.92	325.103	.732	.673	.943
Performance 1	92.82	332.315	.704	.844	.943
Performance 2	92.85	332.205	.675	.848	.943
Performance 3	92.93	323.683	.810	.785	.942
Performance 4	92.88	328.215	.654	.634	.944
Performance 5	92.94	327.253	.754	.740	.943

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Rewards 1	93.08	327.397	.725	.824	.943
Rewards 2	93.05	325.897	.727	.912	.943
Rewards 3	93.08	326.278	.723	.893	.943
Rewards 4	92.95	330.015	.638	.707	.944
Rewards 5	92.97	325.146	.768	.783	.942
Structure 1	93.06	325.767	.715	.748	.943
Structure 2	92.85	322.958	.771	.771	.942
Structure 3	92.98	326.495	.746	.711	.943
Structure 4	92.73	322.200	.810	.751	.942
Empl Commt 1	92.10	337.926	.555	.630	.945
Empl Commt 2	94.30	362.928	-.209	.587	**.952**
Empl Commt 3	94.30	357.405	-.077	.474	.950
Empl Commt 4	94.42	356.943	-.063	.518	.951
Empl Commt 5	91.86	343.495	.422	.503	.946

The overall Cronbach's Alpha measured was 0.946 without deleting any items. Deleting "*Employee Commt 2*", as suggested in the above table of results, would render an improved reliability to 0.952. However, this is unnecessary as the current reliability score, inclusive of all 29 items is excellent (Cronbach >0.9) with a value of 0.946.

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4.15.4 Summary of Reliability Results for Strategy Execution

Table 42: Comparison of results between research data set for strategy execution and Reddy (2017)

Strategy Dimension	Cronbach Alpha with all Strategy Dimension factors considered together	Literature of Reddy (2017) Self- developed questionnaire
1. Information Sharing	0.946 **Excellent**	0.888 **Good** (N.B this score was from analysing 9 strategy execution dimensions in the literature of Reddy, 2017)
2. Leadership		
3. Performance		
4. Rewards		
5. Structure		
6. Employee Commitment		

Overall the strategy results presented a Cronbach Alpha of 0.946 which is classified as excellent reliability. The Cronbach alpha must always be computed post any quantitative study to ensure the trustworthiness (i.e. credibility) of the data collected is verifiable. Thus, the results may not be concluded as transferable and dependable (Babbie, 2013).

One of the **limitations** of all social science research is the credibility of the study based on the reliability of the data with the respondents' ability to:

a. honestly answer and,

b. correctly interpret the constructed questionnaire (Babbie, 2013).

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4.16 Data Analysis

The collected data was analysed using Statistical Package for Social Science (SPSS). Version 25 was provided by the Gordon Institute of Business Science information technology centre. Data was first cleaned via inspection of the excel spreadsheet to ensure there was no missing data, and only respondents who were still employed in the short-term insurance industry were considered in the analysis. This resulted in 110 useable responses that met the prerequisite for analysis and inclusion in this study. If missing data were permitted for use in this questionnaire this would have resulted in minimisation of the integrity of the analysis, increased standard errors, biased responses resulting in inaccurate conclusions drawn, as well as false association strengths and coefficients for prediction of each cultural dimension on each strategy element being analysed (Babbie, 2013).

There was no missing data in the analysis since the data was cleaned prior to analysis. However, statisticians Babbie (2013) and Neuman (2014). recommend a safety net of 5% or less of missing data will have a negligible impact on the data analysed, and more specifically in research on the Pearson Correlation Association and the predictive Regression coefficients. However, it is safely concluded that there was no missing data in this research analysis.

4.17 Descriptive Statistics

In order to describe the basic features of the data collected descriptive statistics were used. This provided high level insight to the reader regarding the respondents age, gender, management/non-management level, area of operation (departmental segment), the number of years spent at the company and within management, as well as the type of organisational strategy (which is interesting to learn since not all respondents were aware of this (Sage Research Methods, 2017; Babbie, 2013).

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4.18 Association between the constructs

The two main constructs investigated in this research piece were Culture and Strategy Execution.

The nine (9) dimensions of Organisational Culture investigated were (House et al., 2004):

a) Power Distance
b) Uncertainty Avoidance
c) Institutional Collectivism
d) In-Group Collectivism
e) Gender Egalitarianism
f) Assertiveness *(N.B this dimension was removed from further analysis due to the results the Cronbach Alpha reliability tests)*
g) Future Orientation
h) Humane Orientation
i) Achievement (performance) Orientation

The six (6) dimensions of Strategy Execution investigated were (Reddy, 2017):

a) Information sharing
b) Leadership
c) Rewards
d) Performance
e) Employee Commitment
f) Structure

To quantify the association between all nine (9) culture dimensions and each dimension of strategy systematically, a Pearson Correlation test was executed. An ordinal scale was needed for this type of analysis. This correlation, specifically the '*r*' value is a measure of the direction and strength of the association between an independent and dependent variable/s (Babbie, 2013; Neuman, 2014). The Pearson correlation test also gives an indication of the linearity of the relationship (Babbie, 2013). Either the negative or positive sign gives the direction of the relationship. If the sign is positive, this implies there is a directly proportional relationship between the dependent and independent factors. However, if the sign is negative, then this indicates an inversely proportional relationship.

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Table 43: Guideline on the strength of the association 'r' for the Pearson Correlation Coefficient provided by Pallant (2010)

'r' Value	Level of Association
0	No correlation
<0.29	Weak association
0.3-0.49	Medium association
>0.5	Strong association
1	Perfect correlation

Regression analysis was thereafter conducted to determine the strength each of the nine (9) culture variables had on predicting each strategy execution dimension investigated individually. The fit of the data (R-value) and the variance (R^2) were also reported to determine the accuracy of the model to fit the data.

4.19 Potential Research Limitations

- The research conducted was cross-sectional in nature because of time constraints for data collection. It is recommended that future studies are longitudinal in nature to allow data collection over an extended period to enrich the knowledge collection.
- Type I error may have been introduced due to non-responsiveness from people emailed the questionnaire. The individuals who did not respond may have resulted in skewed data (Babbie, 2013; Neuman, 2014).
- Conversely, respondents who did respond may have also contributed to skewing the data as they may have felt particularly passionate about certain constructs raised in the survey, however, that response may not be reflective of the general public. This is commonly referred to as self-selection bias (Babbie, 2013; Neuman, 2014).
- It is important to acknowledge that even the layout of questions in the survey may have resulted in bias from the respondent, together with the data collection process (Babbie, 2013).
- Not all short-term insurers (and re-insurers) in the S.A. market were reached in the course of this study, as this would be extremely time consuming, nor

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does the author have a relationship with each of the 96 registered short-term insurers in S.A.

- The information collected and analysed is only of use within the short-term insurance industry in S.A. Other companies, across other sectors, should be submitted the same survey questionnaire for data collection and analysis to be able to support/ refute the theories in the paper in order to generalise findings to all industries.
- The study is limited to short-term insurers only. Future studies could be extended to be inclusive of long-term (life) insurers.
- Future studies, where access to CEO's/ COO's is possible should be considered. That would be a study of a qualitative nature and could provide a deeper comprehension of what the highest level of strategic management in a company perceive to be the challenge with strategy execution in the financial sector (Babbie, 2013).

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CHAPTER 5: RESULTS

5.1 Introduction

The intention of the research was to investigate the impact of organisational culture on successful strategy execution within the short-term insurance space in South Africa. Chapter 4 presented the research design and methodology, which explained the basis of the investigation constituting a quantitative analysis. Respondents to this electronic survey tallied 138 however the useable data was summarised to 110 respondents, i.e. those people who were still employed within the short-term insurance industry, irrespective of management level. Chapter 5 presents the results summarised and computed on SPSS, commencing with a demographic profile of the respondents, and thereafter answering the two research questions, and six (6) hypotheses, based on descriptive and inferential analysis of the statistics produced on SPSS. Chapter 6 presents an opportunity to discuss and analyse the results observed.

5.2 Demographic Information

In the demographic category, there were seven (7) items analysed, as per the questionnaire developed by House et al. (2004) and Reddy (2017), related to the age of respondents, organisational strategy, involvement of employees in strategy implementation and execution, number of employees directly reporting into respondents (i.e. direct reports), the number of years in management (together with the number of years employed at the short-term insurer), and gender. The means of the different demographic categories were analysed using either a t-test or analysis of variance (ANOVA) to establish whether the differences in the mean scores were statistically significant.

Assumptions of the independent samples t-test (Chiba, 2015)**:**

- Assumption 1: A continuous scale is used to measure one dependent variable.
- Assumption 2: The independent variable consists of a maximum of two categorical groups since this is a t-test.

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- Assumption 3: Independence of the participants (observations) that make up the two separate groups.
- Assumption 4: There were no significant outliers in the data collected for dependent variable/s
- Assumption 5: For each group of the independent variable, the dependent variable is normally distributed.
- Assumption 6: There equal variance in each group.

Assumptions for the ANOVA test (Chiba, 2015)**:**

- Assumption 1: A continuous scale is used to measure one dependent variable.
- Assumption 2: At least one independent variable that has three or more categorical, independent groups.
- Assumption 3: Independence of observations prevails.
- Assumption 4: There were no significant outliers in the data collected for the dependent variable/s.
- Assumption 5: The dependent variable is normally distributed.
- Assumption 6: There is homogeneity of variance, i.e. equal variance in each group.

Based on the test for homogeneity of variance (Levene's test) if the results for the "Test of Homogeneity of Variance" rendered a p-value less than 0.05, then there would be statistical significance with regards to unequal variance. As a consequence of statistical significance measured by Levene's test, equal variances cannot be assumed, therefore, there is a violation of the assumption of homogeneity. In those such instances the Games-Howell post-hoc analysis was used for analysis (Chiba, 2015). Where the p-value obtained in the "Test for Homogeneity of Variance" is greater than 0.05, and therefore not significant, the assumption of equal variances is correct or has not been violated. Therefore, the Tukey post-hoc analysis was used (Chiba, 2015)**.** This theory was applied to all demographic analyses conducted. **Refer to Appendix A for all raw test data on the t-test and ANOVA.**

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5.2.1 Age

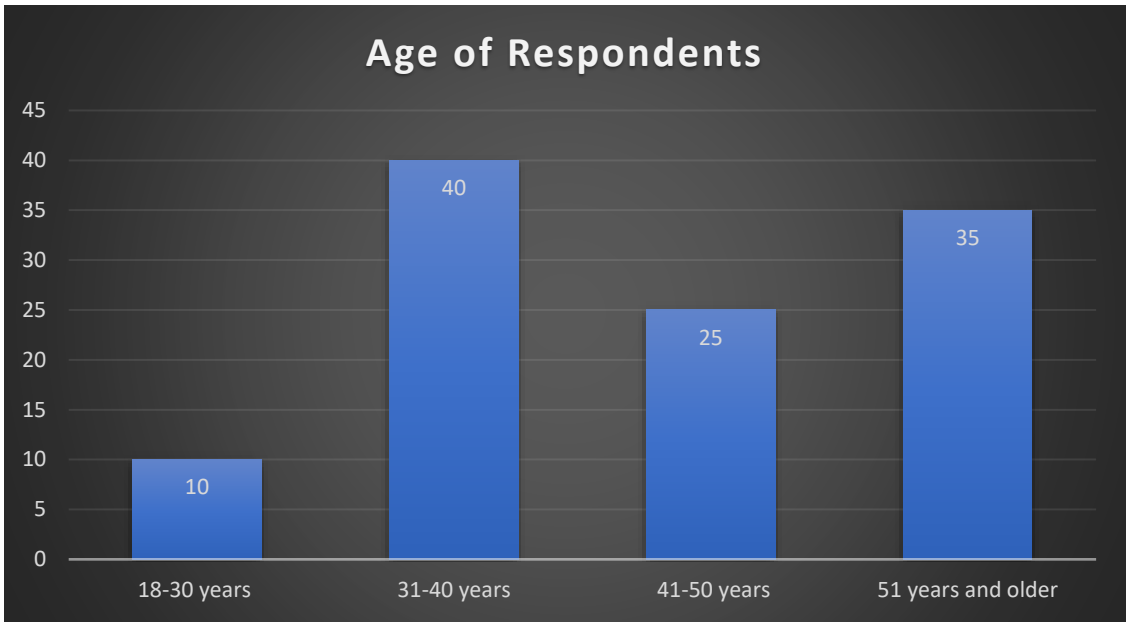

Figure 5: Age of respondents

For the category "Age", the "18-30" year category constituted the smallest profile, with only 9.1% of the sample. The "31-40", "41-50" and "51 and older" category of age constituted the balance of this profile, with 36.36%, 22.73% and 31.82%, respectively.

Table 44: Mean age of respondents

Age	18-30 years	31-40 years	41-50 years	51 years and older
Respondents	**10**	**40**	**25**	**35**
Organisational Culture				
Uncertainty Avoidance	3.1	3.725	3.6	3.657
Gender egalitarianism	2.5	2.525	2.48	2.343
Humane orientation	3.5	2.85	3.16	3.114
Institutional Collectivism	1.7	1.625	1.68	1.743
In-group Collectivism	2.9	3.2875	3.36	3.2
Assertiveness	3	2.5625	2.16	2.386
Future Orientation	1.4	1.275	1.28	1.2

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Age	18-30 years	31-40 years	41-50 years	51 years and older
Achievement	2.65	2.9625	3.24	3.071
Power Distance	1.1	1.525	1.72	1.657
Strategy Execution				
Information sharing	3.18	3.63	3.68	3.406
Leadership	3.02	3.25	3.896	3.486
Performance	3.12	3.435	3.568	3.349
Rewards	2.88	3.205	3.496	3.28
Structure	3.15	3.343	3.67	3.3
Employee Commitment	2.98	2.885	2.856	2.909

For the above means, the Levene's test for homogeneity of variance computed a p-value greater than 0.05, thus the assumption of the homogeneity of variance was ***not*** violated. The Tukey post-hoc analysis was used to analyse the difference in the means reported based on age as a differentiator. For "Uncertainty Avoidance", "Gender Egalitarianism", "Humane Orientation", "Institutional Collectivism", "In-group Collectivism", "Future Orientation", "Achievement", "Power Distance" the p-value displayed values greater than 0.05, thus there was no statistically significant difference between the means of the results generated based on the different age groups. Only **"Assertiveness"** reflected a statistically significant difference in the means between age groups "18-30" and "41-50" In summary:

a) **Uncertainty avoidance**: all age groups generally agree that uncertainty avoidance is present, innovation may be suppressed in order to maintain orderliness; as well as the need from employees to have clearly defined work tasks and job requirements.
b) Th **gender egalitarian** question elicited a fairly neutral response among respondents, thus concluding that men and women are equally encouraged in the workplace; however, it must be noted that there were significantly more men who participated in this study than females and thus respondent bias may have been introduced (males:73; females: 37).
c) **Humane orientation** on average found work environments to be in-between non-assertive or mostly non-assertive, with employees being both men and women (i.e. no preference for a specific gender).

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d) **Institutional collectivism** found that company goals and loyalty to the company is emphasised, with remuneration designed to maximise the group interest so that all employees are aligned to the company prospering.
e) For **In-group collectivism** there appeared to be a slightly above average response, with respondents agreeing that group members take pride in the individual accomplishments of their manager, and vice versa, where managers take pride in the accomplishments of their employees.
f) **Future orientation** scored above the average point of 1, displaying a tendency to plan for the future and plan ahead.
g) **Achievement**: across all age groups there was a tendency to strive from continuously improved performance, as well as confirmation that innovative performance is rewarded.
h) **Power distance** (which was measured on a Likert scale of 2 points) exhibited a strong agreement that authority was because of one's position power, and that if in disagreement with a superior, the superior would be questioned without blindly following instructions.
i) For **Assertiveness,** there was a statistically significant difference between the means of the age groups ***18-30 years***, and ***41-50 years*** (p-value=0.019), with a difference in the means of 0.84. With 18-30-year olds, the mean calculated was 3, and for the 41-50 age group the mean was 2.16. Regarding the former age group (18-30) a more pessimistic view of being "somewhat" concerned for the well-being of others, as well as less sensitive in the workplace was more clearly observed. For the latter age group (41-50-year olds), the average was lower, indicating moderate concern for others, as well as being moderately concerned for co-workers. Thus, the older age group exhibited a greater concern for co-workers. This was the only age group where there was a statistically significant difference in the means, from which it was deduced that 41-50-year-old respondents had a more humanitarian and caring approach in the workplace.

Strategy execution: Similar to the pattern exhibited by the cultural dimensions above, the p-values were greater than 0.05 for "Information Sharing", "Performance", "Rewards", "Structure", and "Employee Commitment" and thus concluded as statistically insignificant differences in the means of respondents.

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For the **"Leadership**" construct, a statistically significant difference was observed between the age groups of:

- "18-30" years (mean=3.02) and "41-50" years (mean=3.896) with a p-value of 0.041, with a difference in means of 0. 876.The older age group experienced a stronger leadership presence at work, whereas the younger group experienced a lower level of leadership.
- 31-40 years (mean =3.25) and 41-50 years (mean =3.896) with a p-value of 0.023 with a difference in means of 0.646. The same observation as above was made with regards to the younger age group responding that they experienced less leadership in terms of articulation of company strategy, provision of a compelling vision, measurable objectives, flexibility when experiencing resistance to change, as well as less inspiration and motivation from company leaders.

5.2.2 Gender

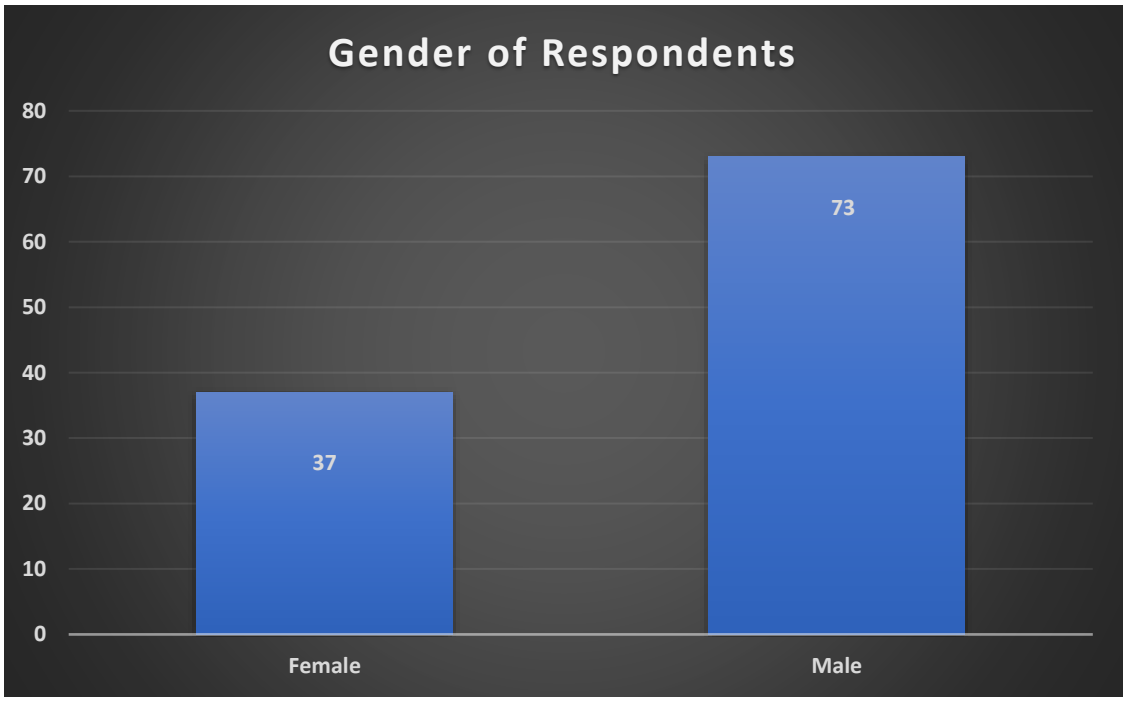

Figure 6: Gender of respondents

Females constituted 33.64%, with male respondents as 66.36% of this demographic.

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Table 45: Mean gender of respondents

	Female	Male
Respondents	37	73
Organisational Culture		
Uncertainty Avoidance	3.324	3.767
Gender egalitarianism	2.514	2.425
Humane orientation	3.054	3.068
Institutional Collectivism	1.514	1.767
In-group Collectivism	3.162	3.281
Assertiveness	2.716	2.322
Future Orientation	1.297	1.247
Achievement	2.973	3.062
Power Distance	1.514	1.603
Strategy Execution		
Information sharing	3.405	3.592
Leadership	3.243	3.556
Performance	3.362	3.433
Rewards	2.989	3.405
Structure	3.115	3.524
Employee Commitment	2.903	2.890

A t-test was applied to “Gender” since the means was only compared between two (2) groups, male and female (thus not ANOVA as that is applicable to at least three independent groups).

For the organisational culture dimensions the Tukey analysis, equal variances established by Levene’s test with a p-value>0.05 was used for: “Uncertainty avoidance”, “Gender egalitarianism”, “Humane orientation”, “Institutional collectivism”, “In-group collectivism”, “Assertiveness”, “Future orientation”, “Achievement Orientation”, “Power distance”.

The strategy dimensions took a different turn with Tukey (p-value>0.05) post-hoc analysis applied to: “Information Sharing”, “Performance”, “Rewards”, and “Employee Commitment”. The Games-Howell post-hoc analysis (p-value<0.05) was applied to: “Leadership”, and “Structure”.

For organisational culture there were some statistically significant differences between the means noted of response between males and females. This applied to the following dimensions within organisational culture:

a) **Uncertainty Avoidance** (p-value = 0.027; mean difference = 0.4065), Women reported a mean score of 3.324 and men reported a mean of 3.767. Thus, male

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respondents in this study believed that consistency and orderliness was stressed more, and even sacrificed innovation. In addition, males (compared to females in the study) believed that job requirements were better defined.

b) **Gender egalitarianism** (p-value = 0.000; mean difference =0.4639), and Females scored a mean of 2.514 while males scored a mean of 2.425. This indicates female respondents perceived men to be encouraged more in professional activities than females. Further, it indicated females believed men mostly perform demanding tasks in the workplace.

c) **Assertiveness** (p-value = 0.012; mean difference =0.3943). Females scored a mean of 2.716 while males scored a mean of 2.322. Women had a higher score which indicated they only believed there was "somewhat" of a concern about others in the workplace, while male respondents believed that there was greater concern in the workplace by reporting a response closer to "moderate", thus believing there is a less assertive work environment. Females, whom are traditionally acknowledged as more nurturing, may perceive the work environment as more aggressive than what they would consider acceptable, thus the higher score by female respondents.

For strategy execution, the following statistically significant differences were observed:

d) **Rewards** (p-value = 0.024; mean difference = 0.4163). Females scored a mean of 2.989 while males scored a mean of 3.405. Male respondents believed that rewards were greater at organisations, than female respondents. This may be attributed to the gender pay gap, where men are oftentimes fairly remunerated whilst females are underpaid (Ellemers, 2014).

e) **Structure** (p-value = 0.050; mean difference = 0.40911). Females scored a mean of 3.115 while males scored a mean of 3.524. Female respondents had a more neutral view of organisational structure and its enabling ability. Male respondents on the other hand believed that the organisational structure nurtured the need of teams and their competencies to fit the organisational strategy, as well as encouraging optimal teamwork. It is assumed, based on this outcome, that male respondents receive more resources necessary to perform their work functions optimally, and the organisational structure supports the work they execute.

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5.2.3 Management Level

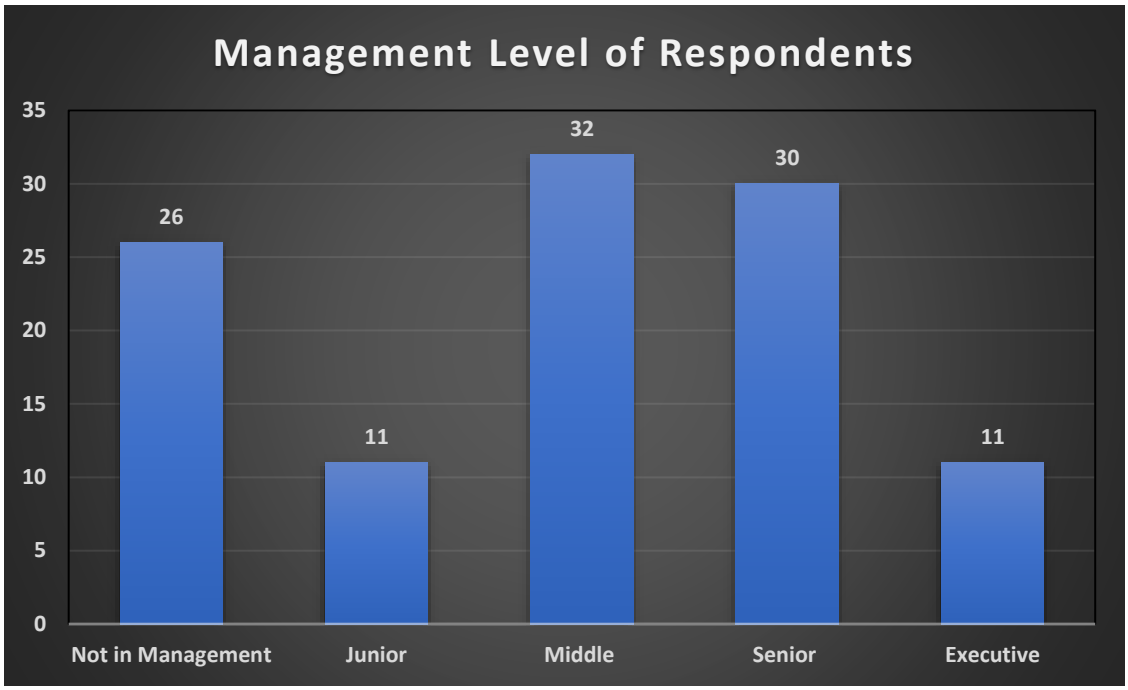

Figure 7: Management level of respondents

Executive, senior, middle and junior management constituted 10%, 27.27%, 29.09%, and 10% respectively; with those respondents "not in management" constituting 23.64% of the sample. An ANOVA test of the means was executed. For organisational culture, the Tukey post-hoc analysis was applicable to "Uncertainty avoidance" (no statistical significance), "Human orientation" (no statistical significance), "Institutional collectivism" (no statistical significance), "In-group collectivism" (no statistical significance), "Assertiveness" (no statistical significance), "Achievement" (no statistical significance), and "Power distance" (no statistical significance). The Games-Howell post- hoc analysis (Levene's p-value< 0.05) was applied to "Gender egalitarianism", and "Future orientation" (no statistical significance).

Table 46: Mean management level of respondents

	Not in Management	Junior	Middle	Senior	Executive
Respondents	**26**	**11**	**32**	**30**	**11**

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	Not in Management	Junior	Middle	Senior	Executive
Organisational Culture					
Uncertainty Avoidance	3.731	3.818	3.75	3.133	4.091
Gender egalitarianism	2.612	2.272	2.438	2.4	2.455
Humane orientation	3.077	3	3	3.133	3.091
Institutional Collectivism	1.654	1.545	1.781	1.567	1.909
In-group Collectivism	3.192	3.227	3.031	3.3	3.818
Assertiveness	2.558	2.545	2.5	2.4	2.136
Future Orientation	1.231	1.363	1.219	1.367	1.091
Achievement	3.096	2.772	2.953	3.1	3.182
Power Distance	1.5	1.545	1.5	1.6	1.909
Strategy Execution					
Information sharing	3.731	3.491	3.475	3.34	3.763
Leadership	3.485	3.4	3.294	3.4	4.018
Performance	3.623	3.6	3.243	3.333	3.4
Rewards	3.431	3.309	3.012	3.233	3.655
Structure	3.702	3.341	3.188	3.2	3.773
Employee Commitment	2.769	3.327	2.994	2.86	2.564

For **gender egalitarianism** there was a statistically significant relationship between the means for Senior Management and Executive Management, with a p-value of 0.04 and a mean difference in response of 0.4167. Senior management reflected a mean of 2.4, and executive management a mean of 2.455. This expressed that executive management felt men are encouraged more than women to participate in professional development.

For all strategy execution items investigated, the Tukey post-hoc analysis was used. No statistical significance was observed for the following dimensions: “Information sharing”, “Leadership”, “Performance”, “Rewards”, and “Structure”.

For **Employee Commitment**, a statistically significant relationship was found for:

- Non-management, and Junior Managers (p-value=0.002, mean difference=0.5580). Non-management possessed a mean of 2.769, while junior management reflected a mean of 3.327. Thus, junior management were more

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concerned with strategy if beneficial to their department, and therefore focusses on strategy from that perspective, and possess a tendency for competing to be the best versus fostering teamwork.

- Junior Managers, and Senior Managers (p-value=0.013, mean difference=0.4673). Junior managers reflected a mean of 3.327, while senior managers possessed a mean of 2.86. Thus, junior management perceived the importance of focussing on strategy even if not directly linked to their department, further they then have a greater focus on teamwork and organisational success as opposed to higher level leaders in senior management were self-interest is the main priority.
- Juniors Managers, and Executive Managers (p-value=0.000, mean difference=0.7636). Junior managers reflected a mean of 3.327, while executive managers possessed a mean of 2.564. Executive manager respondents possessed an even lower mean score than senior managers, and conversely junior managers. This reflected the rare and valuable resource, which is junior managers who see themselves as part of the organisation as a whole and thus care about implementing company strategy even if not beneficial to their department, or them, specifically.
- Middle Managers, and Executive Managers (p-value=0.026, mean difference=0.4301). Middle managers reflected a mean of 2.994, while executive managers possessed a mean of 2.564. This reflected the rare and valuable resource, which is middle managers see themselves as part of the organisation as a whole and thus care about implementing company strategy even if not beneficial to their department specifically. Based on the respondent feedback, this is commendable since junior and middle managers have lower levels of responsibility (and presumably remuneration) than senior and executive managers yet these groups value the organisational goals and alignment with strategy over self-preservation. This presents an interesting dynamic. No other statistically significant relationships existed in this category.

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5.2.4 Years of Employment

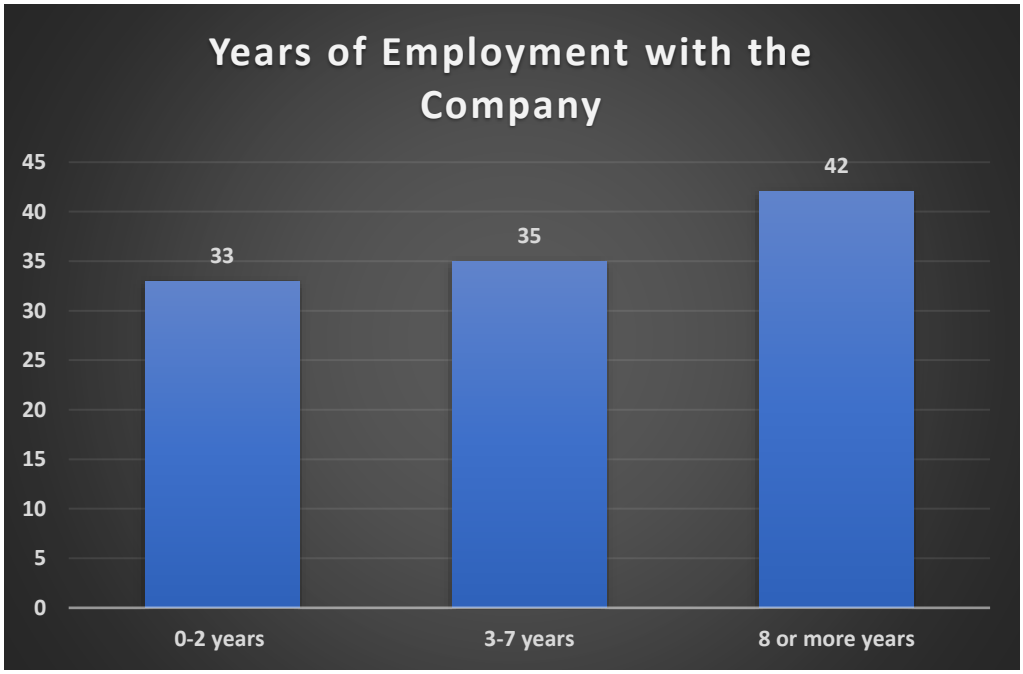

Figure 8: Years of employment with the company

For each of the categories the "8 or more", "3-7" and "0-2" year categories represented 38.18%, 31.82%, and 30% of sample respectively.

Table 47: Mean years of employment in company

	0-2 years	3-7 years	8 or more years
Respondents	**33**	**35**	**42**
Organisational Culture			
Uncertainty Avoidance	3.484	3.429	3.881
Gender egalitarianism	2.515	2.429	2.429
Humane orientation	3.151	3.171	2.905
Institutional Collectivism	1.758	1.543	1.738
In-group Collectivism	3.258	3.157	3.298
Assertiveness	2.348	2.6	2.417
Future Orientation	1.242	1.343	1.214
Achievement	3.076	2.914	3.095
Power Distance	1.545	1.486	1.667
Strategy Execution			
Information sharing	3.539	3.406	3.624
Leadership	3.461	3.4	3.486
Performance	3.442	3.16	3.59
Rewards	3.267	3.131	3.376
Structure	3.53	3.143	3.476
Employee Commitment	2.776	2.857	3.019

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The Tukey post-hoc analysis was used for all **organisational culture dimensions** (Levene's p-value>0.05). No statistically significant differences in the means of: "Uncertainty avoidance", "Gender egalitarianism", "Humane orientation", "Institutional collectivism", "In-group collectivism", "Assertiveness", "Future Orientation", "Achievement", "Power distance". For **strategy execution**, the Tukey post-hoc analysis was applied to: "Information sharing", "Performance", "Structure", and "Employee Commitment". The Games-Howell post-hoc analysis was applied to: "Leadership", and "Rewards".

No statistically significant differences between the means of "Information sharing", "Leadership", "Performance", "Rewards", and "Structure".

The only statistically significant difference was for "Employee Commitment", between "0-2" years, and "8 or more" years reflecting a statistically significant difference in their means, with a p-value of 0.047 and a mean difference of 0.2433. For the "0-2" years the mean was 2.776 and for the "8 or more" years the mean was 3.019. This reflected a bias for older employees within an organisation to have greater self-interest, versus new employees in the "0-2" year category since they appear to be more collaborative based on their score.

5.2.5 Number of direct reports (employees)

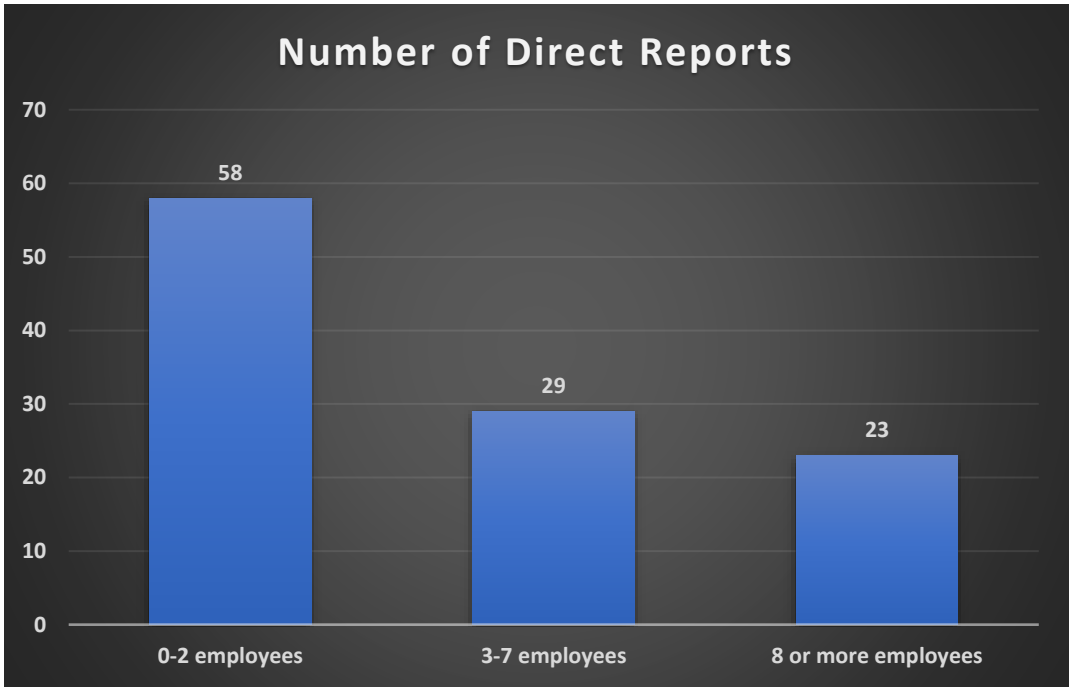

Figure 9: Number of direct reports per respondent

Table 48: Mean of employees directly reporting into each respondent

	0-2 employees	3-7 employees	8 or more employees
Respondents	**58**	**29**	**23**
Organisational Culture			
Uncertainty Avoidance	3.482	3.828	3.696
Gender egalitarianism	2.482	2.483	2.348
Humane orientation	3	3.172	3.087
Institutional Collectivism	1.672	1.552	1.869
In-group Collectivism	3.009	3.534	3.457
Assertiveness	2.603	2.276	2.304
Future Orientation	1.259	1.345	1.174
Achievement	2.957	3.086	3.152
Power Distance	1.5	1.621	1.696
Strategy Execution			
Information sharing	3.514	3.71	3.339
Leadership	3.345	3.648	3.469
Performance	3.441	3.545	3.156
Rewards	3.089	3.641	3.235
Structure	3.366	3.552	3.228
Employee Commitment	2.948	2.897	2.757

For this demographic area, the Tukey post-hoc analysis was used for both organisational culture and the strategy execution dimensions since the p-value for Levene's test was >0.05 (Chiba M. D., 2018). No statistical significance in the difference of the means: "Uncertainty avoidance", "Gender egalitarianism", "humane orientation", "Assertiveness", "Future Orientation", "Achievement", and "Power distance" was observed.

a) Statistical significance was observed for **Institutional Collectivism** between:

- "0-2 employees" and "8 or more employees", p-value=0.003, and mean difference = 0.4633."0-2 employee" had a mean of 1.672 and "8 or more employees" had a mean of 1.869. The latter category possessed a higher score indicating that the greater the direct reports, the more group loyalty was emphasised and the rewards of a group versus self-focus to achieve organisational goals.
- "3-7 employees' and "8 or more employees", p-value= 0.006, and mean difference =0.4805. "3-7 employees" had a mean of 1.552 and "8 or more

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employees" had a mean of 1.869. Once again, a similar pattern as above was reflected indicating that the greater the number of employees, the higher the maximisation of collective interests and encouragement of group goal versus individual goals.

b) Statistical significance was observed for **In-group Collectivism** between:

- "0-2 employees", and "3-7 employees", with a p-value= 0.042, and mean difference =0. 5259.The mean for "0-2 employees" and for "3-7 employees" was 3.009, and 3.534, respectively. The latter scored higher indicating pride in the individual accomplishments of managers and vice versa, of managers for their employees.

An observation deduced is that as the number of direct reports to a person increases, so too does loyalty to the company via the dimensions of Institutional and In-Group Collectivism.

No statistical significance for "Information Sharing", "Leadership", "Performance", "Structure", and "Employee commitment".

c) Statistical significance were observed for **Rewards**:

- "0-2 employees" and "3-7 employees", p-value= 0.022, and mean difference =0. 5517.The mean for "0-2 employees" and for "3-7 employees" was 3.089, and 3.641. Thus, there was a higher observation of rewards linked to performance, motivation and celebration of company success when the number of direct reports increased.

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5.2.6 Involvement in strategy implementation

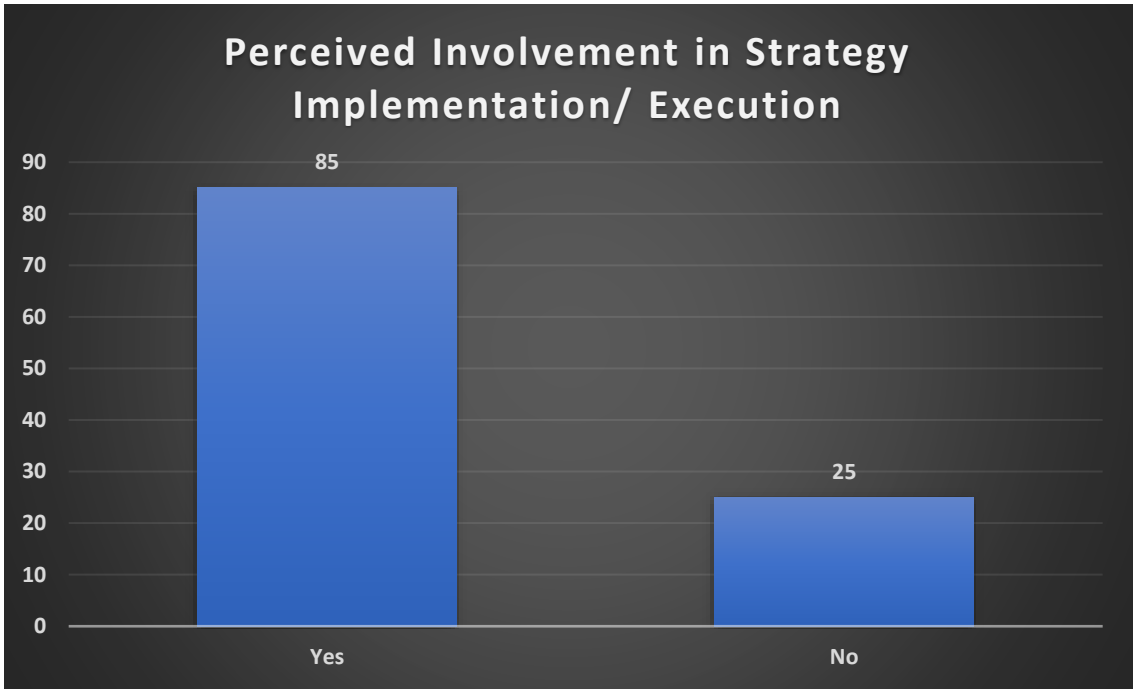

Figure 10: Perceived involvement in strategy implementation and execution

Employees who perceived their involvement in strategy execution constituted 77.27%, compared to those who perceived no involvement constituting 22.73% of the sample. The Tukey post-hoc analysis (Levene's p-value>0.05) was used for all organisational culture dimensions, with the exception of Future Orientation which used the Games-Howell since the Levene's p-value was less than 0.05 and the assumption of homogeneity of variance was violated. All strategy execution dimensions used Tukey, except for "Performance" which observed the Games-Howell post-hoc analysis.

No statistical significance was observed for "Uncertainty avoidance", "gender egalitarianism", "humane orientation", "Institutional collectivism", "In-group collectivism", "Assertiveness", "Future orientation", "Achievement", and "power distance".

No statistical significance was observed for "Information sharing", "Leadership", "Performance", "Rewards", "Structure", and "Employee Commitment".

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Table 49: Mean of perceived involvement in strategy implementation and execution

	Yes	No
Respondents	**85**	**25**
Organisational Culture		
Uncertainty Avoidance	3.576	3.76
Gender egalitarianism	2.471	2.4
Humane orientation	3.012	3.24
Institutional Collectivism	1.694	1.64
In-group Collectivism	3.329	2.94
Assertiveness	2.482	2.36
Future Orientation	1.247	1.32
Achievement	3.041	3
Power Distance	1.565	1.6
Strategy Execution		
Information sharing	3.534	3.512
Leadership	3.459	3.424
Performance	3.381	3.504
Rewards	3.339	3.016
Structure	3.371	3.44
Employee Commitment	2.864	3

5.2.7 Organisational Strategy

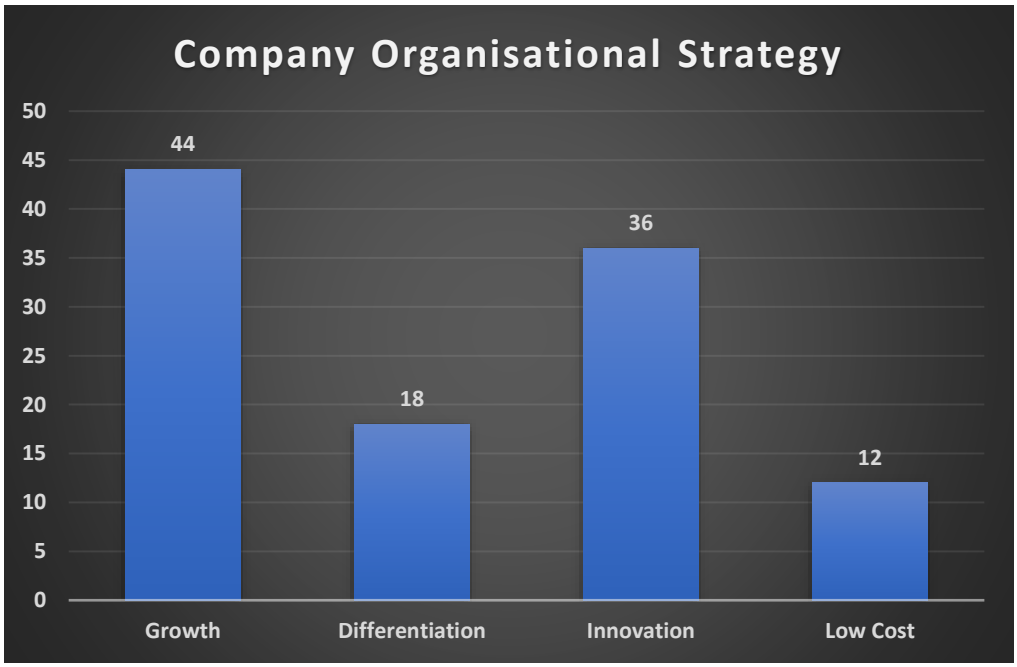

Figure 11: Company organisational strategy

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Table 50: Company growth strategy

	Growth	Differentiation	Innovation	Low Cost
Respondents	**44**	**18**	**36**	**12**
Organisational Culture				
Uncertainty Avoidance	3.614	3.444	3.861	3.167
Gender egalitarianism	2.432	2.278	2.5	2.667
Humane orientation	2.955	3.111	3.111	3.25
Institutional Collectivism	1.636	1.722	1.833	1.333
In-group Collectivism	3.148	3.278	3.472	2.833
Assertiveness	2.5	2.417	2.208	3.083
Future Orientation	1.341	1.278	1.111	1.417
Achievement	2.943	2.944	3.306	2.667
Power Distance	1.523	1.5	1.778	1.25
Strategy Execution				
Information sharing	3.45	3.622	3.706	3.15
Leadership	3.282	3.589	3.778	2.883
Performance	3.205	3.544	3.756	2.917
Rewards	3.223	3.222	3.539	2.667
Structure	3.142	3.597	3.667	3.125
Employee Commitment	2.891	2.933	2.917	2.783

The Tukey post-hoc analysis was used for: “Uncertainty avoidance”, “Gender egalitarianism”, “Humane Orientation”, “Institutional collectivism”, “In-group collectivism”, “Assertiveness”, “Achievement”, “Power distance”, “Information sharing”, “Leadership”, “Performance”, “Rewards”, “Structure”, and “Employee commitment”. The Games-Howell post-hoc analysis was used for: “Future Orientation”.

No statistical significance was observed for “Uncertainty avoidance”, “Gender egalitarianism”, “Humane Orientation”, “Institutional collectivism”, “In-group collectivism”, “Future orientation”, “Power distance”, “Information sharing”, “Structure”, and “Employee commitment”.

Statistical significance was observed for **Assertiveness** between the following group:

- “Innovation” and “Low-Cost” company strategies, with a p-value of 0.004, and a mean difference of 0.8750. The mean of “Innovation” and “Low-Cost” company strategy was 2.208, and 3.083, respectively. Thus, this response is indicative of “low-cost” company strategies developing employees whom are

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not sensitive nor caring towards one another, versus “innovative” company strategies which may foster a more collaborative work environment, and thus stimulate more concern for work colleagues to accomplish company targets.

Statistical significance was observed for **Achievement** between:

- “Innovation” and “Low-Cost” company strategies, with a p-value of 0.021, and a mean difference of 0.6389. The mean of “Innovation” and “Low-Cost” company strategy was 3.306, and 2.667, respectively. Unsurprisingly “Innovation” scored higher since an innovative environment is tied to continuous improvement, and in most cases being rewarded for accomplishing company goals.

Statistical significance was observed for **Leadership** between:

- “Innovation” and “Low-Cost” company strategies, with a p-value of 0.013, and a mean difference of 0.8944. The mean of “Innovation” and “Low-Cost” company strategy was 3.778, and 2.883, respectively. This indicated that “innovation” type company strategies lead to a perception of greater articulation of company strategy, provision of a compelling vision to inspire and motivate, together with measurable objectives, whereas “Low-Cost” company strategies seemed to perform below average based on the responses received. Thus, leadership is more prominent at highly innovative companies, which is logical since employees must be inspired by their leaders to accomplish the ambitious goals targeted.

Statistical significance was observed for **Performance** between:

- “Growth” and “Innovation” company strategies, with a p-value of 0.014, and a mean difference of 0.5510. The mean of “Growth” and “Innovation” company strategy was 3.205 and 3.756, respectively. The “Innovation” company strategy has a higher performance ranking in terms of accomplishing goals, adapting to the business environment, obtaining the best people for work, and executing the organisational strategy.
- “Innovation” and “Low Cost” company strategies, with a p-value of 0.011, and a mean difference of 0.8389. The mean of “Innovation” and “Low-Cost” company strategy was 3**.**756, and 2.917, respectively. Innovation once again accomplished higher performance.

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Statistical significance was observed for **Rewards** between:

- "Innovation" and "Low Cost" company strategies, with a p-value of 0.022, and a mean difference of 0.8722. The mean of "Innovation" and "Low-Cost" company strategy was 3.539**,** and 2.667, respectively. The "Innovation" responses reflected that their companies rewarded them for successful implementation of strategy, and this thus had a knock-on effect on performance, leadership, achievement and positive assertiveness (caring for the team) in the workplace.

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5.3 Research Objectives

Research objective 1: To establish the level of correlation between the selected nine GLOBE (2004) culture dimensions of uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism (House et al., 2004) against each individual strategy execution dimensions of information sharing, leadership, performance, rewards, structure, and employee commitment (Reddy, 2017) selected for the insurance industry.

- Research objective 1 was assessed via the execution of a Pearson correlation test to determine if there were associations, and if present, the magnitude and direction of such associations using the work of Pallant (2005) as a guide on r-value (Pearson correlation) strength.

Research objective 2: Identifying which of the nine (9) GLOBE (2004) culture dimensions of uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism (House et al., 2004) has the greatest influence as a predictor on each of the six (6) selected strategy execution dimensions of information sharing, leadership, performance, rewards, structure, and employee commitment (Reddy, 2017) selected for the insurance industry.

- This objective was measured using a regression analysis with each individual dependent strategy execution dimension (information sharing, leadership, performance, rewards, structure and employee commitment) against all GLOBE organisational culture dimensions. The results of the regression analysis were used to determine which culture dimension was statistically significant, and to further determine the descending order of influence of the cultural dimensions on strategy.

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5.4 Pearson Correlation to test Association

The GLOBE study of 62 societies on organizational culture by House et al. (2004) was very detailed and extensive (over approximately 17,370 participants in the research). Consequently, all nine (9) cultural dimensions were adopted for this study, which was further substantiated by the high level of reliability exhibited by that study (Cronbach Alpha = 0.77). These dimensions were uncertainty avoidance, gender egalitarianism, institutional collectivism, in-group collectivism, assertiveness, future orientation, humane orientation, achievement orientation, and power distance. The strategy execution dimensions were adopted from the study by Reddy (2017) which rendered a high reliability score of 0.888 after obtaining survey results from 281 respondents (useable responses were 279). The key differentiator, apart from the statistical analysis, is that this study was conducted in the Short-term insurance industry (financial service), across multiple insurance companies for better representation of results and to remove singular company bias (especially for organisational culture), whereas the study of Reddy (2017) was conducted in one company only, in the fast moving consumer goods (FMCG) industry. The strategy dimensions analysed were information sharing, leadership, performance, rewards, structure and employee commitment.

A positive sign for the Pearson correlation coefficient indicates a directly proportional relationship, i.e. when one component increases (or decreases), the other linked variable/s follow/s the same trajectory. A negative sign indicates an inversely proportional relationship, i.e. when one variable increases, the other decreases and vice versa. Pearson's correlation (r- value) provides an indication of the strength of the association. Based on the guidelines of (Pallant, 2005) the following values of "r" translate the strength of the association:

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Table 51: Levels of Pearson correlation coefficient (Pallant, 2005, pg. 126)

'r' Value	**Level of Association**
0	No correlation
0 to 0.29 or 0 to -0.29	Weak (small) association
0.3 to 0.49 or -0.3 to -0.49	Medium association
≥0.5 or ≤ -0.5	Strong association (large)
1 or -1	Perfect correlation

Results are only statistically significant when $\rho < 0.05$ (Pallant, 2005). According to Pallant large samples have greater than 100 respondents, and thus have more credible results as it has been tested across a wider spectrum of people (Pallant, 2005).

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5.4.1 Association between the GLOBE organisational culture dimensions and Information Sharing

Hypothesis 1:

- H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **information sharing**.
- H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **information sharing**.

From the results in Table 53 below it was observed that there is a statistically significant relationship between information sharing and the following six (6) organisational culture dimensions: uncertainty avoidance, gender egalitarianism, in-group collectivism, future orientation, achievement, and power distance.

a) **Uncertainty avoidance** had a ρ-value of 0.000, and an r -value of 0.599. Using the guide of Pallant (2005), this Pearson correlation yields a positive and strong association, since the r-value is greater than 0.5.
b) **Gender egalitarianism** reflected a ρ-value of 0.040, with an r - value of 0.196. Though this relationship is statistically significant, it is a weak association since the r-value is less than 0.29 (Pallant, 2005).
c) **In-group collectivism** computed a ρ-value of 0.000, and an r - value of 0.520; This is a positive and strong association.
d) **Future orientation** had a ρ-value of 0.000 with r = -0.358. This is a medium but negative (inverse) association.
e) **Achievement** had a ρ-value equal to 0.000, with a Pearson correlation of 0.582. which is a strong and positive association.
f) **Power distance** exhibited a ρ-value of 0.000, and an r- value of 0.402; this is positive association but of medium strength.

Statistically insignificant relationships were:

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g) **"Humane orientation"** with a ρ-value of 0.168 (which is >0.05) and an r-value of 0.132. with an association that is positive, but weak.

h) **"Institutional collectivism"** with a ρ-value of 0.220, and an r-value of 0.118.

In conclusion, there were three strong associations between information sharing and uncertainty avoidance, in-group collectivism, and achievement orientation. Two medium strength associations were observed between information sharing, and future orientation, as well as power distance. One weak association presented itself with gender egalitarianism.

The null hypothesis is therefore rejected, and the alternate hypothesis is partially accepted since there were six (6) statistically significant associations, but not a complete set of eight (8**).**

Table 52: Pearson correlation for Information Sharing

Correlations

		Information Sharing Av	1. Uncertainty avoidance Av	2. Gender Egalitarianism Av	3. Humane Orientation Av	4. Institutional Collectivism Av	5. In-Group Collectivism Av	7. Future Orientation Av	8. Achievement Av	9. Power distance Av
Information Sharing Av	Pearson Correlation	1								
	Sig. (2-tailed)									
Uncertainty avoidance Av	Pearson Correlation	.599**	1							
	Sig. (2-tailed)	.000								
Gender Egalitarianism Av	Pearson Correlation	.196*	.229*	1						
	Sig. (2-tailed)	.040	.016							
Humane Orientation Av	Pearson Correlation	.132	.007	-.004	1					
	Sig. (2-tailed)	.168	.939	.970						
Institutional Collectivism Av	Pearson Correlation	.118	.113	.122	.006	1				
	Sig. (2-tailed)	.220	.239	.206	.950					
In-Group Collectivism Av	Pearson Correlation	.520**	.496**	.353**	.166	.161	1			
	Sig. (2-tailed)	.000	.000	.000	.083	.093				
Future Orientation Av	Pearson Correlation	-.358**	-.450**	-.072	.033	-.079	-.396**	1		
	Sig. (2-tailed)	.000	.000	.456	.735	.415	.000			
Achievement Av	Pearson Correlation	.582**	.504**	.170	.144	.206*	.621**	-.380**	1	
	Sig. (2-tailed)	.000	.000	.076	.135	.031	.000	.000		
Power distance Av	Pearson Correlation	.402**	.354**	.040	.176	.199*	.436**	-.234*	.531**	1
	Sig. (2-tailed)	.000	.000	.679	.066	.037	.000	.014	.000	

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

*. Correlation is significant at the 0.05 level (2-tailed).

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Note: Assertiveness was not investigated further for any strategy execution dimensions; It was deleted as the reliability of this component was substandard as observed in Chapter 4, thus there are only eight (8) organisational culture dimensions under analysis proceeding further in this study when assessing the research objectives.

5.4.2 Observations of association amongst the GLOBE organisational cultural dimensions only

Table 53: Correlation amongst organisational culture dimensions only

Dimension of Organisational Culture		Value of statistical significance (p-value)	Pearson Correlation (r-value)	Strength of association
Gender egalitarianism	Uncertainty avoidance	ρ=0.016	r = 0.229	Weak association
Humane orientation	Uncertainty avoidance	ρ=0.939	r = 0.007	Weak association
Humane orientation	Gender egalitarianism	ρ=0.970	r = -0.004	Weak association
Institutional Collectivism	Uncertainty avoidance	ρ=0.239	r = 0.113	Weak association
Institutional Collectivism	Gender egalitarianism	ρ=0.206	r = 0.122	Weak association
Institutional Collectivism	Humane orientation	ρ=0.950	r = 0.006	Weak association
In-group collectivism	Uncertainty avoidance	ρ=0.000	r = 0.496	Medium association
In-group collectivism	Gender egalitarianism	ρ=0.000	r = 0.353	Medium association
In-group collectivism	Humane orientation	ρ=0.083	r = 0.166	Weak association
In-group collectivism	Institutional Collectivism	ρ=0.093	r = 0.161	Weak association
Future orientation	Uncertainty avoidance	ρ=0.000	r = -0.450	Medium association

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Dimension of Organisational Culture		Value of statistical significance (p-value)	Pearson Correlation (r-value)	Strength of association
Future orientation	Gender egalitarianism	ρ=0.456	r = -0.072	Weak association
Future orientation	Humane orientation	ρ=0.735	r = 0.033	Weak association
Future orientation	Institutional Collectivism	ρ=0.415	r = -0.079	Weak association
Future orientation	In-group collectivism	ρ=0.000	r = -0.396	Medium association
Achievement	Uncertainty avoidance	ρ=0.000	r = 0.504	Strong association
Achievement	Gender egalitarianism	ρ=0.076	r = 0.170	Weak association
Achievement	Humane orientation	ρ=0.135	r = 0.144	Weak association
Achievement	Institutional Collectivism	ρ=0.031	r = 0.206	Weak association
Achievement	In-group collectivism	ρ=0.000	r = 0.621	Strong association
Achievement	Future orientation	ρ=0.000	r = -0.380	
Power distance	Uncertainty avoidance	ρ=0.000	r = 0.354	Medium association
Power distance	Gender egalitarianism	ρ=0.679	r = 0.040	Medium association
Power distance	Humane orientation	ρ=0.066	r = 0.176	Weak association
Power distance	Institutional Collectivism	ρ=0.037	r = 0.199	Weak association
Power distance	In-group collectivism	ρ=0.000	r =0.436	Medium association
Power distance	Future orientation	ρ=0.014	r = -0.234	Weak association
Power distance	Achievement	ρ=0.000	r = 0.531	Strong association

5.4.3 Regression analysis between GLOBE organisational culture dimensions and information sharing

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The R-value of 0.696 (table 11) gives a good indication of the fit of the data to the trendline. R^2 gives the coefficient of determination (Chiba, 2015). This represents the proportion of variance in the dependent variable (which in this case is information sharing), explained by the independent variables (organisational culture dimensions). According to Chiba (2015) the R^2 value is positively biased based on the sample and regression model. Thus, the Adjusted R Square corrects for this bias and provides smaller values than R^2 to adjust for the population bias, therefore the Adjusted R Square shall be used to assess the variance explained (Chiba, 2015).

The R^2 is 48.4%, with the adjusted R^2 calculated as 44.3%. This indicates that the data collected and analysed explains 44.3% of the variance observed. The regression model selected is a good fit since the p-value (significance) on the ANOVA table is 0.000, which is substantially less than 0.05 (the benchmark for statistical significance).

From the Regression Model Coefficient table, with the *t- sigma* test reflected, from the data collected in this study, “uncertainty avoidance” and “achievement orientation” had a p-value <0.05, thus these dimensions are statistically significant and influence the prediction of the dependent variable Information Sharing.

The tabulated results on regression provide the unstandardized and standardised coefficient results. It is important when comparing variables that the standardised results are used since the values for each variable have been converted to the same scale to enable a fair comparison (Pallant, 2005). When constructing a regression equation, then only would the unstandardized coefficient of Beta be utilised, since the coefficient in that instance would be the slope (*m*). For the purposes of comparing which dimension of organisational culture has the greatest impact on strategy execution, the standardised beta coefficient was used (Pallant, 2005).

- Uncertainty avoidance has the greatest influence with a coefficient of 0.364 based on the standardized Beta coefficient.
- Achievement orientation has the second largest influence on Information sharing with a coefficient of 0.273 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. Gender egalitarianism, humane orientation, institutional collectivism, in-group collectivism, future orientation and

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power distance, had p-values >0.05 and thus were found to be statistically insignificant in this research.

Table 54: Regression model fit table for Information Sharing

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.696[a]	.484	.443	.5852	.484	11.831	8	101	.000	1.959
a. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av										
b. Dependent Variable: 1. Information Sharing Av										

Table 55; Regression ANOVA table for strategy execution dimension of Information Sharing

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.415	8	4.052	11.831	.000[b]
	Residual	34.592	101	.342		
	Total	67.007	109			
a. Dependent Variable: 1. Information Sharing Av						
b. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av						

Table 56: Regression coefficient table for Information Sharing

Coefficients[a]

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.064	.496		2.147	.034	.081	2.047					
	Uncertainty avoidance Av	.248	.062	.364	4.005	.000	.125	.371	.599	.370	.286	.619	1.616
	Gender Egalitarianism Av	.029	.098	.023	.295	.769	-.165	.222	.196	.029	.021	.832	1.202
	Humane Orientation Av	.066	.079	.062	.838	.404	-.091	.223	.132	.083	.060	.934	1.071
	Institutional Collectivism Av	-.026	.124	-.016	-.214	.831	-.272	.219	.118	-.021	-.015	.936	1.069
	In-Group Collectivism Av	.092	.083	.114	1.109	.270	-.073	.258	.520	.110	.079	.483	2.068
	Future Orientation Av	-.058	.148	-.033	-.391	.696	-.351	.235	-.358	-.039	-.028	.735	1.361
	Achievement Av	.316	.118	.273	2.667	.009	.081	.550	.582	.256	.191	.488	2.050
	Power distance Av	.098	.138	.062	.708	.480	-.176	.372	.402	.070	.051	.667	1.500

a. Dependent Variable: 1. Information Sharing Av

5.4.4 Association between the GLOBE organisational culture dimensions and Leadership

Hypothesis 2

H_0: There is no statistically significant association between the 9 Globe organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **Leadership**

H_1: There is a statistically significant association between the between the 9 Globe organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **Leadership.**

In summary there were six (6) statistically significant correlations between:

a) "Leadership" and "**uncertainty avoidance**" with a p-value of 0.000, and an r-value of 0.522. This reflected a positive and strong association.
b) Leadership and "**Gender egalitarianism"** with a p-value of 0.030, and an r-value of 0.207. Though the relationship is statistically significant, the Pearson correlation is weak since it is ≤ 0.29.
c) Leadership and "**In-group collectivism"** with a p-value of 0.000 and an r-value of 0.621. The relationship is positive and strong.
d) Leadership and **"Future orientation**" with a p-value of 0.000 and an r-value of -0.369. The relationship was evaluated and found to be of medium strength and inversely proportional.
e) Leadership and **"Achievement"** with a p-value of 0.000, and an r-value of 0.693. This indicated a strong, positive relationship.
f) Leadership and **"Power distance"** with a p-value of 0.000 and an r-value of = 0.560. This is reflective of a strong, positive association.

Statistically insignificant relationships observed were:

g) Leadership and "**Humane Orientation**" with a p-value 0.087 and an r-value of 0.164.
h) Leadership and "**Institutional collectivism**" with a p-value 0.070, and an r-value of 0.173.

In conclusion the null hypothesis was rejected, and the alternate hypothesis partially accepted since there were six (6) statistically significant relationships.

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Table 57: Pearson correlation for Leadership

Correlations										
		2. Leadership Av	1. Uncertainty avoidance Av	2. Gender Egalitarianism Av	3. Humane Orientation Av	4. Institutional Collectivism Av	5. In-Group Collectivism Av	7. Future Orientation Av	8. Achievement Av	9. Power distance Av
Leadership Av	Pearson Correlation	1								
	Sig. (2-tailed)									
Uncertainty avoidance Av	Pearson Correlation	.522**	1							
	Sig. (2-tailed)	.000								
Gender Egalitarianism Av	Pearson Correlation	.207*	.229*	1						
	Sig. (2-tailed)	.030	.016							
Humane Orientation Av	Pearson Correlation	.164	.007	-.004	1					
	Sig. (2-tailed)	.087	.939	.970						
Institutional Collectivism Av	Pearson Correlation	.173	.113	.122	.006	1				
	Sig. (2-tailed)	.070	.239	.206	.950					
In-Group Collectivism Av	Pearson Correlation	.621**	.496**	.353**	.166	.161	1			
	Sig. (2-tailed)	.000	.000	.000	.083	.093				
Future Orientation Av	Pearson Correlation	-.369**	-.450**	-.072	.033	-.079	-.396**	1		
	Sig. (2-tailed)	.000	.000	.456	.735	.415	.000			
Achievement Av	Pearson Correlation	.693**	.504**	.170	.144	.206*	.621**	-.380**	1	
	Sig. (2-tailed)	.000	.000	.076	.135	.031	.000	.000		
Power distance Av	Pearson Correlation	.560**	.354**	.040	.176	.199*	.436**	-.234*	.531**	1
	Sig. (2-tailed)	.000	.000	.679	.066	.037	.000	.014	.000	
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

5.4.5 Regression analysis between GLOBE organisational culture dimensions and Leadership

The R-value of 0.771 gives a good indication of the fit of the data to the trendline. The R^2 is 59.5%, with the adjusted R^2 calculated as 56.2%. This indicates that the data collected and analysed explains 56.2% of the variance observed. The regression model selected is a good fit since the p-value (significance) on the ANOVA table is 0.000, which is substantially less than 0.05 (the benchmark for statistical significance).

From the Regression Model Coefficient table, with the ***t- sigma*** test reflected, from the data collected in this study three (3) dimension were statistically significant:

- In-group collectivism had a p-value of 0.028; Achievement possessed a p-value of 0.000; and Power distance observed a p-value of 0.007.

Since these p-values were less than 0.05, these dimensions were statistically significant and impact the prediction of the dependent variable “leadership”. Of the factors identified above:

- **Achievement** has the biggest influence on Leadership as a predictor since it possesses a coefficient of 0.356 based on the standardized Beta coefficient.
- **Power distance** has the second greatest influence on Leadership with a coefficient of 0.214 based on the standardized Beta coefficient.
- **In-group collectivism** had the third greatest influence on leadership with a coefficient of 0.203 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. Uncertainty avoidance, Gender egalitarianism, Humane orientation, Institutional collectivism, and Future orientation had p-values >0.05 and thus were found to be statistically insignificant to predicting “Leadership” as a strategy execution dimension.

Table 58: Regression model fit table for Leadership

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.771[a]	.595	.562	.5977	.595	18.516	8	101	.000	1.709
a. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av										
b. Dependent Variable: 2. Leadership Av										

Table 59: Regression ANOVA table for strategy execution dimension of Leadership

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.915	8	6.614	18.516	.000[b]
	Residual	36.080	101	.357		
	Total	88.995	109			
a. Dependent Variable: 2. Leadership Av						
b. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av						

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Table 60: Regression coefficient table for Leadership

Coefficients[a]													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.209	.506		.413	.681	-.795	1.213					
	Uncertainty avoidance Av	.111	.063	.141	1.754	.082	-.015	.237	.522	.172	.111	.619	1.616
	Gender Egalitarianism Av	.045	.100	.031	.450	.654	-.153	.242	.207	.045	.028	.832	1.202
	Humane Orientation Av	.052	.081	.042	.639	.524	-.109	.212	.164	.063	.040	.934	1.071
	Institutional Collectivism Av	.003	.126	.002	.024	.981	-.248	.254	.173	.002	.002	.936	1.069
	In-Group Collectivism Av	.190	.085	.203	2.227	.028	.021	.359	.621	.216	.141	.483	2.068
	Future Orientation Av	-.079	.151	-.038	-.521	.604	-.378	.221	-.369	-.052	-.033	.735	1.361
	Achievement Av	.475	.121	.356	3.926	.000	.235	.714	.693	.364	.249	.488	2.050
	Power distance Av	.389	.141	.214	2.760	.007	.110	.669	.560	.265	.175	.667	1.500
a. Dependent Variable: 2. Leadership Av													

5.4.6 Association between the GLOBE organisational culture dimensions and Performance

Hypothesis 3

H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **performance.**

H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **performance.**

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Statistically significant relationships identified were:

a) "Performance" and "**Uncertainty avoidance**" with a ρ-value of 0.000, and a Pearson correlation coefficient of 0.491. This indicates a positive relationship of medium strength.
b) "Performance" and "**Gender egalitarianism"** with a ρ-value of 0.010 and a Pearson correlation coefficient of 0.246, and this is reflective of a positive, but weak relationship.
c) "Performance" and "**In-group collectivism**" with a ρ-value of 0.000 and a Pearson correlation coefficient of 0.490; indicating a positive relationship and of medium strength.
d) "Performance" and "**Future orientation**" with a ρ-value of 0.001 and a Pearson correlation coefficient of -0.323, indicative of an inversely proportional and medium strength relationship.
e) "Performance" and "**Achievement**" with a ρ-value of 0.000 and a Pearson correlation coefficient of 0.622, reflective of a positive and strong relationship.
f) "Performance" and "**Power distance**" with a ρ-value of 0.000 and a Pearson correlation coefficient of 0.362. This is a positive relationship, and of medium strength.

Statistically insignificant relationships observed were:

g) "Performance" and "**Humane orientation**" with a ρ-value of 0.146 and a Pearson correlation coefficient of 0.139
h) "Performance" and "**Institutional collectivism**" with a ρ-value of 0.149, and a Pearson correlation coefficient of 0.138

In summary, as consequence of six (6) statistically significant relationships, the null hypothesis is rejected, and the alternate hypothesis is partially accepted.

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Table 61: Pearson correlation for Performance

Correlations										
		3. Performance Av	1. Uncertainty avoidance Av	2. Gender Egalitarianism Av	3. Humane Orientation Av	4. Institutional Collectivism Av	5. In-Group Collectivism Av	7. Future Orientation Av	8. Achievement Av	9. Power distance Av
Performance Av	Pearson Correlation	1								
	Sig. (2-tailed)									
Uncertainty avoidance Av	Pearson Correlation	.491**	1							
	Sig. (2-tailed)	.000								
Gender Egalitarianism Av	Pearson Correlation	.246**	.229*	1						
	Sig. (2-tailed)	.010	.016							
Humane Orientation Av	Pearson Correlation	.139	.007	-.004	1					
	Sig. (2-tailed)	.146	.939	.970						
Institutional Collectivism Av	Pearson Correlation	.138	.113	.122	.006	1				
	Sig. (2-tailed)	.149	.239	.206	.950					
In-Group Collectivism Av	Pearson Correlation	.490**	.496**	.353**	.166	.161	1			
	Sig. (2-tailed)	.000	.000	.000	.083	.093				
Future Orientation Av	Pearson Correlation	-.323**	-.450**	-.072	.033	-.079	-.396**	1		
	Sig. (2-tailed)	.001	.000	.456	.735	.415	.000			
Achievement Av	Pearson Correlation	.622**	.504**	.170	.144	.206*	.621**	-.380**	1	
	Sig. (2-tailed)	.000	.000	.076	.135	.031	.000	.000		
Power distance Av	Pearson Correlation	.362**	.354**	.040	.176	.199*	.436**	-.234*	.531**	1
	Sig. (2-tailed)	.000	.000	.679	.066	.037	.000	.014	.000	
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

5.4.7 Regression analysis between GLOBE organisational culture dimensions and Performance

The R-value of 0.670 gives a good indication of the fit of the data to the trendline. The R^2 is 44.9%, with the adjusted R^2 calculated as 40.5%. This indicates that the data collected and analysed explains 40.5% of the variance observed. The regression model selected is a good fit since the p-value (significance) on the ANOVA table is 0.000, which is substantially less than 0.05 (the benchmark for statistical significance). From the Regression Model Coefficient table, with the ***t-sigma*** test reflected, from the data collected in this study, of statistical significance were:

- "Uncertainty avoidance" which had a p-value of 0.038;

- "Achievement" possessed a p-value of 0.000.

Since these p-values were less than 0.05, these dimensions were statistically significant and impact the prediction of the dependent variable "Performance". Of the factors identified above:

- **"Achievement"** has the biggest influence on "Performance" as a predictor since it possesses a coefficient of 0.447 based on the standardized Beta coefficient.
- **"Uncertainty avoidance"** has the second largest influence on "Performance" with a coefficient of 0.198 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. "Gender egalitarianism", "Humane orientation", "Institutional collectivism", "In-group collectivism", "Future orientation", and "Power distance" had p-values >0.05 and thus were found to be statistically insignificant to predicting "Performance" as a strategy execution dimension.

Table 62: Regression model fit table for Performance

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.670[a]	.449	.405	.6465	.449	10.283	8	101	.000	2.228
a. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av										
b. Dependent Variable: 3. Performance Av										

Table 63: Regression ANOVA table for strategy execution dimension of Performance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.380	8	4.298	10.283	.000[b]
	Residual	42.211	101	.418		
	Total	76.591	109			
a. Dependent Variable: 3. Performance Av						
b. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av						

Table 64: Regression coefficient table for Performance

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Coefficients[a]													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.577	.547		1.055	.294	-.509	1.663					
	1. Uncertainty avoidance Av	.144	.069	.198	2.103	.038	.008	.280	.491	.205	.155	.619	1.616
	2. Gender Egalitarianism Av	.140	.108	.105	1.302	.196	-.073	.354	.246	.128	.096	.832	1.202
	3. Humane Orientation Av	.076	.087	.066	.864	.390	-.098	.249	.139	.086	.064	.934	1.071
	4. Institutional Collectivism Av	-.003	.137	-.002	-.020	.984	-.274	.269	.138	-.002	-.001	.936	1.069
	5. In-Group Collectivism Av	.040	.092	.046	.437	.663	-.142	.223	.490	.043	.032	.483	2.068
	7. Future Orientation Av	-.073	.163	-.039	-.447	.656	-.397	.251	-.323	-.044	-.033	.735	1.361
	8. Achievement Av	.553	.131	.447	4.227	.000	.293	.812	.622	.388	.312	.488	2.050
	9. Power distance Av	.017	.153	.010	.108	.914	-.286	.319	.362	.011	.008	.667	1.500
a. Dependent Variable: 3. Performance Av													

5.4.8 Association between the GLOBE organisational culture dimensions and Rewards

Hypothesis 4

H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **rewards.**

H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **rewards.**

Statistically significant relationships were:

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a) "Rewards" and "**Uncertainty avoidance"** with a p-value of 0.000, and an r-value of 0.492, indicating a positive and medium strength relationship.
b) "Rewards" and "**Institutional collectivism**" with a p-value of 0.047, and an r-value of 0.189, indicative of a positive yet weak association.
c) "Rewards" and "**In-group collectivism**" with a p-value of 0.000, and an r-value of 0.741. This correlation is positive and very strong since the r-value is significantly greater than 0.5.
d) "Rewards" and "**Future orientation**" with a p-value of 0.000 and an r-value of -0.358. This is indicative of a negative (inversely proportional and medium strength relationship.
e) "Rewards" and "**Achievement"** with a p-value of 0.000, and an r-value of 0.651. This is a positive and strong relationship.
f) "Rewards" and "**Power distance**" with a p-value of 0.000, and an r-value of 0.459. This is a summary of a positive and medium association.

Statistically insignificant relationships were:

g) "Rewards" and "**Gender egalitarianism"** with a p-value of 0.116, and an r-value of 0.151.
h) "Rewards" and "**Humane orientation**" with a p-value of 0.503, and an r-value of 0.064.

In conclusion, the null hypothesis is rejected, and the alternate hypothesis partially accepted since there are six (6) statistically significant correlations.

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Table 65: Pearson correlation for Rewards

Correlations										
		4. Rewards Av	1. Uncertainty avoidance Av	2. Gender Egalitarianism Av	3. Humane Orientation Av	4. Institutional Collectivism Av	5. In-Group Collectivism Av	7. Future Orientation Av	8. Achievement Av	9. Power distance Av
4. Rewards Av	Pearson Correlation	1								
	Sig. (2-tailed)									
1. Uncertainty avoidance Av	Pearson Correlation	.492**	1							
	Sig. (2-tailed)	.000								
2. Gender Egalitarianism Av	Pearson Correlation	.151	.229*	1						
	Sig. (2-tailed)	.116	.016							
3. Humane Orientation Av	Pearson Correlation	.064	.007	-.004	1					
	Sig. (2-tailed)	.503	.939	.970						
4. Institutional Collectivism Av	Pearson Correlation	.189*	.113	.122	.006	1				
	Sig. (2-tailed)	.047	.239	.206	.950					
5. In-Group Collectivism Av	Pearson Correlation	.741**	.496**	.353**	.166	.161	1			
	Sig. (2-tailed)	.000	.000	.000	.083	.093				
7. Future Orientation Av	Pearson Correlation	-.358**	-.450**	-.072	.033	-.079	-.396**	1		
	Sig. (2-tailed)	.000	.000	.456	.735	.415	.000			
8. Achievement Av	Pearson Correlation	.651**	.504**	.170	.144	.206*	.621**	-.380**	1	
	Sig. (2-tailed)	.000	.000	.076	.135	.031	.000	.000		
9. Power distance Av	Pearson Correlation	.459**	.354**	.040	.176	.199*	.436**	-.234*	.531**	1
	Sig. (2-tailed)	.000	.000	.679	.066	.037	.000	.014	.000	
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

5.4.9 Regression analysis between GLOBE organisational culture dimensions and Reward

The R-value of 0.797 gives a good indication of the fit of the data to the trendline. The R^2 is 63.6%, with the adjusted R^2 calculated as 60.7%. This indicates that the data collected and analysed explains 60.7% of the variance observed. The regression model selected is a good fit since the p-value (significance) on the ANOVA table is 0.000, which is substantially less than 0.05 (the benchmark for statistical significance). From the Regression Model Coefficient table, with the ***t-sigma*** test reflected, from the data collected in this study of statistical significance were:

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- In-group collectivism which had a p-value of 0.000;
- Achievement possessed a p-value of 0.005.

Since these p-values were less than 0.05, these dimensions were statistically significant and impact the prediction of the dependent variable Performance. Of the factors identified above:

- "**In-group collectivism**" has the biggest influence on "Rewards" as a predictor since it possesses a coefficient of 0.570 based on the standardized Beta coefficient.
- "**Achievement"** has the second largest influence on "Rewards" with a coefficient of 0.246 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. "uncertainty avoidance", "gender egalitarianism", "humane orientation", "institutional collectivism", "future orientation", and "power distance" had p-values >0.05 and thus were found to be statistically insignificant to predicting "Performance" as a strategy execution dimension.

Table 66: Regression model fit table for Rewards

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.797[a]	.636	.607	.5771	.636	22.027	8	101	.000	2.169
a. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av										
b. Dependent Variable: 4. Rewards Av										

Table 67: Regression ANOVA table for strategy execution dimension of Rewards

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.690	8	7.336	22.027	.000[b]
	Residual	33.639	101	.333		
	Total	92.329	109			
a. Dependent Variable: 4. Rewards Av						
b. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av						

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Table 68: Regression coefficient table for Rewards

Coefficients[a]													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.605	.489		1.237	.219	-.365	1.574					
	1. Uncertainty avoidance Av	.075	.061	.094	1.232	.221	-.046	.197	.492	.122	.074	.619	1.616
	2. Gender Egalitarianism Av	-.176	.096	-.121	-1.831	.070	-.367	.015	.151	-.179	-.110	.832	1.202
	3. Humane Orientation Av	-.098	.078	-.078	-1.253	.213	-.253	.057	.064	-.124	-.075	.934	1.071
	4. Institutional Collectivism Av	.080	.122	.041	.656	.513	-.162	.322	.189	.065	.039	.936	1.069
	5. In-Group Collectivism Av	.543	.082	.570	6.599	.000	.380	.706	.741	.549	.396	.483	2.068
	7. Future Orientation Av	.031	.146	.015	.211	.834	-.258	.320	-.358	.021	.013	.735	1.361
	8. Achievement Av	.334	.117	.246	2.858	.005	.102	.565	.651	.274	.172	.488	2.050
	9. Power distance Av	.112	.136	.061	.823	.412	-.158	.382	.459	.082	.049	.667	1.500
a. Dependent Variable: 4. Rewards Av													

5.4.10 Association between GLOBE organisational culture dimensions and Structure

Hypothesis 5

H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **structure.**

H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **structure**

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Statistically significant relationships identified were:

a) "Structure" and "**Uncertainty avoidance**" with a p-value of 0.000, and a Pearson correlation coefficient of 0.553, indicating a strong association.
b) "Structure" and "**Gender egalitarianism**" with a p-value of 0.001, r=0.305, indicative of a medium association.
c) "Structure" and "**Institutional collectivism**" with a p-value of 0.032, and a Pearson correlation coefficient of 0.204, this indicates a positive and weak association.
d) "Structure" and "**In-group collectivism**" with a p-value of =0.000 and a Pearson correlation coefficient of 0.568, reflecting a strong relationship.
e) "Structure" and "**Future orientation**" with a p-value of 0.000, and a Pearson correlation coefficient of 0.392, concluding a negative and medium strength association.
f) "Structure" and "**Achievement**" with a p-value of 0.000, and a Pearson correlation coefficient of 0.555, indicating a positive and strong association.
g) "Structure" and "**Power distance**" with a p-value of 0.000 and a Pearson correlation coefficient of 0.406, summarising a positive and medium association.

Statistically insignificant relationships identified were:

h) "Structure" and "**Humane orientation**" with a p-value of 0.077 and a Pearson correlation coefficient of 0.170.

The null hypothesis is rejected, and the alternate hypothesis accepted because there are seven (7) statistically significant relationships with the organisational culture dimensions.

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Table 69: Pearson correlation for Structure

Correlations										
		5. Structure Av	1. Uncertainty avoidance Av	2. Gender Egalitarianism Av	3. Humane Orientation Av	4. Institutional Collectivism Av	5. In-Group Collectivism Av	7. Future Orientation Av	8. Achievement Av	9. Power distance Av
5. Structure Av	Pearson Correlation	1	.553**	.305**	.170	.204*	.568**	-.392**	.555**	.406**
	Sig. (2-tailed)		.000	.001	.077	.032	.000	.000	.000	.000
1. Uncertainty avoidance Av	Pearson Correlation	.553**	1	.229*	.007	.113	.496**	-.450**	.504**	.354**
	Sig. (2-tailed)	.000		.016	.939	.239	.000	.000	.000	.000
2. Gender Egalitarianism Av	Pearson Correlation	.305**	.229*	1	-.004	.122	.353**	-.072	.170	.040
	Sig. (2-tailed)	.001	.016		.970	.206	.000	.456	.076	.679
3. Humane Orientation Av	Pearson Correlation	.170	.007	-.004	1	.006	.166	.033	.144	.176
	Sig. (2-tailed)	.077	.939	.970		.950	.083	.735	.135	.066
4. Institutional Collectivism Av	Pearson Correlation	.204*	.113	.122	.006	1	.161	-.079	.206*	.199*
	Sig. (2-tailed)	.032	.239	.206	.950		.093	.415	.031	.037
5. In-Group Collectivism Av	Pearson Correlation	.568**	.496**	.353**	.166	.161	1	-.396**	.621**	.436**
	Sig. (2-tailed)	.000	.000	.000	.083	.093		.000	.000	.000
7. Future Orientation Av	Pearson Correlation	-.392**	-.450**	-.072	.033	-.079	-.396**	1	-.380**	-.234*
	Sig. (2-tailed)	.000	.000	.456	.735	.415	.000		.000	.014
8. Achievement Av	Pearson Correlation	.555**	.504**	.170	.144	.206*	.621**	-.380**	1	.531**
	Sig. (2-tailed)	.000	.000	.076	.135	.031	.000	.000		.000
9. Power distance Av	Pearson Correlation	.406**	.354**	.040	.176	.199*	.436**	-.234*	.531**	1
	Sig. (2-tailed)	.000	.000	.679	.066	.037	.000	.014	.000	
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

5.4.11 Regression analysis between GLOBE organisational culture dimensions and Structure

The R-value of 0.7 gives a good indication of the fit of the data to the trendline. The R^2 is 49.0%, with the adjusted R^2 calculated as 44.9%. This indicates that the data collected and analysed explains 44.9% of the variance observed. The regression model selected is a good fit since the p-value (significance) on the ANOVA table is 0.000, which is substantially less than 0.05 (the benchmark for statistical

significance). From the Regression Model Coefficient table, with the *t- sigma* test reflected, from the data collected in this study of statistical significance were:

- "**Uncertainty avoidance**" which had a p-value of 0.005;

Since this dimension possessed a p-value less than 0.05, it was statistically significant and impacted the prediction of the dependent variable "Structure" Of the factor identified above:

- "**Uncertainty avoidance**" had the biggest influence on "Structure" as a predictor since it possesses a coefficient of 0.260 which is statistically significant based on the standardized Beta coefficient.

The other organisational culture factors, i.e. "Gender egalitarianism", "Humane orientation", "Institutional collectivism", "In-group collectivism", "Future orientation", "Achievement", and "Power distance" had p-values >0.05 and thus were found to be statistically insignificant to predicting "Structure" as a strategy execution dimension.

Table 70: Regression model fit table for Structure

Model Summary[b]										
				Std. Error of the Estimate	Change Statistics					
Model	R	R Square	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.700[a]	.490	.449	.71461	.490	12.117	8	101	.000	1.799
a. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av										
b. Dependent Variable: 5. Structure Av										

Table 71: Regression ANOVA table for strategy execution dimension of structure

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.502	8	6.188	12.117	.000[b]
	Residual	51.577	101	.511		
	Total	101.080	109			
a. Dependent Variable: 5. Structure Av						
b. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av						

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Table 72: Regression coefficient table for Structure

Coefficients[a]													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.154	.605		.255	.799	-1.046	1.355					
	1. Uncertainty avoidance Av	.218	.076	.260	2.873	.005	.067	.368	.553	.275	.204	.619	1.616
	2. Gender Egalitarianism Av	.206	.119	.135	1.729	.087	-.030	.442	.305	.170	.123	.832	1.202
	3. Humane Orientation Av	.134	.097	.102	1.391	.167	-.057	.326	.170	.137	.099	.934	1.071
	4. Institutional Collectivism Av	.140	.151	.068	.927	.356	-.160	.440	.204	.092	.066	.936	1.069
	5. In-Group Collectivism Av	.173	.102	.173	1.696	.093	-.029	.375	.568	.166	.121	.483	2.068
	7. Future Orientation Av	-.233	.180	-.107	-1.290	.200	-.591	.125	-.392	-.127	-.092	.735	1.361
	8. Achievement Av	.259	.145	.182	1.791	.076	-.028	.545	.555	.175	.127	.488	2.050
	9. Power distance Av	.154	.169	.079	.912	.364	-.181	.489	.406	.090	.065	.667	1.500
a. Dependent Variable: 5. Structure Av													

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5.4.12 Association between organisational culture and employee commitment

Hypothesis 6

> **H_0:** There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **employee commitment.**
>
> **H_1:** There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **employee commitment**.

Statistically insignificant relationships were observed for all organisational culture dimensions analysed and the results are summarised below:

a) "Employee commitment" and "**Uncertainty avoidance"** with a p-value of 0.116, and a Pearson correlation coefficient of 0.151
b) "Employee commitment" and "**Gender egalitarianism**" with a p-value of 0.468, and a Pearson correlation coefficient of -0.070
c) "Employee commitment" and "**Humane orientation**" with a p-value of 0.080 and a Pearson correlation coefficient of 0.168
d) "Employee commitment" and "**Institutional collectivism**" with a p-value of 0.677, and a Pearson correlation coefficient of 0.040
e) "Employee commitment" and "**In-group collectivism**" with a p-value of 0.257 and a Pearson correlation coefficient of 0.109
f) "Employee commitment" and "**Future orientation**" with a p-value of 0.515, and a Pearson correlation coefficient of -0.063
g) "Employee commitment" and "**Achievement**" with a p-value of 0.665, and a Pearson correlation coefficient of 0.042
h) "Employee commitment" and "**Power distance**" with a p-value of 0.916, and a Pearson correlation coefficient of 0.010

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In conclusion, we fail to reject the null hypothesis (i.e. accept the null hypothesis), since no correlation has been exhibited at all. All correlations are statistically insignificant.

Table 73: Pearson correlation for Employee Commitment

Correlations										
		6. Empl Commitment Av	1. Uncertainty avoidance Av	2. Gender Egalitarianism Av	3. Humane Orientation Av	4. Institutional Collectivism Av	5. In-Group Collectivism Av	7. Future Orientation Av	8. Achievement Av	9. Power distance Av
6. Empl Commitment Av	Pearson Correlation	1								
	Sig. (2-tailed)									
1. Uncertainty avoidance Av	Pearson Correlation	.151	1							
	Sig. (2-tailed)	.116								
2. Gender Egalitarianism Av	Pearson Correlation	-.070	.229*	1						
	Sig. (2-tailed)	.468	.016							
3. Humane Orientation Av	Pearson Correlation	.168	.007	-.004	1					
	Sig. (2-tailed)	.080	.939	.970						
4. Institutional Collectivism Av	Pearson Correlation	.040	.113	.122	.006	1				
	Sig. (2-tailed)	.677	.239	.206	.950					
5. In-Group Collectivism Av	Pearson Correlation	.109	.496**	.353**	.166	.161	1			
	Sig. (2-tailed)	.257	.000	.000	.083	.093				
7. Future Orientation Av	Pearson Correlation	-.063	-.450**	-.072	.033	-.079	-.396**	1		
	Sig. (2-tailed)	.515	.000	.456	.735	.415	.000			
8. Achievement Av	Pearson Correlation	.042	.504**	.170	.144	.206*	.621**	-.380**	1	
	Sig. (2-tailed)	.665	.000	.076	.135	.031	.000	.000		
9. Power distance Av	Pearson Correlation	.010	.354**	.040	.176	.199*	.436**	-.234*	.531**	1
	Sig. (2-tailed)	.916	.000	.679	.066	.037	.000	.014	.000	
*. Correlation is significant at the 0.05 level (2-tailed).										
**. Correlation is significant at the 0.01 level (2-tailed).										

5.4.13 Regression analysis between GLOBE organisational culture dimensions and Employee Commitment

The R-value of 0.284 gives a poor indication of the fit of the data to the trendline. The R^2 is 8.0%, with the adjusted R^2 calculated as 0.8%. This indicates that the data collected and analysed explains only 0.8% of the variance observed. The regression model selected is a poor fit since the p-value (significance) on the ANOVA table is 0.366 which is substantially greater than 0.05 (the benchmark for statistical significance). From the Regression Model Coefficient table, with the *t- sigma* test

reflected, from the data collected in this study of statistical significance were zero cultural dimensions. This means that based on the data collected, none of the cultural dimensions can adequately predict the strategy execution dimension of employee commitment. This tallies with the results of the Pearson test since there was no correlation identified between culture and strategy. All organisational culture dimensions had p-values >0.05 and thus were found to be statistically insignificant to predicting employee commitment as a strategy execution dimension.

Table 74: Regression model fit table for Employee Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.284[a]	.080	.008	.4416	.080	1.105	8	101	.366	1.955

a. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av

b. Dependent Variable: 6. Empl Commitment Av

Table 75: Regression ANOVA table for strategy execution dimension of Employee Commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.724	8	.215	1.105	.366[b]
	Residual	19.693	101	.195		
	Total	21.417	109			

a. Dependent Variable: 6. Empl Commitment Av

b. Predictors: (Constant), 9. Power distance Av, 2. Gender Egalitarianism Av, 3. Humane Orientation Av, 4. Institutional Collectivism Av, 7. Future Orientation Av, 1. Uncertainty avoidance Av, 8. Achievement Av, 5. In-Group Collectivism Av

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Table 76: Regression coefficient table for Employee Commitment

Coefficients[a]													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.588	.374		6.921	.000	1.846	3.330					
	1. Uncertainty avoidance Av	.077	.047	.199	1.640	.104	-.016	.170	.151	.161	.156	.619	1.616
	2. Gender Egalitarianism Av	-.103	.074	-.147	-1.402	.164	-.249	.043	-.070	-.138	-.134	.832	1.202
	3. Humane Orientation Av	.106	.060	.175	1.772	.079	-.013	.224	.168	.174	.169	.934	1.071
	4. Institutional Collectivism Av	.051	.093	.054	.543	.588	-.135	.236	.040	.054	.052	.936	1.069
	5. In-Group Collectivism Av	.059	.063	.130	.945	.347	-.065	.184	.109	.094	.090	.483	2.068
	7. Future Orientation Av	.007	.111	.007	.060	.952	-.214	.228	-.063	.006	.006	.735	1.361
	8. Achievement Av	-.062	.089	-.094	-.690	.492	-.239	.116	.042	-.068	-.066	.488	2.050
	9. Power distance Av	-.090	.104	-.101	-.863	.390	-.297	.117	.010	-.086	-.082	.667	1.500
a. Dependent Variable: 6. Empl Commitment Av													

In conclusion, this regression model is not a good fit for employee commitment data.

Conclusion

In Summary most strategy execution dimensions demonstrated partial acceptance of the alternate hypothesis, this was applicable to “Information sharing”, “Leadership”, “Performance”, “Rewards”, and “Structure”. Therefore, the null hypothesis was rejected, and the alternate hypotheses partially accepted. There were elements of organisational culture that could significantly predict these strategy execution dimensions.

However, the strategy execution dimension of “Employee Commitment” exhibited no association with any GLOBE organisational culture dimensions, and thus we failed to reject the null hypothesis (i.e. accepted the null hypothesis). There were no elements of organisational culture that could significantly predict the strategy execution dimension of Employee Commitment.

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Table 77: Summary of Pearson correlation and Regression coefficients

Strategy Execution Dimension	Organisational Culture Dimension	P-value for Pearson	Pearson correlation (r-value)	Strength of Association	p-value Regression	Regression coefficient
Information Sharing H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **information sharing**. H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **information sharing**.	1 Uncertainty avoidance	0.000	0.599	Strong	0.000	0.364
	2 Gender egalitarianism	0.040	0.196	Weak	0.769	0.023
	3 Humane orientation	0.168	0.132	Weak	0.404	0.062
	4 Institutional collectivism	0.220	0.118	Weak	0.831	-0.016
	5 In-group collectivism	0.000	0.520	Strong	0.270	0.114
	6 Future orientation	0.000	-0.358	Medium	0.696	-0.033
	7 Achievement	0.000	0.582	Strong	0.009	0.273
	8 Power Distance	0.000	0.402	Medium	0.480	0.062
Leadership H_0: There is no statistically significant association between the 9 Globe organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **leadership** H_1: There is a statistically significant association between the between the 9 Globe organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **leadership.**	1 Uncertainty avoidance	0.000	0.522	Strong	0.082	0.141
	2 Gender egalitarianism	0.030	0.207	Weak	0.654	0.031
	3 Humane orientation	0.087	0.164	Weak	0.524	0.042
	4 Institutional collectivism	0.070	0.173	Weak	0.981	0.002
	5 In-group collectivism	0.000	0.621	Strong	0.028	0.203
	6 Future orientation	0.000	-0.369	Medium	0.604	-0.038
	7 Achievement	0.000	0.693	Strong	0.000	0.356
	8 Power Distance	0.000	0.560	Strong	0.007	0.214

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Strategy Execution Dimension	Organisational Culture Dimension	P-value for Pearson	Pearson correlation (r-value)	Strength of Association	p-value Regression	Regression coefficient
Performance H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **performance.** H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **performance.**	1 Uncertainty avoidance	0.000	0.491	Medium	0.038	0.198
	2 Gender egalitarianism	0.010	0.246	Weak	0.196	0.105
	3 Humane orientation	0.146	0.139	Weak	0.390	0.066
	4 Institutional collectivism	0.149	0.138	Weak	0.984	-0.002
	5 In-group collectivism	0.000	0.490	Medium	0.663	0.046
	6 Future orientation	0.001	-0.323	Medium	0.656	-0.039
	7 Achievement	0.000	0.622	Strong	0.000	0.447
	8 Power Distance	0.000	0.362	Medium	0.924	0.010
Rewards H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **rewards.** H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **rewards.**	1 Uncertainty avoidance	0.000	0.492	Medium	0.221	0.094
	2 Gender egalitarianism	0.116	0.151	Weak	0.070	-0.121
	3 Humane orientation	0.503	0.064	Weak	0.213	-0.078
	4 Institutional collectivism	0.047	0.189	Weak	0.513	0.041
	5 In-group collectivism	0.000	0.741	Strong	0.000	0.570
	6 Future orientation	0.000	-0.358	Medium	0.834	0.015
	7 Achievement	0.000	0.651	Strong	0.005	0.246
	8 Power Distance	0.000	0.459	Medium	0.412	0.061

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Strategy Execution Dimension	Organisational Culture Dimension	P-value for Pearson	Pearson correlation (r-value)	Strength of Association	p-value Regression	Regression coefficient
Structure H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **structure.** H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **structure**	1 Uncertainty avoidance	0.000	0.553	Strong	0.005	0.260
	2 Gender egalitarianism	0.001	0.305	Medium	0.087	0.135
	3 Humane orientation	0.077	0.170	Weak	0.167	0.102
	4 Institutional collectivism	0.032	0.204	Weak	0.356	0.068
	5 In-group collectivism	0.000	0.568	Strong	0.093	0.173
	6 Future orientation	0.000	-0.392	Medium	0.200	-0.107
	7 Achievement	0.000	0.555	Strong	0.076	0.182
	8 Power Distance	0.000	0.406	Medium	0.364	0.079
Employee Commitment H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **employee commitment.** H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **employee commitment**.	1 Uncertainty avoidance	0.116	0.151	Weak	0.104	0.199
	2 Gender egalitarianism	0.468	-0.070	Weak	0.164	-0.147
	3 Humane orientation	0.080	0.168	Weak	0.079	0.175
	4 Institutional collectivism	0.677	0.040	Weak	0.588	0.054
	5 In-group collectivism	0.257	0.109	Weak	0.347	0.130
	6 Future orientation	0.515	-0.063	Weak	0.952	0.007
	7 Achievement	0.665	0.042	Weak	0.492	-0.094
	8 Power Distance	0.916	0.010	Weak	0.390	-0.101

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CHAPTER 6: DISCUSSION OF RESULTS

Introduction

The discussion unpacks the two major research objectives, with each objective addressing the hypotheses accompanying the research objectives. Chapter 2 is used as a reference and pivot point to explain the results reflected in Chapter 5. This research was inspired by the very limited literature on the short-term insurance industry, and the organisational culture variables that impact it. Thus, arose the inspiration to employ the GLOBE organisational culture dimensions developed by House et al. (2004) to determine the dependence of strategy execution in the short-term insurance industry thereon. It is important to note that the Hofstede (1984) five culture dimensions were not used as a base since those focused on national culture and not organisational specifically. The GLOBE organisational culture dimensions expanded on the work of Hofstede (1984) but with a greater focus on the influence of the nine organisational culture dimensions on organisational leadership. The discussion that follows attempts to expand on the associations observed between the strategy execution **dependent variables** (i.e. Information Sharing, Leadership, Performance, Rewards, Structure, Employee Commitment) and the **independent** GLOBE organisational culture variables (i.e. Power Distance, Gender Egalitarianism, Assertiveness, Future Orientation, Uncertainty Avoidance, Humane Orientation, Achievement (Performance Orientation), Institutional Collectivism and In-Group Collectivism.

Research objective 1:

To establish the level of correlation between the selected 9 GLOBE (2004) culture dimensions of uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism (House et al., 2004) against each individual strategy execution dimension of information sharing, leadership, performance, rewards, structure, and employee commitment (Reddy, 2017) selected for the insurance industry.

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Research objective 2:

Identifying which of the 9 GLOBE (2004) culture dimensions of uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism (House et al., 2004) has the greatest influence as a predictor on each of the six (6) selected strategy execution dimensions of information sharing, leadership, performance, rewards, structure, and employee commitment (Reddy, 2017) selected for the insurance industry.

Research objective 1 was assessed via the execution of a Pearson correlation test to determine if there were associations, and if present, the magnitude and direction of such associations using the work of Pallant (2005) as a guide on r-value (Pearson correlation) strength.

Research objective 2 was measured using a regression analysis with each individual dependent strategy execution dimension (information sharing, leadership, performance, rewards, structure and employee commitment) against all GLOBE organisational culture dimensions (except Assertiveness). The results of the regression analysis were used to determine which culture dimension was statistically significant at predicting the strategy execution dimension.

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6.1 Hypothesis 1: Association and Regression Analysis between the GLOBE Organisational Culture dimensions and Information Sharing

- H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **information sharing**.
- H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **information sharing**.

Note: Assertiveness was not investigated for any strategy execution dimensions; it was deleted because the reliability of this component was substandard and compromised the reliability of the entire study by reducing the Cronbach alpha; Thus there are only eight (8) GLOBE cultural dimensions analysed to determine its influence on dependent strategy execution dimensions.

From the results in Chapter 5 it was observed that there was a statistically significant relationship between information sharing and the following six (6) organisational culture dimensions: Uncertainty Avoidance, Gender Egalitarianism, In-Group Collectivism, Future Orientation, Achievement, and Power distance.

Thus, the null hypothesis was rejected, and the alternate hypothesis partially accepted since there were six (6) statistically significant associations, but not a complete set of eight (8) as per original tests conducted. Of the associations observed, there were:

- Three strong associations between Information Sharing, and Uncertainty Avoidance, In-Group Collectivism, and Achievement Orientation;
- Two medium strength associations were observed between Information Sharing, and Future Orientation (negative), as well as Power distance; and
- One weak association presented itself with Gender Egalitarianism.

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The r-values (Pearson correlation coefficient) ranged between 0.196 and 0.599. This means that for this sample group of respondents, the variance explained by organisational culture on the strategy execution dimension of Information Sharing was between **19.6% and 59.9%,** with the p-value<0.01. This is a substantial influence over the dependent variable of Information Sharing.

Regression for Information Sharing

From the regression analysis conducted, Uncertainty Avoidance and Gender Egalitarianism were the only two dimensions that could predict Information Sharing to a statistically significant extent.

- Uncertainty avoidance has the greatest influence with a coefficient of 0.364 based on the standardized Beta coefficient.
- Achievement orientation has the second largest influence on Information sharing with a coefficient of 0.273 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. Gender egalitarianism, humane orientation, institutional collectivism, in-group collectivism, future orientation and power distance, had p-values >0.05 and thus were found to be statistically insignificant in this study.

As per the work of Argenti (2017), information sharing (communication as one ambit) as a strategy execution dimension is essential to accomplishing the strategy of the organisation. Information sharing leads to engaged employees, with a honed connectivity to their work responsibilities in order to deliver quality work to accomplish the company strategy, thus it tallies that this strategy execution dimension is strongly linked to organisational culture with a maximum variance of up to 60% explained as per the Pearson Coefficient of Correlation test.

6.1.1 Uncertainty Avoidance (UA) and Information sharing:

From the top ten (10) global company C-Suite leaders interviewed by Argenti (2017), there was consensus that the organisational culture dimension of Uncertainty Avoidance was considerably reduced via improved information sharing. Information

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sharing leads to engaged employees, with a honed connectivity to their work responsibilities in order to deliver quality work to accomplish the company strategy (Argenti, 2017; Haynes et al., 2015; Wang et al., 2016). The literature of McKinnon et al. (2003) concluded a statistically significant relationship between information sharing and Uncertainty Avoidance, producing an r-value of 0.26 (weak association), with a p-value <0.01 (McKinnon et al., 2003). Another study was that of Vukonjanski et al.(2012), which reported a positive statistically significant relationship between UA and Information Sharing, with r=0.371 (medium association).

The literature referenced above substantiated the results of this study since an r-value of 0.599 was calculated with a p-value of 0.01. Thus, there are two prior studies validating the strong, positive association between UA and Information Sharing in this study of the short-term insurance industry.

6.1.2 Gender Egalitarianism (GE) and Information Sharing

Ellemers (2014**)** concluded that the presence of females on Board's, and in the workplace in general, lead to greater information sharing, and enabled companies to predictably accomplish the Board's financial goals. A positive association was concluded from that analysis between gender equity and information sharing (Ellemers, 2014; Vomberg et al., 2015).

The literature of Vukonjanski et al. (2012) also found a statistically significant relationship between GE and Information sharing with a significant p-value<0.05, and r=0.162 (weak association).

The literature supported the findings in this study and substantiated the results with the observation of a weak association, yet still statistically significant (r=0.196, p<0.04). A bias was potentially introduced in the results, since the male respondents for this study far exceeded that of females (73 male respondents and only 37 female respondents); had there been more female participants in this study the association may have been even stronger between GE and Information Sharing.

6.1.3 Humane Orientation (HO) and Information Sharing

Vukonjanski et al. (2012) concluded a statistically significant relationship between HO and Information Sharing (p-value<0.01, r=0.485); yet the results of that study

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presented a contradiction to the findings in this research. In this research, HO was calculated to be **statistically insignificant** in relation to Information Sharing.

One of potential reasons for this observation is the highly competitive environment in the short-term insurance industry, especially in operations which predominantly consists of underwriters and sales personnel (constituted 61.82% of this study). Thus, individuals in these career areas are not generally sensitive or caring towards their fellow colleagues, and as a consequence of commission structures, limited information sharing will occur. Therefore, for this specific study, the lack of an association between HO and Information Sharing was anticipated.

6.1.4 Institutional Collectivism and Information Sharing

The results of this study concluded a **statistically insignificant** relationship between Institutional Collectivism and Information Sharing. However, these findings were contradicted by the works of Nikolić', Vukonjanski, Nedeljković, Hadžić, and Terek (2014), Haynes et al. (2015), and Vomberg et al. (2015).

Nikolić' et al. (2014) concluded a positive, statistically significant relationship, with a p-value<0.01, and r=0.314.

A potential reason for this discrepancy in the short-term insurance industry in South Africa, is that employees are not extremely loyal to companies since the Uncertainty Avoidance for this specific industry is not very high, thus employees' value themselves and their futures above that of the employer and lifelong loyalty to a single organisation is an unreasonable expectation (Anitha & Begum, 2016).

6.1.5 In-Group Collectivism and Information Sharing

In-Group Collectivism was positively correlated with information sharing by Nikolić' et al. (2012), Grant and Preston (2019), and Vomberg et al. (2015). A positive and statistically significant relationship between In-Group Collectivism and Information sharing was concluded, with a p-value<0.01, and r=0.570 (Vukonjanski et al., 2012).

The literature supported the findings of this study with a strong positive statistically significant relationship also evident, p<0.01 and r=0.520. In-Group Collectivism is defined by celebrating the success of management, as well as management celebrating the success of their subordinates (House et al., 2004). An extension of

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this is respect for all people in the organisation, as well as a team orientation (Grant & Preston, 2019). Studies conducted by McKinnon et al. (2003) exhibited positive statistical significance for both Respect for People, and Team-Oriented with r-values of 0.34 and 0.24 respectively. This further substantiates the association between In-Group Collectivism and Information Sharing, and the findings of this research.

6.1.6 Future Orientation (FO) and Information Sharing

Though Future orientation was found to be statistically significant in this study, the r value was *-0.358*. The negative correlation was ***unexpected*** since the financial services industry is very focused on future planning in general, therefore it is expected that the greater the Future Orientation, the greater will be the Information Sharing. One plausible reason may be attributed to the highly individualistic nature of the participants thus though future planning is occurring, due to the highly competitive nature of the short-term insurance industry, employees are not sharing information with co-workers.

The results of Vukonjanski et al. (2012) support the statistical significance of FO and Information Sharing (communication) with a p-value<0.01, and r= 0.523; however, their study yielded a positive correlation which was expected, and contradicts the findings in this study.

6.1.7 Achievement (or Performance Orientation) and Information Sharing

This cultural dimension had a very strong and positive association with Information Sharing, with an r =0.582.

The results obtained in this study were expected and are supported by the literature of McKinnon et al. (2003) which has linked Performance Orientation to Information Sharing. Aspects of the McKinnon et al. (2003) study covered “innovation”, “attention to detail” and “outcome orientation”; these dimensions are all included in the definition of an Achievement/ Performance Orientated organisational culture. The above McKinnon et al. (2003) measured factors were statistically significant with p<0.01, with r values of 0.34, 0,27 and 0.23, respectively – with an association strength in the weak to medium range.

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Further evidence to support the findings in this research was the work of Vukonjanski et al. (2012) who found a statistically significant relationship between Achievement and Information Sharing with a p-value<0.01, and r=0.608. Thus, two reputable literature sources supported the findings in this study.

6.1.8 Power Distance (PD) and Information Sharing

Power distance was found to be of a medium strength association of statistical and **positive** significance. This was unexpected, since as the information flow increases, one would anticipate power distance to diminish– therefore a negative correlation was originally anticipated. This *positive* association contradicted the literature.

From the wok of Vukonjanski et al. (2012) it was concluded that there was a statistically significant **negative association** (p-value<0.01, r= -0.433) between power distance and information sharing. Thus, the greater the power distance (willingness to accept inequity in the workplace) the lower the rate of information sharing, since information will typically only flow if asked of employees in formal settings, otherwise there would be no upward flow of information (hierarchical information flows).

Whereas in lower power distance organisations, employees feel comfortable enough to share with colleagues, and managers, information that is work related which ultimately leads to the empowerment of the organisation since there will be a mutual exchange of information (Nikolić' et al., 2014; Vukonjanski et al., 2012).

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6.2 Hypothesis 2: Association and Regression Analysis between the GLOBE Organisational Culture dimensions and Leadership

H_0: There is no statistically significant association between the 9 Globe organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **leadership**

H_1: There is a statistically significant association between the between the 9 Globe organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **leadership.**

The null hypothesis was rejected, and the alternate hypothesis partially accepted since there were six (6) statistically significant associations, but not a complete set of eight (8). Of the associations observed, there were:

- Four strong associations between Leadership, and Uncertainty Avoidance, In-Group Collectivism, and Achievement Orientation and Power Distance;
- One medium strength association were observed between Leadership, and Future Orientation; and
- One weak association presented itself between Leadership with Gender Egalitarianism.

The r-values (Pearson correlation coefficient) ranged between 0.207 and 0.693. This means that for this sample group of respondents, the variance explained by the organisational culture dimensions on the strategy execution dimension of Leadership was between **20.7% and 69.3%,** with the p-value<0.01 (except for Gender Egalitarianism with p<0.05). This is a significant influence over the dependent variable of Leadership.

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Regression for Leadership

The adjusted R^2 calculated was 56.2% indicating that the data collected and analysed explains 56.2% of the variance observed. From the Regression Model Coefficient table, three (3) organisational culture dimensions were statistically significant, i.e. In-group Collectivism, Achievement, and Power Distance. The p-values of the aforementioned dimensions were less than 0.05, and therefore statistically significant. Of the dimensions identified above, their level of prediction over Leadership was:

- **Achievement** has the greatest influence on Leadership as a predictor since it possesses a coefficient of 0.356 based on the standardized Beta coefficient.
- **Power distance** has the second greatest influence on Leadership with a coefficient of 0.214 based on the standardized Beta coefficient.
- **In-group collectivism** had the third greatest influence on leadership with a coefficient of 0.203 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. Uncertainty avoidance, Gender egalitarianism, Humane orientation, Institutional collectivism, and Future orientation had p-values >0.05 and thus were found to be statistically insignificant to predicting "Leadership" as a strategy execution dimension.

Leadership, as per the GLOBE study across 62 societies (House.et al., 2004), was defined by six (6) types of leadership (this was discussed in greater detail in Chapter 2):

a) **Charismatic/value-based leadership:** This type of leadership inspires and motivates followers. The intention is to accomplish a higher rate of performance. The intrinsic features of this dimension of leadership entails communication of a vision, inspiring employees, high levels of integrity, decisiveness, focus on accomplishing goals (performance), and self-sacrifice (House.et al., 2004).

b) **Team Oriented Leadership:** Teams of a collaborative nature are encouraged, with a shared common goal. The key tenets of this form of leadership are; collaboration, diplomacy, competent at completing administrative tasks instead of passing them on to other team members, kindness, and team integration skills, especially since workplaces constitute diverse backgrounds (House.et al., 2004).

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c) **Participative Leadership:** This is the extent to which management involve employees in decision making, implementation and execution (House.et al., 2004).
d) **Humane-Orientated Leadership:** This form of leadership is supportive, with compassion and generosity. Modesty and humanity form the basis of this leadership type (House.et al., 2004).
e) **Autonomous Leadership:** Leaders in this category make autonomous decisions, possess high qualities of independence and do not need nor request the input of followers (House.et al., 2004).
f) **Self-Protective Leadership:** The individual leader is a priority; this is executed via superficial status impositions and savings. This leadership style is self-conscious/ status-conscious and self-centred. Conflict is induced and called "internally competitive" (House.et al., 2004).

All cultural dimensions in this study with Leadership in the short-term insurance industry were compared to the results produced and published by House.et al. (2004).

Leaders must execute strategies completely (or at least attempt perfect completion) as this enables continuous learning and cultivates an agile environment with adaptation occurring simultaneously as loops of performance feedback are received (Lee & Puranam, 2016). Though one may possess the best strategies, a certain level of employee discretion is permitted, therefore, the outcomes of great strategies are not always guaranteed. No leader can control organisational behaviour completely; however, the pursuit of excellence is the role of all leaders especially with regards to cultivating and maintaining the best organisational culture for the chosen strategy. This, as well as the work of House.et al., (2004) established an irrefutable association between organisational culture and leadership.

6.2.1 Uncertainty Avoidance (UA) and Leadership

The results of this research produced an association which was positive, and of statistical significance, with a strong association of 0.552.

This made sense from a strategic perspective since the greater the leadership presence, attuned to the company and employees, the greater the association with

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Uncertainty Avoidance, since leaders hold the responsibility of inspiring, motivating, providing direction, and resilience to risk (House et al., 2004; Sull, D. et al., 2015).

From the seminal work of House et al. (2004) the following association between UA and Leadership was concluded:

- **Charismatic/ Values-Based leadership**: UA explained 5.3% of societal and organisational variance (House.et al., 2004).
- **Team-Oriented leadership**: UA explained 25.2% of the overall variance, with this total figure, 15.6% attributed to the organisational level of cultural analysis. P-value<0.01 and with a positive correlation (House.et al., 2004).
- **Participative leadership:** 33.8% of the statistically significant variance was explained by UA. 5.5% of the total was associated with the organisational level, with the balance attributed to societal values of how society should appear versus "as is". There was a positive relationship with a p-value< 0.05 (House.et al., 2004).
- **Humane-Oriented leadership**: UA explained 20.9% of total variance, with 32.2% of that total variance attributed to the organisational level of analysis. Statistically significant and negative association (p-value< 0.05).
- **Autonomous leadership:** UA explained 0.3% of the variance, with the full variance attributed to the organisational level of analysis. Statistically significant and positive association (p-value< 0.05).
- **Self-Protective leadership**: UA explained 69.3% of variance, with 8.3% linked to the organisational level analysis. Statistically significant and p-value< 0.01.

The evidence above clearly indicates that there is a statistically significant link between Leadership and UA. The in-depth literature of House.et al., (2004). supports the findings of this research study.

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6.2.2 Gender Egalitarianism (GE) and Leadership

The results of this analysis produced a positive association of statistical significance, with a weak association of 0.207. From a strategic perspective, the greater the leadership presence, attuned to the company and employees, the greater the association with GE and the need to empower all genders within the workplace.

Ellemers (2014) found that leadership positions held by diverse, employees (being both male and female together equally) facilitated comprehension of complicated problems and navigated cultural divides, as consequence of global business (multi-national conglomerates) with greater sensitivity. Gender equity in the workplace results in greater adaptability to change in normal and complex work environments (Ellemers, 2014). Another stark, yet positive, reality reported by Ellemers (2014) was that Board's with the most female directors reported the following:

- 16% greater return on sales for their company, and
- 26% more return on invested capital for their company.

In conclusion, the work of (Ellemers, 2014) substantiated that there is a direct correlation between Gender Egalitarianism and Leadership, together with positive firm financial performance (Ellemers, 2014). Female goals are social which focus on building strong, nurturing relationships.

Males and females impact leadership differently, thus the link between gender egalitarianism and leadership. Men generally emphasise hierarchical and competitive work environments. Whilst female leaders emphasise collaboration and democracy prior to taking decisions (versus males who decide unilaterally). The amount of organisational culture variance explained by gender egalitarianism ranges from 0 to 41.4% for Leadership, depending on the organisation (with the industries studied and summarised by House et al. (2004) being telecommunications, financial services, and food processing).

The following literature obtained from House et al. (2004) further supports the findings of this study that there exists an association between Gender Egalitarianism and Leadership:

- Gender egalitarianism was found to be positively correlated with charismatic/ values-based leadership, with a p-value < p 0.01. Gender egalitarianism

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explained 21.7% of the variance related to **charismatic/ values-based leadership** (House et al., 2004).

- Gender egalitarianism had a statistically significant impact on **team-oriented leadership** with the variance explained by the organisational level analysis equal to 9% based on the study of House et al. (2004).
- The variance explained, statistically significant, for **participative leadership** was 41.4% according to the study of House et al. (2004).
- Gender egalitarianism has a statistically significant impact on **humane oriented leadership** and explained 2% of the variance (House et al., 2004).
- Gender egalitarianism was found to have zero association (no statistical significance) with **autonomous leadership**.
- **Self-protection leadership** possessed a statistically significant relationship with Gender egalitarianism via a correlation coefficient of r= -0.44 (negative).

The above study conducted by House et al. (2004). concluded that the more gender equal (gender egalitarian) a society, the greater the presence the leadership styles of participative, team-oriented and charismatic/ value-based, and humane-oriented leadership.

On average, according to House et al. (2004), women scored higher on participative, team-oriented and charismatic/ value-based leadership, versus their male counterparts. And males alone rated high on self-protective leadership with results rendered as statistically significant, with a p-value< 0.01; while for women this leadership style was statistically insignificant. The greater the gender egalitarianism in a society, the greater the reduction or absence of gender-based discrimination, and ensuing inequality.

The evidence above proves that there is a statistically significant link between Leadership and GE. The observations of House et al. (2004) and Ellemers (2014) supports the findings of this research study since this research found a strong association between GE and Leadership.

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6.2.3 Humane Orientation (HO) and Leadership

The work of House et al. (2004) found that Humane Orientation was the best predictor of Humane-Orientated leadership than any other cultural and leadership dimension. House et al. (2004) concluded the following from their research:

- **Charismatic/ Values-Based leadership**: Humane Orientation explained 5.6% of societal and organisational variance. The organisational level of analysis was responsible for the full 5.6% in variance. The strength of the relationship, p-value<0.01.
- **Team-Oriented leadership**: Humane Orientation explained 12.2% of the overall variance, with this total figure, 12.2% attributed to the organisational level.
- **Participative leadership**: 19.3% of the statistically significant variance was explained by humane orientation. 16.8% of the above total was associated with the organisational level. There was a positive relationship, p-value< 0.01. and this leadership styles agrees to the shared values belief system which is strongly associated with Humane Orientation.
- **Humane-Oriented leadership**: very closely related to Humane Orientation and explained 27.6% of total variance, with 70.9% of that total variance attributed to the organisational level of analysis. Statistically significant and positive association (p-value< 0.01).
- **Autonomous leadership**: explained 4.1% of the variance, with the full variance attributed to the organisational level of analysis. Statistically significant and positive association (p-value< 0.05).
- **Self-Protective leadership**: 21.4% of variance explained by Humane Orientation. This was not linked to the organisational level analysis at all.

This literature proves that there is an association between Humane Orientation and Leadership.

The results of this research rendered no statistical significance (p-value = 0.087) with the organisational culture dimension of Leadership. This is contradictory to the extensive literature of House et al. (2004).

Thus, for future studies, it is recommended that greater respondents are acquired and the subdimensions of leadership expanded on for greater insight and

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investigation into Humane Orientation (culture) as an independent variable influencing Leadership (strategy execution).

6.2.4 Institutional collectivism and Leadership

From the extensive studies of House et al. (2004), it was deduced that the greater the value and emphasis of institutional collectivism practices, the more the organisation is characterised by Future Orientation, Humane Orientation, Performance Orientation, and Uncertainty Avoidance practices; and the less society is characterised by Assertiveness, and Power Distance practices because of the negative correlation.

House et al. (2004) concluded the following:

- Institutional Collectivism was found to have a statistically significant relationship with **charismatic/ value-based leadership** and explained 5.9% of the variance for this dimension and 5.9% (the full amount) attributed to the organisational level alone.
- Institutional Collectivism was found to have a statistically significant relationship with **Team-Oriented leadership** and explained 6.6% of the variance for this dimension with 6.6% (the full amount) attributed to the organisational level alone.
- Institutional Collectivism was found to have a statistically significant relationship with **Participative leadership** and explained 6.8% of the variance for this dimension with 0.9248% attributed to the organisational level alone.
- Institutional Collectivism was found to have a statistically significant relationship with **Humane-Oriented leadership** and explained 4.1% of the variance for this dimension and 4.1% (the full amount) attributed to the organisational level alone.
- Institutional Collectivism was found to have a statistically significant relationship with **Autonomous leadership**- **but in a negative direction**- and explained 12.3% of the variance for this dimension and 0.9594% attributed to the organisational level alone.

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- Institutional Collectivism was found to have a statistically significant relationship with **Self-Protective leadership** and explained 8.4% of the variance for this dimension – with 0% allocated to the organisational level.

Thus, from the literature of House et al. (2004), a clear *overall* association is present that is statistically significant between Leadership and Institutional Collectivism.

The findings and conclusions of this research on Institutional Collectivism contradict the literature of House et al. (2004) since this research rendered no statistical significance with the organisational culture dimension of Leadership (p-value =0.07).

6.2.5 In-Group collectivism and Leadership

The results of this research produced a positive association of statistical significance, with a strong association of 0.621.

The more the organisation is characterised by In-Group Collectivism practices, the greater the presence of Humane Orientation. The extensive work of House et al. (2004) concluded the following:

- In-Group Collectivism was found to have a statistically significant relationship with **charismatic/ value-based leadership** and explained 22.1% of the variance for this dimension with 11.89% of the total attributed to the organisational level alone.
- In-Group Collectivism was found to have a statistically significant relationship with **Team-Oriented leadership** and explained 33.8% of the variance for this dimension, with 12.44% attributed to the organisational level alone.
- In-Group Collectivism was found to have a statistically significant relationship with **Participative leadership** and explained 28% of the variance for this dimension, and 1.288% attributed to the organisational level alone.
- In-Group Collectivism was found to have a statistically significant relationship with **Humane-Oriented leadership** and explained 20.1% of the variance for this dimension, and 10.17% attributed to the organisational level alone.

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- In-Group Collectivism was found to have a statistically significant relationship with **Autonomous leadership** and explained 0.8% of the variance for this dimension, and 0.8% attributed to the organisational level alone (the entire variance).
- In-Group Collectivism was found to have a statistically significant relationship with **Self-Protective leadership** and explained 49.2% of the variance for this dimension, but none of this was attributed at the organisational level.

Thus, the literature of House et al. (2004) support the findings of this research that there is a statistically significant relationship between In-Group Collectivism and Leadership.

6.2.6 Future Orientation (FO) and Leadership

The results of this research produced a positive association of statistical significance, with a medium association of -0.369; thus, there is a negative correlation between Future Orientation and Leadership (although still significant, p-value<0.01). This is contradictory to what was expected since one would normally anticipate a positive association between these 2 dimensions since leaders are expected to have foresight.

For the purposes of this study, future orientation was based on the GLOBE culture definition which expands that the basis of future orientation is planning and delaying gratification within the organisation by motivating, inspiring and rewarding behaviour aligned with the organisation's key performance indicators. Future orientation impacts the firm in terms of resource allocation. Leaders have to focus on whether existing capabilities must be prioritised, or if new exploration of product/ service and market opportunities should occur. Other aspects of future orientation for management are whether to invest in learning and development, innovation, upskilling the workforce or investing in new workflow systems/ technology.

House et al. (2004) emphasised the importance of the firm since executives need to accurately plan for strategy implementation and execution. Future orientation firms have enough foresight to enable the firm to be flexible to respond to changing market conditions so that the firm can easily and quickly change strategic trajectory should the need arise.

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Based on the literature of House et al. (2004) the following relationship between Leadership and Future Orientation (independent variable) was uncovered

- **Charismatic/ Value- Based leadership**: FO explained 6.7% of the variance- with the full variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.01$)
- **Team-Oriented leadership**: FO explained 19.2% of the variance with 37.7% of this variance is attributed to the organisational level of performance. Positive association ($p<0.01$)
- **Participative leadership**: FO explained 1% of the variance, with 100% of this variance is attributed to the organisational level of performance ($p<0.05$) with a negative association.
- **Humane -Oriented leadership**: FO explained 10.2% of the variance- with the 42.8% variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.01$)
- **Autonomous leadership**: no association at the societal or organisational level.
- **Self-Protective leadership**: FO explained 19.1% of the variance- with 0% of the variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.05$)

This research conducted by House et al (2004) supports the ideology that Future Orientation is strongly associated with Charismatic/ Value- Based, Team-Oriented, Participative, and Humane -Oriented leadership. The literature supports the findings of this research that there exists a statistically significant relationship between Future Orientation and Leadership, however, since there is a negative association from this research study, it may be presumed that the leadership style exhibited in the short-term insurance industry sampled must be either autonomous or self-protective.

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6.2.7 Achievement (AO) and Leadership

One of the first considerations of leadership is company performance, and if this is the primary focus, it is referred to as performance-oriented leadership (House et al.,2004). With this form of leadership, continuous improvement and high operational standards are stressed. One approach to improve organisational performance in achieving goals has been linked to performance-oriented leadership supplemented with relations-oriented leadership which focuses on people and increasing teamwork. This had the impact of improving the association between these 2 factors from 0.27 to 0.45 (House et al.,2004). House et al. (2004) concluded the following from their research:

- **Charismatic/ Values-Based leadership**: Achievement explained 28% of the variance- with 60% of the total variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.01$).
- **Team-Oriented leadership**: Achievement explained 10.4% of the variance- with 100% of the total variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.01$).
- **Participative leadership**: Achievement explained 8.3% of the variance- with 30.2% of the variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.05$).
- **Humane-Oriented leadership**: Achievement explained 13.6% of the variance- with 46.5% of the variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.01$)
- **Autonomous leadership**: Achievement explained 1.2% of the variance- with 100% of the variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.01$)
- **Self-Protective leadership**: Achievement explained 0.3% of the variance- with 100% of the variance explained at the organisational level of analysis and was statistically significant. Negative association ($p<0.01$)

Thus, the literature of House et al. (2004) support the findings of this research. In this study, the association between Leadership and Achievement was 0.693, with a p-value< 0.01. The findings of this study correlate with those of the GLOBE study across 62 societies.

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6.2.8 Power Distance (PD) and Leadership

The results of this research produced a positive association of statistical significance, with a strong association of 0.560; thus, there is a positive correlation between Power Distance and Leadership. This is contradictory to what was expected since one would normally associate a negative association between these 2 dimensions.

The analysis of House et al. (2004) is summarised as follows:

- **Charismatic leadership**: PD explained 17.7% of the variance- with 0% of the variance explained at the organisational level of analysis and was statistically significant. Negative association ($p<0.01$).
- **Team Oriented leadership**: PD explained 7.5% of the variance- with 0% of the variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.05$).
- **Participative leadership:** PD was responsible for a variance of 29.9%, with 5.2% of the variance explained at the organisational level of analysis and was statistically significant. Negative correlation here since that would entail shared leadership. $P<0.01$.
- **Humane Oriented leadership**: PD explained 5.5% of the variance- with 0% of the variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.05$).
- **Autonomous leadership**: PD explained 1.1% of organisational variance- with 100% of the variance explained at the organisational level of analysis and was statistically significant. Positive association ($p<0.05$).
- **Self- protective leadership**: PD influenced 38.6% of organisational and societal variance, with 3.5% of the total variance attributed to forces operating at the organisational level of analysis. Positive association ($p<0.01$).

The literature of House et al. (2004) supports the findings of this study since the majority of the associations were positive. Power distance was a statistically significant predictor of all 6 CLT House et al. (2004) leadership types. As Power distance increases, so too will Self-Protective, Autonomous, Humane-Oriented, and Team-Oriented leadership. Since the results of this study are directly proportional with leadership, this indicates that there appears to be a more Autonomous, Self-Protective Humane-Oriented, or Team-Oriented form of leadership style present at the workplace of the respondents in the insurance sector.

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6.3 Hypothesis 3: Association and Regression Analysis between the GLOBE Organisational Culture dimensions and Performance

H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **performance.**

H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **performance.**

In summary, as a consequence of six (6) statistically significant relationships, the null hypothesis was rejected, and the alternate hypothesis was partially accepted.

There was:

- One strong association between Achievement and Performance (strategy execution dimension);
- Four medium associations between Performance and each of, Uncertainty Avoidance, In-Group Collectivism, Future Orientation and Power Distance; and
- One weak association with Gender Egalitarianism.

Humane Orientation, and Institutional Collectivism did not have any association with the strategy execution dimension of Performance. The Pearson coefficient of correlation ranged between 0.246 and 0.622, with a p-value<0.01. Thus, one may conclude that the statistically significant organisational culture dimensions could explain up to 62.2% of the variance in the strategy execution dimension of Performance. This is a significant contribution.

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Regression for Performance

The adjusted R^2 calculated was 40.5%. This indicated that the data collected and analysed explained 40.5% of the variance observed. From the Regression Model Coefficient table, the data collected of statistical significance was Uncertainty Avoidance, and Achievement, indicating these were the only two (2) variable credible enough to predict the strategy execution dimension of Performance. Of the factors identified above:

- **"Achievement"** had the greatest influence on "Performance" as a predictor since it possesses a coefficient of 0.447 based on the standardized Beta coefficient.
- **"Uncertainty avoidance"** had the second largest influence on "Performance" with a coefficient of 0.198 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. "Gender egalitarianism", "Humane orientation", "Institutional collectivism", "In-group collectivism", "Future orientation", and "Power distance" had p-values >0.05 and thus were found to be statistically insignificant to predicting "Performance" as a strategy execution dimension.

The literature of House et al. (2004) expanded on Achievement (or Performance) as intrinsic to an organisations culture and success, thus it was added as one of the Project GLOBE 9 organisational culture dimensions. Achievement Orientation refers to the manner in which an organisation supports employees in being innovative to accomplish company goals, as well as rewarding employees for accomplishing goals; rewards could take the form of monetary benefits, promotion, recognition for work completed well, etcetera (House et al., 2004).

Strategy execution, according to Kaplan and Norton (1996), has as one of the critical pillars Performance to accomplish the financial, as well as, overall goals of the organisation to ensure its continued existence. Thus, from an organisational culture and strategy execution perspective there is an irrefutably association between organisational culture and Performance.

Performance is incredibly important from the perspective of planned activities, meeting budget, and adhering to the operational plan. This ensures project management and alignment with the organisations strategic vision (Martinez & Cooper, 2019). The organisational culture of a firm has significant bearing on

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performance since it impacts the institutional environment (Öztekin, 2015). The institutional environment subsequently impacts the organisations financing policies (Öztekin, 2015; Martinez & Cooper, 2019).

The term performance in this research quest extends to innovation and agility in the company, total quality management, customer centricity, financial success, employee learning and development, and strategic goal accomplishment (Durst et al., 2019; Lee & Lee, 2014).

O'Reilly et al. (2014) concluded a statistically significant relationship between organisational culture and firm performance. This is inclusive of financial performance, market valuation, recommendations per market analysts, brand equity, and employee sentiment toward the firm, growth, return on investment, return on equity, and corporate reputation, etcetera). Cultures concluded to be more detail oriented (quality and customer centricity) and adaptable to changing environments (high change velocity due to agility) reflected a positive relationship with revenue growth.

6.3.1 Uncertainty Avoidance (UA) and Performance

High uncertainty avoidance organisational cultures do take risks; however, these are known risks. This differs from low UA organisations in that they take known as well as unknown risks (Ashraf et al., 2016). Thus, it was concluded that there is a negative association between UA and financial institute risk taking linked to the negative performance of the firm in terms of accomplishing the strategic objectives (Ashraf et al., 2016). Therefore, according to the literature there is a positive association with Performance and UA – the higher the risk, the greater the UA.

The literature supports the findings in that there is a medium association with UA in this study, with an r value of 0.491.

6.3.2 Gender Egalitarianism (GE) and Performance

It was concluded by Ellemers (2014) that management teams with gender diversity, exhibited higher levels of ingenuity and innovation (together with continuous improvement practices), to enable more strategic and successful problem resolution. Different perspectives, gender -based, has an immense impact on performance and

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accomplishing the organisational goals. Females, as opposed to males, are proposed for leadership roles with fewer financial and social resources surprisingly and for company turnarounds. This places immense stress on such females, as they are expected to turn failing companies around with fewer material resources (financial) and less social support from stakeholders (Ellemers, 2014). This places females in precarious leadership positions especially when failing to turnaround such companies, as it is then construed as a lack of leadership skills in females. This research suggested a statistically significant and positive association between gender equity and company performance.

This literature supported the findings in this research since there was a statistically significant and positive association between GE and Performance, albeit a weak association based on the respondents in this study (r= 0.246)

6.3.3 Humane Orientation and Performance

This relationship rendered no statistically significant association based on the results obtained in this study.

6.3.4 Institutional Collectivism and Performance

This relationship rendered no statistically significant association based on the results obtained in this study.

6.3.5 In-group collectivism and Performance

Improving performance via diversity and the integration of work teams is critical for firm performance success (Gupta, 2013; Durst et al., 2019). Team building and integration between manager and employees is key to building trust and pride in the individual, and manager level accomplishments. This will enhance collaboration and cooperation in accomplishing organisational goals and reduced conflict, as well as encouraging creativity (which leads to improved innovation), economic success and firm competitive edge (Pradhan et al., 2017, 2015). Senior management is ultimately responsible for cultivating this work environment to all In-Group Collectivism to flourish (Gupta R. , 2013). Therefore, there is a deduced statistically significant association between In-Group Collectivism and Performance.

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This literature supports the findings in this study of the link between In-group Collectivism and Performance, with statistical significance and a positive, medium strength association of 0.490.

6.3.6 Future Orientation (FO) and Performance

According to Wang and Bansal (2012) a long-term orientation (or Future Orientation for the purposes of this study) expands the firms vision to recognise potential opportunities that may enhance firm performance (Wang & Bansal, 2012). According to this literature there is a positive association between planning for the future and thinking ahead with organisations accomplishing their goals and meeting the performance demands of the C-Suite (Wang & Bansal, 2012).

The work of Wang and Bansal (2012) supports the findings in this research that there is a statistically significant association between Future Orientation and Performance.

However, this research uncovered a negative association (or inversely proportional relationship) between Future Orientation and Performance. This contradicts the literature and common sense. Planning for the future yields better results, however, respondents participating in this study expressed otherwise. This may be attributed to having insufficient respondents at Executive/ Senior Management level, where most of the future and strategic planning occurs. This is a recommendation for future studies to engage more with executive management on strategy execution.

6.3.7 Power Distance (PD) and Performance

Firm performance and capital structure vary according to the different organisational cultures (cultural classification) prevailing within the firm, which was concluded by Gleason et al. (2000). Greater information flow builds trust and diminishes power distance (power inequity) in organisations which resulted in improved firm performance (Gleason et al., 2000).

This literature supports the findings of this research since there was a statistically significant relationship between Power Distance and Performance, with a medium strength of 0.362.

However, there is a contradiction between this research and that of Gleason et al. (2000) since the latter found an inversely proportional relationship; yet this reseach

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study deduced a positive or directly proportional relationship. Therefore respondents who particiapted in this research were comfortable with inequity in power, and overly respecting authority, versus challenging superiors. The greater the firm performance, the greater the Power Distance dimension which is contrary to the literature, however, as specified by Gleason et al. (2000), the organisationl culture depends on the firm and what enhances performance. If the short-term insurance industry in S.A is functional with this basis, then it must be respected and moulded to optimise firm performance.

6.3.8 Achievement and Performance

Performance is very much a product of how well a group of employees within the organisation work together to simulate cohesiveness to accomplish the organisational strategic goals (House et al., 2004). According to House et al. (2004), the Achievement (or Performance) strategy dimension has a statistically significant and directly proportional relationship to Performance.

This literature supports the findings of this study since it yielded a positive, and statistically significant strong relationship, with an r value of 0.622. Thus, as the Achievement (Performance) orientation of the firm increases, which is continuously striving for improved performance and innovation, so too will the firm's performance.

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6.4 Hypothesis 4: Association and Regression Analysis between the GLOBE Organisational Culture dimensions and Rewards

H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **rewards.**

H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **rewards.**

As consequence of six (6) statistically significant relationships, the null hypothesis was rejected, and the alternate hypothesis was partially accepted. There were:

- Two strong associations for In-Group Collectivism, and Achievement Orientation with Rewards (strategy execution dimension);
- Three medium associations for Uncertainty Avoidance, Future Orientation, and Power Distance; and
- One weak association with Institutional Collectivism.

The Pearson coefficient of correlation was between 0.189 and 0.741, with a p-value<0.01. Thus, one may conclude that the statistically significant organisational culture dimensions could explain up to 74.1% of the variance in the strategy execution dimension of Rewards. This is a significant contribution of organisational culture associated to strategy execution.

Regression for Rewards

The adjusted R^2 computed as 60.7% indicating that the data collected and analysed explained 60.7% of the variance observed. From the Regression Model Coefficients and p-values analysed the statistically significant dimensions able to predict Rewards were In-Group Collectivism, and Achievement.

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- "**In-group collectivism**" has the biggest influence on "Rewards" as a predictor since it possessed a coefficient of 0.570 based on the standardized Beta coefficient.
- "**Achievement"** had the second largest influence on "Rewards" with a coefficient of 0.246 based on the standardized Beta coefficient.

The other organisational culture factors, i.e. "uncertainty avoidance", "gender egalitarianism", "humane orientation", "institutional collectivism", "future orientation", and "power distance" had p-values >0.05 and thus were found to be statistically insignificant to predicting "Performance" as a strategy execution dimension.

Ultimately the best-case scenario is to obtain an employee with organisational citizenship behaviour (Thomas et al., 2015). Thus, they are immune to the need for recognition or reward as they are inherently assimilated to the organisation they represent. However, not all employees have the same cultural dynamic, thus rewards are an important, and sometimes intrinsic, dimension for employees in motivating them to accomplish the strategic objectives. Where organisational citizenship behaviour is not obvious nor entrenched within the organisation, it is important to reward (financial and non-financial) and recognize people so that stability, predictability and business continuity ensues (Thomas et al.,2015).

6.4.1 Uncertainty Avoidance (UA) and Rewards

The work of Vukonjanski et al.(2012) investigated the relationship between rewards (i.e. "satisfaction with pay", "promotion", "fringe benefits", and "contingent rewards") with the GLOBE organisational culture dimensions. The results of that study are used as a reference when comparing the findings from this research.

From the literature of Vukonjanski et al.(2012), the association between UA and Rewards was:

- "Satisfaction with pay", p-value < 0.001, r= 0.328.
- "Satisfaction with promotion", p-value < 0.001, r=0.278.
- "Satisfaction with fringe benefits", p-value < 0.001, r=0.229.
- "Satisfaction with contingent reward", p-value < 0.001, r=0.229.

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A positive and statistically significant relationship was concluded, with UA explaining between 22.9%-32.8% of the variance in Rewards (Vukonjanski et al., 2012).

The literature above supports the findings in this research (there is comparative agreement), as a statistically significant, and directly proportional relationship exists between UA and Rewards. There was a medium association of 0.492 computed. Thus, as UA increases or decreases Rewards will follow a similar trajectory. This makes sense from the perspective that as UA increases, in order to persuade employees to comply with the policies and procedures, incentives (financial and/or non-financial) are introduced to entice compliance and performance.

6.4.2 Gender Egalitarianism (GE) and Rewards

Ellemers (2014) reported in her study that a gender wage gap in the range of 3%-15% manifested itself across European Union countries, with fewer than 5% of CEOs on the Fortune 1000 list being female. Sadly, these significant differences could not be accounted for by experience, qualifications nor full-/part-time employment scenarios. Such inequality in the workplace would lead to the loss of talented female employees due to a statistically significant variation in wages/ salaries together with limited career opportunities for progression, as well as stagnant growth and development for female employees. Some of the divide in the wage gap is in part attributed to females' reluctance to negotiate their pay, or request a salary/ wage review in order to accomplish a raise or promotion (Ellemers, 2014). Masculine (assertive, aggressive and competitive) behaviour in the workplace is promoted at times over feminine (supportive, nurturing, team-oriented) behaviour and thus predicts the work progression of employees within companies, with females typically acquiring the short-end of the stick (Ellemers, 2014).

From the literature of Vukonjanski et al. (2012) the association between GE and Rewards was:

- "Satisfaction with pay", p-value >0.05, r= 0.066 (statistically insignificant)
- "Satisfaction with promotion", p-value >0.05, r=0.054 (statistically insignificant)

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- “Satisfaction with fringe benefits”, p-value >0.05, r= 0.127 (statistically insignificant)
- “Satisfaction with contingent reward”, **p-value < 0.05**, r=0.133

From the research of Vukonjanski et al. (2012) only one relationship of statistical signicance materialied, linked to contingent reward. However, overall there is limited statistical significance between GE and Rewards.

The research in this thesis found that Gender Egalitrianism and Rewards did not have a statistically significant relationship. Thus as gender equity increases in the workplace, rewards do not follow suit in a positive or even inversely proportional manner since there is no association between the two constructs. One may conclude that Rewards are not gender equity dependent for the short-term insurance industry respondents in South Africa, although the gender pay-gap is a global issue in general. This finding is supported by the literature of Vukonjanski et al. (2012) since the majority of the associations tested were concluded to be statistically insignificant.

6.4.3 Humane Orientation (HO) and Rewards

Though the work of Vukonjanski et al. (2012) exhibied that Humane Orientation is positively associated with Rewards as per the findings below:

- **“**Satisfaction with pay”, p-value < 0.001, r= 0.471
- “Satisfaction with promotion”, p-value < 0.001, r=0.441
- “Satisfaction with fringe benefits”, p-value < 0.001, r=0.335
- “Satisfaction with contingent reward”, p-value < 0.001, r=0.467

The research conducted in the short-term insurance industry via this study concluded that there was no statistically significant association based on the sample group, and this contradicts the literature. It also indicates that though sensitivity and care for co-workers may exist, this dimension of culture is not rewarded, therefore it is not encouraged amongst employees. However, if there was a way to reward Humane Orientation practices, this would drastically change workplace dynamics in the short-term insurance industry- potentially leading to employee stress alleviation and more work support resulting in higher organisational performance.

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6.4.4 Institutional Collectivism and Rewards

The research in this thesis found that though weak (r=0.189), there existed a statistically significant relationship between Institutional Collectivism and Rewards. This was supported by the literature of Vukonjanski et al. (2012) by the their findings below:

- “Satisfaction with pay”, p-value < 0.001, r= 0.364
- “Satisfaction with promotion”, p-value < 0.001, r=0.343
- “Satisfaction with fringe benefits”, p-value < 0.001, r=0.241
- “Satisfaction with contingent reward”, p-value < 0.001, r=0.395

In conclusion, as loyalty to the firm increases, and sacrificing individual goals for the benefit of the whole, so too do rewards increase, as employee’s loyalty is salaried to ensure fair compensation (financial or non-financial) for their work sacrifices.

6.4.5 In-group Collectivism and Rewards

The research in this thesis found that, there existed a statistically significant relationship between In-Group Collectivism and Rewards. This relationship was very strong (r=0.741) and directly proportional which was expected.

The literature of Vukonjanski et al. (2012) supports these research findings evidenced by their work below:

- “Satisfaction with pay”, p-value < 0.001, r= 0.555
- “Satisfaction with promotion”, p-value < 0.001, r=0.480
- “Satisfaction with fringe benefits”, p-value < 0.001, r=0.465
- “Satisfaction with contingent reward”, p-value < 0.001, r=0.529

Thus, as loyalty and pride are shared between employees for managers and vice versa (celebrating each other’s successes), rewards increase. It was anticipated that the relationship would be positive, since teamwork and trust improve performance via the lens of rewards/ incentives for positive work behaviour and loyalty to team and firm (Vukonjanski et al.s, 2012).

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6.4.6 Future orientation (FO) and Rewards

Though it was anticipated that planning for the future would render positive results, an inversely proportional relationship presented itself in this study (r**= *-0.358***, medium strength). These findings contradict the literature.

The relationship between Future Orientation and Rewards is statistically significant, which is supported by the research of Vukonjanski et al. (2012), and posits a positive relationship.

The following were the findings from the work of Vukonjanski et al. (2012):

- "Satisfaction with pay", p-value < 0.001, r= 0.511
- "Satisfaction with promotion", p-value < 0.001, r=0.440
- "Satisfaction with fringe benefits", p-value < 0.001, r=0.410
- "Satisfaction with contingent reward", p-value < 0.001, r=0.470

Thus, it may be concluded for the sample investigated, as Future Orientation increases, Rewards decrease. A possible reason for this is that the respondents are not at a high enough management level were strategic foresight and planning in required. They may only be focused on short-term goals and thus this is skewing the results observed.

6.4.7 Power Distance (PD) and Rewards

From the results of this study, it was concluded that there is a medium strength, but **positive** relationship between these two dimensions. This was *unexpected*, since the ideal scenario is to have an inverse relationship with power distance.

The literature of Vukonjanski et al. (2012) partially support the research findings since there is a statistically significant relationship, however, it is negative:

- "Satisfaction with pay", p-value < 0.001, r= -0.410
- "Satisfaction with promotion", p-value < 0.001, r= -0.370
- "Satisfaction with fringe benefits", p-value < 0.001, r= -0.295
- "Satisfaction with contingent reward", p-value < 0.001, r= -0.395

Vukonjanski et al. (2012)

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The findings of Vukonjanski et al. (2012) are more in line with the author's expectations, which is that there should exist an inverse relationship between Power Distance and Rewards. Currently, from the results computed in this study, as the dimension of Power Distance increases, so too do Rewards. Thus highly automous and self-protective leadership is the norm, where power inequity in accepted by employees of short-term insurers in South Africa; this is based on the results collected and analysed.

6.4.8 Achievement and Rewards

From this study, there is a statistically signiticant and positive relationship (r= 0.651) between these two dimeniosns. This was the expected result since Achievement Orientation (or Performance Orientaiton) should be rewarded more, as employees accomplish more of the organisational goals by striving for continuous improvement and innovation in the workplace (House et al., 2004).

The below are the findings of Vukonjanski et al. (2012), which substantiate the results obatined in this study.

- "Satisfaction with pay", p-value < 0.001, r= 0.626
- "Satisfaction with promotion", p-value < 0.001, r=0.565
- "Satisfaction with fringe benefits", p-value < 0.001, r= 0.448
- "Satisfaction with contingent reward", p-value < 0.001, r= 0.627

(Vukonjanski et al., 2012)

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6.5 Hypothesis 5: Association and Regression Analysis between the GLOBE Organisational Culture dimensions and Structure

H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **structure.**

H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **structure**

The null hypothesis was rejected, and the alternate hypothesis accepted because there were seven (7) statistically significant relationships with the organisational culture dimensions. Of the statistically significant relationships, there were:

- Three strong associations between Structure, and Uncertainty Avoidance, In-Group Collectivism, and Achievement Orientation;
- Three medium associations between Structure, and Gender Egalitarianism, Future Orientation, and Power Distance; and
- One weak association with Institutional Collectivism.

The Pearson correlation coefficient values varied over a range of 0.204 to 0.568. Therefore, it was concluded that the total variance in Structure (the dependent variable) was explained by the cultural dimensions to the extent of 20.4% - 56.8%. This is a significant contribution to the dependent strategy execution dimension of Structure.

Regression for structure

The adjusted R^2 calculated was 44.9%. This indicated that the data collected and analysed explained 44.9% of the variance observed. From the Regression Model

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Coefficient table, the only dimension that could predict Structure was Uncertainty Avoidance.

- "**Uncertainty avoidance**" had the biggest influence on "Structure" as a predictor since it possessed a coefficient of 0.260 which is statistically significant based on the standardized Beta coefficient. The other organisational culture factors, i.e. "Gender egalitarianism", "Humane orientation", "Institutional collectivism", "In-group collectivism", "Future orientation", "Achievement", and "Power distance" had p-values >0.05 and thus were found to be statistically insignificant to predicting "Structure" as a strategy execution dimension.

Structure in organisations must be aligned to the organisations business strategy (Olson et al., 2005). The three dimensions of organisational structure of interest are: Formalisation, Centralisation, and Specialisation. House et al. (2004) expanded that organisational culture is a critical aspect of moulding structure in an organisation.

This supports the findings of this study since organisational culture explains up to 56.8% of the variance in Structure in the firm. The organisational structure or form (key strategy execution dimension) has been linked to organisational culture by House et. al (2004). Leaders within the organisation are empowered to craft the organisational structure most beneficial for the firm, enhanced by the culture of the employees (House et al., 2004). According to Cameron and Quinn (1999) who developed the four-ambit organisational culture framework underpinning clan, adhocracy, hierarchy, and market culture types– there is a defined link between organisational structure and organisational culture. Thus, it may be deduced from the extensive literature that there is a statically significant association between Structure and the dimensions of organisational culture. Thus, organisational Structure and Culture are interwoven and enable one another. Organisational structure is acutely impacted by the culture (Krishnakumar, 2015; Olson et al., 2005).

6.5.1 Uncertainty avoidance (UA) and Structure

Flexibility and adaptability, instead of a rigid system, is required to enable a company to be innovative. However in high uncertainty avoidance organisations, more structure in the form of greater processes, procedures and policies are needed to enable the same level of high performance, as that of low Uncertainty Avoidance

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cultures; however greater administration usually ensues which can hamper the creativity and innovation process (Martins & Terblanche, 2003). One manner in which to reduce high UA is to introduce job rotation opportunities so that employees relinquish association and attachment with a single role or single purpose (Martins & Terblanche, 2003). Thus, based on the literature there is a directly proportional relationship between UA and Structure.

The literature supports the findings of this research in that there is strong, positive (directly proportional) statistically significant relationship between UA and Structure (r=0.553). This indicates that for this sample group of respondents the higher the UA, the greater the dimension of Structure needed to create a work environment conducive for employees. This structure will enable company strategy to be accomplished by developing more processes and procedures for employees encourage accountability, nurturing the critical competencies of high UA employees to ensure they are capable of functioning at their optimal, and encouraging team work as well as individualism for career advancement (Krishnakumar, 2015).

6.5.2 Gender egalitarianism (GE) and Structure

Cooperative teams with gender equity are found to be directly proportional with Structure, as this would add to diversity, and as a consequence innovation (Martins & Terblanche, 2003). Thus, it is deduced that there is a directly proportional association between GE and Structure. Gender diversity supplements work with new skills and abilities to more easily accomplish the organisational goals.

The findings of this study are supported by the literature of Martins and Terblanche (2003) since a positive, and statistically significant relationship between GE and Structure was computed in this study, with a medium strength r value of 0.305.

6.5.3 Humane Orientation (HO) and Structure

The humaneness of handling employees was emphasised by Martins & Terblanche (2003) since this creates an environment where employees can act freely, are encouraged to experiment and take risks, which thereafter leads to more creativty, innovation and a competitive edge in the marketplace. Mistakes must not be used to punish employees, and employees should not be so fearful that they hide mistakes which are actually to be used as learning moments and support (Martins &

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Terblanche, 2003). Tolerance of workplace blunders, and more sensitivity and concern for employees will increase learning and development in the workplace thus it is deduced that there is a directly proportional realtionship betweem HO and Structure.

Unfortunately, the findings of this research contradict the literature, as HO was concluded to have a statistically insignificant relationship with Structure. More respondents, and enhancing this research work by engaging in qualitative research in this area may produce different findings or explain the current results observed in this context of this research.

6.5.4 Institutional collectivism and Structure

The greater the empowerment of employees in decision making, and affording them authority power, the greater will be the loyalty to the organisation (Martins & Terblanche, 2003). Therefore, as Institutional Collectivism increases, so too should Structure (a deduced positive association based on literature). The findings in this research are substantiated by the literature since there is a positive, statistically significant relationship, though of a weak strength with an r value of 0.204.

6.5.5 In-group collectivism and Structure

Cooperative teams enable greater cohesiveness, which leads to an appreciation for all members (both employee and manager) to enable both parties to take pride in the different levels of employment and support for each other (Martins & Terblanche, 2003). Furthermore, the greater the information sharing and teamwork, the greater the innovation. Thus, as In-Group Collectivism increases, so too should Structure (in the context of this discussion, and vice versa). The findings in this research are substantiated by the literature since there is a positive and strong, statistically significant relationship with an r value of 0.568.

6.5.6 Future orientation (FO) and Structure

Martins & Terblanche (2003) expand that exployees who have greater time, approximatly at least 15% extra, cogitating on new ideas, will enable greater long-term thinking. This enables greater innovation in the worklace linked to organisational

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struture. Therefore, there is a positive correlation between FO and Structure (Martins & Terblanche, 2003).

The findings in this research are partially supported by the literature since there is a statistically significant relationship (albeit of a negative association). The association is of medium strength with an r value of -0.392. This implies that as FO increases in this study, the essential organisational Structure of the company decreases with regards to the following:

- Meeting the requisite demands of the strategy; Encouraging accountability; Nurturing critical competencies; and Enabling teamwork as well as individuality

This not only contradicts the literature but is also anti-intuitive. One possible reason for this result is that in the short-term insurance industry, though FO is statistically significant, the structure of the organisation does not support the FO of employees. One deduction is that the rigidity of structure prevents innovation which is linked to FO, thus this implies that executive and senior managers need to support their direct reports to enable a positive correlation between FO and organisational structure – with modification of the current structures that are inhibiting a long-term strategising orientation.

6.5.7 Power Distance (PD) and Structure

The greater the involvement of employees in decision making processes, as well as authority, the greater the heights of empowerment and the greater the reduction in hierarchical power distance (Martins & Terblanche, 2003). As power distance decreases, innovation and team cohesiveness will increase. Thus, as power distance increases, there is an inversely proportional relationship with formal hierarchical structure (Martins & Terblanche, 2003).

The findings in this research are supported by the literature since there is a statistically significant relationship with a positive association. The association is of medium strength with an r value of 0.406. This indicates that as PD increases, so too does Structure.

Thus, the respondents are deduced to believe that a hierarchical leadership style (autonomy and self-protectiveness) currently permeates their work environment (Cameron & Quinn, 2006). The relationship is directly proportional, which makes

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sense since high PD environments require tight structure (hierarchy), whereas, low PD environments where power inequity is not tolerated are more flexible, innovative and creative; focused on high speed delivery of goals, market oriented, and free to challenge authority (Cameron & Quinn, 2006).

6.5.8 Achievement (AO) and Structure

Martins and Terblanche (2003) expand in their work that there is a directly proportional relationship between innovation and continuous improvement (the basis of Achievement Orientation), and Organisational Structure. Thus, a supportive company structure, with the correct employees, enables creativity and innovation to be a high performing organisation (Martins & Terblanche, 2003).

The findings in this research are substantiated by the literature since there is a positive, statistically significant relationship, of strong strength with an r value of 0.555.

Thus, as Achievement Orientation increases, so too does organisational Structure which supports accomplishing the company strategy (e.g. if the aim of the company, as per the guide in the survey questionnaire, is to be a differentiator in the market– then a structure that fosters innovation should be implemented; clear accountability for delivery of strategic initiatives are outlined, the structure nurtures critical competencies internally for a competitive market advantage to reap high economic returns, and the structure encourages both teamwork and individuality).

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6.6 Hypothesis 6: Association and Regression Analysis between the GLOBE Organisational Culture dimensions and Employee Commitment

H_0: There is no statistically significant association between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **employee commitment.**

H_1: There is a statistically significant association between the between the 9 Globe culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, achievement orientation, power distance, humane orientation, in-group collectivism and institutional collectivism) and the strategy execution dimension of **employee commitment**.

In conclusion, we fail to reject the null hypothesis (i.e. accept the null hypothesis), since no correlation between the GLOBE organisational culture dimensions and Employee Commitment could be concluded from the statistical analysis. All correlations were found to be statistically insignificant.

Regression for Employee Commitment

Furthermore, the adjusted R^2 (for the regression analysis) computed 0.8%. That indicated that the data collected and analysed explained only 0.8% of the variance observed. The regression model selected was a poor fit since the p-value (significance) on the ANOVA table was 0.366 and is substantially greater than 0.05. From the Regression Model Coefficient table, the data collected in this study of statistical significance were zero cultural dimensions. This means that based on the data collected, none of the cultural dimensions could predict the strategy execution dimension of Employee Commitment. This tallies with the results of the Pearson test since there was no correlation identified between the GLOBE organisational culture dimensions and strategy execution dimension of Employee Commitment. All organisational culture dimensions had p-values >0.05 and thus were found to be

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statistically insignificant to predicting employee commitment as a strategy execution dimension.

Committed and engaged employees result in higher organisational productivity, profitability, customer satisfaction and lower absenteeism (Vomberg et al., 2015). According to a recent Gallup study, for every 9.3 engaged employees (to one disengaged employee) organisations measured a 147% higher earnings per share (EPS). People are the most critical resource in any organisation, thus, nurturing employee commitment and increasing employee retention is critical for any organisation (Anitha & Begum, 2016). Organisational commitment proliferates when individuals are satisfied and thus committed as employees and will therefore be less likely to be attracted by other employment opportunities. Luring employees away with high(er) remuneration packages is relatively easy, therefore, Anitha and Begum (2016) recommend developing a stong orgnsational culture, which is far more diffuclt for competitiors to replicate, and is ideal for nuturing and retaining high performing employees since they will possess an unwavering loyalty and positive perception of the firm.

6.6.1 Uncertainty avoidance (UA) and Employee Commitment

Due to job satisfaction possessing a positive correlation with employee commitment, it was used as a basis to explain the link between the GLOBE cultural dimensions and Employee Commitment (McKinnon et al., 2003). Stability was used as basis in the literary piece of McKinnon et al. (2003) to discuss Uncertainty Avoidance and its relationship with Employee Commitment because of job satisfaction. A statistically significant relationship was concluded in the study of McKinnon et al. (2003) with a p-value< 0.01 and r =0.36.

Work commitment in high Uncertainty Avoidance organisations is greatest as people prefer to stay with a single employer, and because of their societal uncertainty avoidance, this influences Employee Commitment, which increases from employee fear of job change. Thus, institutional knowledge is maintained within organisations for longer periods, ensuring business continuity and contributing to organisational sustainability, and the retention of institutional knowledge (House et al., 2004).

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The findings of this research contradict the literature on this subject as no statistically significant association between UA and Employee Commitment was concluded in this study. This indicates that for the respondents in this study, as UA increases this has no bearing on Employee Commitment; further one may also infer that even if employees exhibit high UA in their workplace, this does not prevent the employee from leaving the organisation, and there is no concern on whether the organisational strategic goals are accomplished in the short and long run.

6.6.2 Gender egalitarianism (GE) and Employee Commitment

As a consequence of the wage gap increase between male and female counterparts, females in the workplace have been found to become demotivated, leading to lower than optimal performance, increased absenteeism and a decrease in company turnover (Ellemers, 2014). In conclusion, this will lead to a reduction in employee commitment on the part of females. Thus, if gender equity in the workplace is increased, this will allow all employees to feel equal and result in a deduced positive association with employee commitment (Ellemers, 2014).

The findings of this research contradict the literature on this subject as no statistically significant association between GE and Employee Commitment could be concluded in this study.

6.6.3 Humane orientation (HO) and Employee Commitment

Talented employees need not deal with aggressive or insensitive work environments. Thus, if gifted and diligent employees feel unappreciated at their place of work, such employees easily seek employment elsewhere. The fair handling of employees was emphasised by Martins and Terblanche (2003) since this creates an environment where employees can act freely allowing creativity and innovation to organically develop. Thus it was deduced from the literature of both Anitha and Begum (2016), and Martins and Terblanche (2003) that there is a directly proportional association betweem HO and Employee Commiment.

The findings of this research contradict the literature on this subject as no statistically significant association between HO and Employee Commitment was concluded in this study.

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6.6.4 Institutional collectivism and Employee Commitment

Developing and maintaining employees via Learning and Development programmes, fair remuneration (irrespective of gender), bonus schemes, contingent rewards, as well as peer mentoring may be used as one of the mechanisms to nurture loyalty to a company (Anitha & Begum, 2016). Managers supporting employees to develop within the organisation will also assist Institutional Collectivism since the employee will not have to sacrifice themselves in order to prove loyalty to an organisation. The aforementioned factors of motivation will produce a positive association between Institutional collectivism and Employee Commitment (Anitha & Begum, 2016).

The findings of this research contradict the literature on this subject as no statistically significant association between Institutional collectivism and Employee Commitment was concluded in this study. This may allow one to conclude that employees do not feel a sense of loyalty to their organisation within the short-term insurance industry (i.e. neutral).

6.6.5 In-group collectivism and Employee Commitment

Respect for people, and team orientation (In-Group Collectivism) produced statistically significant results, with p-values< 0.01 and r values of 0.37 and 0.31 respectively, based on the literature of McKinnon et al. (2003). These are medium associations and indicate there is a statistically significant correlation between In-Group Collectivism and Employee Commitment.

The findings of this research contradict the literature on this subject as no statistically significant association between In-Group Collectivism and Employee Commitment could be proved in this study. Thus, even if there are cohesive work teams within the short-term insurance industry, this does not indicate any correlation with an employee's commitment to the organisation or its goals, and as a consequence senior and executive management must be cognisant of the possibility of high levels of attrition of staff since individualism may be primary to employees. This will impact key strategic projects and execution thereof for the future success of the business.

6.6.6 Future Orientation (FO) and Employee Commitment

Martins & Terblanche (2003) expanded that exployees who have greater time, approximatly at least 15% extra, would enable greater long-term thinking (Future

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Orientation). This enables greater innovation in the worklace linked to organisational struture. If employees feel more emplowered in the workplace to make decisions (authority power), they will also be more committed to helping the orgnisaiton accomplish its strategic objectives and collaborating within immediate teams and across different functional units. Therefore, it was deduced that there was a positive correlation between FO and Employee Commitment.

The findings of this research contradict the literature on this subject as no statistically significant association between FO and Employee Commitment was observed in this study.

6.6.7 Power Distance (PD) and Employee Commitment

The greater the involvement of employees in decision making processes, and information sharing, the greater the employee empowerment, accompanied by a reduction in hierarchical power (Martins & Terblanche, 2003). As power distance decreases, innovation and team cohesiveness will increase. Thus, as power distance increases, it is deduced that there is an inversely proportional association with employee commitment.

The findings of this research contradict the literature on this subject as no statistically significant association between PD and Employee Commitment was observed in this study.

6.6.8 Achievement and Employee Commitment

The literature on Achievement Orientation and Employee Commitment rendered the following findings:

- Innovation (which is an ambit of Achievement Orientation for this study) had a statistically significant and positive relationship with employee commitment, p-value<0.01 and r = 0.33 (McKinnon et al., 2003);
- Attention to detail possessed a p-value<0.01 and r = 0.22, which is statistically significant and a positive relationship with employee commitment (McKinnon et al., 2003); and
- Outcome orientation, p-value<0.01 and r = 0.33, which is statistically significant and a positive relationship with employee commitment (McKinnon et al., 2003).

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Since there is a globally competitive environment a high performance culture is critical to ensure longevity of any business. The findings of this research contradict the literature on this subject as no statistically significant association between Achievement Orientation and Employee Commitment was observed in this study.

This indicated that employees withint the short -term insurance industry are neutral with respect to motivaviton for continuous improvement intiaives or engaging in innovation though processes. A possible reason for this is that employees do not feel their efforts are recognised or rewarded; or perhaps they are not afforded suffcient time to cogitate on continuous improvement initiatives or innovative ideas; therefore introducing a dissociation. More reseach muct be executed in this area of analysis.

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CHAPTER 7: CONCLUSION

This chapter highlights the pivotal findings of the research conducted and allows meaningful conclusions and recommendations to be proffered to add to the current literature on organisational culture and its impact on enabling strategy execution in the workplace. The Implications of this work for management, limitations of this study and recommendations for future work are highlighted.

7.1 Principle Findings

The intent of this study was to investigate the association and influence of the nine (9) GLOBE internationally accepted organisational culture dimensions on six (6) strategy execution dimensions. The **organisational culture dimensions** proposed for analysis where: Uncertainty Avoidance, Gender Egalitarianism, Power Distance, Assertiveness, Future Orientation, Institutional Collectivism, In-Group Collectivism, Human Orientation, and Achievement Orientation (House et al., 2004). The **strategy execution dimensions** analysed were: Information Sharing, Leadership, Performance, Rewards, Structure, and Employee Commitment (Reddy, 2017).

Overall, hypotheses one (1) through five (5) rejected the Null Hypothesis and partially accepted the Alternate Hypothesis. For Hypothesis 6, we failed to reject the Null Hypothesis since there was no statistically significant association between the GLOBE organisational culture dimensions and the strategy execution dimension of Employee Commitment.

The results obtained from this study compared well with most literature, however, in some instances there were differences between the findings in this study and the literature reviewed. This presented an interesting challenge in attempting to digest, and explain, the discrepancy in the context of organisational culture in South Africa based on the GLOBE organisational culture dimensions. For the hypotheses investigated (hypotheses one through five) there were some statistically significant associations, however, none rendered complete association between all cultural dimensions and strategy execution dimensions, only partial associations. These associations varied between weak, medium and strong.

Scenarios where the null hypothesis was rejected, and the alternate hypothesis partially accepted were:

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Hypothesis 1: The GLOBE organisational culture dimensions (Uncertainty Avoidance, Gender Egalitarianism, Power Distance, Future Orientation, Institutional Collectivism, In-Group Collectivism, Achievement, and Humane Orientation) **have a partial association** with the strategy execution dimension of Information Sharing. This was a partial association since there were only six (6) statistically significant associations between Uncertainty Avoidance (strong association), Gender Egalitarianism (weak association), In-Group Collectivism (strong association), Future Orientation (medium association), Achievement (strong association), and Power Distance (medium association). Statistically insignificant relationships were exhibited for Humane Orientation, and Institutional Collectivism.

Hypothesis 2: The GLOBE organisational culture dimensions (Uncertainty Avoidance, Gender Egalitarianism, Power Distance, Future Orientation, Institutional Collectivism, In-Group Collectivism, Achievement, and Humane Orientation) **have a partial association** with the strategy execution dimension of Leadership. This was a partial association since there were only six (6) statistically significant associations between Uncertainty Avoidance (strong association), Gender Egalitarianism (weak association), In-Group Collectivism (strong association), Future Orientation (medium association), Achievement (strong association), and Power Distance (strong association). Statistically insignificant relationships were exhibited for Humane Orientation, and Institutional Collectivism.

Hypothesis 3: The GLOBE organisational culture dimensions (Uncertainty Avoidance, Gender Egalitarianism, Power Distance, Future Orientation, Institutional Collectivism, In-Group Collectivism, Achievement, and Humane Orientation) **have a partial association** with the strategy execution dimension of Performance. This was a partial association since there were only six (6) statistically significant associations between Uncertainty Avoidance (medium association), Gender Egalitarianism (weak association), In-Group Collectivism (medium association), Future Orientation (medium association), Achievement (strong association), and Power Distance (medium association). Statistically insignificant relationships were exhibited for Humane Orientation, and Institutional Collectivism.

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Hypothesis 4: The GLOBE organisational culture dimensions (Uncertainty Avoidance, Gender Egalitarianism, Power Distance, Future Orientation, Institutional Collectivism, In-Group Collectivism, Achievement, and Humane Orientation) **have a partial association** with the strategy execution dimension of Rewards. This was a partial association since there were only six (6) statistically significant associations between Uncertainty Avoidance (medium association), Institutional Collectivism (weak association), In-Group Collectivism (strong association), Future Orientation (medium association), Achievement (strong association), and Power Distance (medium association). Statistically insignificant relationships were exhibited for Humane Orientation, and Gender Egalitarianism.

Hypothesis 5: The GLOBE organisational culture dimensions (Uncertainty Avoidance, Gender Egalitarianism, Power Distance, Future Orientation, Institutional Collectivism, In-Group Collectivism, Achievement, and Humane Orientation) **have a partial association** with the strategy execution dimension of Structure. This was a partial association since there were only six (6) statistically significant associations between Uncertainty Avoidance (strong association), Gender Egalitarianism (medium association), Institutional Collectivism (weak association), In-Group collectivism (strong association), Future Orientation (medium association), Achievement (strong association), and Power Distance (medium association). Statistically insignificant relationships were exhibited for Humane orientation.

The one scenario wherein we failed to reject the null hypothesis, but instead rejected the alternate hypothesis was:

Hypothesis 6: The GLOBE organisational culture dimensions (Uncertainty Avoidance, Gender Egalitarianism, Power Distance, Future Orientation, Institutional Collectivism, In-Group Collectivism, Achievement, and Humane Orientation) ***have no statistically significant association*** with the strategy execution dimension of Employee Commitment.

To reiterate the sentiment of Chapter 2, there are limited studies conducted in the field of the impact of organisational culture on successful strategy execution within

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the short-term insurance industry. Limited academic research presented itself for this specific industry in South Africa, thus international literature was dissected on this field of interest across multiple industries and sectors. This study therefore adds to the field of organisational culture research influencing strategy execution in the short-term insurance industry, as in-depth studies of this nature have not been conducted prior (not to the authors knowledge).

Though Reddy (2017) conducted a study with the GLOBE organisational culture dimensions (House et al., 2004) and self-developed a strategy execution questionnaire, that study was conducted in one company in the fast-moving consumer goods industry (FMCG). Thus, the conclusions drawn from that dissection cannot be applied to this thesis since this one is based in the short-term insurance industry (financial sector) in SA and across multiple companies (i.e. not specific to just one insurer).

Since there were only partial associations (and no full association) for any of the hypotheses investigated in this study, this indicates that application of eight (8) GLOBE organisational culture dimensions to each strategy execution dimension assessed, will not have the full intended impact on the individual dimension of strategy investigated. Thus, managers, executives, and team leaders within the short-term insurance industry must be tactical with the strategy execution dimension being targeted, and focus on those elements of organisational culture which have a strong association with it in order to bring about positive change in the company so that the main goals may be accomplished speedily (Thompson et al., 2008; Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988).

An explanation of the reason of why there was no instance of a complete association between the GLOBE organisational culture dimensions and the selected strategy execution dimensions may be attributed to the 110 respondents being from all levels of employment within the organisation, i.e. from normal employees to senior and executive level management. Thus, the interpretation of the questionnaire would be different based on the individual's exposure within the organisation. In future, a study of this nature should focus on individuals within their specific level of employment to gain greater insight into their interpretation of culture and the associated impact on strategy so that the results of the questionnaire are even more precise.

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7.2 Implications for Management and Opportunities for Improvement

The matrix exhibited in Table 79 displays the associations between the different Project GLOBE organisational culture dimensions (House et al., 2004) and strategy execution dimensions (Reddy, 2017), has many useful inferences for management, which are discussed below, focusing in the discussion to follow only on those dimensions which exhibited strong associations:

Table 78: Summary of Pearson correlation association strength across the different dimensions of strategy

Cultural Dimension	Information Sharing	Leadership	Performance	Rewards	Structure	Employee Commitment
1. Uncertainty Avoidance	**strong association**	**strong association**	medium association	medium association	**strong association**	No association
2. Gender Egalitarianism	weak association	weak association	weak association	No association	medium association	No association
3. Institutional collectivism	No association	No association	No association	weak association	weak association	No association
4. In-group collectivism	**strong association**	**strong association**	medium association	**strong association**	**strong association**	No association
5. Future orientation	medium association	medium association	medium association	medium association	medium association	No association
6. Achievement	**strong association**	**strong association**	**strong association**	**strong association**	**strong association**	No association
7. Power distance	medium association	**strong association**	medium association	medium association	medium association	No association
8. Humane orientation	No association	No association	No association	No association	No association	No association
9. Assertiveness	Not investigated since the reliability of results received from respondents on this dimension were not acceptable.					

a) Based on the statistically significant and strong association between **Information Sharing**, and the organisational culture dimensions of Uncertainty Avoidance (UA), In-Group Collectivism, and Achievement Orientation (AO), managers must focus on those three (3) parameters as critical.

- In order to reduce **uncertainty avoidance** in an organisation, greater sharing of information will place employees (with high UA) at ease, reduce anxiety and enhance work performance since knowledge on how to

execute work tasks is easily accessible, as well as other policies, processes and procedures will be documented for employees (Thompson et al., 2008; House et al., 2004; McKinnon et al., 2003; Vukonjanski et al., 2012) . Conversely the lower the UA, the less the need for structured information sharing, as that will occur organically amongst co-workers.

- The greater the information sharing, the greater the association with **In-Group Collectivism**. This means employees will feel equal to managers (though not in authority power nor accountability), and this will foster a nurturing environment where trust may be built; this will lead to employees taking pride in their managers, and conversely managers taking pride in the accomplishments of their direct reports (Crittenden & Crittenden, 2008; Ahearne et al., 2014; McKinnon et al., 2003; Vukonjanski et al., 2012).
- **Achievement Orientation** strongly associated with Information Sharing. The greater the flow of useful information via knowledge sharing sessions, mentorships or other informative platforms in the work environment, the greater the opportunity for employees to improve performance by continuously improving and optimising existing work processes or even innovating in the work environment with the development of new services or products (Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988; Thompson et al., 2008; McKinnon et al., 2003; Vukonjanski et al., 2012).

b) Based on the statistically significant, strong association between **Leadership,** and the organisational culture dimensions of Uncertainty Avoidance (UA), In-Group Collectivism, Achievement Orientation (AO), and Power Distance (PD) managers must focus on those four (4) parameters as critical.
   - The greater the interaction of appointed leaders with “regular” employees, the lower the **uncertainty** employees will experience, as they will be regularly informed with information, they need in order to continue performing in their specific roles. Leadership engaging first-hand with employees affords leaders control of the narrative, empowering them, earning the trust of employees, as well as conveying critical news regarding the company’s trajectory as and when need be (Crittenden & Crittenden, 2008; Argenti, 2017; House et al., 2004).

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- The more leaders engage with employees, the greater the trust built, and the more conducive the work environment since employees will feel seen and heard. Thus, employees will eventually learn to trust leaders, and will also become more loyal to the organisation. Employees will then celebrate the accomplishments of the firm and their leaders, and vice versa with the firm and leadership celebrating the accomplishments of employees. This recognition of employees strengthens **In-Group Collectivism** (Ahearne et al., 2014; House et al., 2004).
- Leadership is responsible for inspiring and guiding employees to accomplish the organisational goals, be it for continuous improvement or innovation in product/ service design. Thus, leaders have a key role to play in association with **Achievement Orientation** (Argenti, 2017; House et al., 2004)**.**
- Leaders control the narrative on **Power Distance**. Depending on the culture of the organisation. The ideal is to develop a collaborative and engaged work environment, thus it is critical for these reasons that the power inequity in the workplace is reduced or diminished in entirety. The lower the power distance, the greater the information flow laterally (between same-level employees) and longitudinally (with superiors and direct reports). Therefore, the company goals will be accomplished faster, better and with a cohesive, unified vision (House et al., 2004).

c) Based on the statistically significant and strong association between **Performance,** and the organisational culture dimension of Achievement, managers must focus on this parameter.
   - The greater the **Achievement Orientation** of employees, the more continuous improvement initiatives, as well as innovation occurring in the workplace. If positive workflows are the norm, this will obviously have a positive impact on performance from a financial perspective, accomplishing strategy execution, resilience to changes in the marketplace and the ongoing sustainability of the company (Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988; Thompson et al., 2008; House et al., 2004).

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d) Based on the statistically significant and strong association between **Rewards**, and the organisational culture dimensions of In-Group Collectivism, and Achievement Orientation managers must focus on these two (2) parameters as critical.
   - Rewards (financial and non-financial) make employees feel validated and recognised for excellent operational performance. Thus, identifying the reward language of the employees, e.g. some prefer flexible work hours etc., ensure **In-Group Collectivism** is developed and nurtured. This will bring teams closer together as they will be acknowledged for their diligence and sacrifice in the workplace (Vukonjanski et al., 2012; Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988; Thompson et al., 2008).
   - Rewards are used as mechanisms to entice employees to strive for greatness. Thus, it is no surprise that **Achievement Orientation** has a strong association with Rewards. The greater the rewards are attuned to the needs and wants of the employees; the greater will be the level of motivation employees have to innovate and continuously improve operations in the workplace (Vukonjanski et al., 2012; House et al., 2004; Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988; Thompson et al., 2008).

e) Based on the statistically significant and strong association between **Structure,** and the organisational culture dimensions of Uncertainty Avoidance, In-Group Collectivism, and Achievement Orientation managers must focus on these three (3) parameters as critical.
   - The structure of the organisation must enable employees with high **uncertainty avoidance** to be supported by managers with the requisite skills to develop policies, processes, and procedures (as well as other techniques) to ensure employees can function at their peak, and that employees categorised as high UA are placed appropriately in jobs that suit their personality trait. Conversely low UA employees should be placed in highly innovative work environments so their creativity may blossom (Martins & Terblanche, 2003; Krishnakumar, 2015; Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988; Thompson et al., 2008).

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- The Structure of the organisation should empower different groups with the tools and resources (human and non-human resource based) to enable fully functional teams. This will develop **in-group collectivism** (Martins & Terblanche, 2003; Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988; Thompson et al., 2008).
- The Structure of the organisation needs to create promotion opportunities, as well as continuous professional development programmes for employees. This will ensure that high performing employees have a development path which will motivate employees to perform work tasks optimally as well as innovate in the workplace to enable an **Achievement Orientation** climate (Martins & Terblanche, 2003; Crittenden & Crittenden, 2008; Bonoma & Crittenden, 1988; Thompson et al., 2008).

f) Organisational culture changes from company to company, and this is what delivers companies their competitive edge. It is critical for all employees (management and non-management) to commit to the development of their organisations culture to enables effective strategy execution (Pradhan et al., 2017; Pradhan et al., 2015).

g) It is critical when executive level managers develop strategies and execution plans that the culture of the organisation is taken into consideration. Even the best laid plans will fail if the organisational culture does not support it. Therefore, organisational culture is a key consideration during strategy development, implementation and execution.

h) Stakeholder expectation management: This extends to employees and external customers. It is important when an organisation is undertaking any form of change, more especially organisational culture, that employees are communicated with frequently. Identification of risk and mitigation strategies are the responsibility of management, for instance employee resistance to change. Increased honest communication between management and non-management is key to employee stress and uncertainty alleviation which will boost trust and improve employee skills (Managing Organizational Change, 2019).

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7.3 Cultural Framework Applicable based on the Results

Table 79: CVF Framework applicable to this research

Clan Culture	Adhocracy Culture
- Uncertainty Avoidance - Gender Egalitarianism - Institutional Collectivism - In-Group Collectivism - Humane Orientation	- Achievement Orientation - Low Power Distance
Hierarchy Culture	**Market Culture**
- Uncertainty Avoidance - High Power Distance	- Future Orientation - Achievement Orientation - Assertiveness (theoretically only, not based on research from this study)

(Cameron & Quinn, 2006)

The most applicable organisational culture framework for leaders in the short-term insurance industry to use, based on the results obtained from this study, is the **Competing Vales Framework of Cameron and Quinn** (1999). This framework with culture quadrants of Clan, Adhocracy, Market and Hierarchy are complementary to each other and will support the function of the organisation from a holistic perspective since no organisation has only one culture type manifest throughout.

- The cultural dimension of **Uncertainty Avoidance** will be addressed via the **Hierarchy quadrant**, since structure, control and coordination will enable the development of processes and procedures to guide employees for success in the workplace. The **Clan Culture** quadrant values mentoring, and this quadrant will also assist in managing the uncertainty avoidance of employees (Cameron & Quinn, 2006; Vodonick, 2018).
- **Gender Egalitarianism** would be addressed via the **Clan Cultur**e quadrant as this reinforces the company's commitment to all employees irrespective of gender, encourages teamwork and rewards teams based on performance. Therefore, gender equity would prevail. Further this culture quadrant is nurturing

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and attentive to the needs to employees (Cameron & Quinn, 2006; Vodonick, 2018).

- **Institutional and In-Group Collectivism** would be situated in the **Clan culture** quadrant as commitment to employees in groomed. In addition, job rotations are encouraged, thus allowing employees latitude to find their special identity within the organisation via their chosen role, versus being forced to remain in positions with which they are not content. Loyalty to the organisation is accomplished via respect for employees and addressing their holistic needs. Rewards are allocated for performance aligned to meeting organisational goals (Cameron & Quinn, 2006; Vodonick, 2018).
- **Future Orientation** would be guided by the **Market culture** quadrant, as there is a focus on the long-term goals of the organisation, results oriented, competitive and achievement oriented (Cameron & Quinn, 2006; Vodonick, 2018).
- **Achievement Orientation** falls within two quadrants, **Adhocracy** and **Market**. The Market culture guides achievement of goals and drives competitiveness, productivity, market share and penetration. Adhocracy culture guides innovation, creativity, dynamism, risk-taking behaviour and the lack of formal structure to enable agility (Cameron & Quinn, 2006; Vodonick, 2018).
- **Power Distance** is impacted by the quadrants **Hierarchy** and **Adhocracy.** For high power distance societies, **t**he structure and control of a Hierarchy is applicable; whereas in low power distance societies the lack of centralised control is best by allowing an Adhocracy culture to flourish (Cameron & Quinn, 2006; Vodonick, 2018).
- **Humane Orientation** is best nurtured in the **Clan culture** quadrant, as care and nurture for employees is a priority; the well-being of the team is paramount. Mentoring, teamwork, and consensus form the basis of the Clan approach (Cameron & Quinn, 2006; Vodonick, 2018).
- **Assertiveness** will flourish best in a Market culture quadrant since individualism is emphasised, competitiveness with co-workers, winning and success (Cameron & Quinn, 2006; Vodonick, 2018).

From the above CVF framework, it is clear how to support employees optimally depending on the GLOBE organisational culture dimension exhibited. The framework

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guides management on leading different teams effectively based on their unique attributes to optimise throughput to manifest the organisational strategy.

7.4 Limitations of the Research

- The research conducted was cross-sectional in nature because of time constraints for data collection.
- Type I error may have been introduced due to non-responsiveness from people whom were emailed the questionnaire. The individuals who did not respond may have resulted in skewed data (Babbie, 2013; Neuman, 2014).
- Conversely, respondents who did respond may have also contributed to skewing the data as they may have felt particularly passionate about certain constructs raised in the survey, however, that response may not be reflective of the public at large. This is referred to as self-selection bias (Babbie, 2013; Neuman, 2014).
- It is important to acknowledge that even the layout of questions in the survey may have resulted in bias from the respondent, together with the data collection process (Babbie, 2013).
- Not all short-term insurers (and re-insurers) in the S.A. market were reached in the course of this study, as this would be extremely time consuming, nor does the author have a relationship with each of the 96 registered short-term insurers in S.A.
- The information collected and analysed is only of use within the short-term insurance industry in S.A. Other companies, across other sectors, should be submitted the same survey questionnaire for data collection and analysis to be able to support/ refute the theories in the paper in order to generalise findings to all industries.
- The study is limited to short-term insurers only. Future studies could be extended to be inclusive of long-term (life) insurers.

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7.5 Recommendations for Future Research

- It is recommended that future studies are longitudinal in nature to allow data collection over an extended period to enrich the knowledge collection process.
- Not all short-term insurers (and re-insurers) in the S.A. market were reached in the course of this study, as this would be extremely time consuming, nor does the author have a relationship with each of the 96 registered short-term insurers in S.A. In future studies, the questionnaire should be channelled via the South Insurance Association, SAIA, (if the association grants permission). More short-term, and long-term insurers, together with reinsurers are registered with SAIA. Thus, SAIA would provide the optimal medium to obtain more responses, and to gain a wider reach of input from most of the insurers in S.A.
- A qualitative study, still focussing on the short-term insurance industry, should be conducted next. Ideally CEOs and COOs should be included in that study to enrich the results for discussion of organisational culture and the consequent impact on successful strategy execution in the short-term insurance space.
- A study of this nature should be conducted in all the major GDP contributing sectors in S.A to empower organisations to enable successful strategy execution.
- An in-depth study should be executed to determine the types of organisational culture most dangerous to successful strategy execution, thus pre-empting attempts to derail company success or even identifying and diagnosing culture problems early on to manage change.

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7.6 Conclusion

Organisational culture should no longer be the problem of human resource departments alone. Culture is increasingly becoming recognised as a key differentiator in the success or demise of a company. The C-suite are tasked with prioritising and guiding the development of an organisational culture suited to company operations to ensure the successful execution of company strategies. Thus, the C-suite must enforce, and reward behaviour aligned to the organisational culture most beneficial to strategy execution success (Hartnell et al, 2011). This study provides a basis for the insurance industry on some key strategy execution dimensions and the accompanying associations observed with the GLOBE organisational culture dimensions for successful strategy execution; thus, providing a starting point for the executives on topics to focus on for development in their companies.

"Take Care of Your Employees and They'll Take Care of Your Business"

Sir Richard Branson

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APPENDIX A: T-Test and ANOVA test data for Demographics

Table 80: ANOVA of age demographic

Multiple Comparisons								
Dependent Variable		(I) 1. Age	(J) 1. Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
1. Uncertainty avoidance Av	Tukey HSD	1	2	-.3375	.3252	.728	-1.186	.511
			3	-.2200	.3442	.919	-1.118	.678
			4	-.2286	.3299	.900	-1.090	.632
		2	1	.3375	.3252	.728	-.511	1.186
			3	.1175	.2345	.959	-.495	.730
			4	.1089	.2129	.956	-.447	.665
		3	1	.2200	.3442	.919	-.678	1.118
			2	-.1175	.2345	.959	-.730	.495
			4	-.0086	.2409	1.000	-.637	.620
		4	1	.2286	.3299	.900	-.632	1.090
			2	-.1089	.2129	.956	-.665	.447
			3	.0086	.2409	1.000	-.620	.637
2. Gender Egalitarianism Av	Tukey HSD	1	2	.1125	.2255	.959	-.476	.701
			3	.1900	.2386	.856	-.433	.813
			4	.4357	.2287	.232	-.161	1.033
		2	1	-.1125	.2255	.959	-.701	.476
			3	.0775	.1626	.964	-.347	.502
			4	.3232	.1476	.133	-.062	.709
		3	1	-.1900	.2386	.856	-.813	.433
			2	-.0775	.1626	.964	-.502	.347
			4	.2457	.1670	.458	-.190	.682
		4	1	-.4357	.2287	.232	-1.033	.161
			2	-.3232	.1476	.133	-.709	.062
			3	-.2457	.1670	.458	-.682	.190
3. Humane Orientation Av	Tukey HSD	1	2	.4875	.2263	.143	-.103	1.078
			3	.3000	.2395	.595	-.325	.925
			4	.2571	.2295	.678	-.342	.856
		2	1	-.4875	.2263	.143	-1.078	.103
			3	-.1875	.1632	.660	-.613	.238
			4	-.2304	.1482	.409	-.617	.156
		3	1	-.3000	.2395	.595	-.925	.325
			2	.1875	.1632	.660	-.238	.613
			4	-.0429	.1676	.994	-.480	.395
		4	1	-.2571	.2295	.678	-.856	.342
			2	.2304	.1482	.409	-.156	.617
			3	.0429	.1676	.994	-.395	.480
4. Institutional Collectivism Av	Tukey HSD	1	2	-.1000	.2046	.961	-.634	.434
			3	-.2700	.2166	.599	-.835	.295
			4	-.0643	.2075	.990	-.606	.477
		2	1	.1000	.2046	.961	-.434	.634
			3	-.1700	.1476	.658	-.555	.215
			4	.0357	.1340	.993	-.314	.385
		3	1	.2700	.2166	.599	-.295	.835
			2	.1700	.1476	.658	-.215	.555
			4	.2057	.1516	.529	-.190	.601
		4	1	.0643	.2075	.990	-.477	.606
			2	-.0357	.1340	.993	-.385	.314
			3	-.2057	.1516	.529	-.601	.190
5. In-Group Collectivism Av	Tukey HSD	1	2	-.3875	.3438	.674	-1.285	.510
			3	-.4600	.3638	.587	-1.410	.490
			4	-.3000	.3486	.825	-1.210	.610
		2	1	.3875	.3438	.674	-.510	1.285
			3	-.0725	.2479	.991	-.720	.575
			4	.0875	.2250	.980	-.500	.675
		3	1	.4600	.3638	.587	-.490	1.410
			2	.0725	.2479	.991	-.575	.720
			4	.1600	.2546	.923	-.505	.825
		4	1	.3000	.3486	.825	-.610	1.210
			2	-.0875	.2250	.980	-.675	.500
			3	-.1600	.2546	.923	-.825	.505
6. Assertiveness Av	Tukey HSD	1	2	.4375	.2671	.362	-.260	1.135
			3	.8400*	.2827	.019	.102	1.578
			4	.6143	.2709	.112	-.093	1.321
		2	1	-.4375	.2671	.362	-1.135	.260
			3	.4025	.1926	.163	-.100	.905
			4	.1768	.1749	.743	-.280	.633
		3	1	-.8400*	.2827	.019	-1.578	-.102
			2	-.4025	.1926	.163	-.905	.100
			4	-.2257	.1978	.665	-.742	.291
		4	1	-.6143	.2709	.112	-1.321	.093
			2	-.1768	.1749	.743	-.633	.280
			3	.2257	.1978	.665	-.291	.742
7. Future Orientation Av	Tukey HSD	1	2	.0875	.1428	.928	-.285	.460
			3	.0600	.1511	.979	-.334	.454
			4	.1429	.1448	.757	-.235	.521
		2	1	-.0875	.1428	.928	-.460	.285
			3	-.0275	.1030	.993	-.296	.241
			4	.0554	.0935	.934	-.189	.299
		3	1	-.0600	.1511	.979	-.454	.334
			2	.0275	.1030	.993	-.241	.296
			4	.0829	.1058	.862	-.193	.359
		4	1	-.1429	.1448	.757	-.521	.235
			2	-.0554	.0935	.934	-.299	.189

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			3	-.0829	.1058	.862	-.359	.193
8. Achievement Av	Tukey HSD	1	2	-.3125	.2363	.551	-.929	.304
			3	-.5900	.2501	.091	-1.243	.063
			4	-.4214	.2397	.299	-1.047	.204
		2	1	.3125	.2363	.551	-.304	.929
			3	-.2775	.1704	.367	-.722	.167
			4	-.1089	.1547	.895	-.513	.295
		3	1	.5900	.2501	.091	-.063	1.243
			2	.2775	.1704	.367	-.167	.722
			4	.1686	.1750	.771	-.288	.625
		4	1	.4214	.2397	.299	-.204	1.047
			2	.1089	.1547	.895	-.295	.513
			3	-.1686	.1750	.771	-.625	.288
9. Power distance Av	Tukey HSD	1	2	-.2125	.0817	.051	-.426	.001
			3	-.2100	.0865	.078	-.436	.016
			4	-.2071	.0829	.066	-.424	.009
		2	1	.2125	.0817	.051	-.001	.426
			3	.0025	.0589	1.000	-.151	.156
			4	.0054	.0535	1.000	-.134	.145
		3	1	.2100	.0865	.078	-.016	.436
			2	-.0025	.0589	1.000	-.156	.151
			4	.0029	.0605	1.000	-.155	.161
		4	1	.2071	.0829	.066	-.009	.424
			2	-.0054	.0535	1.000	-.145	.134
			3	-.0029	.0605	1.000	-.161	.155
1. Information Sharing Av	Tukey HSD	1	2	-.4500	.2753	.364	-1.169	.269
			3	-.5000	.2914	.321	-1.261	.261
			4	-.2257	.2792	.850	-.955	.503
		2	1	.4500	.2753	.364	-.269	1.169
			3	-.0500	.1985	.994	-.568	.468
			4	.2243	.1802	.600	-.246	.695
		3	1	.5000	.2914	.321	-.261	1.261
			2	.0500	.1985	.994	-.468	.568
			4	.2743	.2039	.537	-.258	.807
		4	1	.2257	.2792	.850	-.503	.955
			2	-.2243	.1802	.600	-.695	.246
			3	-.2743	.2039	.537	-.807	.258
2. Leadership Av	Tukey HSD	1	2	-.2300	.3082	.878	-1.034	.574
			3	-.8760*	.3261	.041	-1.727	-.025
			4	-.4657	.3125	.447	-1.282	.350
		2	1	.2300	.3082	.878	-.574	1.034
			3	-.6460*	.2222	.023	-1.226	-.066
			4	-.2357	.2017	.648	-.762	.291
		3	1	.8760*	.3261	.041	.025	1.727
			2	.6460*	.2222	.023	.066	1.226
			4	.4103	.2282	.280	-.185	1.006
		4	1	.4657	.3125	.447	-.350	1.282
			2	.2357	.2017	.648	-.291	.762
			3	-.4103	.2282	.280	-1.006	.185
3. Performance Av	Tukey HSD	1	2	-.3150	.2973	.715	-1.091	.461
			3	-.4480	.3147	.487	-1.269	.373
			4	-.2286	.3016	.873	-1.016	.559
		2	1	.3150	.2973	.715	-.461	1.091
			3	-.1330	.2144	.925	-.693	.427
			4	.0864	.1946	.971	-.422	.595
		3	1	.4480	.3147	.487	-.373	1.269
			2	.1330	.2144	.925	-.427	.693
			4	.2194	.2202	.752	-.355	.794
		4	1	.2286	.3016	.873	-.559	1.016
			2	-.0864	.1946	.971	-.595	.422
			3	-.2194	.2202	.752	-.794	.355
4. Rewards Av	Tukey HSD	1	2	-.3250	.3246	.749	-1.172	.522
			3	-.6160	.3435	.282	-1.513	.281
			4	-.4000	.3292	.619	-1.259	.459
		2	1	.3250	.3246	.749	-.522	1.172
			3	-.2910	.2341	.601	-.902	.320
			4	-.0750	.2125	.985	-.630	.480
		3	1	.6160	.3435	.282	-.281	1.513
			2	.2910	.2341	.601	-.320	.902
			4	.2160	.2404	.806	-.412	.844
		4	1	.4000	.3292	.619	-.459	1.259
			2	.0750	.2125	.985	-.480	.630
			3	-.2160	.2404	.806	-.844	.412
5. Structure Av	Tukey HSD	1	2	-.19375	.34026	.941	-1.0819	.6944
			3	-.52000	.36009	.475	-1.4599	.4199
			4	-.15000	.34508	.972	-1.0508	.7508
		2	1	.19375	.34026	.941	-.6944	1.0819
			3	-.32625	.24536	.546	-.9667	.3142
			4	.04375	.22275	.997	-.5377	.6252
		3	1	.52000	.36009	.475	-.4199	1.4599
			2	.32625	.24536	.546	-.3142	.9667
			4	.37000	.25201	.460	-.2878	1.0278
		4	1	.15000	.34508	.972	-.7508	1.0508
			2	-.04375	.22275	.997	-.6252	.5377
			3	-.37000	.25201	.460	-1.0278	.2878
6. Empl Commitment Av	Tukey HSD	1	2	.0950	.1585	.932	-.319	.509
			3	.1240	.1677	.881	-.314	.562
			4	.0714	.1607	.971	-.348	.491
		2	1	-.0950	.1585	.932	-.509	.319
			3	.0290	.1143	.994	-.269	.327
			4	-.0236	.1037	.996	-.294	.247
		3	1	-.1240	.1677	.881	-.562	.314
			2	-.0290	.1143	.994	-.327	.269

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			4	-.0526	.1174	.970	-.359	.254
		4	1	-.0714	.1607	.971	-.491	.348
			2	.0236	.1037	.996	-.247	.294
			3	.0526	.1174	.970	-.254	.359
*. The mean difference is significant at the 0.05 level.								

Table 81: T-test of gender demographic

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
1. Uncertainty avoidance Av Tukey	Equal variances assumed	1.672	.199	2.249	108	.027	.4065	.1807	.0483	.7647
	Equal variances not assumed			2.098	60.409	.040	.4065	.1938	.0189	.7941
2. Gender Egalitarianism Av Tukey	Equal variances assumed	1.022	.314	-3.757	108	.000	-.4639	.1235	-.7087	-.2191
	Equal variances not assumed			-3.575	63.541	.001	-.4639	.1298	-.7232	-.2046
3. Humane Orientation Av Tukey	Equal variances assumed	1.981	.162	.432	108	.667	.0566	.1312	-.2034	.3167
	Equal variances not assumed			.403	60.393	.689	.0566	.1407	-.2247	.3380
4. Institutional Collectivism Av Tukey	Equal variances assumed	1.005	.318	.740	108	.461	.0864	.1168	-.1450	.3179
	Equal variances not assumed			.710	64.844	.480	.0864	.1218	-.1567	.3296
5. In-Group Collectivism Av Tukey	Equal variances assumed	.392	.533	.606	108	.545	.1187	.1957	-.2692	.5065
	Equal variances not assumed			.629	79.973	.531	.1187	.1886	-.2567	.4941
6. Assertiveness Av Tukey	Equal variances assumed	.024	.878	-2.569	108	.012	-.3943	.1535	-.6985	-.0901
	Equal variances not assumed			-2.586	73.732	.012	-.3943	.1525	-.6981	-.0905
7. Future Orientation Av Tukey	Equal variances assumed	.140	.709	-.283	108	.778	-.0230	.0812	-.1839	.1380
	Equal variances not assumed			-.279	70.169	.781	-.0230	.0822	-.1868	.1409
8. Achievement Av Tukey	Equal variances assumed	2.628	.108	.646	108	.520	.0887	.1372	-.1834	.3607
	Equal variances not assumed			.600	59.860	.551	.0887	.1477	-.2068	.3841
9. Power distance Av Tukey	Equal variances assumed	.516	.474	-1.275	108	.205	-.0605	.0475	-.1546	.0336
	Equal variances not assumed			-1.314	78.600	.193	-.0605	.0461	-.1522	.0312
1. Information Sharing Av Tukey	Equal variances assumed	2.575	.112	1.180	108	.241	.1864	.1579	-.1267	.4994
	Equal variances not assumed			1.097	59.896	.277	.1864	.1700	-.1536	.5263
2. Leadership Av Games- Howell	Equal variances assumed	4.190	.043	1.732	108	.086	.3129	.1807	-.0453	.6711
	Equal variances not assumed			1.601	59.176	.115	.3129	.1954	-.0781	.7039
3. Performance Av Tukey	Equal variances assumed	.013	.909	.416	108	.678	.0707	.1698	-.2659	.4073
	Equal variances not assumed			.412	70.198	.682	.0707	.1718	-.2719	.4134
4. Rewards Av Tukey	Equal variances assumed	.067	.796	2.284	108	.024	.4163	.1822	.0551	.7775
	Equal variances not assumed			2.247	69.290	.028	.4163	.1853	.0467	.7859
5. Structure Av Games- Howell	Equal variances assumed	4.609	.034	2.139	108	.035	.40911	.19122	.03007	.78815
	Equal variances not assumed			1.999	60.690	.050	.40911	.20467	-.00021	.81842
6. Empl Commitment Av Tukey	Equal variances assumed	.552	.459	-.137	108	.891	-.0123	.0899	-.1904	.1658
	Equal variances not assumed			-.143	81.886	.887	-.0123	.0859	-.1831	.1586

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Table 82: ANOVA of management level demographic

Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
1. Uncertainty avoidance Av	Tukey HSD	1	2	-.0210	.3259	1.000	-.925	.884
			3	.1466	.2392	.973	-.517	.811
			4	.4821	.2427	.280	-.192	1.156
			5	-.0210	.3259	1.000	-.925	.884
		2	1	.0210	.3259	1.000	-.884	.925
			3	.1676	.3166	.984	-.711	1.047
			4	.5030	.3193	.517	-.383	1.389
			5	.0000	.3863	1.000	-1.072	1.072
		3	1	-.1466	.2392	.973	-.811	.517
			2	-.1676	.3166	.984	-1.047	.711
			4	.3354	.2302	.593	-.304	.974
			5	-.1676	.3166	.984	-1.047	.711
		4	1	-.4821	.2427	.280	-1.156	.192
			2	-.5030	.3193	.517	-1.389	.383
			3	-.3354	.2302	.593	-.974	.304
			5	-.5030	.3193	.517	-1.389	.383
		5	1	.0210	.3259	1.000	-.884	.925
			2	.0000	.3863	1.000	-1.072	1.072
			3	.1676	.3166	.984	-.711	1.047
			4	.5030	.3193	.517	-.383	1.389
			5	-.5030	.3074	.491	-1.413	.407
		5	1	.0210	.2904	1.000	-.853	.895
			2	.0000	.3175	1.000	-.953	.953
			3	.1676	.2970	.979	-.719	1.055
			4	.5030	.3074	.491	-.407	1.413
2. Gender Egalitarianism Av								
	Games-Howell	1	2	-.2815	.2413	.770	-1.028	.466
			3	-.2644	.1782	.577	-.768	.239
			4	-.2436	.1453	.457	-.654	.167
			5	.1731	.1408	.735	-.235	.581
		2	1	.2815	.2413	.770	-.466	1.028
			3	.0170	.2618	1.000	-.768	.802
			4	.0379	.2407	1.000	-.708	.783
			5	.4545	.2379	.357	-.289	1.198
		3	1	.2644	.1782	.577	-.239	.768

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Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
			2	-.0170	.2618	1.000	-.802	.768
			4	.0208	.1773	1.000	-.479	.521
			5	.4375	.1736	.106	-.058	.933
		4	1	.2436	.1453	.457	-.167	.654
			2	-.0379	.2407	1.000	-.783	.708
			3	-.0208	.1773	1.000	-.521	.479
			5	.4167*	.1396	.040	.013	.820
		5	1	-.1731	.1408	.735	-.581	.235
			2	-.4545	.2379	.357	-1.198	.289
			3	-.4375	.1736	.106	-.933	.058
			4	-.4167*	.1396	.040	-.820	-.013
3. Humane Orientation Av	Tukey HSD	1	2	.0577	.2338	.999	-.591	.707
			3	-.1767	.1716	.841	-.653	.300
			4	-.2423	.1742	.635	-.726	.241
			5	-.0332	.2338	1.000	-.682	.616
		2	1	-.0577	.2338	.999	-.707	.591
			3	-.2344	.2272	.840	-.865	.396
			4	-.3000	.2291	.686	-.936	.336
			5	-.0909	.2772	.997	-.860	.678
		3	1	.1767	.1716	.841	-.300	.653
			2	.2344	.2272	.840	-.396	.865
			4	-.0656	.1652	.995	-.524	.393
			5	.1435	.2272	.970	-.487	.774
		4	1	.2423	.1742	.635	-.241	.726
			2	.3000	.2291	.686	-.336	.936
			3	.0656	.1652	.995	-.393	.524
			5	.2091	.2291	.891	-.427	.845
		5	1	.0332	.2338	1.000	-.616	.682
			2	.0909	.2772	.997	-.678	.860
			3	-.1435	.2272	.970	-.774	.487
			4	-.2091	.2291	.891	-.845	.427
4. Institutional Collectivism Av	Tukey HSD	1	2	-.1521	.2072	.948	-.727	.423
			3	-.2728	.1521	.383	-.695	.149
			4	-.1051	.1544	.960	-.534	.323
			5	-.3339	.2072	.493	-.909	.241
		2	1	.1521	.2072	.948	-.423	.727
			3	-.1207	.2013	.975	-.680	.438
			4	.0470	.2030	.999	-.517	.611
			5	-.1818	.2456	.947	-.864	.500
		3	1	.2728	.1521	.383	-.149	.695
			2	.1207	.2013	.975	-.438	.680
			4	.1677	.1464	.782	-.239	.574
			5	-.0611	.2013	.998	-.620	.498
		4	1	.1051	.1544	.960	-.323	.534
			2	-.0470	.2030	.999	-.611	.517
			3	-.1677	.1464	.782	-.574	.239
			5	-.2288	.2030	.792	-.792	.335
		5	1	.3339	.2072	.493	-.241	.909

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Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
			2	.1818	.2456	.947	-.500	.864
			3	.0611	.2013	.998	-.498	.620
			4	.2288	.2030	.792	-.335	.792
5. In-Group Collectivism Av	Tukey HSD	1	2	-.0350	.3450	1.000	-.993	.923
			3	.1611	.2533	.969	-.542	.864
			4	-.1077	.2570	.993	-.821	.606
			5	-.6259	.3450	.371	-1.584	.332
		2	1	.0350	.3450	1.000	-.923	.993
			3	.1960	.3353	.977	-.735	1.127
			4	-.0727	.3381	1.000	-1.011	.866
			5	-.5909	.4090	.600	-1.726	.544
		3	1	-.1611	.2533	.969	-.864	.542
			2	-.1960	.3353	.977	-1.127	.735
			4	-.2687	.2438	.805	-.945	.408
			5	-.7869	.3353	.139	-1.718	.144
		4	1	.1077	.2570	.993	-.606	.821
			2	.0727	.3381	1.000	-.866	1.011
			3	.2687	.2438	.805	-.408	.945
			5	-.5182	.3381	.544	-1.457	.420
		5	1	.6259	.3450	.371	-.332	1.584
			2	.5909	.4090	.600	-.544	1.726
			3	.7869	.3353	.139	-.144	1.718
			4	.5182	.3381	.544	-.420	1.457
6. Assertiveness Av	Tukey HSD	1	2	.0122	.2822	1.000	-.771	.796
			3	.0577	.2072	.999	-.517	.633
			4	.1577	.2102	.944	-.426	.741
			5	.4213	.2822	.569	-.362	1.205
		2	1	-.0122	.2822	1.000	-.796	.771
			3	.0455	.2742	1.000	-.716	.807
			4	.1455	.2766	.985	-.622	.913
			5	.4091	.3346	.738	-.520	1.338
		3	1	-.0577	.2072	.999	-.633	.517
			2	-.0455	.2742	1.000	-.807	.716
			4	.1000	.1994	.987	-.453	.653
			5	.3636	.2742	.676	-.398	1.125
		4	1	-.1577	.2102	.944	-.741	.426
			2	-.1455	.2766	.985	-.913	.622
			3	-.1000	.1994	.987	-.653	.453
			5	.2636	.2766	.875	-.504	1.031
		5	1	-.4213	.2822	.569	-1.205	.362
			2	-.4091	.3346	.738	-1.338	.520
			3	-.3636	.2742	.676	-1.125	.398
			4	-.2636	.2766	.875	-1.031	.504
7. Future Orientation Av								
	Games-Howell	1	2	-.0822	.1696	.988	-.600	.435
			3	.0300	.1065	.999	-.271	.331
			4	.0103	.1136	1.000	-.311	.331
			5	.1451	.1125	.699	-.181	.471
		2	1	.0822	.1696	.988	-.435	.600
			3	.1122	.1624	.955	-.392	.617
			4	.0924	.1671	.980	-.420	.605

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Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
			5	.2273	.1664	.657	-.287	.741
		3	1	-.0300	.1065	.999	-.331	.271
			2	-.1122	.1624	.955	-.617	.392
			4	-.0198	.1024	1.000	-.308	.269
			5	.1151	.1012	.786	-.181	.411
		4	1	-.0103	.1136	1.000	-.331	.311
			2	-.0924	.1671	.980	-.605	.420
			3	.0198	.1024	1.000	-.269	.308
			5	.1348	.1087	.728	-.180	.450
		5	1	-.1451	.1125	.699	-.471	.181
			2	-.2273	.1664	.657	-.741	.287
			3	-.1151	.1012	.786	-.411	.181
			4	-.1348	.1087	.728	-.450	.180
8. Achievement Av	Tukey HSD	1	2	.3234	.2450	.679	-.357	1.003
			3	.1430	.1798	.931	-.356	.642
			4	-.0038	.1825	1.000	-.510	.503
			5	-.0857	.2450	.997	-.766	.594
		2	1	-.3234	.2450	.679	-1.003	.357
			3	-.1804	.2380	.942	-.841	.480
			4	-.3273	.2401	.652	-.994	.339
			5	-.4091	.2904	.624	-1.215	.397
		3	1	-.1430	.1798	.931	-.642	.356
			2	.1804	.2380	.942	-.480	.841
			4	-.1469	.1731	.915	-.627	.334
			5	-.2287	.2380	.872	-.889	.432
		4	1	.0038	.1825	1.000	-.503	.510
			2	.3273	.2401	.652	-.339	.994
			3	.1469	.1731	.915	-.334	.627
			5	-.0818	.2401	.997	-.748	.585
		5	1	.0857	.2450	.997	-.594	.766
			2	.4091	.2904	.624	-.397	1.215
			3	.2287	.2380	.872	-.432	.889
			4	.0818	.2401	.997	-.585	.748
9. Power distance Av	Tukey HSD	1	2	.0192	.0859	.999	-.219	.258
			3	-.0433	.0631	.959	-.218	.132
			4	-.0141	.0640	.999	-.192	.164
			5	-.0717	.0859	.919	-.310	.167
		2	1	-.0192	.0859	.999	-.258	.219
			3	-.0625	.0835	.944	-.294	.169
			4	-.0333	.0842	.995	-.267	.200
			5	-.0909	.1019	.899	-.374	.192
		3	1	.0433	.0631	.959	-.132	.218
			2	.0625	.0835	.944	-.169	.294
			4	.0292	.0607	.989	-.139	.198
			5	-.0284	.0835	.997	-.260	.203
		4	1	.0141	.0640	.999	-.164	.192
			2	.0333	.0842	.995	-.200	.267
			3	-.0292	.0607	.989	-.198	.139
			5	-.0576	.0842	.960	-.291	.176
		5	1	.0717	.0859	.919	-.167	.310
			2	.0909	.1019	.899	-.192	.374

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Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
			3	.0284	.0835	.997	-.203	.260
			4	.0576	.0842	.960	-.176	.291
1. Information Sharing Av	Tukey HSD	1	2	.2399	.2812	.913	-.541	1.020
			3	.2558	.2064	.728	-.317	.829
			4	.3908	.2095	.342	-.191	.972
			5	-.0329	.2812	1.000	-.813	.748
		2	1	-.2399	.2812	.913	-1.020	.541
			3	.0159	.2732	1.000	-.742	.774
			4	.1509	.2755	.982	-.614	.916
			5	-.2727	.3333	.924	-1.198	.652
		3	1	-.2558	.2064	.728	-.829	.317
			2	-.0159	.2732	1.000	-.774	.742
			4	.1350	.1987	.960	-.416	.686
			5	-.2886	.2732	.828	-1.047	.470
		4	1	-.3908	.2095	.342	-.972	.191
			2	-.1509	.2755	.982	-.916	.614
			3	-.1350	.1987	.960	-.686	.416
			5	-.4236	.2755	.541	-1.188	.341
		5	1	.0329	.2812	1.000	-.748	.813
			2	.2727	.3333	.924	-.652	1.198
			3	.2886	.2732	.828	-.470	1.047
			4	.4236	.2755	.541	-.341	1.188
2. Leadership Av	Tukey HSD	1	2	.0846	.3227	.999	-.811	.980
			3	.1909	.2369	.928	-.467	.848
			4	.0846	.2404	.997	-.583	.752
			5	-.5336	.3227	.467	-1.429	.362
		2	1	-.0846	.3227	.999	-.980	.811
			3	.1062	.3136	.997	-.764	.977
			4	.0000	.3163	1.000	-.878	.878
			5	-.6182	.3826	.491	-1.680	.444
		3	1	-.1909	.2369	.928	-.848	.467
			2	-.1062	.3136	.997	-.977	.764
			4	-.1062	.2280	.990	-.739	.527
			5	-.7244	.3136	.150	-1.595	.146
		4	1	-.0846	.2404	.997	-.752	.583
			2	.0000	.3163	1.000	-.878	.878
			3	.1062	.2280	.990	-.527	.739
			5	-.6182	.3163	.296	-1.496	.260

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Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
		5	1	.5336	.3227	.467	-.362	1.429
			2	.6182	.3826	.491	-.444	1.680
			3	.7244	.3136	.150	-.146	1.595
			4	.6182	.3163	.296	-.260	1.496
3. Performance Av	Tukey HSD	1	2	.0231	.3019	1.000	-.815	.861
			3	.3793	.2216	.431	-.236	.994
			4	.2897	.2249	.699	-.334	.914
			5	.2231	.3019	.947	-.615	1.061
		2	1	-.0231	.3019	1.000	-.861	.815
			3	.3562	.2933	.743	-.458	1.170
			4	.2667	.2958	.896	-.554	1.088
			5	.2000	.3578	.981	-.793	1.193
		3	1	-.3793	.2216	.431	-.994	.236
			2	-.3562	.2933	.743	-1.170	.458
			4	-.0896	.2133	.993	-.682	.502
			5	-.1562	.2933	.984	-.970	.658
		4	1	-.2897	.2249	.699	-.914	.334
			2	-.2667	.2958	.896	-1.088	.554
			3	.0896	.2133	.993	-.502	.682
			5	-.0667	.2958	.999	-.888	.754
		5	1	-.2231	.3019	.947	-1.061	.615
			2	-.2000	.3578	.981	-1.193	.793
			3	.1562	.2933	.984	-.658	.970
			4	.0667	.2958	.999	-.754	.888
4. Rewards Av	Tukey HSD	1	2	.1217	.3290	.996	-.792	1.035
			3	.4183	.2415	.419	-.252	1.089
			4	.1974	.2451	.928	-.483	.878
			5	-.2238	.3290	.960	-1.137	.689
		2	1	-.1217	.3290	.996	-1.035	.792
			3	.2966	.3197	.886	-.591	1.184
			4	.0758	.3224	.999	-.819	.971
			5	-.3455	.3900	.902	-1.428	.737
		3	1	-.4183	.2415	.419	-1.089	.252
			2	-.2966	.3197	.886	-1.184	.591
			4	-.2208	.2325	.876	-.866	.424
			5	-.6420	.3197	.269	-1.529	.245
		4	1	-.1974	.2451	.928	-.878	.483
			2	-.0758	.3224	.999	-.971	.819
			3	.2208	.2325	.876	-.424	.866

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Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
			5	-.4212	.3224	.688	-1.316	.474
		5	1	.2238	.3290	.960	-.689	1.137
			2	.3455	.3900	.902	-.737	1.428
			3	.6420	.3197	.269	-.245	1.529
			4	.4212	.3224	.688	-.474	1.316
		4	1	-.1974	.2712	.949	-.964	.569
			2	-.0758	.3374	.999	-1.092	.940
			3	.2208	.2284	.869	-.423	.865
			5	-.4212	.2753	.553	-1.228	.385
		5	1	.2238	.2893	.936	-.619	1.067
			2	.3455	.3521	.860	-.717	1.408
			3	.6420	.2496	.115	-.106	1.390
			4	.4212	.2753	.553	-.385	1.228
5. Structure Av	Tukey HSD	1	2	.36101	.34126	.827	-.5862	1.3083
			3	.51442	.25050	.248	-.1809	1.2098
			4	.50192	.25422	.286	-.2037	1.2076
			5	-.07080	.34126	1.000	-1.0180	.8764
		2	1	-.36101	.34126	.827	-1.3083	.5862
			3	.15341	.33161	.990	-.7671	1.0739
			4	.14091	.33442	.993	-.7874	1.0692
			5	-.43182	.40456	.823	-1.5548	.6911
		3	1	-.51442	.25050	.248	-1.2098	.1809
			2	-.15341	.33161	.990	-1.0739	.7671
			4	-.01250	.24111	1.000	-.6818	.6568
			5	-.58523	.33161	.400	-1.5057	.3352
		4	1	-.50192	.25422	.286	-1.2076	.2037
			2	-.14091	.33442	.993	-1.0692	.7874
			3	.01250	.24111	1.000	-.6568	.6818
			5	-.57273	.33442	.431	-1.5010	.3556
		5	1	.07080	.34126	1.000	-.8764	1.0180
			2	.43182	.40456	.823	-.6911	1.5548
			3	.58523	.33161	.400	-.3352	1.5057
			4	.57273	.33442	.431	-.3556	1.5010
6. Empl Commitment Av	Tukey HSD	1	2	-.5580*	.1464	.002	-.964	-.152
			3	-.2245	.1075	.232	-.523	.074
			4	-.0908	.1091	.920	-.393	.212
			5	.2056	.1464	.626	-.201	.612
		2	1	.5580*	.1464	.002	.152	.964

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Dependent Variable		(I) mang level	(J) mang level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
			3	.3335	.1423	.139	-.061	.728
			4	.4673*	.1435	.013	.069	.865
			5	.7636*	.1735	.000	.282	1.245
		3	1	.2245	.1075	.232	-.074	.523
			2	-.3335	.1423	.139	-.728	.061
			4	.1337	.1034	.696	-.153	.421
			5	.4301*	.1423	.026	.035	.825
		4	1	.0908	.1091	.920	-.212	.393
			2	-.4673*	.1435	.013	-.865	-.069
			3	-.1337	.1034	.696	-.421	.153
			5	.2964	.1435	.243	-.102	.695
		5	1	-.2056	.1464	.626	-.612	.201
			2	-.7636*	.1735	.000	-1.245	-.282
			3	-.4301*	.1423	.026	-.825	-.035
			4	-.2964	.1435	.243	-.695	.102

*. The mean difference is significant at the 0.05 level.

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Table 83: ANOVA of tenure with company demographic

Multiple Comparisons								
Dependent Variable		Tenure with the company	Tenure with the company	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
1. Uncertainty avoidance Av	Tukey HSD	1	2	.0351	.2211	.986	-.491	.561
			3	-.2435	.2120	.487	-.747	.260
		2	1	-.0351	.2211	.986	-.561	.491
			3	-.2786	.2086	.379	-.774	.217
		3	1	.2435	.2120	.487	-.260	.747
			2	.2786	.2086	.379	-.217	.774
2. Gender Egalitarianism Av	Tukey HSD	1	2	-.2416	.1553	.270	-.611	.128
			3	.0584	.1489	.919	-.296	.412
		2	1	.2416	.1553	.270	-.128	.611
			3	.3000	.1465	.106	-.048	.648
		3	1	-.0584	.1489	.919	-.412	.296
			2	-.3000	.1465	.106	-.648	.048
3. Humane Orientation Av	Tukey HSD	1	2	.1022	.1571	.793	-.271	.476
			3	.2165	.1506	.326	-.141	.574
		2	1	-.1022	.1571	.793	-.476	.271
			3	.1143	.1482	.721	-.238	.466
		3	1	-.2165	.1506	.326	-.574	.141
			2	-.1143	.1482	.721	-.466	.238
4. Institutional Collectivism Av	Tukey HSD	1	2	.0351	.1412	.967	-.300	.371
			3	-.0411	.1354	.950	-.363	.281
		2	1	-.0351	.1412	.967	-.371	.300
			3	-.0762	.1332	.835	-.393	.240
		3	1	.0411	.1354	.950	-.281	.363
			2	.0762	.1332	.835	-.240	.393
5. In-Group Collectivism Av	Tukey HSD	1	2	.1004	.2363	.905	-.461	.662
			3	-.0400	.2265	.983	-.578	.498
		2	1	-.1004	.2363	.905	-.662	.461
			3	-.1405	.2229	.804	-.670	.389
		3	1	.0400	.2265	.983	-.498	.578
			2	.1405	.2229	.804	-.389	.670
6. Assertiveness Av	Tukey HSD	1	2	-.2515	.1893	.382	-.701	.198
			3	-.0682	.1814	.925	-.499	.363
		2	1	.2515	.1893	.382	-.198	.701
			3	.1833	.1785	.562	-.241	.608
		3	1	.0682	.1814	.925	-.363	.499
			2	-.1833	.1785	.562	-.608	.241
7. Future Orientation Av	Tukey HSD	1	2	-.1264	.0964	.392	-.355	.103
			3	.0498	.0924	.852	-.170	.269
		2	1	.1264	.0964	.392	-.103	.355
			3	.1762	.0909	.133	-.040	.392
		3	1	-.0498	.0924	.852	-.269	.170
			2	-.1762	.0909	.133	-.392	.040
8. Achievement Av	Tukey HSD	1	2	.1615	.1649	.592	-.230	.553
			3	-.0195	.1581	.992	-.395	.356
		2	1	-.1615	.1649	.592	-.553	.230
			3	-.1810	.1555	.478	-.551	.189
		3	1	.0195	.1581	.992	-.356	.395
			2	.1810	.1555	.478	-.189	.551
9. Power distance Av	Tukey HSD	1	2	-.0286	.0571	.871	-.164	.107
			3	-.0833	.0548	.285	-.213	.047

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		2	1	.0286	.0571	.871	-.107	.164
			3	-.0548	.0539	.568	-.183	.073
		3	1	.0833	.0548	.285	-.047	.213
			2	.0548	.0539	.568	-.073	.183
1. Information Sharing Av	Tukey HSD	1	2	.1337	.1907	.763	-.320	.587
			3	-.0844	.1828	.889	-.519	.350
		2	1	-.1337	.1907	.763	-.587	.320
			3	-.2181	.1799	.448	-.646	.209
		3	1	.0844	.1828	.889	-.350	.519
			2	.2181	.1799	.448	-.209	.646
2. Leadership Av								
	Games-Howell	1	2	.0606	.2314	.963	-.496	.617
			3	-.0251	.2309	.994	-.580	.530
		2	1	-.0606	.2314	.963	-.617	.496
			3	-.0857	.1871	.891	-.533	.362
		3	1	.0251	.2309	.994	-.530	.580
			2	.0857	.1871	.891	-.362	.533
3. Performance Av	Tukey HSD	1	2	.2824	.2004	.340	-.194	.759
			3	-.1481	.1921	.722	-.605	.309
		2	1	-.2824	.2004	.340	-.759	.194
			3	-.4305	.1890	.063	-.880	.019
		3	1	.1481	.1921	.722	-.309	.605
			2	.4305	.1890	.063	-.019	.880
4. Rewards Av								
	Games-Howell	1	2	.1352	.2264	.822	-.410	.681
			3	-.1095	.2393	.891	-.684	.465
		2	1	-.1352	.2264	.822	-.681	.410
			3	-.2448	.1865	.393	-.691	.201
		3	1	.1095	.2393	.891	-.465	.684
			2	.2448	.1865	.393	-.201	.691
5. Structure Av	Tukey HSD	1	2	.38745	.23219	.222	-.1644	.9393
			3	.05411	.22260	.968	-.4750	.5832
		2	1	-.38745	.23219	.222	-.9393	.1644
			3	-.33333	.21901	.285	-.8539	.1872
		3	1	-.05411	.22260	.968	-.5832	.4750
			2	.33333	.21901	.285	-.1872	.8539
6. Empl Commitment Av	Tukey HSD	1	2	-.0814	.1056	.722	-.332	.170
			3	-.2433*	.1012	.047	-.484	-.003
		2	1	.0814	.1056	.722	-.170	.332
			3	-.1619	.0996	.239	-.399	.075
		3	1	.2433*	.1012	.047	.003	.484
			2	.1619	.0996	.239	-.075	.399

*. The mean difference is significant at the 0.05 level.

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Table 84: ANOVA of direct reports demographic

Multiple Comparisons								
Dependent Variable		Employee direct reports	Employee direct reports	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
1. Uncertainty avoidance Av	Tukey HSD	1	2	-.3103	.2072	.296	-.803	.182
			3	-.0900	.2245	.915	-.624	.444
		2	1	.3103	.2072	.296	-.182	.803
			3	.2204	.2544	.663	-.384	.825
		3	1	.0900	.2245	.915	-.444	.624
			2	-.2204	.2544	.663	-.825	.384
2. Gender Egalitarianism Av	Tukey HSD	1	2	-.0259	.1468	.983	-.375	.323
			3	.2403	.1591	.290	-.138	.618
		2	1	.0259	.1468	.983	-.323	.375
			3	.2661	.1802	.306	-.162	.694
		3	1	-.2403	.1591	.290	-.618	.138
			2	-.2661	.1802	.306	-.694	.162
3. Humane Orientation Av	Tukey HSD	1	2	-.2155	.1472	.312	-.565	.134
			3	-.1008	.1595	.803	-.480	.278
		2	1	.2155	.1472	.312	-.134	.565
			3	.1147	.1807	.801	-.315	.544
		3	1	.1008	.1595	.803	-.278	.480
			2	-.1147	.1807	.801	-.544	.315
4. Institutional Collectivism Av	Tukey HSD	1	2	.0172	.1250	.990	-.280	.314
			3	-.4633*	.1355	.003	-.785	-.141
		2	1	-.0172	.1250	.990	-.314	.280
			3	-.4805*	.1535	.006	-.845	-.116
		3	1	.4633*	.1355	.003	.141	.785
			2	.4805*	.1535	.006	.116	.845
5. In-Group Collectivism Av	Tukey HSD	1	2	-.5259*	.2145	.042	-1.036	-.016
			3	-.4479	.2324	.136	-1.000	.104
		2	1	.5259*	.2145	.042	.016	1.036
			3	.0780	.2633	.953	-.548	.704
		3	1	.4479	.2324	.136	-.104	1.000
			2	-.0780	.2633	.953	-.704	.548

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6. Assertiveness Av	Tukey HSD	1	2	.3276	.1753	.153	-.089	.744
			3	.2991	.1899	.261	-.152	.750
		2	1	-.3276	.1753	.153	-.744	.089
			3	-.0285	.2152	.990	-.540	.483
		3	1	-.2991	.1899	.261	-.750	.152
			2	.0285	.2152	.990	-.483	.540
7. Future Orientation Av	Tukey HSD	1	2	.0431	.0917	.885	-.175	.261
			3	.0753	.0993	.729	-.161	.311
		2	1	-.0431	.0917	.885	-.261	.175
			3	.0322	.1126	.956	-.235	.300
		3	1	-.0753	.0993	.729	-.311	.161
			2	-.0322	.1126	.956	-.300	.235
8. Achievement Av	Tukey HSD	1	2	-.1293	.1545	.681	-.497	.238
			3	-.1953	.1674	.476	-.593	.203
		2	1	.1293	.1545	.681	-.238	.497
			3	-.0660	.1897	.936	-.517	.385
		3	1	.1953	.1674	.476	-.203	.593
			2	.0660	.1897	.936	-.385	.517
9. Power distance Av	Tukey HSD	1	2	.0000	.0541	1.000	-.129	.129
			3	-.0307	.0586	.859	-.170	.109
		2	1	.0000	.0541	1.000	-.129	.129
			3	-.0307	.0664	.889	-.189	.127
		3	1	.0307	.0586	.859	-.109	.170
			2	.0307	.0664	.889	-.127	.189
1. Information Sharing Av	Tukey HSD	1	2	-.1966	.1775	.512	-.619	.225
			3	.1747	.1924	.636	-.283	.632
		2	1	.1966	.1775	.512	-.225	.619
			3	.3712	.2180	.209	-.147	.889
		3	1	-.1747	.1924	.636	-.632	.283
			2	-.3712	.2180	.209	-.889	.147
2. Leadership Av	Tukey HSD	1	2	-.3034	.2053	.306	-.791	.185
			3	-.1247	.2225	.841	-.653	.404
		2	1	.3034	.2053	.306	-.185	.791
			3	.1787	.2521	.759	-.420	.778
		3	1	.1247	.2225	.841	-.404	.653

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			2	-.1787	.2521	.759	-.778	.420
3. Performance Av	Tukey HSD	1	2	-.1034	.1898	.849	-.555	.348
			3	.2849	.2057	.352	-.204	.774
		2	1	.1034	.1898	.849	-.348	.555
			3	.3883	.2330	.223	-.166	.942
		3	1	-.2849	.2057	.352	-.774	.204
			2	-.3883	.2330	.223	-.942	.166
4. Rewards Av	Tukey HSD	1	2	-.5517*	.2044	.022	-1.038	-.066
			3	-.1451	.2214	.790	-.671	.381
		2	1	.5517*	.2044	.022	.066	1.038
			3	.4066	.2509	.242	-.190	1.003
		3	1	.1451	.2214	.790	-.381	.671
			2	-.4066	.2509	.242	-1.003	.190
5. Structure Av	Tukey HSD	1	2	-.18534	.21952	.676	-.7071	.3364
			3	.13812	.23785	.831	-.4272	.7034
		2	1	.18534	.21952	.676	-.3364	.7071
			3	.32346	.26951	.456	-.3171	.9640
		3	1	-.13812	.23785	.831	-.7034	.4272
			2	-.32346	.26951	.456	-.9640	.3171
6. Empl Commitment Av	Tukey HSD	1	2	.0517	.1003	.864	-.187	.290
			3	.1918	.1087	.187	-.067	.450
		2	1	-.0517	.1003	.864	-.290	.187
			3	.1400	.1231	.493	-.153	.433
		3	1	-.1918	.1087	.187	-.450	.067
			2	-.1400	.1231	.493	-.433	.153
*. The mean difference is significant at the 0.05 level.								

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Table 85: T-test of involvement in strategy execution demographic

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
1. Uncertainty avoidance Av Tukey	Equal variances assumed	3.387	.068	-.963	108	.337	-.2000	.2076	-.6115	.2115
	Equal variances not assumed			-1.138	52.835	.260	-.2000	.1758	-.5527	.1527
2. Gender Egalitarianism Av Tukey	Equal variances assumed	.070	.792	.238	108	.812	.0353	.1480	-.2580	.3286
	Equal variances not assumed			.232	37.652	.818	.0353	.1523	-.2731	.3437
3. Humane Orientation Av Tukey	Equal variances assumed	2.688	.104	-.238	108	.812	-.0353	.1480	-.3286	.2580
	Equal variances not assumed			-.290	56.447	.773	-.0353	.1216	-.2789	.2083
4. Institutional Collectivism Av Tukey	Equal variances assumed	.416	.520	1.066	108	.289	.1400	.1313	-.1202	.4002
	Equal variances not assumed			1.171	45.779	.248	.1400	.1195	-.1006	.3806
5. In-Group Collectivism Av Tukey	Equal variances assumed	.136	.713	1.788	108	.077	.3894	.2178	-.0422	.8211
	Equal variances not assumed			1.812	40.025	.077	.3894	.2148	-.0448	.8236
6. Assertiveness Av Tukey	Equal variances assumed	.107	.744	.688	108	.493	.1224	.1778	-.2302	.4749
	Equal variances not assumed			.704	40.571	.486	.1224	.1739	-.2290	.4737
7. Future Orientation Av Games-Howell	Equal variances assumed	3.959	.049	-1.295	108	.198	-.1176	.0909	-.2977	.0625
	Equal variances not assumed			-1.174	34.458	.249	-.1176	.1002	-.3212	.0859

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8. Achievement Av Tukey	Equal variances assumed	1.766	.187	.266	108	.791	.0412	.1550	-.2660	.3484
	Equal variances not assumed			.303	49.181	.763	.0412	.1359	-.2319	.3142
9. Power distance Av Tukey	Equal variances assumed	2.632	.108	-1.432	108	.155	-.0765	.0534	-.1824	.0294
	Equal variances not assumed			-1.368	36.813	.180	-.0765	.0559	-.1897	.0368
1. Information Sharing Av Tukey	Equal variances assumed	.126	.723	.123	108	.902	.0221	.1792	-.3331	.3773
	Equal variances not assumed			.129	42.270	.898	.0221	.1708	-.3225	.3668
2. Leadership Av Tukey	Equal variances assumed	.077	.781	.169	108	.866	.0348	.2065	-.3745	.4442
	Equal variances not assumed			.168	39.127	.867	.0348	.2069	-.3835	.4532
3. Performance Av Games- Howell	Equal variances assumed	9.067	.003	-.642	108	.522	-.1228	.1912	-.5019	.2562
	Equal variances not assumed			-.834	65.991	.407	-.1228	.1473	-.4169	.1712
4. Rewards Av Tukey	Equal variances assumed	.008	.928	1.552	108	.124	.3228	.2081	-.0896	.7352
	Equal variances not assumed			1.543	38.899	.131	.3228	.2092	-.1004	.7461
5. Structure Av Tukey	Equal variances assumed	2.326	.130	-.315	108	.753	-.06941	.22001	-.50550	.36668
	Equal variances not assumed			-.346	45.555	.731	-.06941	.20085	-.47381	.33498
6. Empl Commitment Av Tukey	Equal variances assumed	1.125	.291	-1.358	108	.177	-.1365	.1005	-.3356	.0627
	Equal variances not assumed			-1.315	37.465	.196	-.1365	.1038	-.3466	.0737

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Table 86: ANOVA of company organisational strategy demographic

Multiple Comparisons								
Dependent Variable		Describe Org strategy	Describe Org strategy	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
1. Uncertainty avoidance Av	Tukey HSD	1	2	.3043	.2554	.634	-.362	.971
			3	-.1124	.2051	.947	-.648	.423
			4	-.1402	.2973	.965	-.916	.636
		2	1	-.3043	.2554	.634	-.971	.362
			3	-.4167	.2635	.394	-1.104	.271
			4	-.4444	.3402	.561	-1.332	.443
		3	1	.1124	.2051	.947	-.423	.648
			2	.4167	.2635	.394	-.271	1.104
			4	-.0278	.3043	1.000	-.822	.766
		4	1	.1402	.2973	.965	-.636	.916
			2	.4444	.3402	.561	-.443	1.332
			3	.0278	.3043	1.000	-.766	.822
2. Gender Egalitarianism Av	Tukey HSD	1	2	.1742	.1825	.775	-.302	.651
			3	-.0202	.1466	.999	-.403	.362
			4	-.0758	.2124	.984	-.630	.479
		2	1	-.1742	.1825	.775	-.651	.302
			3	-.1944	.1883	.731	-.686	.297
			4	-.2500	.2431	.733	-.885	.385
		3	1	.0202	.1466	.999	-.362	.403
			2	.1944	.1883	.731	-.297	.686
			4	-.0556	.2174	.994	-.623	.512
		4	1	.0758	.2124	.984	-.479	.630
			2	.2500	.2431	.733	-.385	.885
			3	.0556	.2174	.994	-.512	.623
3. Humane Orientation Av	Tukey HSD	1	2	-.0139	.1808	1.000	-.486	.458
			3	-.0139	.1452	1.000	-.393	.365
			4	-.3750	.2105	.288	-.924	.174
		2	1	.0139	.1808	1.000	-.458	.486
			3	.0000	.1866	1.000	-.487	.487
			4	-.3611	.2408	.442	-.990	.268
		3	1	.0139	.1452	1.000	-.365	.393
			2	.0000	.1866	1.000	-.487	.487
			4	-.3611	.2154	.341	-.923	.201
		4	1	.3750	.2105	.288	-.174	.924

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			2	.3611	.2408	.442	-.268	.990
			3	.3611	.2154	.341	-.201	.923
4. Institutional Collectivism Av	Tukey HSD	1	2	-.0581	.1630	.984	-.484	.367
			3	.0947	.1309	.888	-.247	.436
			4	-.0303	.1897	.999	-.526	.465
		2	1	.0581	.1630	.984	-.367	.484
			3	.1528	.1682	.800	-.286	.592
			4	.0278	.2171	.999	-.539	.595
		3	1	-.0947	.1309	.888	-.436	.247
			2	-.1528	.1682	.800	-.592	.286
			4	-.1250	.1942	.918	-.632	.382
		4	1	.0303	.1897	.999	-.465	.526
			2	-.0278	.2171	.999	-.595	.539
			3	.1250	.1942	.918	-.382	.632
5. In-Group Collectivism Av	Tukey HSD	1	2	-.1301	.2684	.962	-.831	.571
			3	-.3245	.2156	.438	-.887	.238
			4	.3144	.3124	.746	-.501	1.130
		2	1	.1301	.2684	.962	-.571	.831
			3	-.1944	.2769	.896	-.917	.528
			4	.4444	.3575	.601	-.489	1.378
		3	1	.3245	.2156	.438	-.238	.887
			2	.1944	.2769	.896	-.528	.917
			4	.6389	.3198	.195	-.196	1.474
		4	1	-.3144	.3124	.746	-1.130	.501
			2	-.4444	.3575	.601	-1.378	.489
			3	-.6389	.3198	.195	-1.474	.196
6. Assertiveness Av	Tukey HSD	1	2	.0833	.2091	.978	-.463	.629
			3	.2917	.1680	.310	-.147	.730
			4	-.5833	.2434	.084	-1.219	.052
		2	1	-.0833	.2091	.978	-.629	.463
			3	.2083	.2158	.769	-.355	.772
			4	-.6667	.2786	.085	-1.394	.060
		3	1	-.2917	.1680	.310	-.730	.147
			2	-.2083	.2158	.769	-.772	.355
			4	-.8750*	.2492	.004	-1.525	-.225
		4	1	.5833	.2434	.084	-.052	1.219
			2	.6667	.2786	.085	-.060	1.394
			3	.8750*	.2492	.004	.225	1.525
7. Future Orientation Av								
	Games-Howell	1	2	.0467	.1189	.979	-.276	.369

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			3	.1717	.0810	.156	-.041	.384
			4	-.1894	.1449	.571	-.602	.223
		2	1	-.0467	.1189	.979	-.369	.276
			3	.1250	.1117	.681	-.182	.432
			4	-.2361	.1641	.489	-.691	.218
		3	1	-.1717	.0810	.156	-.384	.041
			2	-.1250	.1117	.681	-.432	.182
			4	-.3611	.1390	.086	-.764	.042
		4	1	.1894	.1449	.571	-.223	.602
			2	.2361	.1641	.489	-.218	.691
			3	.3611	.1390	.086	-.042	.764
8. Achievement Av	Tukey HSD	1	2	-.0013	.1830	1.000	-.479	.476
			3	-.3624	.1470	.071	-.746	.021
			4	.2765	.2130	.566	-.280	.833
		2	1	.0013	.1830	1.000	-.476	.479
			3	-.3611	.1888	.229	-.854	.132
			4	.2778	.2438	.666	-.359	.914
		3	1	.3624	.1470	.071	-.021	.746
			2	.3611	.1888	.229	-.132	.854
			4	.6389*	.2180	.021	.070	1.208
		4	1	-.2765	.2130	.566	-.833	.280
			2	-.2778	.2438	.666	-.914	.359
			3	-.6389*	.2180	.021	-1.208	-.070
9. Power distance Av	Tukey HSD	1	2	.0290	.0666	.972	-.145	.203
			3	.0429	.0535	.853	-.097	.183
			4	-.0265	.0775	.986	-.229	.176
		2	1	-.0290	.0666	.972	-.203	.145
			3	.0139	.0687	.997	-.165	.193
			4	-.0556	.0887	.923	-.287	.176
		3	1	-.0429	.0535	.853	-.183	.097
			2	-.0139	.0687	.997	-.193	.165
			4	-.0694	.0793	.818	-.277	.138
		4	1	.0265	.0775	.986	-.176	.229
			2	.0556	.0887	.923	-.176	.287
			3	.0694	.0793	.818	-.138	.277
1. Information Sharing Av	Tukey HSD	1	2	-.1722	.2169	.857	-.739	.394
			3	-.2556	.1743	.461	-.710	.199
			4	.3000	.2525	.636	-.359	.959
		2	1	.1722	.2169	.857	-.394	.739
			3	-.0833	.2238	.982	-.668	.501
			4	.4722	.2890	.364	-.282	1.227

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		3	1	.2556	.1743	.461	-.199	.710
			2	.0833	.2238	.982	-.501	.668
			4	.5556	.2585	.144	-.119	1.230
		4	1	-.3000	.2525	.636	-.959	.359
			2	-.4722	.2890	.364	-1.227	.282
			3	-.5556	.2585	.144	-1.230	.119
2. Leadership Av	Tukey HSD	1	2	-.3071	.2426	.587	-.940	.326
			3	-.4960	.1948	.059	-1.005	.013
			4	.3985	.2824	.495	-.339	1.136
		2	1	.3071	.2426	.587	-.326	.940
			3	-.1889	.2503	.874	-.842	.464
			4	.7056	.3231	.134	-.138	1.549
		3	1	.4960	.1948	.059	-.013	1.005
			2	.1889	.2503	.874	-.464	.842
			4	.8944*	.2890	.013	.140	1.649
		4	1	-.3985	.2824	.495	-1.136	.339
			2	-.7056	.3231	.134	-1.549	.138
			3	-.8944*	.2890	.013	-1.649	-.140
3. Performance Av	Tukey HSD	1	2	-.3399	.2228	.426	-.921	.242
			3	-.5510*	.1789	.014	-1.018	-.084
			4	.2879	.2593	.684	-.389	.965
		2	1	.3399	.2228	.426	-.242	.921
			3	-.2111	.2298	.795	-.811	.389
			4	.6278	.2967	.155	-.147	1.402
		3	1	.5510*	.1789	.014	.084	1.018
			2	.2111	.2298	.795	-.389	.811
			4	.8389*	.2654	.011	.146	1.532
		4	1	-.2879	.2593	.684	-.965	.389
			2	-.6278	.2967	.155	-1.402	.147
			3	-.8389*	.2654	.011	-1.532	-.146
4. Rewards Av	Tukey HSD	1	2	.0005	.2509	1.000	-.654	.655
			3	-.3162	.2015	.401	-.842	.210
			4	.5561	.2920	.232	-.206	1.318
		2	1	-.0005	.2509	1.000	-.655	.654
			3	-.3167	.2588	.613	-.992	.359
			4	.5556	.3342	.349	-.317	1.428
		3	1	.3162	.2015	.401	-.210	.842
			2	.3167	.2588	.613	-.359	.992
			4	.8722*	.2989	.022	.092	1.652
		4	1	-.5561	.2920	.232	-1.318	.206
			2	-.5556	.3342	.349	-1.428	.317

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			3	-.8722*	.2989	.022	-1.652	-.092
5. Structure Av	Tukey HSD	1	2	-.45518	.26348	.315	-1.1429	.2326
			3	-.52462	.21164	.069	-1.0770	.0278
			4	.01705	.30669	1.000	-.7835	.8176
		2	1	.45518	.26348	.315	-.2326	1.1429
			3	-.06944	.27185	.994	-.7790	.6402
			4	.47222	.35096	.536	-.4439	1.3883
		3	1	.52462	.21164	.069	-.0278	1.0770
			2	.06944	.27185	.994	-.6402	.7790
			4	.54167	.31391	.316	-.2777	1.3610
		4	1	-.01705	.30669	1.000	-.8176	.7835
			2	-.47222	.35096	.536	-1.3883	.4439
			3	-.54167	.31391	.316	-1.3610	.2777
6. Empl Commitment Av	Tukey HSD	1	2	-.0424	.1252	.987	-.369	.284
			3	-.0258	.1006	.994	-.288	.237
			4	.1076	.1457	.881	-.273	.488
		2	1	.0424	.1252	.987	-.284	.369
			3	.0167	.1292	.999	-.320	.354
			4	.1500	.1668	.805	-.285	.585
		3	1	.0258	.1006	.994	-.237	.288
			2	-.0167	.1292	.999	-.354	.320
			4	.1333	.1492	.808	-.256	.523
		4	1	-.1076	.1457	.881	-.488	.273
			2	-.1500	.1668	.805	-.585	.285
			3	-.1333	.1492	.808	-.523	.256

*. The mean difference is significant at the 0.05 level.

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APPENDIX B: Ethical Clearance

Gordon Institute of Business Science
University of Pretoria

25 July 2019

Renay Sewpersad

Dear Renay

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

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APPENDIX C: Consistency Matrix (including Hypotheses)

(Hypotheses and Questionnaire extracted from Reddy (2017) and House et al., 2004.

HYPOTHESES (Reddy, 2017) ***(But only using 6 out of the 10 strategic levers due to the results of the Cronbach Alpha test> 0.7)***	**LITERATURE REVIEW**	**DATA COLLECTION TOOL**	**ANALYSIS**
Hypothesis 1 H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of information sharing. H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of information sharing. **Hypothesis 2** H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of leadership H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of leadership.	**Strategic Execution Questionnaire developed by**: (Reddy, 2017) Sources used by Reddy (2017) in developing the strategic execution questionnaire linked to organisational culture were: • Crittenden & Crittenden (2008) • O'Reily, Caldwell, Chatman, Lapiz, & Self (2010) • Parnell (2008) • Krishnakumar (2015) • Franken, Edwards, & Lambert (2009) • Shah (2005) **Other literature used:** • House et al. (2004) • Minkov & Blagoev (2012) • Argenti (2017) • Inayatullah (2016) • Venaik & Brewer (2016) • Hickson, Miller, & Wilson (2003)	GLOBE (2004) Organisational Culture Survey + Strategy Execution Survey Questionnaire developed and tested by Reddy (2017)	Analysis via SPSS Quantitative study

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HYPOTHESES (Reddy, 2017) ***(But only using 6 out of the 10 strategic levers due to the results of the Cronbach Alpha test> 0.7)***	**LITERATURE REVIEW**	**DATA** **COLLECTION TOOL**	**ANALYSIS**
Hypothesis 3 H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of rewards. H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of rewards. **Hypothesis 4** H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of performance. H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of performance.	• Carmeli & Tishler (2004) • Javidan, Dorfman, Luque, & House (2006) • Porter (1996) • Thompson, Strickland III, & Gamble (2008) • Kim & Mauborgne (2019) • Norreklit, Jacobsen, & Mitchell (2008) • Higgins (2005) • Rouse & Daellenbach (1999) • Chatterji, Findley, Jensen, Meier, & Nielson (2016) • Quinn & Spreitzer (1991) • Cameron & Quinn (2006) • Schimmoeller (2010) • Hartnell, Ou, & Kinicki (2011) • McSweeney (2002) • House, Javidan, Hanges, & Dorfman (2001) • House, Javidan, Hanges, & Dorfman (2002) • McKinnon, Harrison, Chow, and Wu (2003) • Vukonjanski, Nikolić, Hadžić, Terek, and Nedeljković (2012) • Grant and Preston (2019) • Greer, Lusch and Hitt (2017) • Wang, Wang, Cao, & Ye, 2016) • Haynes, Hitt and Campbell (2015) • Vomberg, Homburg and Bornemann (2015)		

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HYPOTHESES (Reddy, 2017) ***(But only using 6 out of the 10 strategic levers due to the results of the Cronbach Alpha test> 0.7)***	**LITERATURE REVIEW**	**DATA** **COLLECTION TOOL**	**ANALYSIS**
Hypothesis 5 H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of structure. H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of structure **Hypothesis 6** H_0: There is no statistically significant association between the 9 Globe cultural dimensions and the strategy execution dimension of employee commitment. H_1: There is a statistically significant association between the between the 9 Globe cultural dimensions and the strategy execution dimension of employee commitment. *N.B Information sharing, Leadership, Performance, Rewards, Structure, Employees Commitment (6 out of the 10 dimensions) identified by Reddy (2017) will be used only.*	• Lee & Puranam (2016) • Kweh, Lu, & Wang, 2014 • Almeida & Soares, 2014) • Sull, Homkes and Sull (2015) • Lee & Puranam (2016) • Haynes, Hitt and Campbell (2015) • O'Reilly, Caldwell, Chatman, & Doerr (2014). • Thomas, Ambrosini, & Hughes (2015) • Olson, Slater, & Hult (2005) • Gallup (2017) • Vomberg, Homburg, & Bornemann (2015) • Barrick, Thurgood, Smith, & Courtright, (2015) • Buller & McEvoy (2012) • Bonoma & Crittenden (1988) • Öztekin (2015) • Martinez & Cooper, 2019). • Durst, Hinteregger, & Zieba (2019 • Lee & Lee (2014) • Kaplan & Norton (1996) • Kaplan (2005) • Ohiomah, Andreev, Benyoucef, & Hood, (2019) • Ahearne, Lam, & Kraus (2014) • Sawalha (2015) • Pradhan, Arvin, & Norman (2015) • Pradhan, Arvin, Nair, Hall, & Gupta (2017) • Mohy, Regupathi, & Abu-Bakar (2017) • Lee, Lee, & Chiu (2013)		

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HYPOTHESES (Reddy, 2017) ***(But only using 6 out of the 10 strategic levers due to the results of the Cronbach Alpha test> 0.7)***	**LITERATURE REVIEW**	**DATA** **COLLECTION TOOL**	**ANALYSIS**
	• Balcilara, Gupta, Lee, & Olasehinde-Williams (2018) • Van Wyk & Badenhorst-Weiss (2017) • Busse & Höfer (2018) • Raes, Heijltjes, Glunk, & Roe (2011) • Huy, Corley, & Kraatz (2014) • Guo, Huy, & Xiao (2017) • Mintzberg & Waters (1985) • Thomas & Ambrosini (2015) • Korovedzai (2018) • Alhassan & Biekpe (2016) • Price Waterhouse Coopers (2011) • Burke & Litwin (1992) • Hoorn (2015) • Martin (2016) • Kaul (2019) • Mukwakungu & Mbohwa (2016) • Mercer (2014) • National Development Plan Executive Committee (2012) • Waddock & Graves (1997) • Hofstede (1984) • Hofstede (2001) • Hofstede (2011) • Hofstede (2006) • Kaplan & Norton (1996) • Kaplan (2005) • Schein (1988) • Schein (2004)		

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APPENDIX D: Consent from participants

This questionnaire is the intellectual property of GLOBE (2004) and Reddy (2017) - the core questionnaire was not altered.

Dear Participant

You are herewith invited to participate in a research project. The research project aims to understand the effect of organisational culture on strategy execution in the short-term insurance industry.

Please note that participation in this survey (via questionnaire) is completely voluntary and anonymous. Should you wish to withdraw at any point please feel free to do so. Please note your responses will be treated with the highest confidentiality and is to be used solely for the purpose of research. The research findings will be available on request from Renay Sewpersad (renay@fpasa.co.za, 011 397 1618/19) after consultation with the Gordon Institute of Business Science, University of Pretoria.

By completing this research questionnaire, it is generally accepted that you **give full consent** to the researcher that your responses may be used for research purposes ONLY and that responses will be treated in an anonymous and confidential manner.

You will note that the research questionnaire contains three sub sections and a total of 57 questions that need to be completed. Please answer all the questions in the questionnaire. The questionnaire will only take between 35-40 minutes to complete.

I sincerely appreciate your willingness to participate in this research project and the time used to contribute to further research in the field of organisational culture and strategy execution.

Sincere Regards,

Renay Sewpersad

APPENDIX E: Survey Questionnaire

Topic: The impact of organisational culture on strategy execution

Introduction

Thank you for taking the time to complete this questionnaire. This questionnaire consists of three (3) sections. Each section is accompanied by instructions of how the questions need to be addressed.

Section A: Requires your demographic information.

Section B: Requires you to describe your organisational culture as you perceive it.

Section C: Requires you to describe your ability to execute your organisational strategy as you perceive it.

Please answer all items on the answer sheet. You are required to complete all questions of each section. In the event an item is irrelevant, or if you are unsure or do not know the answer, leave the question blank.

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Section A: Demographics

This section requires you to define your demographic information.

Please answer all questions by selecting the appropriate option.

1) Age

   - 18-30 years
   - 31-40 years
   - 41-50 years
   - 51 years and older

2) Gender
   - Male
   - Female

3) I am currently employed at a short-term insurer in South Africa
   - Yes
   - No
   - No, but I was within the past 12 months

4) Management Level
   - Not in management
   - Junior management
   - Middle management
   - Senior management
   - Executive management

5) Department
   - Marketing
   - Sales
   - Supply Chain
   - Logistics
   - Research & Development
   - Finance
   - Information Technology
   - Operations
   - Quality
   - Human Resources
   - Other, specify: _____

6) How long have you been employed with the organisation?

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- 0-2 years
- 3-7 years
- 8 or more years

7) How many employees report to you?
   - 0-2 employees
   - 3-7 employees
   - 8 employees or more

8) How many years have you been in management?
   - 0-5 years
   - 6-10 years
   - 11-15 years
   - 15 years or more

9) How many employees are working for your company in South Africa?
   - 0 – 1000 employees
   - 1001 – 2000 employees
   - 2001 – 3000 employees
   - 3001 – 4000 employees
   - 4001 – 5000 employees
   - Greater than 5000 employees

10) Have you been involved in strategy implementation and execution?
   - Yes
   - No

11) How best would you describe your organisation's strategy?
   - Growth
   - Differentiation
   - Innovation
   - Low Cost

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Section B: Organisational Culture

This section requires you to describe your organisational culture as you perceive it. Please answer all questions by selecting the appropriate option.

1= strongly disagree; 2= disagree; 3= Neutral (either agree or disagree); 4= agree; 5= strongly agree

Questionnaire	1 strongly disagree	2 disagree	3 Neutral	4 agree	5 strongly agree
Organisational Culture					
12) In this organisation, orderliness and consistency are stressed, even at the expense of experimentation and innovation.					
13) In this organisation, job requirements and instructions are clearly defined so employees know what is expected of them.					
14) In this organisation, men are encouraged to participate in professional development activities more than women.					
	Men	**Mostly men**	**Both men and women equally**	**Mostly women**	**Women**
15) In this organisation, physically demanding tasks are usually performed by:					
	Assertive	**Mostly assertive**	**Neither assertive nor non-assertive**	**Mostly non-assertive**	**Non-assertive**
16) In this organisation, people are generally					
	Men	**Mostly men**	**Both men and women equally**	**Mostly women**	**women**
17) In this organisation, people are generally					
	1	**2**	**3**	**4**	**5**
18) In this organisation, managers encourage group loyalty even if individual goals suffer					

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Questionnaire	1 strongly disagree	2 disagree	3 Neutral	4 agree	5 strongly agree
	Individual interests			**Collective interests**	
19) The remuneration (pay and bonus) system in this organisation is designed to maximize					
	1	**2**	**3**	**4**	**5**
20) In this organisation, group members take pride in the individual accomplishments of their manager.					
21) In this organisation, managers take pride in the individual accomplishments of their employees					
	Very concerned about others	**Moderately concerned about others**	**Somewhat concerned about others**	**Not concerned about others**	
22) In this organisation, people are generally					
	Very sensitive towards others	**Moderately sensitive toward others**	**Somewhat sensitive toward others**	**Not sensitive toward others**	
23) In this organisation, people are generally					
	Plan ahead -1		**Take events as they occur -2**		
24) The way to be successful in this organisation is to					
	Plan for the future -1		**Accept the status quo- 2**		
25) In this organisation, the accepted norm is to					
	1	**2**	**3**	**4**	**5**
26) In this organisation, employees are encouraged to strive for continuously improved performance					
	Not rewarded	**Moderately rewarded**		**Substantially rewarded-**	
27) In this organisation, being innovative to improve performance is generally					
	One's ability and contribution to the organisation			**Authority of one's position**	
28) In this organisation, a person's influence is based primarily on					

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Questionnaire	1 strongly disagree	2 disagree	3 Neutral	4 agree	5 strongly agree
	Obey their boss without question		Question their boss when in disagreement		
29) In this organisation, subordinates are expected to					
Section C: Strategy Execution					
INFORMATION SHARING (STRATEGY EXECUTION)	**1 strongly disagree**	**2 disagree**	**3 Neutral**	**4 agree**	**5 strongly agree**
30) We willingly share information or knowledge with others					
31) We believe that our sources of information are reliable					
32) Our managers trust information generated from sources outside their own departments					
33) Our information reaches people who need it within the organisation					
34) Employees understand and evaluate the usefulness of available information					
LEADERSHIP (STRATEGY EXECUTION)					
35) Our leaders clearly articulate the strategy					
36) Our leaders provide a compelling vision					
37) Our leaders provide measurable objectives for implementing the vison					
38) Our leaders respond effectively to resistance to change					
39) Our leaders personally inspire and motivate for us to change					
PERFORMANCE (STRATEGY EXECUTION)					
40) We have done what we planned to					
41) We have accomplished our goals					
42) We have adapted our business to maximise our goals					
43) We have the best people and capability to sustain success					
44) We have executed our strategy well					
REWARDS (STRATEGY EXECUTION)					
45) Our organisation rewards us for the successful implementation of the strategic plan					

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Questionnaire	1 strongly disagree	2 disagree	3 Neutral	4 agree	5 strongly agree
46) Our rewards motivate us to contribute our best					
47) Our rewards motivate us to go the extra mile to implement strategic decisions to the best of our abilities					
48) We celebrate strategic execution success publicly/ openly across all business units					
49) We recognise commitment and excellence in strategy execution in both teams and individuals					
STRUCTURE (STRATEGY EXECUTION)					
50) Our organisational structure meets the requisite demands of the strategy. For example, if your strategy is to be a low-cost provider – a structure that fosters low costs should be implemented					
51) Our organisational structure encourages clear accountability for delivery of strategic initiatives					
52) Our organisational structure nurtures the few critical competencies for competitive advantage					
53) Our organisational structure encourages both teamwork and individuality					
EMPLOYEE COMMITMENT 1 (STRATEGY EXECUTION)					
54) I am committed to seeing our organisational strategy is effectively implemented					
55) I don't worry about implementing strategy; I just do my job					
56) I don't concern myself with implementing strategies if they are not beneficial to my department					
57) I tend to be less concerned with working together and more concerned with competing to be best					
58) I believe that my organisation is most successful when everyone works to implement a common strategy					

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