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Shared values and organisational culture a source for competitive advantage: a comparison between Middle East, Africa and South Africa using the Competing Values Framework

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ABSTRACT

Shared values and organisational culture a source for competitive advantage: a comparison between Middle East, Africa and South Africa using the Competing Values Framework

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KEYWORDS:

Competing Values Framework, Shared Values, Organisational Culture, Competitive Advantage, Multinational Corporations.

SUMMARY:

The presented dissertation reports the findings of a quantitative study on shared values of a multinational corporation across its Middle East and Sub-Saharan subsidiaries. The study is based on the Competing Values Framework (Quinn & Rohrbaugh, 1983; Cameron & Quinn, 1999) with 24 shared values superimposed upon the Competing Values Framework (McDonald & Gandz, 1992).

The presented work argues that an organisation can increase its competitiveness by understanding its shared value system and by managing the organisation accordingly. In return, the organisation due to an increased competitiveness would realise a competitive advantage by understanding the shared value composition. In understanding the shared values composition one can attract and retain staff due to a greater person organisation fit, which in turn would lead to a reduction in staff turnover, skilling and training cost in return yielding a competitive advantage.

The research found that there seems to be a common shift or trend in the Cape Town, Johannesburg and Middle East subsidiaries. The trend is that the subsidiaries value those shared values most that fits into the clan and market culture quadrants with some elements of the adhocracy and hierarchy cultures type resembled. The latter not being as dominant as the clan and market culture types. The Pretoria and Turkey subsidiaries regarded the values of the clan and adhocracy culture quadrants higher than those within the market and hierarchy culture quadrants. This is unexpected to a degree as the subsidiaries are across multiple nations encompassing different cultures.

The subsidiaries believe in culture of collaboration and competition with the purpose of group cohesion and the pursuit of objectives.

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 for any degree examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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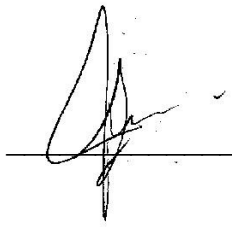
Signature: 

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- Finally to my mom, dad, brothers and sister for upholding their continuous support

I hope that this research paper makes a difference towards the perception of values, its impact on organisational competitiveness within the Multinational Corporation landscape and that it ensures that individuals are truly empowered**.**

Leon Nel

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1. INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Research title

This study investigated the shared values system as a basis for organisational culture to see whether the shared values are regarded as a source for competitive advantage. The study does a comparison of the shared values of multiple subsidiaries within the Middle East, Africa and South African operations of a single multinational corporation by using the Competing Values Framework.

1.2 Research scope

The quantitative study investigated the underlying shared value system of the organisational culture within African, Middle East and South African subsidiaries of a multinational corporation (MNC). The study was performed to determine the desired core and espoused values of the organisational culture within the MNC subsidiaries to see whether the different shared values are providing the subsidiary the foundation for a competitive advantage. The study was based on the Competing Values Framework (CVF) and included 24 shared values proposed by McDonald and Gandz (1992). These 24 shared values were superimposed upon the CVF. The 24 values superimposed on the CVF depict the degree of cultural orientation that the subsidiary portrays. By superimposing the shared values upon the CVF one will be able to highlight which shared values effectively depicts which quadrant of the CVF. The superimposition of the shared values upon the CVF allows for the successful testing of the various quadrants within the CVF.

The CVF is a methodology and a tool to assess culture (Quinn & Rohrbaugh,1983) and it is used to measure organisational effectiveness. The first dimension of the two dimensional framework is used to map the degree of which an organisation is focused inwards or outwards, namely the organisational focus. The second dimension of the framework distinguishes the organisational preference for structure and control, namely a focus on either managerial control or empowered employee decision making (Quinn & Rohrbaugh, 1983).

1.3 Research motivation

The researcher argues that sustainability is only achieved by means of a long-lasting competitive advantage and that the organisational culture can be a source of competitive advantage for the MNC subsidiary. With the increasing interdependence of the world economy, the organisational landscape is ever more inhabited by firms that own and control activities in more than one country. In the past multinational corporations (MNCs) have received considerable attention in the fields of economics and strategic management (Rosenzweig & Singh, 1991; Paik & Sohn, 2004; Gupta & Govindarajan, 1991). MNCs have however less frequently been the focus of study in organisation theory (Rosenzweig & Singh, 1991). The MNC, nevertheless, poses several interesting issues for organisational theorists. On one hand, a multinational enterprise is a single organisation that operates in a global environment, with a need to coordinate its far-flung operations. On the other hand, an MNC is comprised of a set of sub-organisations that operate in distinct national environments

(Rosenzweig & Singh, 1991) called the MNC subsidiary. These subsidiaries face not only a local environment, but also the context of the whole corporation, which they draw upon for resources and administrative practices. The effect of operating in a global economy also impacts on the subsidiary as multiple nationalities and their different cultures needs to be taken into account within a global context whilst balancing the profitability and sustainability of the subsidiary.

In recent years, research in the field of competitive advantage and the role of capabilities, competence and knowledge have been conducted (Andersson, 2003). Organisational values provide the framework for the organisation's culture, which affects nearly all the organisational activities (Hill, 2009; Cummings & Worley, 2005), from the execution of strategy to the acceptance and implementation of new processes (Soyer, Kabak, & Asan, 2007; Hill, 2009; Cummings & Worley, 2005). Research in the field of shared values as the source of competitive advantage (McDonald & Gandz, 1992) suggests that shared values can contribute positively to the competitive advantage of firms.

The MNC and its subsidiaries exist in an environment where a multitude of different nationalities and cultures work together towards a common goal due to the international business environment and its associated challenges. An important aspect of MNC's is the effect of society culture upon the values found within the workplace (Hill, 2009). Management practices needs to be aligned with cultural values (Cummings & Worley, 2005) to ensure that the diverse set

of values, norms and behaviour is adequately incorporated into the organisation. To this effect it is important in understanding the shared value foundation of the organisation as the value systems and norms of a country influence the cost of doing business (Hill, 2009). The aforementioned in turn impact on the managerial decision making within the subsidiary. Key to this study would be to gain a better understanding on whether the shared value system as a component of the organisational culture plays a significant role in the competitive advantage of the MNC subsidiary or not.

For MNC's and its subsidiaries the relationship between competitive advantage and culture is important for two reasons (Hill, 2009), firstly the connection advocates which countries are expected to produce the most practical competitors. For example, MNCs stemming from the Unites States are likely to face unremitting expansion in aggressive, cost-efficient countries from Asia Pacific nations where a combination of free market economics, Confucian ideology, group orientation and free market economics are found (Hill, 2009). Secondly, the correlation between competitive advantage and culture has an impact on MNC decision making processes, including as to where to do what type of business (Hill, 2009).

The scope of the research project included subsidiaries of a MNC already established within the Middle East and African (MEA) region. Although it might be argued that the choice of country to enter into is reliant on the national culture, it is also important to understand the current shared value system to

ensure sustainability by means of a competitive advantage. The current economical climate and increased global competition contributes to the difficulty of international business success within the MNC and its associated subsidiary landscape. Hence in order to maintain a sustainable competitive advantage managerial decision making needs to account for attracting and retaining the right talent. By attracting and retaining the correct talent operational cost such as staff training and education as well as idle time can be reduced. In turn the researcher argues that these savings would lead to a competitive advantage due to the reduction of operational costs and increased profitability. Therefore a thorough understanding of the organisational culture and its associated shared value system needs to be researched in order to understand how the MNC subsidiary can improve on its staff retention as well as its operational costs, which in turn would contribute positively towards its competitive advantage. Understanding the direct and indirect cost implications of the shared values perspective upon profitability and competitiveness is out of scope of the current research project and the researcher proposes that these aspects could be researched in future.

1.4 Research problem

The idea of organisational culture has been important in the study of organisational behavior in the past (O'Reilly III, Chatman, & Caldwell, 1991). Within this domain aspects of individuals and groups, such as values and expectations, interact with aspects of situations, to affect the individuals' behavioral responses (O'Reilly III et al., 1991). Research has shown that culture performs a functional role by directing managers on how best to manage

groups (Sisaye, 2005). It has also been stated that shared values form the foundation of an organisation's culture and that values can be regarded as the only glue that an organisation has. In another understanding it is the only sense of definition (McDonald & Gandz, 1992) for an organisation. The concept of shared values has achieved a high level of managerial attention (McDonald & Gandz, 1992) and is worth further exploration.

Managerial decision making to achieve a competitive advantage relies on multiple factors ranging from economic, political, legal as well as cultural dimensions (Hill, 2009). The researcher argues that attracting and retaining the right talent is influenced by a thorough understanding of the shared values of an organisation. The argument of the researcher incorporates the fact that an organisation must have the ability to match potential staff members to the shared values. As this ability would reduce operational costs, improve on the profitability and in result assist in a competitive advantage.

In light of past research and the aforementioned arguments, it is imperative that organisational culture and its underlying value system needs to be further explored to confirm its role in the competitive advantage of the MNC subsidiary.

1.5 Summary

Chapter 1 of this research paper addressed the need to study the culture of a MNC within its subsidiaries in order gain a better understanding of the different

shared values of each of the subsidiaries. The introductory chapter introduced background reasoning as to the importance of shared values, organisational culture including a correspondence between the shared values and the competitive advantage for the MNC subsidiary.

In order to address the research problem proposed in Chapter 1 and to provide answers a thorough literature study is done in Chapter 2. The literature study include research in the areas of organisational culture, the competing values framework, shared values including core and espoused values as well as organisational culture and its relation to competitive advantage.

Chapter 3 of this research proposal sets forth the research questions necessary to resolve the research problem posed. Chapter 4 provides the rationale for the quantitative research methodology followed by the researcher. Chapter 5 depicts the results of the research study. Chapter 6 represents a discussion of the results shown in Chapter 5 in terms of the research questions posed in Chapter 4 of this research paper. Finally the study concludes in Chapter 7 highlighting the main findings, recommendations for future research including the current study limitations.

2. LITERATURE REVIEW

2.1 Introduction

In Chapter 1 the researcher provided an overview of the research paper and the need for the research conducted. The purpose of this chapter is to provide a literature review on the topics pertaining to the research scope introduced in the introductory chapter.

Organisational culture as a subject of formal study has captured the interest of a variety of researchers (Tsui, Zhang, Wang, Xin, & Wu, 2006; Gregory, Harris, Armenakis, & Shook, 2008). From an academic perspective literature with regards to organisational culture can broadly be categorised into two main schools of thought.

The one school of thought takes a phenomenological approach and focuses on understanding the concept and defining the meaning of culture. The other school of thought takes a functionalist approach and focuses on the consequences of organisational Culture (Tsui et al., 2006). Empirical research has largely been focused on the functionalist perspective with notable evidence on the role of organisational culture for firm outcomes. This research paper is based on the functionalist approach to organisational culture with a focus on the shared value system of an organisation's culture and its impact on the competitive advantage of the organisation.

In addition to the schools of thought mentioned above, organisational culture can be defined and measured in a variety of methods, including culture strength, culture traits, culture congruence, culture types, or shared values (O'Reilly III et al., 1991; Tsui et al., 2006). Furthermore past research has found organisational culture to be related to both performance at the organisational level and commitment at the individual level (Tsui et al., 2006; Gordon & DiTomasa, 1992).

As the researcher proposed in Chapter 1, this research paper evaluates shared values as the basis of organisational culture to determine the role of organisational culture as part of the competitive advantage within MNC subsidiaries. To this extent the researcher included the following topics relating to the research problem in this chapter, organisational culture, the competing values framework, shared values, core and espoused values and organisational culture and its relationship with competitive advantage. The researcher uses the next sections of this chapter to explain each of the aforementioned topics relating to the research problem in more detail.

Figure 1 illustrates the literature fields that have been researched to obtain a better understanding and to contextualise the study in order to provide some answers to the research questions posed in Chapter 3. As illustrated in Figure 1, the research consists of two main research strands, namely culture and

values. In accordance the CVF is utilised as the framework for the research conducted in reference with the competitive advantage. In result designed to address the research topic proposed.

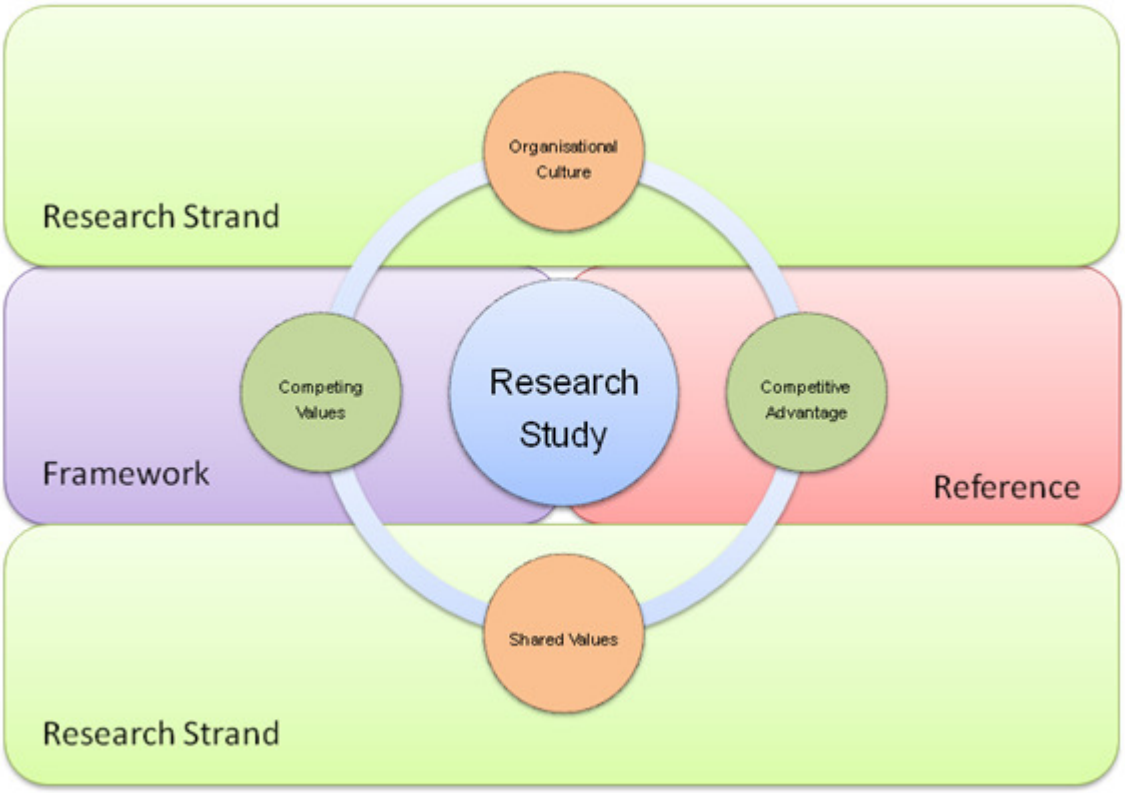

Figure 1: Literature areas researched

2.2 Organisational culture

Within organisational theory, the concept of "organisational culture" has many different definitions (Barney, 1986). In this study the concept of "organisational culture" is defined as patterns of shared values and beliefs developed over time, producing behavioural norms that are adopted in solving problems (Sin & Tse, 2000). Although there are still some confusion as to the term culture when applied to the organisation, agreement to the definition of organisational culture

in that it encompasses the shared philosophies, assumptions, values, expectations, attitudes and norms that bind an organisation together (Smircich, 1983; Cummings & Worley, 2005) exist. One such explanation of culture is depicted in Figure 2.

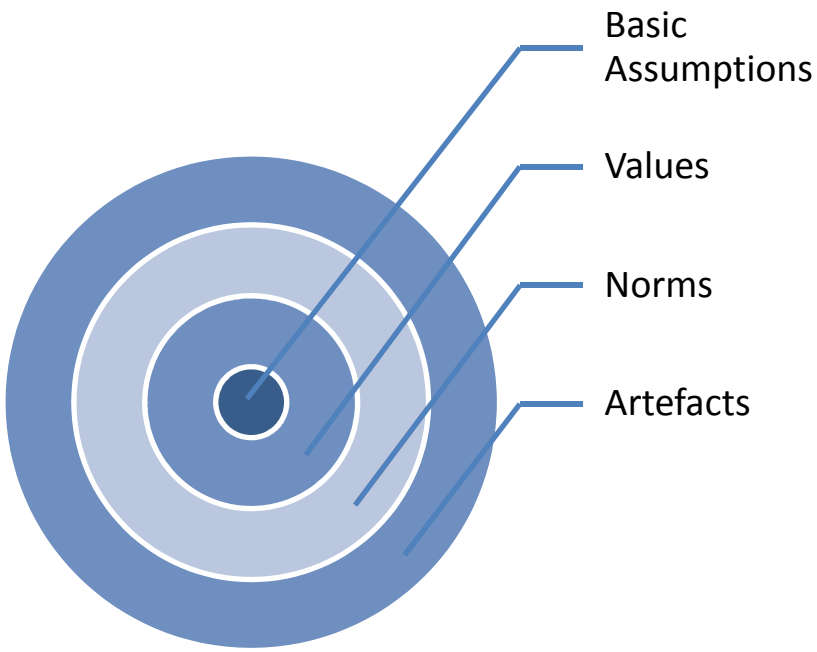

Figure 2: Levels of Corporate Culture (Cummings & Worley, 2005)

It is argued that artefacts are the most concrete expression of organisational culture, encompassing values, norms and basic assumptions (Cummings & Worley, 2005). Norms are guiding how members of the organisation should behave during certain circumstances whereas values are a deeper level of awareness of what ought to be in organisations (Cummings & Worley, 2005).

Research also reveals that organisational culture is regarded as a body of solutions to problems, which have worked consistently in the past for an organisation and are therefore taught to new members as the correct way to

perceive, think about and feel in relation to those problems (Sin & Tse, 2000). Furthermore, organisational culture refers to a system of shared meaning held by members, in the end distinguishing one organisation from another (Robbins & Judge, 2007).

Therefore organisational culture consists of norms, values, beliefs, procedures and rules that are shared and in effect bind members together (Sisaye, 2005; Hill, 2009). Organisational culture should be regarded as "a set of meanings created within the organisation but influenced by broader social and historical processes. Organisational members use these meanings – norms, roles, plans, ideals and ideas – to make sense out of the flow of actions and events they experience" (Sisaye, 2005).

2.3 Competing Values Framework

To bring the elements of shared values and organisational culture into perspective, the researcher decided to base the study on the competing values framework (CVF). The CVF has been named as one of the 40 most important frameworks in the history of business (Cameron K. S., Quinn, Degraff, & Thakor, 2006). The CVF has been studied and tested by a group of thought leaders from leading business schools and corporations for more than 25 years (Cameron et al., 2006; Quinn & Rohrbaugh, 1983; McDonald & Gandz, 1992; Soyer et al., 2007). The CVF also serves as a map, an organising mechanism, a sense-making device, a source of new ideas and a learning system. It has been applied by researchers to many organisational aspects such as value

outcomes, corporate strategy, organisational culture, leadership and decision making (Cameron et al., 2006; Gregory et al., 2008).

In the context of the study the researcher uses the CVF to assess the organisation's culture in terms of how it resolves a set of value dilemmas (Cummings & Worley, 2005). The CVF approach suggest that an organisation's culture can be studied and understood in terms of two important "value pairs", each pair consist of contradictory values placed at opposite sides of the scale. The first pair is explained as internal focus and integration versus external focus and differentiation. The second pair is flexibility and discretion versus stability and control (Cummings & Worley, 2005). These "value pairs" are depicted in Figure 3.

The core dimensions of the CVF depict four organisational forms – clan, adhocracy, market and hierarchy, each with distinct information processing preferences. Subsequent research based on the CVF allows for the expansion (Igo & Skitmore, 2006; Deshpandé, Farley, & Webster, 1993) on the culture types described by the CVF. In order to understand the CVF and its application pertinent to this study it is necessary that one investigates the four organisational forms depicted within the framework. The four organisational forms of the CVF are best described as the following (Igo & Skitmore, 2006):

- **The Clan** - emphasizing morale and group cohesion. The clan is typical for an organisation that concentrates on internal upholding with agility, apprehension for people, and understanding for customers. The clan

culture places an importance on human relations and adopts flexible operation procedures focusing on internal relationships. Core values include co-operation, consideration, agreement, fairness and social equality. An organisation with a clan culture is generally a very hospitable place to work where people share a lot. It is like an extended family where leaders are thought of as mentors. It's a culture where loyalty and tradition hold the organisation together. In the clan form the workplace is regarded as the home away from home. According to the CVF the clan type is in direct opposition with the market type;

- **The Adhocracy** - emphasizing transformation and growth. This type of culture is best resembled where the organisation concentrates on an external focus with a high degree of flexibility and individuality that is supported by an open system that promotes the willingness to act. It is generally a dynamic, entrepreneurial and creative place. It's an organisation that encourages people to stick their necks out and take risks. Leaders are visionary and innovative and success means producing distinctive and unique products and services. The organisation values creativeness, experimentation, risk, independence and responsiveness. According to the CVF the adhocracy type is in direct "competition" with the hierarchy type;

- **The Market** - emphasizing efficiency and productivity. This culture resembles an organisation that is working towards clear and rational goals that are achieved through high productivity and economical

operation. An organisation with a market culture tends to be results orientated and concentrate on getting the job done and its members value competitiveness, thoroughness, perfectionism, assertiveness and personal initiative. The leaders of this type of organisation are inclined to be hard-driving producers, intent on performing better than its competitors and being at the forefront of their field of attempt by maintaining stability and control. The term market is not to be used interchangeably with the marketing function of an organisation. It represents a focus on communication with external bodies such as suppliers and customers. As mentioned before the market type is in "competition" with the clan type;

- **The Hierarchy** - emphasizing stability and the execution of regulations. An organisation resembles this culture, when it focuses on internal maintenance and strives for consistency and control through clear task setting and enforcement of strict rules. Accordingly the hierarchy culture tends to adopt a formal approach to relationships where leaders need to be good coordinators and organisers. This culture places the emphasis on economy, formality, unity, order and respect. As mentioned, the hierarchy is in "competition" with the adhocracy culture type.

For example an organisation with a dominant clan culture will focus on collaborative efforts whereas an organisation with a market culture will be more competitive in nature. In the same relation an organisation with a hierarchical culture will be internally focused with a focus on control as opposed to an

organisation with a predominately adhocracy type of culture which will be more creative and flexible. In order to achieve a balance one would want to have the culture of the organisation balanced between internal and external focus as well as between controlled and flexible. Therefore the researcher argues that the organisational culture, in order to increase the competitiveness, should be balanced across the various quadrants. This does not however say that a predominant culture is in-effective, the researcher merely argues that a predominant culture of a certain type can inhibit the economic performance of the organisation.

Figure 3 depicts the core dimensions of the CVF.

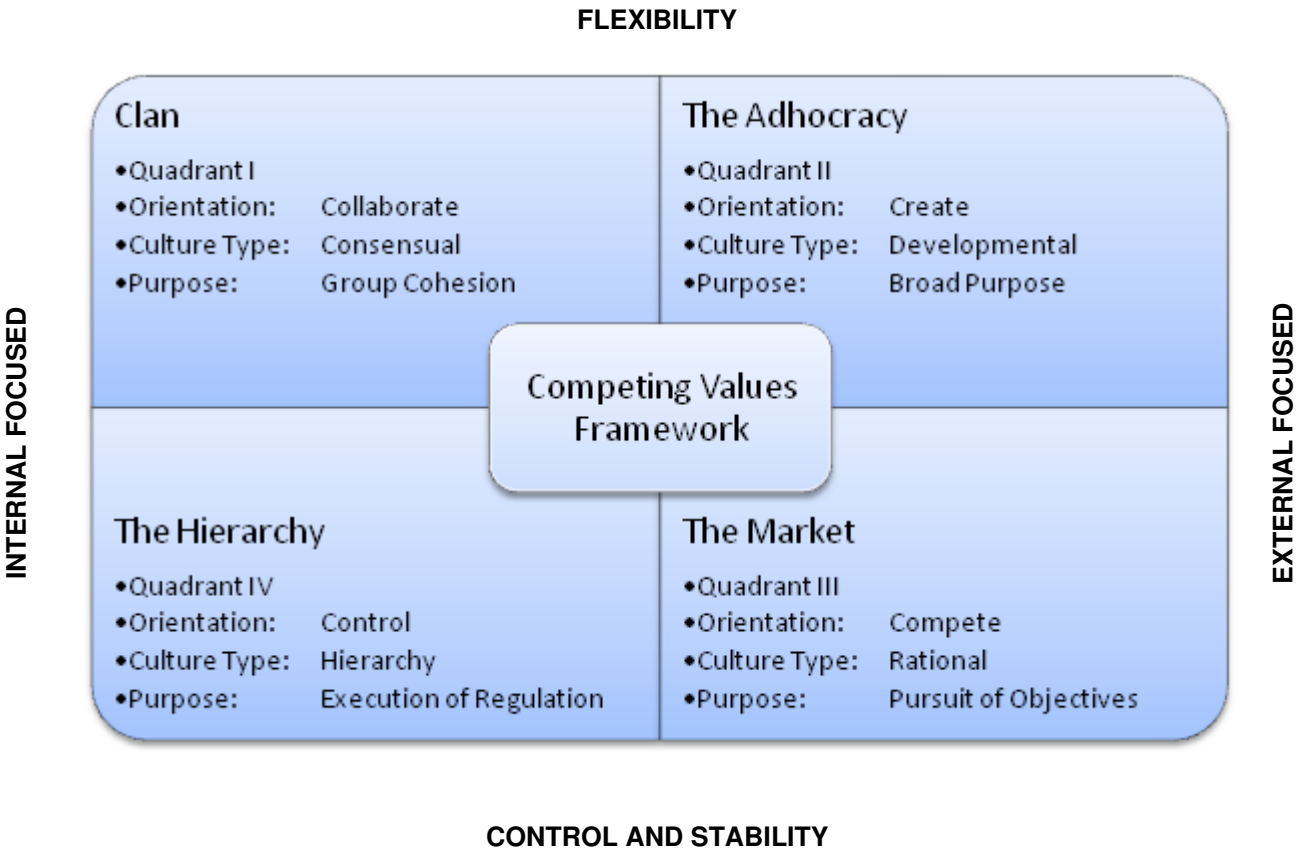

Figure 3: Core dimensions of the Competing Values Framework

The basic framework consists of two dimensions, expressing organisational strain or “competing values” which exist in all organisations. The competing values can graphically be depicted by both a vertical and horizontal dimension. The CVF model is described as a two-by-two model with four quadrants (Cameron et al., 2006). Research has shown that some organisations are effective if the organisation tends towards the consensual culture type while others were effective by tending towards the developmental culture type or hierarchical or even rational culture type (Cameron et. al, 2006).

The resulting framework consisting of two dimensions represents a cluster of criteria which can be related to leadership, culture, value or learning within organisations. This framework can also be utilised to capture the fundamental values or culture within an organisation (Cameron et al., 2006).

The CVF also refers to whether an organisation has a predominantly internal or external focus and whether it strives for flexibility and individuality or stability and control (McDonald & Gandz, 1992; Soyer et al., 2007). The first dimension of the two dimensional framework is used to map the degree of organisational focus either predominantely inwards or predominantely outwards, this dimension is also known as the organisational focus dimension. The second dimension of the framework distinguishes the organisational preference for structure and control, which is either focused managerial control or employee decision making (Quinn & Rohrbaugh, 1983).

In summary the CVF can be utilised as a means for determining the relative importance of cultural traits within an organisation and to establish the organisation's dominant culture type (Quinn & Rohrbaugh, 1983). In result the researcher proposes to utilise the CVF as a mechanism to describe the overall culture profile in terms of the 24 shared values (McDonald & Gandz, 1992) described in the next section.

The managerial decision making process in terms of the CVF include the analysis of whether the organisation is too much externally focused, with a lack of internal efficiency (Dastmalchian, Lee, & Ng, 2000). Conversely, too much internal focus can yield a lack of internal efficiency (Dastmalchian et al., 2000). Therefore the CVF is a mechanism to study and analyse the organisation's culture that depicts the type of culture that the organisation resembles. In turn assisting with the managerial decision making processes to approach future direction around either the current or the envisioned culture desired within the organisation. The researcher argues that the understanding of the shared values, based on the CVF will enhance managerial decision making in relation to establishing or ensuring a sustainable competitive advantage.

2.4 Shared values

The concept of shared values and its interrelationship with organisational culture and the CVF must also be discussed. As the researcher explained earlier, values are regarded as a deeper level of awareness of what the organisational culture entails and includes values about what ought to be in

organisations (Cummings & Worley, 2005) and what ought not to be in organisations. The literature review reveals various well-known sets of value classifications (McDonald & Gandz, 1992; Soyer et al., 2007). A list of potential universal values can be derived from George England with his list of 66 values (England, 1967), Milton Rokeach with his 36 values (Rokeach, 1973) and Schwartz's with his 52 values (Schwartz, 1992). These familiar lists of values, while valuable in their respective arguments have some shortcomings (McDonald & Gandz, 1992). Although the 66 values developed by George England were done to be relevant to business it is unwieldy and inappropriately focused (McDonald & Gandz, 1992; Soyer et al., 2007) as many items such as money and emotion are only regarded as indicators of value and not values themselves (McDonald & Gandz, 1992). Furthermore, the list of Milton Rokeach which includes items such as salvation, inner harmony and mature love are relevant to society and not business (McDonald & Gandz, 1992). Lastly, Schwartz's list was also originally developed to be universal to society and is not relevant to business today (Soyer et al., 2007)

From the above argument on the relevance of which set of values to include within this study, the researcher decided to focus on the shared values developed by McDonald and Gandz (1992) due to the fact that their values inventory addresses some o the concerns about lack of relevancy, context and timeliness of the aforementioned lists of values. The shared values list developed by McDonald and Gandz (1992) consist of 24 values and was derived by means of consulting with senior managers and management consultants in the early 1990's which makes the list more appropriate within the

context of modern business today. Therefore the shared values proposed by McDonald and Gandz (1992) will be utilised as the basis of this study. The list of shared values proposed by McDonald and Gandz (1992) is depicted in Table 1.

Table 1 – Shared values (McDonald & Gandz, 1992)

Shared Value Concept	• Defined as an enduring mode of behaviour which emphasizes
Adaptability	• Being flexible and changing in response to new circumstances.
Aggressiveness	• Being aggressive and pursing goals vigorously.
Autonomy	• Being independent and free to act.
Broad-Mindedness	• Accepting different viewpoints and opinions.
Cautiousness	• Being cautious and minimizing exposure to risk.
Consideration	• Being caring, kind and considerate.
Cooperation	• Being cooperative and working well with others.
Courtesy	• Being polite and having respect for individual dignity.
Creativity	• Developing new ideas and applying innovative approaches.
Development	• Achieving personal growth, learning and development.
Diligence	• Working long and hard to achieve results.
Economy	• Being thrifty and careful in spending.
Experimentation	• Taking a trial and error approach to problem solving.
Fairness	• Being fair and providing just recognition based on merit.
Forgiveness	• Being forgiving and understanding when errors occur.
Formality	• Upholding proper ceremony and maintaining tradition.
Humour	• Creating fun and being light-hearted.
Initiative	• Seizing opportunity and taking responsibility without hesitation.
Logic	• Being rational and thinking in terms of facts and figures.
Moral Integrity	• Being honourable and following ethical principles.
Obedience	• Complying with directions and conforming to rules.
Openness	• Being straightforward, sincere and candid in discussions.
Orderliness	• Being neat, tidy and well-organized.
Social Equality	• Being equal to others and avoiding status differences.

As described earlier by the researcher theory suggests that organisational culture influences the behaviour of organisational members. This behavioural influence exists because individuals behave in ways that are consistent with their values, and one needs to take into account that organisational culture is a set of shared values (Gregory et al., 2008).

The researcher argues that organisational values provide the framework for organisational culture, which affects nearly all organisation endeavours, from the execution of strategy to the acceptance and implementation of new processes (Soyer et al., 2007). At the heart of organisational culture rests the unconscious, deeply held assumptions and beliefs (Soyer et al., 2007). In essence organisational values are ‘‘a set of timeless guiding principles pointing out what is important for an organisation” (Soyer et al., 2007).

To this extent the researcher proposes that subsidiaries can be managed by minimizing the degree of divergence of preferences and interests among the members of the organisation — a shared values approach. The shared values approach involves instilling a common set of norms and values as a basis for control (Williams, 2009). In terms of control one could argue that the MNC would like to control the subsidiary in terms of a competitive advantage. As the livelihood of the MNC and its subsidiaries depends on the profitability and sustainability of the subsidiary which are by-products of a competitive advantage.

The shared values proposed can further be superseded on the CVF (McDonald & Gandz, 1992) as illustrated in Figure 3 this is depicted in Figure 4.

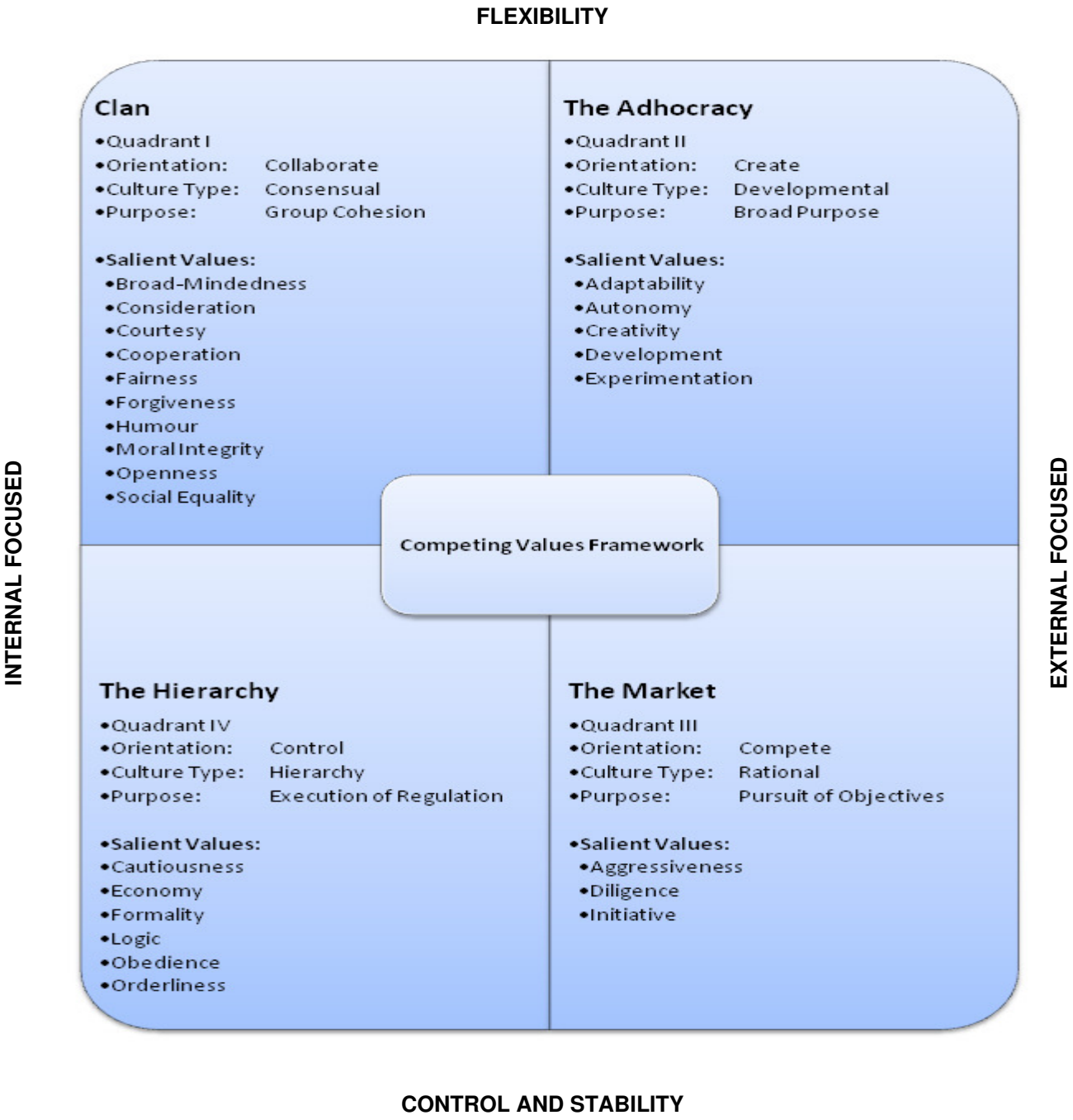

Figure 4: Shared Values superseded on the Core dimensions of the Competing Values Framework (McDonald & Gandz, 1992)

Based on Figure 4, the following propositions have been suggested (McDonald & Gandz, 1992):

- Relationship-oriented organisations (Quadrant I) will emphasize and reward the shared values of broad-mindedness, consideration, cooperation, courtesy, fairness, forgiveness, humour, moral integrity, openness, and social equality.

- Change-oriented organisations (Quadrant II) will emphasize and reward the values of adaptability, autonomy, creativity, development, and experimentation.

- Task-oriented organisations (Quadrant III) will emphasize and reward the values of aggressiveness, diligence, and initiative.

- And, organisations interested in maintaining the status quo (Quadrant IV) will emphasize and reward the values of cautiousness, economy, formality, logic, obedience, and orderliness.

2.5 Core and Espoused Values

Organisational values can be classified into two basic groups: core values and espoused values (Soyer et al., 2007). In essence core values are defined as the ways in which a business is conducted (Barney, 1986) and they are

maintained although business strategies and practices continually adapting to the changing business requirement (Soye et al., 2007).

Espoused values on the other hand are the values which an organisation state to hold, describing its future standpoint. Espoused values represent the set of values that an organisation advocates to its internal or external role players, either through written or oral communication, regarding the kinds of behaviours that it profess to believe in (van Rekom, van Riel, & Wierenga, 2006; Soyer et al., 2007)

The culture that the organisation communicates to its staff and customers, its desired culture may or may not correspond to the culture of the individual or of the definite culture of the organisation. In brief, the core values stand for ‘‘what we are’’ and the espoused values stand for ‘‘what we want to be’’ (Soyer et al., 2007). Table 2 provides a definition of core and espoused value classification.

Table 2 – Classification of current and desired values (Soyer et al., 2007)

	Current Values	
	Common	**Not Common**
Desired Values	Core Values	Espoused Values
Undesired Values	Core Values	

2.6 Organisational Culture a source of Competitive Advantage

The concepts of organisational culture, the CVF, shared values and the difference between core and espoused values have been explained in the previous sections of this research report. It is imperative that the aforementioned concepts' surrounding organisational culture is effectively coupled to the research problem of whether shared values contribute positively to the competitiveness of the organisation or not. For this reason the researcher utilises this section of the research report to tie organisational culture and its relation to the competitive advantage of the organisation together. The author will elaborate on organisational performance and the competitive advantage of the firm in relation to organisational culture in order to achieve the aforementioned.

The relationship between the culture and performance of organisations has been a recurring theme in the social sciences for over 50 years (Denison & Mishra, 1995). Theory suggests that strategic managers and researchers have long been interested in understanding the sources of competitive advantage (Barney, 1993). Research evidence also suggests that organisational culture in addition to effecting the implementation of business strategies, also affects the performance of the organisation (Cummings & Worley, 2005). To this extent research in the field of the relationship between the organisation and its environmental opportunities and threats as well as its internal strengths and weaknesses has been conducted to what is today known as the SWOT analysis (Barney, 1993). Other measures for measuring corporate performance and

hence the competitive advantage have also been devised (Brown & Laverick, 1994). Conventional measures developed include financial measures such as provisions, capitalisation of goods, depreciation and undervaluation of assets, goodwill, brands and added value (Brown & Laverick, 1994). The researcher states that one needs to appreciate that those different measures for corporate performance measurement and the measurement of the competitive advantage of the organisation exist.

In light of the aforementioned, one need to also appreciate that some researchers have gone one step further past the conventional approaches to measuring and predicting organisational performance and its competitive advantage by including culture as a source of competitive advantage (Barney, 1986; Gordon & DiTomasa, 1992; Denison & Mishra, 1995; Duncan, Ginter, & Swayne, 1998). Past research has also shown a positive correlation between strong and changing cultures and positive short term future company performance (Gordon & DiTomasa, 1992).

Theory suggests that an organisational culture should contain three distinct characteristics in order for the organisation to have the benefit of a competitive advantage. Firstly, the organisational culture should be valuable, secondly it should rare and lastly it should be imperfectly imitable (Barney, 1986). Barney (1986) argues that the culture should be valuable in order for the organisation to do things and to behave in ways in order to increase the sales performance, and to reduce costs. Secondly Barney (1986) debates that the culture should

not resemble the same culture of a large number of other organisations. Lastly Barney (1986) states that the culture should be difficult to imitate, hence putting the firm wishing to imitate the winning culture to a disadvantage.

The researcher has considered the conventional approach, but decided that the conventional approach to corporate performance measurement, in light of past research is too complex at this stage and it should be left for future research. To this extent culture and its shared values system as a non-conventional approach would be analysed in order to determine whether it contributes positively to the performance, and therefore the competitive advantage of the MNC subsidiaries participating in this study.

2.7 Summary

MNC's are exposed to communities comprising individuals from multiple countries and cultures that may have unique and distinctive value structures. Organisational citizens would better understand the realities and preferences that are a part of the culture in which they are working if organisational leaders discovered to appreciate the beliefs, values, behaviours, and business practices of companies competing in a variety of regions and cultures (Ireland & Hitt, 1993). Therefore the researcher argues that understanding the shared values as the fabric of an organisation's culture would assist organisations to achieve a higher state of competitiveness and in result a competitive advantage.

The researcher utilised this chapter to describe the theoretical aspects of organisational culture, shared values as well as the classification of values. The literature study performed in this chapter highlights that conventional and non-conventional methods for assessing organisational performance do exist.

The literature study of this research paper discussed the important aspects of shared values including its impact as the basis of the organisational culture within the context of the MNC subsidiary and the CVF. In Chapter 3, the research questions with relevance to the research topic as elaborated upon in Chapter 1 and 2 of this research report are discussed in more detail.

3. RESEARCH QUESTIONS

3.1 Introduction

The research report will investigate the shared values within an organisation according to the CVF in order to establish its role as part of the MNC subsidiary and its competitive advantage.

3.2 Proposed Research Questions

In order to address the research problem the following research questions needs to be answered:

- What is the shared value system within each subsidiary?
- Do the shared values differ significantly between the various subsidiaries?
- Is there a significant difference between the core and espoused values of the organisation and its subsidiaries?
- Can the shared values of a subsidiary be regarded as a positive contributor to the competitive advantage of the organisation?

4. PROPOSED RESEARCH METHODOLOGY

4.1 Introduction

This chapter describes the rationale for the proposed research methodology followed.

4.2 Rationale for proposed method

There are some fundamental areas of agreement in the definition of culture, but less agreement exists about its measurement (O'Reilly III et al., 1991). Qualitative research is an approach rather than a meticulous set of techniques. Its suitability stems from the nature of the social phenomena to be explored (Morgan & Smircich, 1980). In addition, an important feature of cultural psychology is its embrace of qualitative methodology (Ratner, 2008).

Inconsistencies in the conceptualisation of organisational culture have been noted (Zamanou & Glaser, 1994). The uniqueness, diversity and difficulty of defining, explaining and measuring of organisational culture resulted in the employment of various quantitative and qualitative measures.

It has been stated (Rousseau, 1990) that the appropriate method in assessing culture depends on the elements examined. Qualitative research is most appropriate to uncover new feelings and ideas from respondents and can be best achieved by unstructured interviews where the respondents can talk

unreservedly without too much bearing from the moderator (Bennet, 1996). Certain dimensions of culture may be appropriately studied using quantitative methods, indeed suggesting that quantitative assessments offer an opportunity to understand the systematic effects of culture on individual behaviour (Rousseau, 1990; O'Reilly III et al., 1991). One way to assess culture quantitatively is to focus on the central values that may be important to an individual's self-concept or identity as well as relevant to an organisation's central value system (O'Reilly III et al., 1991).

The aim of this study is to understand the value system within the organisational culture within a MNC and its subsidiaries operating across multiple countries. In light of the aforementioned rationale a quantitative research approach will be applied.

4.3 Population of relevance and unit of analysis

The population of relevance includes a single MNC operating in more than a 140 countries. The unit of analysis consists of subsidiary operations, from Africa, Middle East and South Africa (MEA) all within the single MNC setting. The MEA region due to its fast array of different cultures and associated value provides additional worth towards the research scope of understanding the shared values within and across multiple MNC subsidiaries as the foundation for a competitive advantage.

4.4 Sampling method and size

The sample consists of all employees within the MNC subsidiary operations within the MEA region. The sample size includes all employees from the MNC subsidiaries including executive staff, management, technical, consulting and administrative staff members. The total sample size consists of 124 staff members. Because of time limitations an initial target of the MEA region was set.

4.5 Data collection process

The Vice President of Operations for the MEA region was contacted and upon agreement the questionnaire was distributed to employees within the MEA region. The employees were asked to complete the questionnaire within 7 days for analysis. Survey monkey was used as part of the data collection process.

4.6 Questionnaire

A range of tools have been designed and developed to assess organisational culture. These tools have also been developed and applied in various studies with different aims (Soyer et al., 2007). These assessment tools were specifically developed to assess organisational cultures and they adopt either a *typological* approach or a *dimensional* approach. The typological approach classifies the culture as a culture within a typology of several ‘‘types’’ of organisational cultures. The *dimensional* approach, describes a culture by its position in relation to a number of continuous variables (Soyer et al., 2007).

The CVF can be classified as a typological approach to culture assessment (Soyer et al., 2007).

Multiple proprietary test instruments such as Cameron and Quinn's (1999) Organisational Culture Assessment Inventory (OCAI), Cooke's (1995) Organizational Culture Inventory (OCI) and Rokeach's (1973) Value Survey exist to test for either typological or dimensional approaches to culture assessment.

The OCAI was developed to identify an organisation's culture profile (Cameron & Quinn, 1999). According to Cameron and Quinn (1999) "with the OCAI, organisation members are provided with a set of scenarios that describe certain fundamental cultural aspects of organisations. Individuals rate their own organisation's similarity to those scenarios by dividing 100 points among four different scenarios, each descriptive of a quadrant in the competing values framework." The second proprietary test instrument evaluated was Cooke's (1995) OCI. The OCI is a 96 item survey measuring 12 distinct behavioural norms that direct organisation member interaction with one another (Cooke, 1995). The third proprietary assessment tool investigated was Rokeach's (1973) value survey. Within this survey many items such as money and emotion are only regarded as indicators of value and not values themselves (McDonald & Gandz, 1992). Furthermore, the list of Milton Rokeach's which includes items such as salvation, inner harmony and mature love are relevant to society and not modern business (McDonald & Gandz, 1992). Proprietary test

instruments such as the OCAI, OCI and the value survey, tests for values and norms, which are not relevant to the shared values proposed by McDonald and Gandz (1992).

In light of the above the researcher decided to develop a questionnaire which would be relevant to both the time and setting of the study. A questionnaire based on the 24 shared values (McDonald & Gandz, 1992) as identified in Chapter 2 of this report was therefore designed in order to test the shared values within the MNC subsidiary setting. Further rationale for using the shared values provided by McDonald and Gandz (1992) is described in Chapter 2 of this report. To this extent the researcher developed a questionnaire consisting of 70 questions grouped as 48 questions two for each shared value, three questions per quadrant of the CVF, three open ended questions and lastly seven demographic questions.

4.7 Data analysis approach

The evaluation of each subsidiary was concluded in isolation due to the impact of various external factors such as language, national culture and various other intangible metrics. For this reason the shared values of each subsidiary would firstly be taken into account and then aggregated according to the different quadrants of the CVF. The subsidiaries would then be compared to one another once the shared values are aggregated into the different quadrants.

A comparison of the different means for the shared values and the different quadrants was the first statistical measure performed. In addition, the researcher followed the Kruskal-Wallis test on the dataset. The Kruskal-Wallis test is a distribution-free test suitable when the normality assumption is not justified (Steyn, Smit, Du Toit, & Strasheim, 1996). The Kruskal-Wallis test was completed to compare the 24 shared values between the different subsidiaries.

The researcher also performed the Friedman test to compare the shared values grouped according to the four quadrants of the CVF. The difference between the Kruskal-Wallis test and the Friedman test is that the Friedman test requires that the shared values are grouped according to the different quadrants.

Lastly, in conjunction with the Kruskal-Wallis and Friedman tests the researcher followed principal component analysis to analyse the statistical results of the study. Principal component analysis was originated by Pearson in 1901 and later developed by Hotelling in 1933 (SAS Institute Inc, 2004). Principal component analysis is regarded as a multivariate technique to examine relationships among several quantitative variables. Principal component analysis can be used to summarise data and is a technique to detect linear relationships. Principal component analysis can also be used for exploring polynomial relationships and for multivariate outlier detection (SAS Institute Inc, 2004).

Principal component analysis is a multivariate technique used in the application of examining relationships among several quantitative variables (SAS Institute Inc, 2003).

Principal component analysis has the sole purpose of deriving a small number of independent linear combinations (principal components) from a set of variables that retain as much of the information in the original variables as possible (SAS Institute Inc, 2003). Principal component analysis provide additional insight as to the perception of each shared value within each subsidiary and its importance in relation to the other shared values.

4.8 Potential research limitations

It has been stated that (Zikmund, 2003) exploratory research does pose some limitations including judgmental interpretation of the findings, interpreter bias, ambiguity and subjectivity. In addition, the study poses the following potential limitations:

- The sample size will not be representative of all employees within the MNC;
- The study will only be conducted within one MNC, therefore the results would be limited to the MNC for further analysis and;

- Members of the organisation may perceive the relevant values differently, due to different interpretations and because of their own values.

5. RESULTS

This study investigated the shared values system as a basis for the organisational culture to see whether the shared values are regarded as a source for competitive advantage. The study does a comparison of the shared values of multiple subsidiaries within the Middle East, Africa and South African operations of a single multinational corporation by using the Competing Values Framework.

Chapter 5 of this research report depicts the statistical results of the study. The results are grouped according to different statistical tests. Firstly the results of the comparison of means are shown, the researcher then illustrated the results of the Kruskal-Wallis test. Followed by the Friedman test and lastly the principal component analysis results are shown. Please turn to Chapter 6 of this research report for a discussion of the statistical results presented in the following sections.

Both the African (N=2) and Pakistan (N=4) observations are too small for any statistical analysis. These results have been eliminated from the statistical analysis.

Table 3 – Response Profile

Offices by response profiles	Frequency RESPONSE				
	Strongly Disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree
	N	N	N	N	N
Cape Town	3	10	35	58	44
Johannesburg	5	31	57	59	59
Middle East	15	24	35	59	58
Pretoria	8	27	59	59	58
Turkey	2	17	48	59	48

The response profile gives us an indication of the frequency of each question in accordance to the total number of individuals that participated in the survey.

5.1 Comparison of Means

Table 4 – Comparison of Means

Comparison of Means of the Shared Values accross the various subsidiaries											
		Africa N = 2 Mean	Cape Town N = 6 Mean	Johannesburg N = 52 Mean	Middle East N = 14 Mean	Pretoria N = 21 Mean	Pakistan N = 4 Mean	Turkey N = 14 Mean	Mean	Std Dev	Count
Value1	Adaptability	4.2500000	4.1666667	4.0865385	4.1071429	4.2619048	4.2500000	4.0357143	4.1306	0.5032	111
Value2	Aggressiveness	4.5000000	4.2500000	4.1538462	4.4285714	4.2380952	4.7500000	4.0000000	4.2117	0.5623	111
Value3	Autonomy	4.2500000	3.4166667	3.7500000	3.4642857	3.7857143	3.8750000	3.7500000	3.7297	0.583	111
Value4	Broad-mindedness	4.5000000	4.1666667	4.2307692	4.6071429	4.2619048	4.2500000	4.3214286	4.3018	0.4435	111
Value5	Cautiousness	4.7500000	3.5000000	3.7788462	4.0000000	4.1666667	3.8750000	3.7142857	3.8738	0.6269	111
Value6	Consideration	4.0000000	4.1666667	4.2980769	4.5357143	4.2380952	4.7500000	4.2500000	4.3108	0.5396	111
Value7	Cooperation	4.5000000	4.1666667	4.2211538	4.6428571	4.2380952	4.3750000	4.2857143	4.2883	0.4793	111
Value8	Courtesy	4.5000000	4.3333333	4.2500000	4.6785714	4.2857143	4.6250000	4.3214286	4.3378	0.4822	111
Value9	Creativity	4.7500000	4.1666667	4.2596154	4.5000000	4.1904762	4.7500000	4.1071429	4.2838	0.5162	111
Value10	Development	4.7500000	4.3333333	4.5288462	4.8571429	4.6904762	4.8750000	4.6071429	4.6261	0.5111	111
Value11	Diligence	4.0000000	4.0000000	4.2884615	4.5000000	4.0238095	4.1250000	4.0000000	4.2072	0.5896	111
Value12	Economy	4.5000000	3.9166667	4.0769231	4.0714286	3.8571429	4.0000000	4.1785714	4.0360	0.6997	111
Value13	Experimentation	4.2500000	3.7500000	3.7692308	3.7142857	3.7380952	3.8750000	3.3928571	3.7252	0.559	111
Value14	Fairness	4.5000000	4.2500000	4.3653846	4.5714286	4.5000000	4.7500000	4.2857143	4.4144	0.5084	111
Value15	Forgiveness	4.2500000	4.0833333	4.1826923	3.9642857	3.8809524	4.1250000	3.8214286	4.0585	0.5549	111
Value16	Formality	3.7500000	3.5833333	3.4903846	3.6071429	3.1428571	3.6250000	3.2857143	3.4189	0.7371	111
Value17	Humour	4.5000000	3.8333333	3.9711538	4.0000000	4.0238095	4.0000000	3.9642857	3.9865	0.5455	111
Value18	Initiative	4.7500000	4.0833333	4.0288462	4.2142857	3.8095238	4.0000000	3.8214286	4.0000	0.5721	111
Value19	Logic	4.0000000	4.0833333	4.1057692	4.2857143	4.0952381	4.2500000	4.0714286	4.1261	0.5243	111
Value20	Moral Integrity	4.7500000	4.2500000	4.4519231	4.6428571	4.4047619	4.7500000	4.2857143	4.4504	0.522	111
Value21	Obedience	5.0000000	4.0000000	4.2019231	4.4642857	4.0476190	4.7500000	4.1071429	4.2117	0.6013	111
Value22	Openness	4.7500000	4.3333333	4.3269231	4.5714286	4.4285714	4.8750000	4.4285714	4.4234	0.5231	111
Value23	Orderliness	4.2500000	3.7500000	4.1250000	4.4285714	3.7380952	4.7500000	3.8928571	4.0675	0.5896	111
Value24	Social Equality	4.5000000	4.2500000	4.1826923	4.5714286	4.2142857	4.7500000	3.9642857	4.2342	0.5947	111
A1	Clan	4.4750000	4.1833333	4.2480769	4.4785714	4.2476190	4.5250000	4.1928571			
A2	Adhocracy	4.4500000	3.9666667	4.0788462	4.1285714	4.1333333	4.3250000	3.9785714			
A3	Market	4.4166667	4.1111111	4.1570513	4.3809524	4.0238095	4.2916667	3.9404762			
A4	Hierarchy	4.3750000	3.8055556	3.9631410	4.1428571	3.8412698	4.2083333	3.8750000			
B1	Clan	4.1666667	3.3333333	3.4743590	3.4615385	3.7460317	4.1666667	3.6410256			
B2	Adhocracy	4.3333333	3.3888889	3.6474359	3.6666667	3.7301587	3.9166667	3.5128205			
B3	Market	4.1666667	3.1111111	3.6730769	3.5384615	3.6507937	4.3333333	3.6666667			
B4	Hierarchy	4.0000000	3.4444444	3.3589744	3.3589744	3.3492063	3.8333333	3.4358974			

Table 4 depicts the comparison of means for the various subsidiaries. The results are grouped according to three areas. Firstly, the results are shown for the 24 shared values per subsidiary. Secondly, the values are grouped according to the different quadrants of the CVF, this is illustrated by A1 to A4. Please refer to Figure 4 for an illustration on which values are grouped into A1 to A4.

Lastly, B1 to B4 relates to the results of the questions asked specifically around the four quadrants of the CVF. Please refer to Appendix B for more information of which questions relates to B1 to B4. These results are utilised in conjunction with the Kruskal-Wallis, Friedman and principal component analysis statistical tests. The researcher highlighted the importance of the aforementioned tests in Chapter 4 of this report.

The shared values of each subsidiary have been aggregated according to the quadrants of the CVF (A1 to A4) and then it was combined with the research questions relating to B1 to B4. The results for each subsidiary are depicted within the next sections.

5.2 Kruskal-Wallis

Table 5 – Kruskal-Wallis One Way Analysis of Variance (24 Shared Values)

KRUSKAL-WALLIS ONE WAY ANALYSIS OF VARIANCE TEST RESULTS								
		Accross all Seven Subsidiaries		Cape Town N = 6	Johannesburg N = 52	Middle East N = 14	Pretoria N = 21	Turkey N = 14
		K-W	P-Value					
Value1	Adaptability	2.7600	0.8388					
Value2	Aggressiveness	8.6100	0.1966					
Value3	Autonomy	6.2600	0.3945					
Value4	Broad-mindedness	11.2000	0.0823		3.07**	3.07**		
Value5	Cautiousness	12.5400	0.0510					
Value6	Consideration	6.2500	0.3955					
Value7	Cooperation	7.8000	0.2528					
Value8	Courtesy	9.1100	0.1674					
Value9	Creativity	10.9400	0.0903					
Value10	Development	12.0900	0.0600	2.84*		2.84*		
Value11	Diligence	7.5900	0.2695					
Value12	Economy	5.2400	0.5139					
Value13	Experimentation	7.3200	0.2924					
Value14	Fairness	5.5200	0.4790					
Value15	Forgiveness	6.2400	0.3969					
Value16	Formality	4.8500	0.5631					
Value17	Humour	4.0000	0.6769					
Value18	Initiative	9.0600	0.1700					
Value19	Logic	2.1500	0.9051					
Value20	Moral Integrity	5.9700	0.4270					
Value21	Obedience	11.0500	0.0868					
Value22	Openness	7.8500	0.2492					
Value23	Orderliness	21.9000	0.0013	2.97*		3.38**	3.38**	
Value24	Social Equality	10.8700	0.0925					
A1	Clan	9.1100	0.1673					
A2	Adhocracy	8.4300	0.2082					
A3	Market	8.3500	0.2133					
A4	Hierarchy	10.3500	0.1105					
B1	Clan	7.3900	0.2863					
B2	Adhocracy	5.8900	0.4361					
B3	Market	6.2700	0.3936					
B4	Hierarchy	4.4300	0.6180					
	Legend:							
	K-W		Kruskal-Wallis Test Statistic					
	Critical Z Values		2.82 FOR OVERALL ALPHA OF .10 (*)					
			3.04 FOR OVERALL ALPHA OF .05 (**)					

The Kruskal-Wallis test highlights the fact that the 24 shared values measured across all subsidiaries do no differ significantly except for broad-mindedness, development and orderliness. The p-value of broad-mindedness measured at 0.0823, development measured at 0.0600 and orderliness measured at 0.0013. In order to reduce the complexity only the shared values that differ between the various subsidiaries are highlighted. In terms of the value broad-mindedness only Johannesburg and the Middle-east differ (z-statistic 3.07, $\alpha = 0.05$). In terms of development Cape Town and the Middle East differ (z-statistic 2.84, α

= 0.10). In terms of orderliness Cape Town, Johannesburg and Pretoria also differs.

5.3 Friedman Test

5.3.1 Shared Values – Cape Town

Six respondents from the Cape Town subsidiary participated in the survey. The 24 shared values in terms of the quadrants of the CVF were measured. The output for the Cape Town subsidiary is depicted in Table 6:

Table 6 – Friedman Two-way Analysis of Variance (Cape Town)

Friedman Two-way Analysis of Variance Test Results									
Office	**No**	**Variables**	**Mean**	**Std Dev**	**Minimum**	**Median**	**Maximum**	**Count**	**Rank Sum**
Cape Town	1	Clan	4.1833	0.3357	4	4.025	4.85	6	22.0
	2	Adhocracy	3.9667	0.4033	3.6	3.95	4.7	6	12.0
	3	Market	4.1111	0.4675	3.6667	4	5	6	19.0
	4	Hierarchy	3.8056	0.3932	3.5	3.7083	4.5833	6	7.0
		Friedman Test Statistic				13.8			
		P-Value				0.0032			
		Kendall Coefficient of Concordance				0.7667			
		Alpha				0.05			

The p-value of 0.032 < α = 0.05 therefore evidence exist to conclude that a difference between the mean rank sums, and hence the different quadrants exist.

Table 7 – Friedman Multiple Comparison (Cape Town)

Multiple Comparisons for Friedman Test Results				
No	**Comparisons**	**z-Stat**	**DIF**	**SE**
1	Clan - Adhocracy	2.24	10	4.47
2	Clan - Market	0.67	3	4.47
3	Clan - Hierachy	3.35**	15	4.47
4	Adhocracy - Market	1.57	-7	4.47
5	Adhocracy - Hierarchy	1.12	5	4.47
6	Market - Hierarchy	2.68**	12	4.47
	Critical z-Values: 2.64 for overall ALPHA of 0.05 (**)			
	Critical z-Values: 2.39 for overall ALPHA of 0.10 (*)			

This analysis indicates that there is a difference between the quadrants of the CVF with $p < 0.05$ for the Cape Town subsidiary. In this case, the multiple comparisons indicate (at the 0.05 significance level) that the clan and hierarchy and the market and hierarchy quadrants are significantly different. Note that the p-value for the Chi-square test is reported even though the sample size is small.

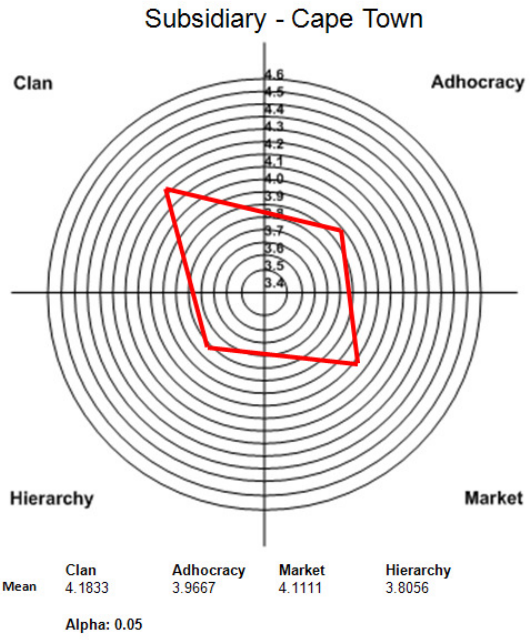

Figure 5: Shared values aggregated on the Quadrants - CVF (Cape Town)

The mean scores of the quadrants of the CVF for the Cape Town subsidiary at significance level of 0.05 are depicted in Figure 5. It is evident that the shared

values for the Cape Town subsidiary that are most valued ranks in both the clan and market quadrants.

5.3.2 Shared Values – Johannesburg

From the Johannesburg subsidiary 52 respondents participated in the survey. The 24 shared values in terms of the quadrants of the CVF were measured. The output for the Johannesburg subsidiary is depicted in Table 8:

Table 8 – Friedman Two-way Analysis of Variance (Johannesburg)

Friedman Two-way Analysis of Variance Test Results									
Office	**No**	**Variables**	**Mean**	**Std Dev**	**Minimum**	**Median**	**Maximum**	**Count**	**Rank Sum**
Johannesburg	1	Clan	4.2481	0.3739	3.35	4.2	5	52	155.5
	2	Adhocracy	4.0788	0.4151	2.8	4.05	4.9	52	119.0
	3	Market	4.157	0.4626	3	4.1667	5	52	143.5
	4	Hierarchy	3.9631	0.426	2.9167	4	4.9167	52	102.0
		Friedman Test Statistic				20.05			
		P-Value				0.0002			
		Kendall Coefficient of Concordance				0.1285			
		Alpha				0.05			

The p-value of 0.0002 < α = 0.05 therefore evidence exist to conclude that a difference between the mean rank sums, and hence the different quadrants exist.

Table 9 – Friedman Multiple Comparison (Johannesburg)

Multiple Comparisons for Friedman Test Results				
No	**Comparisons**	**z-Stat**	**DIF**	**SE**
1	Clan - Adhocracy	2.77**	36.5	13.17
2	Clan - Market	0.91	12	13.17
3	Clan - Hierachy	4.06**	53.5	13.17
4	Adhocracy - Market	1.86	-24.5	13.17
5	Adhocracy - Hierarchy	1.29	17	13.17
6	Market - Hierarchy	3.15**	41.5	13.17
	Critical z-Values: 2.64 for overall ALPHA of 0.05 (**)			
	Critical z-Values: 2.39 for overall ALPHA of 0.10 (*)			

This analysis indicates that there is a difference between the quadrants of the CVF with $p < 0.05$ for the Johannesburg subsidiary. In this case, the multiple comparisons indicate (at the 0.05 significance level) that the clan and adhocracy, the clan and hierarchy and the market and hierarchy quadrants are significantly different.

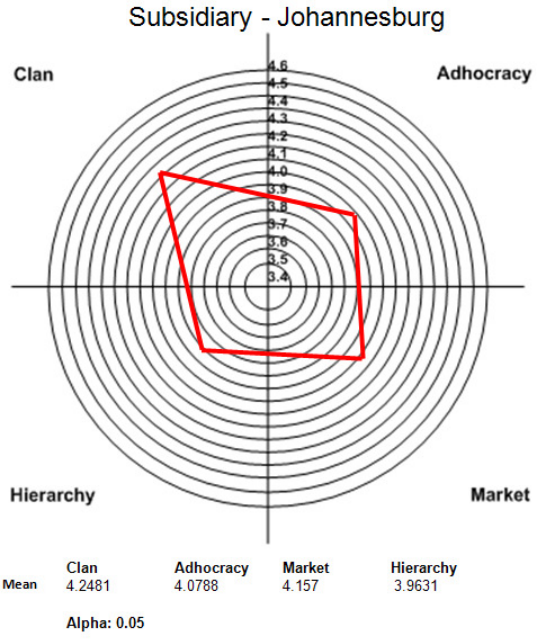

Figure 6: Shared values aggregated on the Quadrants - CVF (Johannesburg)

The mean scores of the quadrants of the CVF for the Johannesburg subsidiary at significance level of 0.05 are depicted in Figure 6. It is evident that the shared values for the Johannesburg subsidiary that are most valued ranks in both the clan and market quadrants.

5.3.3 Shared Values – Middle East

From the Middle East subsidiary 14 respondents participated in the survey. The 24 shared values in terms of the quadrants of the CVF were measured. The output for the Middle East subsidiary is depicted in Table 10:

Table 10 – Friedman Two-way Analysis of Variance (Middle East)

Friedman Two-way Analysis of Variance Test Results									
Office	**No**	**Variables**	**Mean**	**Std Dev**	**Minimum**	**Median**	**Maximum**	**Count**	**Rank Sum**
Middle East	1	Clan	4.4786	0.254	4	4.525	4.9	14	48.5
	2	Adhocracy	4.1286	0.3173	3.6	4.1	4.6	14	23
	3	Market	4.3809	0.4778	3.3333	4.5	5	14	38.0
	4	Hierarchy	4.1429	0.5335	2.75	4.125	4.8333	14	30.5
		Friedman Test Statistic				15.24			
		P-Value				0.0016			
		Kendall Coefficient of Concordance				0.3628			
		Alpha				0.05			

The p-value of 0.0016 < α = 0.05 therefore evidence exist to conclude that a difference between the mean rank sums, and hence the different quadrants exist.

Table 11 – Friedman Multiple Comparison (Middle East)

Multiple Comparisons for Friedman Test Results				
No	**Comparisons**	**z-Stat**	**DIF**	**SE**
1	Clan - Adhocracy	3.73**	25.5	6.83
2	Clan - Market	1.54	10.5	6.83
3	Clan - Hierachy	2.63*	18	6.83
4	Adhocracy - Market	2.2	-15	6.83
5	Adhocracy - Hierarchy	1.1	-7.5	6.83
6	Market - Hierarchy	1.1	7.5	6.83
	Critical z-Values: 2.64 for overall ALPHA of 0.05 (**)			
	Critical z-Values: 2.39 for overall ALPHA of 0.10 (*)			

This analysis indicates that there is a difference between the quadrants of the CVF with $p < 0.05$ for the Middle East subsidiary. In this case, the multiple comparisons indicate (at the 0.05 significance level) that the clan and adhocracy quadrants are significantly different.

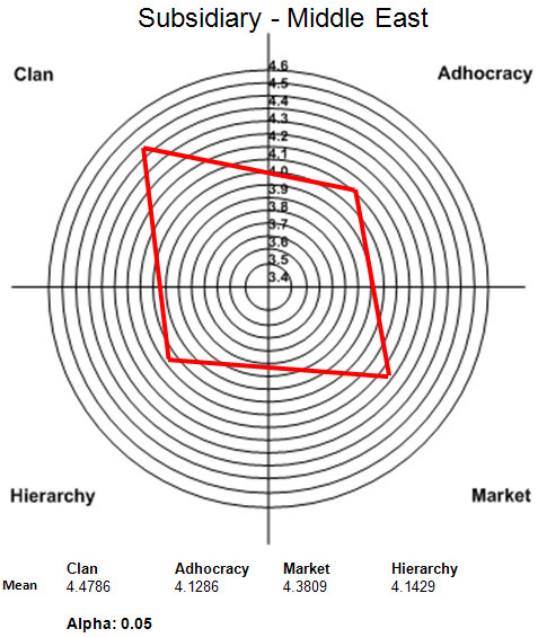

Figure 7: Shared values aggregated on the Quadrants - CVF (Middle East)

The mean scores of the quadrants of the CVF for the Middle East subsidiary at significance level of 0.05 are depicted in Figure 7. It is evident that the shared values for the Middle East subsidiary that are most valued ranks in both the clan and market quadrants.

5.3.4 Shared Values – Pretoria

From the Pretoria subsidiary 21 respondents participated in the survey. The 24 shared values in terms of the quadrants of the CVF were measured. The output for the Pretoria subsidiary is depicted in Table 12:

Table 12 – Friedman Two-way Analysis of Variance (Pretoria)

Friedman Two-way Analysis of Variance Test Results									
Office	**No**	**Variables**	**Mean**	**Std Dev**	**Minimum**	**Median**	**Maximum**	**Count**	**Rank Sum**
Pretoria	1	Clan	4.2476	0.4097	3	4.3	4.85	21	71.5
	2	Adhocracy	4.1333	0.3088	3	4.2	4.4	21	58.5
	3	Market	4.0238	0.3386	3	4.1667	4.5	21	44.0
	4	Hierarchy	3.8413	0.3194	3	3.8333	4.3333	21	36.0
		Friedman Test Statistic				21.19			
		P-Value				0.0001			
		Kendall Coefficient of Concordance				0.3363			
		Alpha				0.05			

The p-value of 0.0001 < α = 0.05 therefore evidence exist to conclude that a difference between the mean rank sums, and hence the different quadrants exist.

Table 13 – Friedman Multiple Comparison (Pretoria)

Multiple Comparisons for Friedman Test Results				
No	**Comparisons**	**z-Stat**	**DIF**	**SE**
1	Clan - Adhocracy	1.55	13	8.37
2	Clan - Market	3.29**	27.5	8.37
3	Clan - Hierachy	4.24**	35.5	8.37
4	Adhocracy - Market	1.73	14.5	8.37
5	Adhocracy - Hierarchy	2.69**	22.5	8.37
6	Market - Hierarchy	0.96	8	8.37
	Critical z-Values: 2.64 for overall ALPHA of 0.05 (**)			
	Critical z-Values: 2.39 for overall ALPHA of 0.10 (*)			

This analysis indicates that there is a difference between the quadrants of the CVF with $p < 0.05$ for the Pretoria subsidiary. In this case, the multiple comparisons indicate (at the 0.05 significance level) that the clan, adhocracy and market, and the adhocracy and hierarchy quadrants are significantly different.

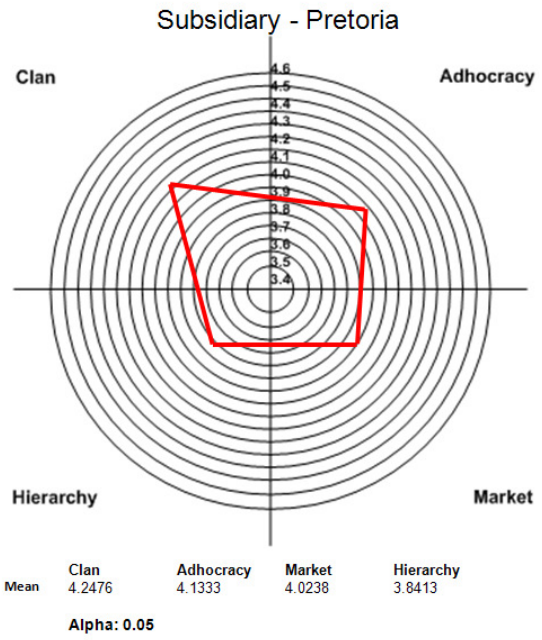

Figure 8: Shared values aggregated on the Quadrants - CVF (Pretoria)

The mean scores of the quadrants of the CVF for the Pretoria subsidiary at significance level of 0.05 are depicted in Figure 8. It is evident that the shared values for the Pretoria subsidiary that are most valued ranks in both the clan and adhocracy quadrants.

5.3.5 Shared Values – Turkey

From the Turkey subsidiary 14 respondents participated in the survey. The 24 shared values in terms of the quadrants of the CVF were measured. The output for the Turkey subsidiary is depicted in Table 14:

Table 14 – Friedman Two-way Analysis of Variance (Turkey)

Friedman Two-way Analysis of Variance Test Results									
Office	**No**	**Variables**	**Mean**	**Std Dev**	**Minimum**	**Median**	**Maximum**	**Count**	**Rank Sum**
Turkey	1	Clan	4.1929	0.3161	3.6	4.2	4.7	14	50.0
	2	Adhocracy	3.9786	0.2966	3.6	3.9	4.6	14	29.5
	3	Market	3.9405	0.4009	3	4	4.6667	14	34.5
	4	Hierarchy	3.875	0.3182	3.25	3.9167	4.3333	14	26.0
		Friedman Test Statistic				14.42			
		P-Value				0.0024			
		Kendall Coefficient of Concordance				0.3434			
		Alpha				0.05			

The p-value of 0.0024 < α = 0.05 therefore evidence exist to conclude that a difference between the mean rank sums, and hence the different quadrants exist.

Table 15 – Friedman Multiple Comparison (Turkey)

Multiple Comparisons for Friedman Test Results				
No	**Comparisons**	**z-Stat**	**DIF**	**SE**
1	Clan - Adhocracy	3.00**	20.5	6.83
2	Clan - Market	2.27	15.5	6.83
3	Clan - Hierachy	3.51**	24	6.83
4	Adhocracy - Market	0.73	-5	6.83
5	Adhocracy - Hierarchy	0.51	3.5	6.83
6	Market - Hierarchy	1.24	8.5	6.83
	Critical z-Values: 2.64 for overall ALPHA of 0.05 (**)			
	Critical z-Values: 2.39 for overall ALPHA of 0.10 (*)			

This analysis indicates that there is a difference between the quadrants of the CVF with $p < 0.05$ for the Turkey subsidiary. In this case, the multiple comparisons indicate (at the 0.05 significance level) that the clan and adhocracy and the clan and hierarchy quadrants are significantly different.

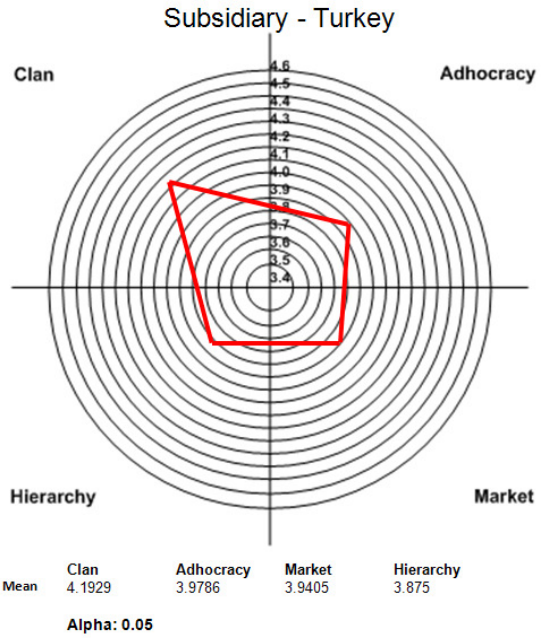

Figure 9: Shared values aggregated on the Quadrants - CVF (Turkey)

The mean scores of the quadrants of the CVF for the Turkey subsidiary at significance level of 0.05 are depicted in Figure 9. It is evident that the shared values for the Turkey subsidiary that are most valued ranks the clan quadrant.

5.4 Principal Component Analysis

Principal component analysis was used in the analysis of whether the shared values differ significantly between the subsidiaries. Before it was deployed standardisation was performed on the variables. Standardisation was done to give the variables a normal distribution with (mean = 0 and variance = 1). Principal component analysis replaces missing values with the new mean, which in turn reduce the dimensions of the variables to manageable dimensions.

Correlation analysis was also performed in order to find relationships between variables, this technique assist with the understanding process by means of the visualisation of relationships between pairs of variables. From the correlation analysis, the usage of the Cronbach's Alpha coefficient resulted in:

Table 16 – Cronbach's Coefficient Alpha

Cronbach's Coefficient Alpha	
Variables	Alpha
Raw	0.941894
Standardized	0.941814

The overall standardized Cronbach's coefficient alpha of 0.941894 provides an acceptable lower bound for the reliability coefficient. This is much greater than the suggested value of 0.70 (SAS Institute Inc, 2009).

Principal component analysis was perform for each subsidiary and was limited to two components due to the limitations of the Africa and Pakistan subsidiaries contributing less than 5% each based on the number responses.

In order to understand the results of the principal component analysis one must interpret the various graphs. For each subsidiary a principle component analysis graph is provided in the next sections of this report.

To interpret the graph look at the top right corner, Component 1 measures the overall values across all four quadrants and Component 2, measures on a selected few. In order to see which shared values are highly sought after the graph illustrates that by the top right hand corner. The bottom left corner provides more information of the shared values that are least sought after.

5.4.1 Cape Town Subsidiary

Table 17 – Eigenvalues – Cape Town

Total Variance	50.9405221

Eigenvalues of the Covariance Matrix				
	Eigenvalue	**Difference**	**Proportion**	**Cumulative**
1	13.2934038	5.4249081	0.261	0.261
2	7.8684958		0.1545	0.4154

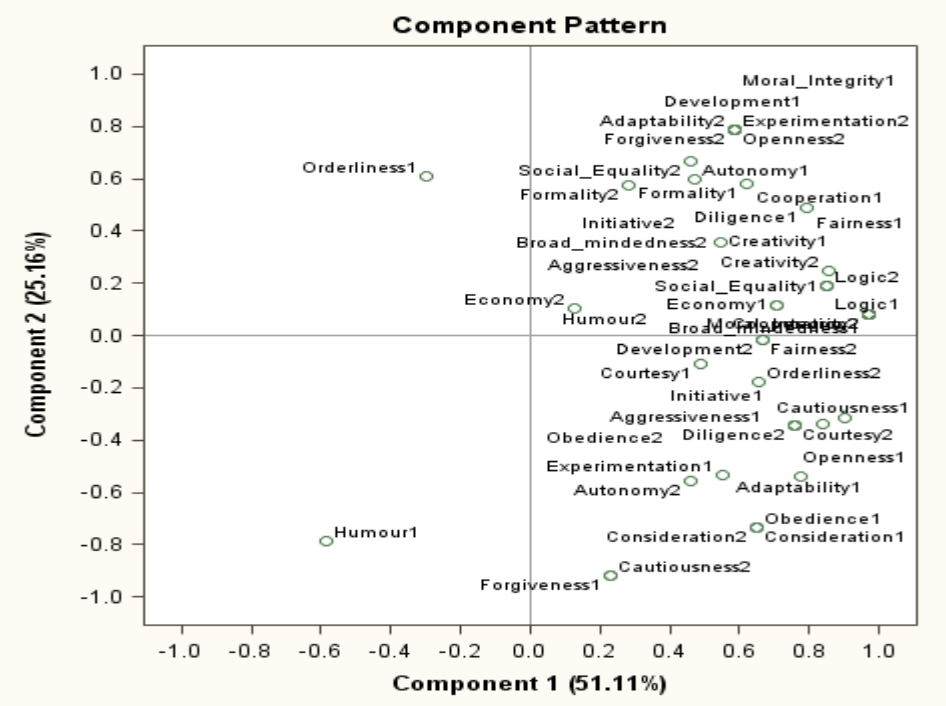

Figure 10: Component Pattern: South Africa – Cape Town

The chart shown above shows that the shared values as perceive by South African Cape Town subsidiary, all of the values seem to feature in mainly of all the quadrants and thus the main being the clan type of culture, moral integrity seem to be the most important value in the South African Cape Town subsidiary with humour measuring least important.

5.4.2 Johannesburg Subsidiary

Table 18 – Eigenvalues – Johannesburg

Total Variance	47.09995957

Eigenvalues of the Covariance Matrix				
	Eigenvalue	**Difference**	**Proportion**	**Cumulative**
1	15.6198729	12.551533	0.3316	0.3316
2	3.0683399		0.0651	0.3968

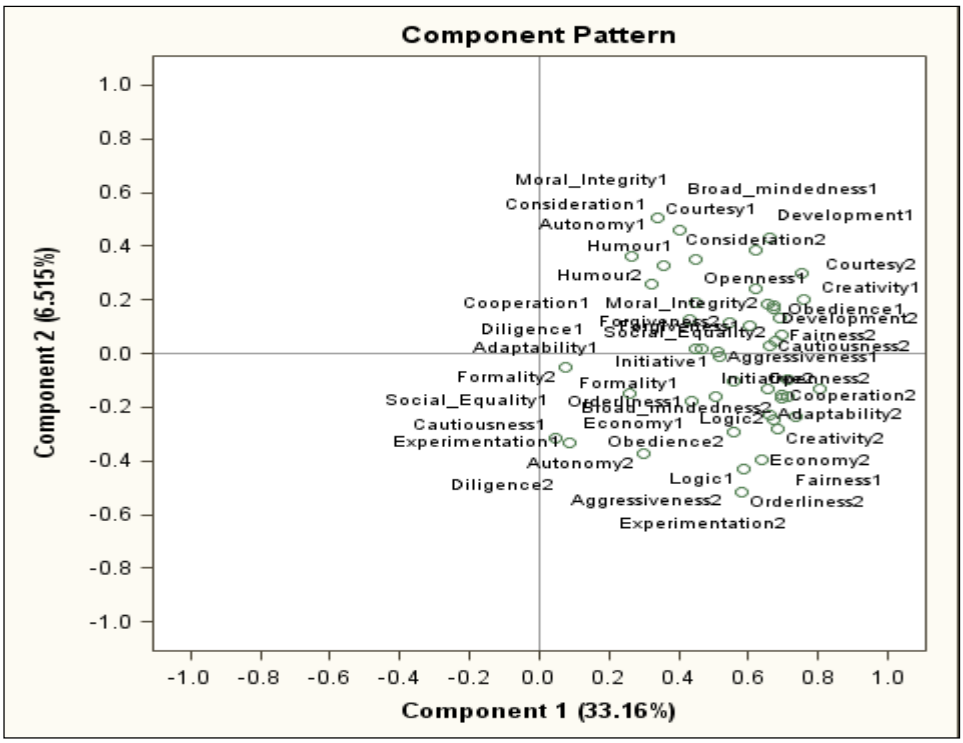

Figure 11: Component Pattern: South Africa – Johannesburg

The chart shown above shows the shared values as perceived by the Johannesburg subsidiary. All of the shared values seem to feature in all the quadrants with the main quadrants being the clan and market types of culture. Moral integrity, broad-Mindedness as well courtesy seems to be the most important values in the Johannesburg subsidiary. With shared values such as diligence measuring least important.

5.4.3 Middle East Subsidiary

Table 19 – Eigenvalues – Middle East

Total Variance	50.9405221

Eigenvalues of the Covariance Matrix				
	Eigenvalue	**Difference**	**Proportion**	**Cumulative**
1	13.2934038	5.4249081	0.261	0.261
2	7.8684958		0.1545	0.4154

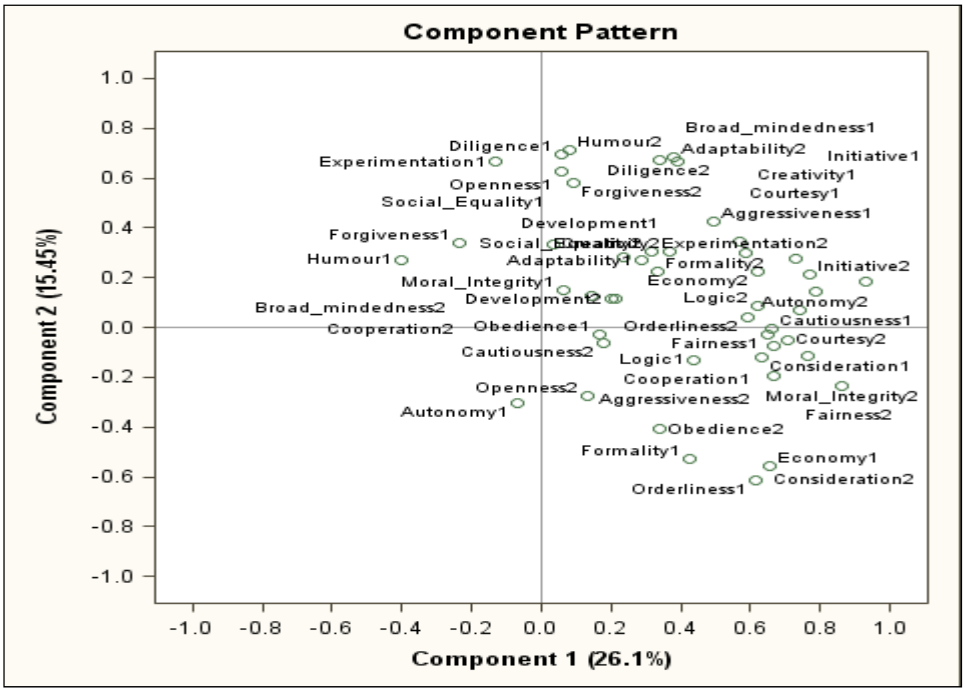

Figure 12: Component Pattern: Middle East

The values such as broad-mindedness, creativity, diligence and forgiveness correlate positively with the perceived culture inherent in the Middle East subsidiary and aggressiveness as well as formality are negatively correlated to the overall perceived values of the Middle East subsidiary.

5.4.4 Pretoria Subsidiary

Table 20 – Eigenvalues – Pretoria

Total Variance	52.726606

Eigenvalues of the Covariance Matrix				
	Eigenvalue	**Difference**	**Proportion**	**Cumulative**
1	15.9732074	10.7675224	0.3029	0.3029
2	5.2056851		0.0987	0.4017

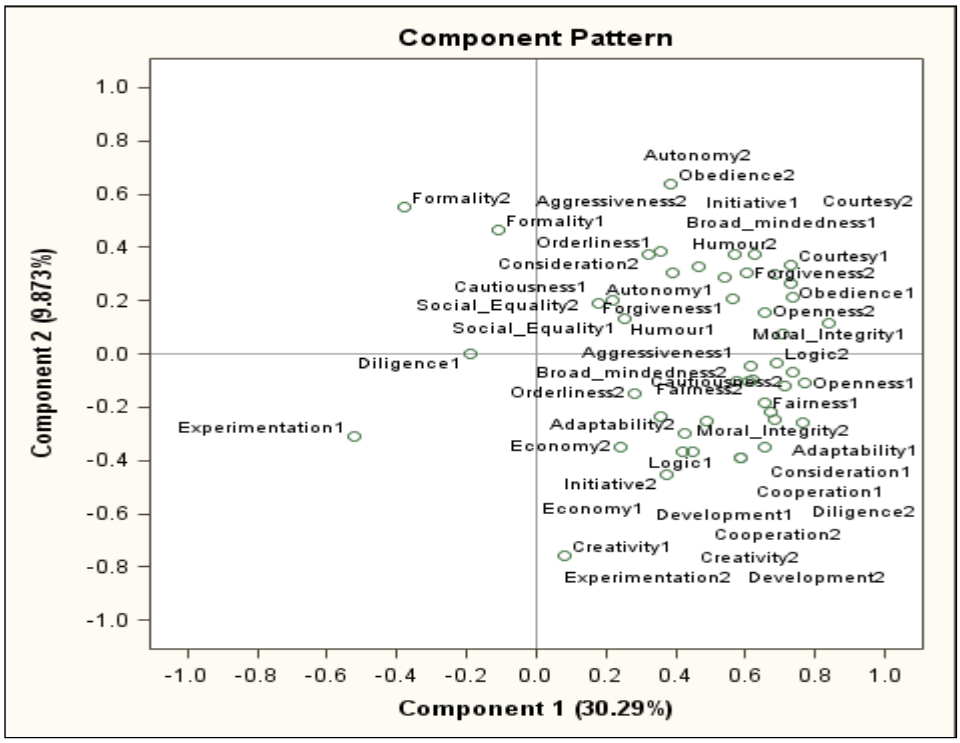

Figure 13: Component Pattern: South Africa – Pretoria

The chart shown above shows the shared values as perceived by the Pretoria subsidiary. All of the shared values seem to feature in mainly all the quadrants with the main quadrant being the clan type of culture. Shared values such as autonomy obedience as well courtesy seem to be the most important values in

the South African Pretoria subsidiary. Experimentation measured least important.

5.4.5 Turkey Subsidiary

Table 21 – Eigenvalues – Turkey

Total Variance	39.97605456

Eigenvalues of the Covariance Matrix				
	Eigenvalue	**Difference**	**Proportion**	**Cumulative**
1	11.9637774	5.7247607	0.2993	0.2993
2	6.2390167		0.1561	0.4553

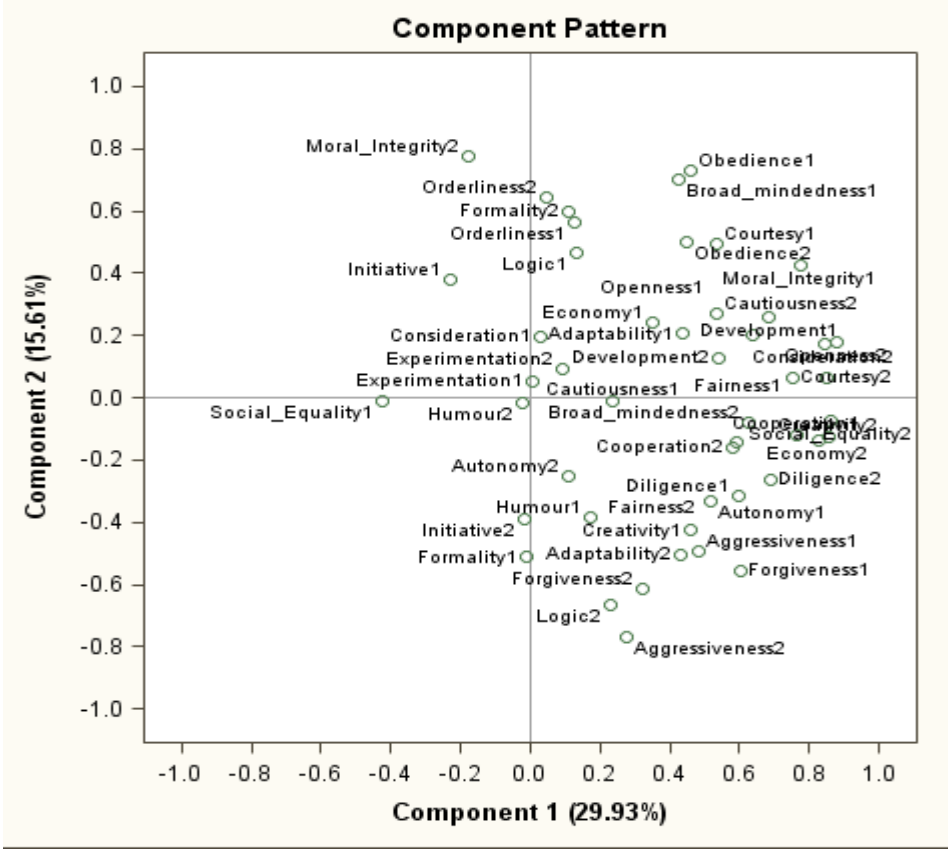

Figure 14: Component Pattern: Turkey

The chart shown above shows the shared values as perceived by the Turkey subsidiary. All of the shared values seem to feature in mainly all the quadrants with the main culture type being the clan. Obedience and broad-Mindedness seem to be the most important values in the Turkey subsidiary.

From the Analysis there seem to a very common shift or trend in all subsidiaries. The trend is that all the subsidiaries value those shared values most that fits into the clan and market culture quadrants with some elements of the adhocracy and hierarchy culture types. The latter not being as dominant as the clan and market.

The subsidiaries believe in culture of collaboration and control with the purpose of group cohesion and execution of regulation.

5.5 Responses to the open-ended questions

The results of the open ended questions are included in the report in order to answer the fourth research question.

Responses to the open-ended questions were tabulated as frequency counts. From the open-ended questions 68 (Series 1) and 69 (Series 2) it is clear that the majority of the respondents believe that the culture is flexible (34%) and the majority would like to have a more flexible culture (31%). Interestingly the respondents which believes that the culture is controlled would like to have an

uncontrolled more flexible culture. Of the respondents 15% also indicated that they would not want the culture to change.

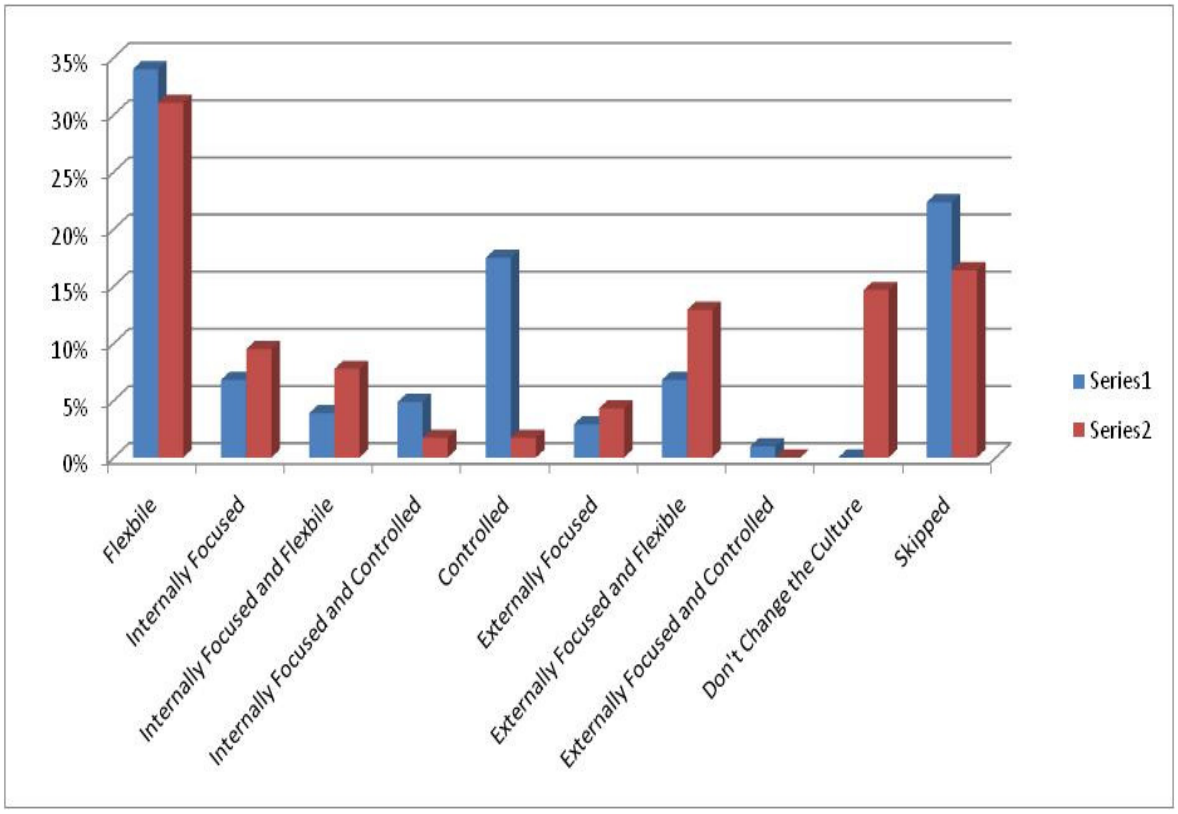

Figure 15: Survey Response – Frequency Table for Open Ended Questions 68 and 69

The last open-ended question asked specifically whether the respondents feel whether the culture is promoting the competitive advantage of the organisation or not. Of the 88 respondents that answered this question 80% of the respondents felt that the current culture does in fact contribute to the competitiveness of the organisation. Of respondents 14% of those who answered this question felt that the culture does in fact not contribute to the competitive advantage of the organisation. The remaining 7% of the respondents were uncertain whether the culture contributed positively to the organisation's competitive advantage.

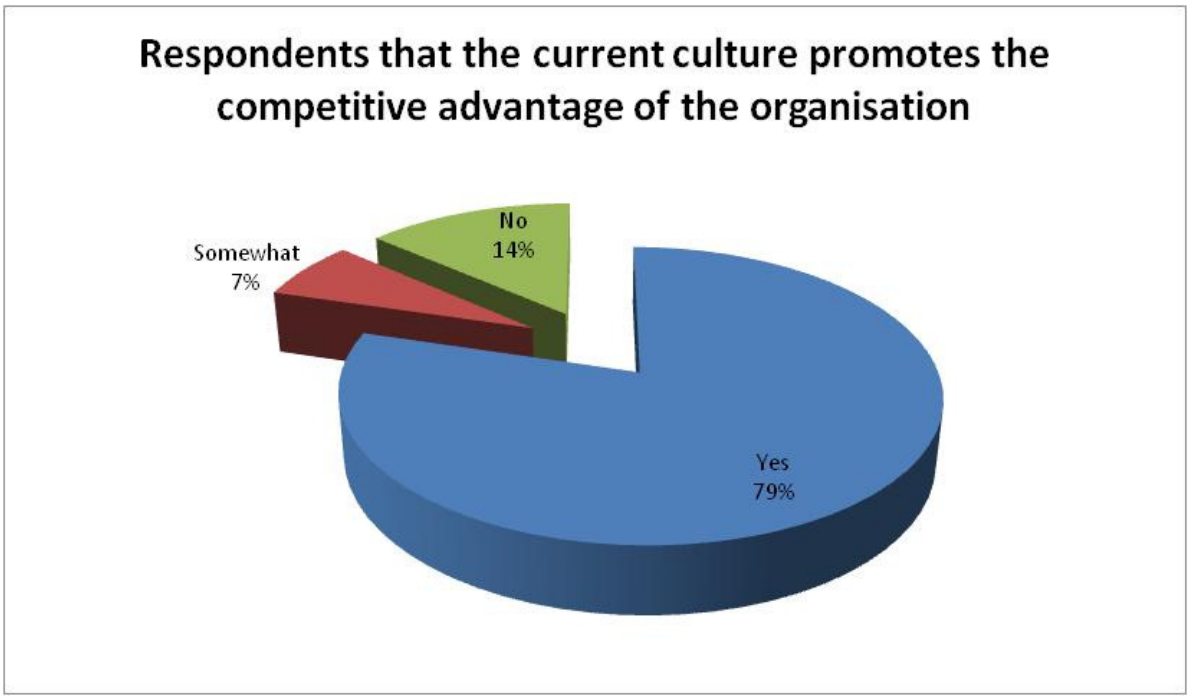

Figure 16: Survey Response – Culture contributes positively to the competitive nature of the organisation (as a percentage)

6. DISCUSSION OF RESULTS

The results of the study are discussed in relation to the literature study performed in Chapter 2, the research questions posed in Chapter 3 and the results depicted in Chapter 5 of the research study.

The response profile gives illustrated in Table 3 gives us an indication of the frequency of each question in accordance to the total number of individuals that participated in the survey. Looking at all the subsidiaries, the responses tend to be largely between being undecided to strongly agreeing with the values, for Johannesburg and Pretoria the responses are almost evenly distributed amongst the response type, namely Neither Agree/Disagree, Agree and Strongly Agree.

To fully understand we need to look at the research questions in depth.

6.1 Research Question 1: What is the shared value system within each subsidiary?

6.1.1 Introduction

The study testing the shared values proposed by McDonald and Gandz (1992) grouped according to the CVF proposed by Quinn and Rohrbaugh's (1983). The shared values within each subsidiary were tested by the questions relating

to the 24 shared values. The groupings of the values according to the different quadrants of the CVF are illustrated by Figure 4. Finally questions 56 to question 67 of the questionnaire contained three questions specific to each quadrant of the CVF, to test again which quadrant is more prominent for which subsidiary.

By testing the shared values of the different subsidiaries (value 1 to value 24) in separation without grouping the values in the quadrants of the CVF shows no significant difference at a 0.05 level of significance. This can be contributed to all the questions relating to the 24 values being positive questions and most respondents from all the subsidiaries responding with Neither Agree/Disagree, Agree or Strongly Agree except for Pretoria and Johannesburg. Another reason might be that the respondents felt that they need to answer all the questions in a positive light as they might be classified deemed as not incapable if they don't resemble all the values.

The researcher grouped the 24 shared values according to the different quadrant to overcome this limitation of the study and performed the Friedman test on the dataset.

The results of the Friedman test, depicted in Section 5.3 of this report illustrate the different shared values for each subsidiary. The results of both the African and Pakistan subsidiary has been eliminated from the study due to a small response rate. The result for each subsidiary is discussed in alphabetical order.

6.1.2 Shared Values – Cape Town

The sample size (N=6) was very small it did represent 85.71% of the total population for the Cape Town subsidiary. Table 6 depicts the mean score for the four quadrants of the CVF for the Cape Town subsidiary, from the four quadrants proposed by Quinn and Rohrbaugh (1983) the clan (4.1833) ranked first, with the market (4.1111) second, adhocracy (3.9667) third and hierarchy (3.8056) fourth. At the 0.05 significance level evidence do exist to conclude that there is a difference between the different quadrants of the CVF for the Cape Town subsidiary.

The most and least sought after values for the Cape Town subsidiary is depicted in Section 5.4.1. For Cape Town the most sought after value was moral integrity and the least humour. Moral integrity is closely followed by development, adaptability and experimentation. Interestingly the most and least sought after values, are superimposed on the CVF within the clan quadrant by McDonald and Gandz (1992). This reinstates the fact that it is difficult to measure the significance of the shared values individually if not grouped within each quadrant.

As stated in Chapter 2, McDonald and Gandz (1992) defined moral integrity is as being honourable and following ethical principles. This shared value has been identified as being the most important for the respondents within the Cape Town subsidiary. McDonald and Gandz (1992) further classified humour as a value that illustrates the ability to have fun and being light-hearted.

6.1.3 Shared Values – Johannesburg

The sample size (N=52) represented 69.33% of the total population for the Johannesburg subsidiary. Table 8 depicts the mean score for the four quadrants of the CVF for the Johannesburg subsidiary, from the four quadrants proposed by Quinn and Rohrbaugh (1983) the clan (4.2481) ranked first, with the market (4.157) second, adhocracy (4.0788) third and hierarchy (3.9631) fourth. At the 0.05 significance level evidence do exist to conclude that there is a difference between the different quadrants of the CVF for the Johannesburg subsidiary. As with the Cape Town subsidiary the shared values within both the clan and market quadrants measured highest. Interestingly to note is that the operation of the Johannesburg subsidiary manages the Cape Town operation and that the two quadrants score almost similarly in rank for both the two subsidiaries.

The most and least sought after values for the Johannesburg subsidiary is depicted in Section 5.4.2. For Johannesburg the most sought after value was moral integrity and the least diligence. Moral integrity is closely followed by broad-mindedness, consideration and courtesy. Interestingly the most sought after value falls within the clan quadrant and the least within the market quadrant. The market quadrant still ranked the highest compared to the other three quadrants. From the analysis both Johannesburg and Cape Town both value moral integrity the highest. Diligence as reported in Chapter 2 refers to a value that represents the ability to work hard and long hours to achieve specific goals (McDonald & Gandz, 1992).

6.1.4 Shared Values – Middle East

The mean score for the four quadrants of the CVF for the Middle East subsidiary is depicted in Table 10, from the four quadrants proposed by Quinn and Rohrbaugh (1983) the clan (4.4786) ranked first, with the market (4.3089) second, adhocracy (4.1286) third and hierarchy (4.1429) fourth. At the 0.05 significance level evidence do exist to conclude that there is a difference between the different quadrants of the CVF for the Middle East subsidiary. As with the Cape Town and Johannesburg subsidiary the shared values within both the clan and market quadrants measured highest.

The most and least sought after values for the Middle East subsidiary is depicted in Section 5.4.3. For the Middle East subsidiary the most sought after value was broad-mindedness and the least autonomy. Broad-mindedness is closely followed by humour, adaptability and initiative. Interestingly the most sought after value falls within the clan quadrant and the least within the adhocracy quadrant.

As discussed in Chapter 2, broad-mindedness is defined by McDonald and Gandz (1992) as a value that demonstrate the ability to accept different viewpoints and opinions. The least valued value namely autonomy is best described as being independent and free to act (McDonald & Gandz, 1992).

6.1.5 Shared Values – Pretoria

After the Johannesburg subsidiary, Pretoria represents the second largest sample size. The mean score for the four quadrants of the CVF for the Pretoria subsidiary is depicted in Table 12, from the four quadrants proposed by Quinn and Rohrbaugh (1983) the clan (4.2476) ranked first, with the adhocracy (4.1333) second, market (4.0238) third and hierarchy (3.8413) fourth. At the 0.05 significance level evidence do exist to conclude that there is a difference between the different quadrants of the CVF for the Pretoria subsidiary. The Pretoria and Turkey subsidiaries are the only subsidiaries that valued the adhocracy quadrant higher than the market quadrant.

The most and least sought after values for the Pretoria subsidiary is depicted in Section 5.4.4. For the Pretoria subsidiary the most sought after value was Autonomy and the least Experimentation. Autonomy is closely followed by obedience, aggressiveness and initiative. Interestingly the most and least sought after values falls within the adhocracy quadrant.

It was reported in Chapter 2, that experimentation the value least valued by the respondents of the Pretoria subsidiary, demonstrates the ability to taking a trial and error approach to problem solving (McDonald & Gandz, 1992).

6.1.6 Shared Values – Turkey

The mean score for the four quadrants of the CVF for the Turkey subsidiary is depicted in Table 14, from the four quadrants proposed by Quinn and Rohrbaugh (1983) the clan (4.1929) ranked first, with the adhocracy (3.9786) second, market (3.9405) third and hierarchy (3.875) fourth. At the 0.05 significance level evidence do exist to conclude that there is a difference between the different quadrants of the CVF for the Pretoria subsidiary. As with the Pretoria subsidiary the adhocracy quadrant was valued higher than the market quadrant.

The most and least sought after values for the Turkey subsidiary is depicted in Section 5.4.5. The most sought after value for the Turkey subsidiary was Obedience. Obedience is closely followed by broad-mindedness. Interestingly the most sought after value falls within the hierarchy quadrant which was least valued by the respondents from the Turkey subsidiary.

6.1.7 Conclusion

There seems to be a strong concordance with the values that are classified under the clan and market quadrants, where the:

- **Orientation** is about **collaboration** and to **compete**
- **Culture type** is **consensual** and **rational driven**
- **Main purpose** is **group cohesion** and **pursuit of objectives**

The shared value system within each subsidiary seems to lean more on the clan and market quadrants, thus meaning that the subsidiaries believe in and values the following shared values:

Table 22 – Common Shared Values across the various subsidiaries

Shared Values			
Aggressiveness	Cooperation	Forgiveness	Openness
Broad-Mindedness	Courtesy	Humour	Social Equality
Consideration	Fairness	Moral Integrity	
Diligence	Initiative		

These values could be composed of perceptions as the subsidiaries have a fair distribution when it comes to years of service for employees, it could be that the older generation influences the younger generation in terms of the thinking, as thus forming clans as means of gaining experience.

6.2 Research Question 2: Do the shared values differ significantly between the various subsidiaries?

The Kruskal-Wallis test result depicted in Section 5.2 of this research report the 24 shared values are not significantly different when tested at a 0.05 significance level except for broad-mindedness, development and orderliness. The result of the Kruskal-Wallis test is depicted in Table 5. As noted earlier by the researcher, the 24 shared values only show a significant difference across the various subsidiaries when collectively joined into the four quadrants of the CVF as proposed by McDonald and Gandz (1992).

As discussed in Chapter 2 certain organisations are more effective when their culture tends towards a certain quadrant (Cameron et al., 2006). Notwithstanding, this fact all organisations needs to depict some elements of internal focus compared to external focus, stability and control (Dastmalchian et al., 2000).

Figure 17 represents the graphical comparison of the different mean scores for the 24 shared values for each of the subsidiaries as depicted in Table 4. As discussed earlier it is evident that if not aggregated into the four quadrants of the CVF that it seems like there is no significant difference between these values across all the subsidiaries.

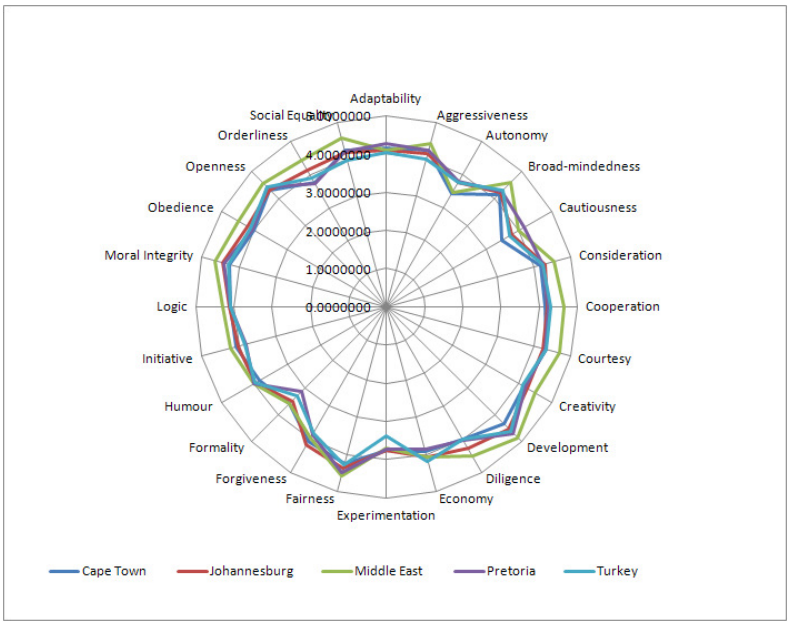

Figure 17: 24 Shared Values – Mean Comparison (All Subsidiaries)

A comparison of means for the 24 shared values aggregated into the various quadrants of the CVF does in fact show that a significant difference (at the 0.05 significance level) does exist between the different subsidiaries. The result of the comparison of means for the various subsidiaries is illustrated in Figure 18.

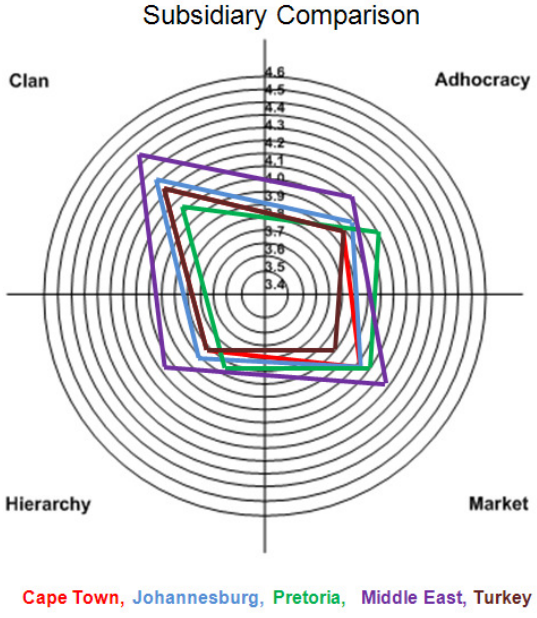

Figure 18: Shared values aggregated on the Quadrants of CVF (All Subsidiaries)

The Middle East subsidiary valued those values within the clan quadrant higher than any other subsidiary. From all the subsidiaries only Pretoria and Turkey valued the values within the adhocracy quadrant more than the values within the market quadrant. Section 5.3.1 to 5.3.5 provides evidence that all the cultures of the various subsidiaries do in fact differ at a 0.05 level of significance. From the results it is evident that the shared values within the hierarchy quadrant are least valued by the respondents across all subsidiaries.

As explained in Chapter 2, Igo and Skitmore (2006) highlight the fact that the clan culture emphasizes morale and group cohesion. The various subsidiaries valued those values that fall within the clan culture most and hence the aspects of this culture type needs to be elaborated upon. An organisation with a predominant clan culture resembles internal focus with flexibility (Quinn & Rohrbaugh, 1983). This culture type is in “competition” with the market culture that resembles control with an external focus (Quinn & Rohrbaugh, 1983; Cameron & Quinn, 1999; Cameron et al., 2006).

From the analysis it is evident that the Cape Town, Johannesburg and Middle East subsidiaries regarded the clan and market cultures the highest compared to Pretoria and Turkey which regarded the clan and adhocracy culture types the highest. This entails that both the Pretoria and Turkey cultures are more similar in nature compared to the cultures of the Cape Town, Johannesburg and Middle

East subsidiaries. Both the Pretoria and Turkey subsidiaries are more focused on the values that reflects flexibility whereas the Cape Town, Johannesburg and Middle East subsidiaires are regarding those values that resembles a competing values culture higher.

6.3 Research Question 3: Is there a significant difference between the core and espoused values of the organisation and its subsidiaries?

In order to answer the research question of whether there is a significant difference between the core and espoused values of the organisation and its subsidiaries, the researcher turns to the explanation of organisational values done in Chapter 2. As the researcher explained in Chapter 2, organisational values can broadly be classified into two groups namely core and espoused values (Soyer et al., 2007). Core values as explained in Chapter 2 are defined as the ways in which a business is conducted (Barney, 1986) they are maintained although business strategies and practices are continually adapting (Soyer et al., 2007). In essence the core values are the values depicted by the subsidiaries included in this study.

Espoused values on the other hand were described in Chapter 2 as the values which an organisation state to hold, describing its future standpoint. Espoused values represent the set of values that an organisation advocates to its internal or external role players, either through written or oral communication, regarding

the kinds of behaviours that it profess to believe in (van Rekom et al., 2006; Soyer et al., 2007).

The core values are a benchmark for how we as an organisation operate. These values are intended to guide the organisation through its daily operations. The organisation studied proposes five values across all its subsidiaries. These five values are approachable, customer-driven, swift and agile, innovative and trustworthy. The researcher decided to superimpose the organisational espoused values promulgated by the organisation across all subsidiaries on the CVF to ensure consistency in the research design. What is debatable is to in which quadrant what value needs to be placed. The next section of this report explains the rationale for placing the various values in the relevant quadrant.

- **Approachable -** This value means that the organisation and its members are accessible to our customers and business contacts and make it easy for them to do business with us. The researcher places this value within the adhocracy and market quadrants as approachable relates to externally focused more so than to internally focused cultures.

- **Customer-Driven -** By this means the organisation values that the employees work closely with the customers to understand and solve their business issues, exceed their expectations and deliver exceptional value.

The researcher places this value as with approachable in both the adhocracy and market quadrants as it explains an externally and flexible dynamic organisation more than a controlled internal organisational culture.

- **Swift and Agile –** The organisational values being responsive, flexible and action-oriented, this value explains that the organisation seek to reduce complexity in a constantly changing world. The researcher places this value in the clan and adhocracy quadrants of the CVF, namely the clan and adhocracy cultures. Swift and Agile entails that you are flexible, with some form of creativity in order to ensure that you are flexible enough to quickly adapt to changing business environments.

- **Innovative –** The MNC in study champion excellence by creatively and constructively challenging the status quo. In order to be innovative you need to be externally focused and flexible. To this extent the researcher qualified to place this value in the adhocracy quadrant of the CVF.

- **Trustworthy –** This value is important to the organisation is it explains the notion that the organisation and its members act with transparency and openness. The MNC studied propagates that its members always keep their promises, they inspire confidence and respect. To this extent the researcher placed this value in the clan quadrant of the CVF.

The values promulgated by the organisation and superimposed upon the CVF are best depicted in Figure 19:

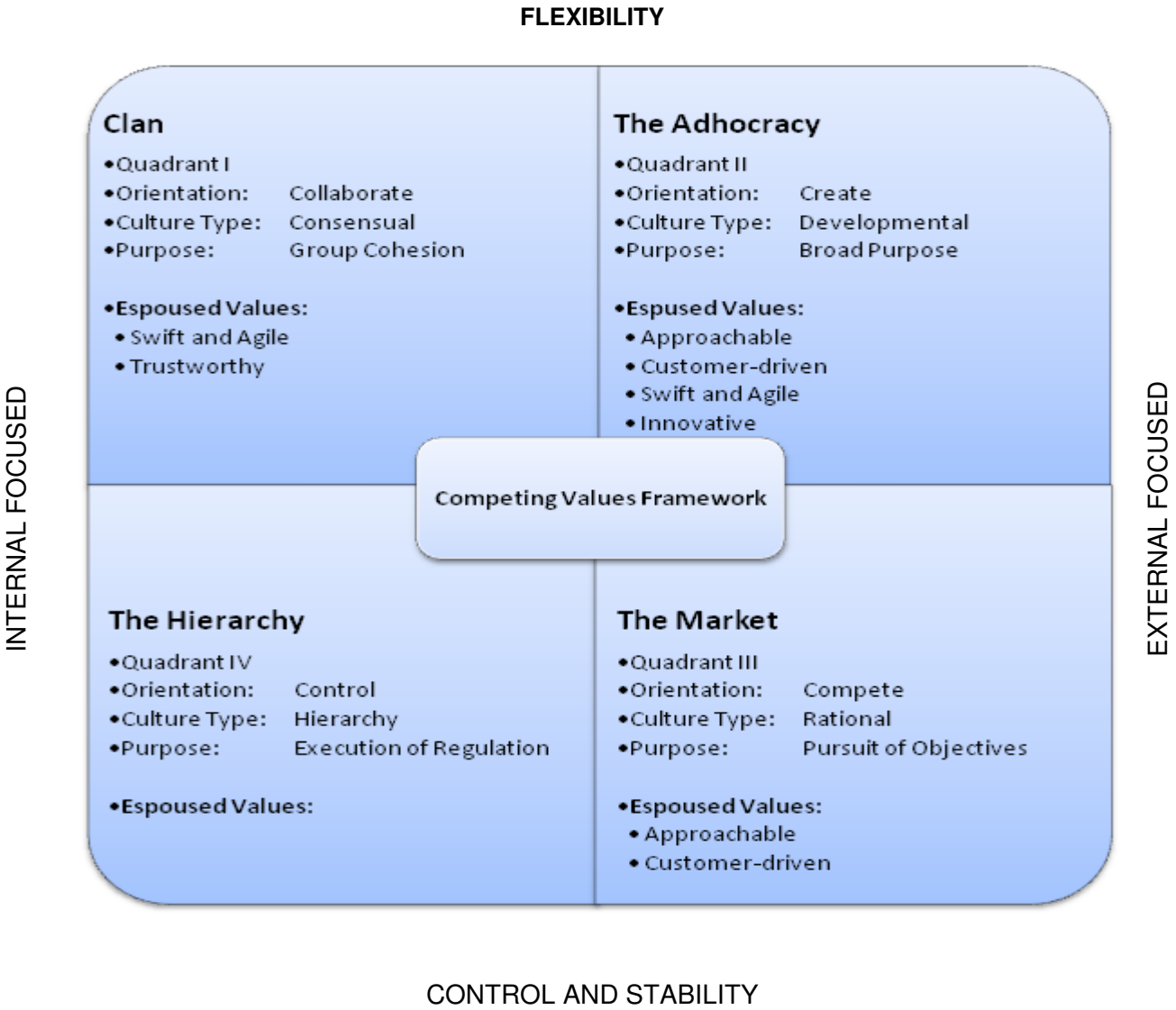

Figure 19: Organisational values superseded on the dimensions of the Competing Values Framework

From the study it is evident that the core values of the various subsidiaries included in the study are predominantly championed around the clan and market dimensions within the CVF. The exception to the clan and market

quadrants is the Pretoria and Turkey subsidiaries who favour the clan and adhocracy quadrants. The various subsidiaries tested do resemble elements of being externally focused but the main focus according to this study is that the subsidiaries are more internally focused than externally focused. From the aforementioned discussion and the superimposition of the espoused values of the organisation upon the CVF it is clear that there is a difference between the core and the espoused values.

As discussed in Chapter 2, the core desired values are the current common desired values (Soyer et al., 2007). The values that overlap to the greatest extent include the values from the clan culture. These values can be explained as core desired values:

- **Swift and Agile -** The subsidiaries do have that element of being swift and agile; they are more on the clan side more than being in the adhocracy side, thus creating issues when it comes to having a broad purpose in business and also having the culture of development having an orientation of creating and being innovative and;

- **Trustworthy -** The subsidiaries master the game of being trustworthy in a sense that most respondents have the sense to be collaborative in their orientation. Most respondents also regard their culture as being consensual with a purpose of group cohesiveness.

6.4 Research Question 4: Can the shared values of a subsidiary be regarded as a positive contributor to the competitive advantage of the organisation?

The different values that are considered to be important by each individual subsidiary, act as a catalyst in the competitive advantage over the different business landscapes in which they operate. To this extent it is fairly difficult to measure whether the subsidiary does contribute to the competitive advantage of the organisation as a whole or not. In Chapter 2 the researcher elaborated on the different means of measuring competitive advantage. The researcher stated that both formal and informal measurements do exist. As further described in Chapter 2 of this report, an organisational culture should contain three distinct characteristics in order for the organisation to have the benefit of a competitive advantage. Firstly, the organisational culture should be valuable, secondly it should rare and lastly it should be imperfectly imitable (Barney, 1986).

Statistically these measures were not tested by the research model within the framework of the CVF with the shared values. However, the researcher argues that one can make certain deductions from the study in relation to the open ended questions. In addition the values tested can bring insight to understanding of whether the organisation in question and its various subsidiaries do have a contributing factor to the competitive advantage of the organisation.

In order for the subsidiaries to contribute to the competitive advantage of the organisation, or perceived competitive advantage it should contain a high correlation to the espoused values of the organisation. In all instances it is clear that the various subsidiaries only contain a strong correlation to two of the espoused values of the organisation. These values namely, swift and agile as well as trustworthy were the two values best correlated to in all instances.

As discussed in Chapter 2, a balance between the different culture quadrants of the CVF should exist otherwise the organisation faces the risk of either being too internally focused or too flexible. As opposed to being too externally focused or too controlled.

We have also seen that the values are significantly different at a 0.05 level of significance across the various subsidiaries when aggregated into the CVF quadrants. In terms of the CVF both the clan and market quadrants seemed to be the most valued. In relation to the organisational values set forth we do see some sort of a mismatch between the espoused quadrants and the common quadrants. This is that the organisation belief that its core values for a competitive advantage should not resemble any hierarchical culture trades. This is in contrast to the subsidiaries as the subsidiaries valued the values for both the clan and the market quadrants most.

One could argue that in order to be more competitive the values that resemble the external market should be valued to a greater extent as it is clear that the organisation value, values that are externally oriented more as explained in the previous section of this report.

The researcher included an open ended section in the questionnaire in order to gain a higher level of insight into this research question. The open ended questions asked to all the respondents to see whether they believe that the current culture contributes positively to the competitive advantage of the organisation were:

- How would you describe the culture at the office? You can use the following terms as a guideline (Flexible, Internally focus, Externally focus or Controlled)
- How would you like the culture at the office to be?
- Do you believe that the form of office culture promotes our competitive advantage? Please elaborate

Question 68 provided the respondents time to reflect on how they felt about the current culture of the organisation. Question 69 of the survey was included to see whether the respondents like to change the culture or not. Question 70 of the survey asked directly whether the respondents feel that the form of office culture provides the organisation with a competitive advantage.

From the results in Section 5.5 it seems like the majority of the respondents do in fact feel that the current culture is contributing positively to the competitive advantage of the organisation.

From question 70 of the survey 79% of the respondents believed that the organisational culture is a positive contributor to the competitive advantage of the MNC. The researcher draws the following conclusion from the study in relation to the fourth open ended research question (question 70). Even though the shared values differ from the espoused values of the organisation, a level of competitive advantage is still managed. The researcher argues that this advantage is significant although we have experienced a level of disconnect between the stated and experienced values of the subsidiaries, its members and the organisation.

7. CONCLUSION

7.1 Introduction

As stated in earlier chapters, Quinn and Rohrbaugh's (1983) competing values framework is a functional model to analyse the equilibrium of competing values within an organisation. The purpose of this study was to investigate the shared values proposed by McDonald and Gandz (1992) within multiple subsidiaries of one MNC. The study aim was to investigate whether the shared values differ across subsidiaries and between the subsidiaries and the organisation in accordance with its espoused values. In effect the study conducted investigated whether the shared values could be regarded as a contributor to the organisation's competitive advantage.

7.2 Discussion of research findings

As highlighted in Chapter 5 and Chapter 6 it was found that the shared values are different in all the subsidiaries. This was expected due to the different national cultures and the operating environments of these subsidiaries. What was not expected is that the shared values posed to be common in depicting both the clan and market culture across the Cape Town, Johannesburg and Middle East subsidiaries. The Pretoria and Turkey subsidiaries depicted predominantly across the clan and adhocracy quadrants as opposed to the other subsidiaries. This has an important impact on the competitive advantage as the subsidiaries reflected to be very similar in nature which in turn would have a positive impact on the management of these subsidiaries, as the employees although different, pose similar values.

The research found that there seem to a very common shift or trend in all subsidiaries. The trend is that all the subsidiaries value those shared values most that fits into the clan and market culture quadrants with some elements of the adhocracy and hierarchy culture types resembled. The latter not being as dominant as the clan and market. To this extent the subsidiaries believe in culture of collaboration and competitiveness with the purpose of group cohesion and the pursuit of objectives.

The shared values were found to differ from the espoused values of the organisation to the extent that the organisation propagated to be flexible and market oriented. Whereas the finding across all the subsidiaries tested seems to be more internally focused. The impact on this difference is that the organisation thinks to be moving in one direction whereas the employees seem to feel that they are moving in the opposite direction. To qualify this statement, the organisation believes to be market oriented while it has been tested in the competing quadrant, the clan. Similarly the organisation propagated to be in the adhocracy domain, whilst this is true for the Pretoria and Turkey subsidiaries it is not as predominant within the other subsidiaries.

The survey was structured to test for both the shared values, by means of two questions for each value and three questions for each quadrant. In addition three open ended questions were posed to the respondents. The results of

these questions confirmed that the respondents either felt that the organisation poses a flexible culture with elements of external orientation. In addition the some respondents felt that the culture need not change and the majority of respondents were in agreement that the culture of the organisation does in fact contribute positively to the competitive advantage of the organisation.

By investigating the result of the study and by looking at the demographics (Appendix E) of the respondents according to age and years of service one could deduce that the shared values most valued could be composed of perceptions as the subsidiaries have a fair distribution when it comes to years of service for employees. It could also be that the older generation influences the younger generation in terms of the thinking, as thus forming clans and conforming to hierarchies as means of gaining experience.

7.3 Recommendation to stakeholders

Having competing values does not necessary reflect negatively on the performance of the organisation. One can argue that the results of the study does in fact elaborate that the organisation poses competing values between what is the core (tested) and espoused (propagated). It might be argued that a culture disconnect can occur between the culture orientation of the organisation as a whole and the subsidiary due to a misalignment of the predominant culture types.

However, having competing values can contribute positively to a performance orientated culture. As stated in the research report the clan culture competes with the market culture whereas the adhocracy culture competes with the hierarchy culture. In this study it was found that the aforementioned is true for the participating subsidiaries within the MEA region.

A negative impact would have been if the research had found that the predominant culture types according to the most valued shared values were all contained within one quadrant. This would have been evident of a misalignment and instability within the various subsidiary cultures. The reason is that one needs to balance the culture and subcultures within the organisation otherwise the culture can be said to be excessively controlled, extremely internally focused or even too flexible.

7.4 Limitations of study

The greatest limitation of the study lies in the fact that the questionnaire was self administered and not tested by other studies in the same field. The self administered questionnaire was explicitly designed with questions in mind to test for the shared values as proposed by McDonald and Gandz (1992) with questions developed stated as simply as possible. The reasoning for this was the language barrier with only 35% of respondents with English as their first language. The result of the research response demographics is contained in Appendix E.

Another limitation of the study is that an important value for one person is not necessarily so important for another. This makes it difficult to judge whether certain sets of shared values are predominantly better than other sets of shared values.

Although the study did take into account the espoused values of the organisation the matching of the espoused values to the CVF is still questionable as one can have mixed interpretations of where the espoused value would be best fit. Although this is a limitation of the study it only impacted the fourth research question.

7.5 Suggestions for further research

The current study although limited to a single MNC opens a multitude of new possibilities for future research. The study could be expanded into the population of the organisation in order to see whether there are similarities across various regions such as the Americas and Asia Pacific.

Similarly the study could be replicated across various MNC's in order to establish a common set of shared values as well as across industries.

The results of the study could be redrafted in a similar study across the same subsidiary landscape in order to gain a better understanding of whether certain values change over time.

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Appendix A – Questionnaire

Universiteit van Pretoria
University of Pretoria

GORDON INSTITUTE OF BUSINESS SCIENCE

Dear Employee

I'm conducting research on our shared values as the basis of our competitive advantage.

The aim of this questionnaire is to perform a cultural study from a shared values perspective. The answers from this questionnaire will form part of one of the Empowerment Code initiatives within the organisation. This study forms part of a multinational study within the organisation across the Middle East, Africa and South Africa regions and should not take you longer than 15 minutes to complete.

Your participation is voluntary and you can withdraw at any time without penalty. All personal information will remain confidential. By completing this questionnaire, you indicate that you voluntarily participate in this research.

You are kindly requested to complete the following questionnaire, which. Please forward completed questionnaires to Leon Nel (leon.nel@zaf.sas.com) by 21st August 2009.

Should you have any queries please do not hesitate to contact Leon Nel via email or at +27 82 389 5344 or my Research Supervisor at GIBS, Dr. Helena Barnard via email at barnardh@gibs.co.za

Thank you for your participation

Leon Nel

Please complete the following questionnaire. The questionnaire consist of four sections (Marked Section A, B, C and D). The questionnaire contains statements regarding values and culture. **Each item must be rated on a five-point scale, whether you agree with the statement or not.**

Section A: Biographical Information									
Please rate the following statements with an "X" as per the rating scale provided below									
1	**I'm based in this office**								
2	**Age**								
20 - 30		20 - 35		35 - 40		40 - 50		Above 50	
3	**Gender**								
Male						Female			
4	**Please select your highest qualification obtained**								
High School		Diploma		Bachelor		Masters		Doctorate	
5	**Work History – How long have you worked in this environment (in years)**								
0 – 2		2 – 5		5 - 7		7 – 10		More than10	
6	**My role is**								
Technical		Sales		Consultant		Manager		Executive	
7	**Home Language**								
English		Afrikaans		African Native		Arabic		Turkish	

Section B - Shared Values a basis for competitive advantage

Please rate the following statements with an "X" as per the rating scale provided below

1 = Strongly disagree, 2 = Disagree, 3 = Neither disagree or agree, 4 = Agree, 5 = Strongly Agree

		1	2	3	4	5
8	I am flexible and willing to change in response to new circumstances					
9	I pursue my goals with force and tact					
10	I feel independent and free to act					
11	I am able to accept different viewpoints and the opinions of others					
12	I am cautious and will try to minimize my risk exposure					
13	I am predominantly caring, kind and considerate to others					
14	I like team work and feel comfortable working with others					
15	I have respect for my co-worker and have admiration for who they are as individuals					
16	I am creative and like to think of new innovative ways to get my work done					
17	I value personal growth, learning and development					
18	I frequently work long and hard in order to get my work done					
19	I think twice and consider alternatives before spending money					
20	I frequently take a trial and error approach to problem solving					
21	I think of myself as a fair person who will give recognition based on accomplishments					
22	I think of myself as a person who easily forgive when someone makes a mistake					
23	I am a person who believes in tradition and formalities					
24	I like having fun at the office and I encourage others to have fun as well					
25	I will frequently take on new responsibilities					
26	I like to think about facts and figures before I act					
27	I follow my ethical principles					
28	I comply to the rules of the organisation					
29	I am straightforward and sincere in discussions					
30	I like it when my office and desk is tidy, neat and well-organised					
31	I avoid status differences as I believe that we are all equal					
32	I feel at ease with new challenges					
33	I follow up on my tasks enthusiastically					
34	I can complete my tasks without help					
35	I am open to new ideas					
36	I use discretion and diplomacy in making difficult decisions					
37	I more considerate towards the feelings, opinions and values of others					

Section B - Shared Values a basis for competitive advantage

Please rate the following statements with an "X" as per the rating scale provided below

1 = Strongly disagree, 2 = Disagree, 3 = Neither disagree or agree, 4 = Agree, 5 = Strongly Agree

		1	2	3	4	5
38	I feel at ease in joining forces with other people					
39	I am considerate towards my colleagues and value their input					
40	I feel inspired by new modern suggestions for completing challenging tasks					
41	I believe in continuous personal development in order to grow as an individual					
42	I think of myself as a diligent hard working individual					
43	I think of alternative ways to save money					
44	I am a person that will try new ways in approaching challenges					
45	I believe that everyone must have an equal chance in proving themselves					
46	I believe that we can improve on our working relationships by forgiving one another					
47	I feel that routine is an essential component of success					
48	I am a person that can easily see the humorous side of a difficult situation					
49	I think of myself as a person that frequently present new ideas					
50	I am a person that will easily see a logical solution to a challenge					
51	I think of myself as an honourable person with a high moral standard					
52	I value policies and regulations set by a higher authority					
53	I believe in promoting myself and the company without hidden agendas					
54	I like to think of myself as a person who is precise and exact in resolving challenges					
55	I believe in social equality					

Section C – Culture

Please rate the following statements with an "X" as per the rating scale provided below

1 = Strongly disagree, 2 = Disagree, 3 = Neither disagree or agree, 4 = Agree, 5 = Strongly Agree

		1	2	3	4	5
56	I believe that our organisation is a hospitable, friendly work environment where people share a lot					
57	The organisation provides a flexible support system which promotes the willingness to act					
58	I think of our organisation as a highly productive and economical environment					
59	I believe that our organisation enforces strict rules and regulations					
60	I think of the people at our company as my extended family where my superiors are mentors					
61	I think of our organisation as a dynamic, entrepreneurial and creative place					
62	We are results orientated and we concentrate on getting the job done					
63	We have a formal approach to relationships within our organisation					
64	I feel that loyalty and tradition is fundamentally important to our organisation					
65	At our organisation success means producing distinctive and unique product and service					
66	I feel that our leaders are inclined to be hard-driving producers with the intent of performing better than our competition					
67	I think of our leaders as good coordinators and organisers					

Section D – Culture (Open Ended Questions)	
Please Use the space below to answer the questions posed	
68	How would you describe the culture at the office? You can use the following terms as a guideline (Flexible, Internally focus, Externally focus or Controlled)
69	How would you like the culture at the office to be?
70	Do you believe that the form of office culture promotes our competitive advantage? Please elaborate

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PLEASE SAVE YOUR INPUTS

All information will be treated as confidential

Completed questionnaires can be emailed to leon.nel@zaf.sas.com

Appendix B – Rating Card

Rating Card (Confidential – not to be handed out to participants)

FOR OFFICE USE ONLY

* The rating card is used to identify the relevant shared value and its associated question from the questionnaire in conjunction with the Shared Values superseded on the Core Dimensions of the Competing Values Framework

Section A – Shared Values			
Question on Questionnaire	**Shared Value being testes**	**Questions asked to test shared value**	**Competing Values Framework – Culture Quadrant (Q) / Review Section A-D**
8	Adaptability	I am flexible and willing to change in response to new circumstances	Q2 / B
32		I feel at ease with new challenges	Q2 / B
9	Aggressiveness	I pursue my goals with force and tact	Q3 / C
33		I follow up on my tasks enthusiastically	Q3 / C
10	Autonomy	I feel independent and free to act	Q2 / B
34		I can complete my tasks without help	Q2 / B
11	Broad-mindedness	I am able to accept different viewpoints and the opinions of others	Q1 / A
35		I am open to new ideas	Q1 / A
12	Cautiousness	I am cautious and will try to minimize my risk exposure	Q4 / D
36		I use discretion and diplomacy in making difficult decisions	Q4 / D
13	Consideration	I am predominantly caring, kind and considerate to others	Q1 / A
37		I more considerate towards the feelings, opinions and values of others	Q1 / A
14	Cooperation	I like team work and feel comfortable working with others	Q1 / A
38		I feel at ease in joining forces with other people	Q1 / A
15	Courtesy	I have respect for my co-worker and have admiration for who they are as individuals	Q1 / A
39		I am considerate towards my colleagues and value their input	Q1 / A
16	Creativity	I am creative and like to think of new innovative ways to get my work done	Q2 / B
40		I feel inspired by new modern suggestions for	Q2 / B

Section A – Shared Values			
Question on Questionnaire	**Shared Value being testes**	**Questions asked to test shared value**	**Competing Values Framework – Culture Quadrant (Q) / Review Section A-D**
		completing challenging tasks	
17	Development	I value personal growth, learning and development	Q2 / B
41		I believe in continuous personal development in order to grow as an individual	Q2 / B
18	Diligence	I frequently work long and hard in order to get my work done	Q3 / C
42		I think of myself as a diligent hard working individual	Q3 / C
19	Economy	I think twice and consider alternatives before spending money	Q4 / D
43		I think of alternative ways to save money	Q4 / D
20	Experimentation	I frequently take a trial and error approach to problem solving	Q2 / B
44		I am a person that will try new ways in approaching challenges	Q2 / B
21	Fairness	I think of myself as a fair person who will give recognition based on accomplishments	Q1 / A
45		I believe that everyone must have an equal chance in proving themselves	Q1 / A
22	Forgiveness	I think of myself as a person who easily forgive when someone makes a mistake	Q1 / A
46		I believe that we can improve on our working relationships by forgiving one another	Q1 / A
23	Formality	I am a person who believes in tradition and formalities	Q4 / D
47		I feel that routine is an essential component of success	Q4 / D
24	Humour	I like having fun at the office and I encourage others to have fun as well	Q1 / A
48		I am a person that can easily see the humorous side of a difficult situation	Q1 / A
25	Initiative	I will frequently take on new responsibilities	Q3 / C
49		I think of myself as a person that frequently present new ideas	Q3 / C
26	Logic	I like to think about facts and figures before I act	Q4 / D
50		I am a person that will easily see a logical	Q4 / D

Section A – Shared Values			
Question on Questionnaire	**Shared Value being testes**	**Questions asked to test shared value**	**Competing Values Framework – Culture Quadrant (Q) / Review Section A-D**
		solution to a challenge	
27	Moral Integrity	I follow my ethical principles	Q1 / A
51		I think of myself as an honourable person with a high moral standard	Q1 / A
28	Obedience	I comply to the rules of the organisation	Q4 / D
52		I value policies and regulations set by a higher authority	Q4 / D
29	Openness	I am straightforward and sincere in discussions	Q1 / A
53		I believe in promoting myself and the company without hidden agendas	Q1 / A
30	Orderliness	I like it when my office and desk is tidy, neat and well-organised	Q4 / D
54		I like to think of myself as a person who is precise and exact in resolving challenges	Q4 / D
31	Social Equality	I avoid status differences as I believe that we are all equal	Q1 / A
55		I believe in social equality	Q1 / A

Section B – Culture		
Question on Questionnaire		**Competing Values Framework – Culture Quadrant (Q) / Review Section A-D**
56	I believe that our organisation is a hospitable, friendly work environment where people share a lot	Q1 / A (B1)
57	The organisation provides a flexible support system which promotes the willingness to act	Q2 / B (B2)
58	I think of our organisation as a highly productive and economical environment	Q3 / C (B3)
59	I believe that our organisation enforces strict rules and regulations	Q4 / D (B4)
60	I think of the people at our company as my extended family where my superiors are mentors	Q1 / A (B1)
61	I think of our organisation as a dynamic, entrepreneurial and creative place	Q2 / B (B2)
62	We are results orientated and we concentrate on getting the job done	Q3 / C (B3)
63	We have a formal approach to relationships within our organisation	Q4 / D (B4)
64	I feel that loyalty and tradition is fundamentally important to our organisation	Q1 / A (B1)
65	At our organisation success means producing distinctive and unique product and services	Q2 / B (B2)
66	I feel that our leaders are inclined to be hard-driving producers with the intent of performing better than our competition	Q3 / C (B3)
67	I think of our leaders as good coordinators and organisers	Q4 / D (B4)

Appendix C – Reliability Statistics

Table 23 – Cronbach's Coefficient Alpha - 24 Shared Values

Cronbach Coefficient Alpha					
Variable	/	Research Question	Shared Value	Raw Alpha	Standardized Alpha
Question8	&	Question32	Adaptability	0.199547	0.200177
Question9	&	Question33	Aggressiveness	0.691451	0.708232
Question10	&	Question34	Autonomy	-0.361884	-0.366364
Question11	&	Question35	Broad-mindedness	0.512073	0.512456
Question12	&	Question36	Cautiousness	0.296312	0.30911
Question13	&	Question37	Consideration	0.596062	0.60036
Question14	&	Question38	Cooperation	0.596329	0.596469
Question15	&	Question39	Courtesy	0.600106	0.602108
Question16	&	Question40	Creativity	0.548025	0.548375
Question17	&	Question41	Development	0.819251	0.819645
Question18	&	Question42	Diligence	0.400094	0.431808
Question19	&	Question43	Economy	0.708933	0.710405
Question20	&	Question44	Experimentation	-0.018087	-0.020167
Question21	&	Question45	Fairness	0.70141	0.701415
Question22	&	Question46	Forgiveness	0.610454	0.613069
Question23	&	Question47	Formality	0.404251	0.404851
Question24	&	Question48	Humour	0.176989	0.178368
Question25	&	Question49	Initiative	0.549049	0.549341
Question26	&	Question50	Logic	0.570024	0.571008
Question27	&	Question51	Moral Integrity	0.627198	0.63095
Question28	&	Question52	Obedience	0.70872	0.718717
Question29	&	Question53	Openness	0.602514	0.60382
Question30	&	Question54	Orderliness	0.200942	0.210004
Question31	&	Question55	Social Equality	0.450104	0.462901

Table 24 – Cronbach's Coefficient Alpha - Quadrant 1 (Clan)

Cronbach Coefficient Alpha				
Variable	**Quadrant**	**Shared Value**	**Raw Alpha**	**Standardized Alpha**
Q11 /A1	Quadrant1	Broad-mindedness	0.892194	0.900012
Q13 /A1	Quadrant1	Consideration	"	"
Q14 /A1	Quadrant1	Cooperation	"	"
Q15 /A1	Quadrant1	Courtesy	"	"
Q21 /A1	Quadrant1	Fairness	"	"
Q22 /A1	Quadrant1	Forgiveness	"	"
Q24 /A1	Quadrant1	Humour	"	"
Q27 /A1	Quadrant1	Moral Integrity	"	"
Q29 /A1	Quadrant1	Openness	"	"
Q31 /A1	Quadrant1	Social Equality	"	"
Q35 /A1	Quadrant1	Broad-mindedness	"	"
Q37 /A1	Quadrant1	Consideration	"	"
Q38 /A1	Quadrant1	Cooperation	"	"
Q39 /A1	Quadrant1	Courtesy	"	"
Q45 /A1	Quadrant1	Fairness	"	"
Q46 /A1	Quadrant1	Forgiveness	"	"
Q48 /A1	Quadrant1	Humour	"	"
Q51 /A1	Quadrant1	Moral Integrity	"	"
Q53 /A1	Quadrant1	Openness	"	"
Q55 /A1	Quadrant1	Social Equality	"	"
Q56 /B1	Quadrant1		0.698478	0.698339
Q60 /B1	Quadrant1		"	"
Q64 /B1	Quadrant1		"	"

Table 25 – Cronbach's Coefficient Alpha - Quadrant 2 (Adhocracy)

Cronbach Coefficient Alpha				
Variable	**Quadrant**	**Shared Value**	**Raw Alpha**	**Standardized Alpha**
Q8 /A2	Quadrant2	Adaptability	0.678657	0.741381
Q10 /A2	Quadrant2	Autonomy	"	"
Q16 /A2	Quadrant2	Creativity	"	"
Q17 /A2	Quadrant2	Development	"	"
Q20 /A2	Quadrant2	Experimentation	"	"
Q32 /A2	Quadrant2	Adaptability	"	"
Q34 /A2	Quadrant2	Autonomy	"	"
Q40 /A2	Quadrant2	Creativity	"	"
Q41 /A2	Quadrant2	Development	"	"
Q44 /A2	Quadrant2	Experimentation	"	"
Q57 /B2	Quadrant2		0.680328	0.675507
Q61 /B2	Quadrant2		"	"
Q65 /B2	Quadrant2		"	"

Table 26 – Cronbach's Coefficient Alpha - Quadrant 3 (Market)

Cronbach Coefficient Alpha				
Variable	**Quadrant**	**Shared Value**	**Raw Alpha**	**Standardized Alpha**
Q9 /A3	Quadrant3	Aggressiveness	0.711723	0.728632
Q18 /A3	Quadrant3	Diligence	"	"
Q25 /A3	Quadrant3	Initiative	"	"
Q33 /A3	Quadrant3	Aggressiveness	"	"
Q42 /A3	Quadrant3	Diligence	"	"
Q49 /A3	Quadrant3	Initiative	"	"
Q58 /B3	Quadrant3		0.75121	0.753728
Q62 /B3	Quadrant3		"	"
Q66 /B3	Quadrant3		"	"

Table 27 – Cronbach's Coefficient Alpha - Quadrant 4 (Hierarchy)

Cronbach Coefficient Alpha				
Variable	**Quadrant**	**Shared Value**	**Raw Alpha**	**Standardized Alpha**
Q12 /A4	Quadrant4	Cautiousness	0.763377	0.778278
Q19 /A4	Quadrant4	Economy	"	"
Q23 /A4	Quadrant4	Formality	"	"
Q26 /A4	Quadrant4	Logic	"	"
Q28 /A4	Quadrant4	Obedience	"	"
Q30 /A4	Quadrant4	Orderliness	"	"
Q36 /A4	Quadrant4	Cautiousness	"	"
Q43 /A4	Quadrant4	Economy	"	"
Q47 /A4	Quadrant4	Formality	"	"
Q50 /A4	Quadrant4	Logic	"	"
Q52 /A4	Quadrant4	Obedience	"	"
Q54 /A4	Quadrant4	Orderliness	"	"
Q59 /B4	Quadrant4		0.566413	0.571087
Q63 /B4	Quadrant4		"	"
Q67 /B4	Quadrant4		"	"

Appendix D – Friedman Test Results

Cape Town

Table 28 – Friedman Test – Cape Town (24 Value Comparison)

Friedman Two-Way Analysis of Variance Test Results - Multiple Comparisons																								
	Value1	Value2	Value3	Value4	Value5	Value6	Value7	Value8	Value9	Value10	Value11	Value12	Value13	Value14	Value15	Value16	Value17	Value18	Value19	Value20	Value21	Value22	Value23	Value24
Value1																								
Value2	0.39																							
Value3	2.86	3.25																						
Value4	0	0.39	2.86																					
Value5	2.55	2.94	0.31	2.55																				
Value6	0.08	0.31	2.94	0.08	2.63																			
Value7	0	0.39	2.86	0	2.55	0.08																		
Value8	0.65	0.27	3.51	0.65	3.2	0.57	0.65																	
Value9	0.14	0.53	2.71	0.14	2.41	0.22	0.14	0.8																
Value10	0.78	0.39	3.63*	0.78	3.33	0.69	0.78	0.12	0.92															
Value11	0.9	1.29	1.96	0.9	1.65	0.98	0.9	1.55	0.76	1.67														
Value12	0.9	1.29	1.96	0.9	1.65	0.98	0.9	1.55	0.76	1.67	0													
Value13	1.8	2.18	1.06	1.8	0.76	1.88	1.8	2.45	1.65	2.57	0.9	0.9												
Value14	0.41	0.02	3.27	0.41	2.96	0.33	0.41	0.24	0.55	0.37	1.31	1.31	2.2											
Value15	0.43	0.82	2.43	0.43	2.12	0.51	0.43	1.08	0.29	1.2	0.47	0.47	1.37	0.84										
Value16	1.98	2.37	0.88	1.98	0.57	2.06	1.98	2.63	1.84	2.76	1.08	1.08	0.18	2.39	1.55									
Value17	1.31	1.69	1.55	1.31	1.25	1.39	1.31	1.96	1.16	2.08	0.41	0.41	0.49	1.71	0.88	0.67								
Value18	0.43	0.82	2.43	0.43	2.12	0.51	0.43	1.08	0.29	1.2	0.47	0.47	1.37	0.84	0	1.55	0.88							
Value19	0.43	0.82	2.43	0.43	2.12	0.51	0.43	1.08	0.29	1.2	0.47	0.47	1.37	0.84	0	1.55	0.88	0						
Value20	0.37	0.02	3.23	0.37	2.92	0.29	0.37	0.29	0.51	0.41	1.27	1.27	2.16	0.04	0.8	2.35	1.67	0.8	0.8					
Value21	0.47	0.86	2.39	0.47	2.08	0.55	0.47	1.12	0.33	1.25	0.43	0.43	1.33	0.88	0.04	1.51	0.84	0.04	0.04	0.84				
Value22	0.76	0.37	3.61*	0.76	3.31	0.67	0.76	0.1	0.9	0.02	1.65	1.65	2.55	0.35	1.18	2.74	2.06	1.18	1.18	0.39	1.22			
Value23	1.84	2.22	1.02	1.84	0.71	1.92	1.84	2.49	1.69	2.61	0.94	0.94	0.04	2.25	1.41	0.14	0.53	1.41	1.41	2.2	1.37	2.59		
Value24	0.35	0.04	3.2	0.35	2.9	0.27	0.35	0.31	0.49	0.43	1.25	1.25	2.14	0.06	0.78	2.33	1.65	0.78	0.78	0.02	0.82	0.41	2.18	
	Friedman Test Statistic						**50.48**																	
	p-Value						**0.0008**																	
	Kendall Coefficient of Concordance						**0.3658**																	
	Critical Z value			**Alpha 0.05 ****			**3.74**																	
				Alpha 0.10 *			**3.57**																	

Table 29 – Friedman Test – Johannesburg (24 Value Comparison)

Friedman Two-Way Analysis of Variance Test Results - Multiple Comparisons																								
	Value1	Value2	Value3	Value4	Value5	Value6	Value7	Value8	Value9	Value10	Value11	Value12	Value13	Value14	Value15	Value16	Value17	Value18	Value19	Value20	Value21	Value22	Value23	Value24
Value1																								
Value2	0.67																							
Value3	2.98	3.65*																						
Value4	1.05	0.39	4.04**																					
Value5	2.62	3.29	0.36	3.67*																				
Value6	1.99	1.32	4.97**	0.94	4.61**																			
Value7	1.37	0.71	4.35**	0.32	3.99**	0.62																		
Value8	1.59	0.92	4.57**	0.53	4.21**	0.4	0.21																	
Value9	1.55	0.89	4.53**	0.5	4.17**	0.44	0.18	0.03																
Value10	4.15**	3.49	7.13**	3.1	6.77**	2.16	2.78	2.57	2.6															
Value11	1.65	0.98	4.63**	0.6	4.27**	0.34	0.28	0.06	0.1	2.5														
Value12	0.14	0.8	2.84	1.19	2.48	2.13	1.51	1.73	1.69	4.29**	1.79													
Value13	2.57	3.23	0.42	3.62*	0.06	4.56**	3.94**	4.15**	4.12**	6.72**	4.22**	2.43												
Value14	2.61	1.94	5.59**	1.55	5.23**	0.62	1.23	1.02	1.05	1.55	0.96	2.75	5.17**											
Value15	0.46	0.2	3.45	0.59	3.09	1.53	0.91	1.12	1.09	3.69*	1.19	0.6	3.03	2.14										
Value16	4.24**	4.91**	1.26	5.30**	1.62	6.23**	5.62**	5.83**	5.80**	8.40**	5.89**	4.10**	1.68	6.85**	4.71**									
Value17	1.36	2.02	1.62	2.41	1.26	3.35	2.73	2.95	2.91	5.51**	3.01	1.22	1.21	3.97**	1.82	2.88								
Value18	0.89	1.55	2.09	1.94	1.73	2.88	2.26	2.48	2.44	5.04**	2.54	0.75	1.68	3.49	1.35	3.36	0.47							
Value19	0.05	0.71	2.93	1.1	2.57	2.04	1.42	1.64	1.6	4.20**	1.7	0.09	2.52	2.66	0.51	4.19**	1.31	0.84						
Value20	3.63*	2.96	6.61**	2.57	6.25**	1.64	2.25	2.04	2.07	0.53	1.98	3.77**	6.19**	1.02	3.16	7.87**	4.99**	4.51**	3.67*					
Value21	0.98	0.32	3.97**	0.07	3.61*	1.01	0.39	0.6	0.57	3.17	0.67	1.12	3.55	1.62	0.52	5.23**	2.34	1.87	1.03	2.64				
Value22	2.23	1.57	5.21**	1.18	4.85**	0.24	0.86	0.64	0.68	1.92	0.58	2.37	4.80**	0.37	1.77	6.48**	3.59*	3.12	2.28	1.39	1.25			
Value23	0.53	0.14	3.51	0.53	3.15	1.46	0.85	1.06	1.03	3.63*	1.12	0.67	3.09	2.08	0.06	4.77**	1.89	1.41	0.58	3.1	0.46	1.71		
Value24	0.69	0.03	3.67*	0.36	3.31	1.3	0.68	0.89	0.86	3.46	0.96	0.83	3.26	1.91	0.23	4.94**	2.05	1.58	0.74	2.93	0.29	1.54	0.17	
	Friedman Test Statistic						**195.5**																	
	p-Value						**0.0000**																	
	Kendall Coefficient of Concordance						**0.1635**																	
	Critical Z value			**Alpha 0.05 ****			**3.74**																	
				Alpha 0.10 *			**3.57**																	

Table 30 – Friedman Test – Middle East (24 Value Comparison)

Friedman Two-Way Analysis of Variance Test Results - Multiple Comparisons																								
	Value1	Value2	Value3	Value4	Value5	Value6	Value7	Value8	Value9	Value10	Value11	Value12	Value13	Value14	Value15	Value16	Value17	Value18	Value19	Value20	Value21	Value22	Value23	Value24
Value1																								
Value2	1.84																							
Value3	1.75	3.59*																						
Value4	2.65	0.8	4.40**																					
Value5	0.28	1.56	2.03	2.37																				
Value6	2.18	0.33	3.93**	0.47	1.9																			
Value7	2.5	0.65	4.25**	0.15	2.22	0.32																		
Value8	2.89	1.04	4.64**	0.24	2.61	0.71	0.39																	
Value9	2.12	0.28	3.88**	0.52	1.84	0.05	0.37	0.76																
Value10	3.76**	1.91	5.51**	1.11	3.47	1.58	1.26	0.87	1.63															
Value11	1.91	0.07	3.66*	0.73	1.63	0.27	0.59	0.98	0.21	1.84														
Value12	0.35	1.5	2.1	2.3	0.07	1.83	2.15	2.54	1.78	3.41	1.56													
Value13	1.27	3.11	0.48	3.92**	1.55	3.45	3.77**	4.16**	3.39	5.02**	3.18	1.62												
Value14	2.47	0.63	4.22**	0.17	2.19	0.29	0.03	0.41	0.35	1.28	0.56	2.12	3.74*											
Value15	0.12	1.96	1.63	2.77	0.4	2.3	2.62	3.01	2.24	3.88**	2.03	0.47	1.15	2.59										
Value16	0.96	2.81	0.79	3.61*	1.24	3.14	3.46	3.85**	3.09	4.72**	2.87	1.31	0.31	3.43	0.84									
Value17	0.33	1.51	2.08	2.31	0.05	1.84	2.16	2.55	1.79	3.42	1.58	0.01	1.6	2.14	0.45	1.3								
Value18	0.99	0.86	2.74	1.66	0.71	1.19	1.51	1.9	1.14	2.77	0.92	0.64	2.26	1.48	1.11	1.95	0.65							
Value19	0.88	0.96	2.63	1.76	0.6	1.3	1.62	2	1.24	2.87	1.03	0.53	2.15	1.59	1	1.84	0.55	0.11						
Value20	2.75	0.91	4.50**	0.11	2.47	0.57	0.25	0.13	0.63	1	0.84	2.41	4.02**	0.28	2.87	3.71*	2.42	1.76	1.87					
Value21	2	0.16	3.76**	0.64	1.72	0.17	0.49	0.88	0.12	1.75	0.09	1.66	3.27	0.47	2.12	2.97	1.67	1.02	1.12	0.75				
Value22	2.51	0.67	4.26**	0.13	2.23	0.33	0.01	0.37	0.39	1.24	0.6	2.16	3.78**	0.04	2.63	3.47	2.18	1.52	1.63	0.24	0.51			
Value23	2.04	0.2	3.80**	0.6	1.76	0.13	0.45	0.84	0.08	1.71	0.13	1.7	3.31	0.43	2.16	3.01	1.71	1.06	1.16	0.71	0.04	0.47		
Value24	2.35	0.51	4.10**	0.29	2.07	0.17	0.15	0.53	0.23	1.4	0.44	2	3.62*	0.12	2.47	3.31	2.02	1.36	1.47	0.4	0.35	0.16	0.31	
	Friedman Test Statistic						**97.63**																	
	p-Value						**0.0000**																	
	Kendall Coefficient of Concordance						**0.3032**																	
	Critical Z value			**Alpha 0.05 ****																				
				Alpha 0.10 *																				

Table 31 – Friedman Test – Pretoria (24 Value Comparison)

Friedman Two-Way Analysis of Variance Test Results - Multiple Comparisons																								
	Value1	Value2	Value3	Value4	Value5	Value6	Value7	Value8	Value9	Value10	Value11	Value12	Value13	Value14	Value15	Value16	Value17	Value18	Value19	Value20	Value21	Value22	Value23	Value24
Value1																								
Value2	0.12																							
Value3	2.48	2.36																						
Value4	0.07	0.19	2.54																					
Value5	0.25	0.13	2.23	0.32																				
Value6	0.1	0.22	2.57	0.03	0.35																			
Value7	0.14	0.02	2.33	0.21	0.11	0.24																		
Value8	0.17	0.29	2.65	0.11	0.43	0.08	0.32																	
Value9	0.15	0.03	2.32	0.22	0.1	0.25	0.01	0.33																
Value10	2.38	2.5	4.86**	2.31	2.63	2.28	2.52	2.2	2.53															
Value11	0.95	0.83	1.53	1.01	0.7	1.05	0.81	1.12	0.8	3.33														
Value12	2.04	1.92	0.44	2.11	1.79	2.14	1.9	2.21	1.89	4.42**	1.09													
Value13	2.47	2.35	0.01	2.53	2.21	2.56	2.32	2.64	2.31	4.84**	1.52	0.43												
Value14	1.46	1.58	3.94**	1.4	1.71	1.36	1.6	1.29	1.61	0.92	2.41	3.5	3.93**											
Value15	2.18	2.06	0.29	2.25	1.93	2.28	2.04	2.36	2.03	4.56**	1.23	0.14	0.28	3.64*										
Value16	3.90**	3.78**	1.42	3.96**	3.64*	3.99**	3.75**	4.07**	3.74*	6.27**	2.95	1.85	1.43	5.36**	1.71									
Value17	1.39	1.27	1.09	1.45	1.13	1.48	1.24	1.56	1.23	3.76**	0.44	0.65	1.08	2.85	0.8	2.51								
Value18	2.89	2.77	0.41	2.96	2.64	2.99	2.75	3.07	2.74	5.27**	1.94	0.85	0.43	4.35**	0.71	1	1.51							
Value19	1.05	0.93	1.43	1.11	0.8	1.15	0.91	1.22	0.89	3.43	0.1	0.99	1.42	2.51	1.13	2.85	0.34	1.84						
Value20	0.81	0.93	3.28	0.74	1.06	0.71	0.95	0.63	0.96	1.57	1.76	2.85	3.27	0.65	2.99	4.70**	2.19	3.70*	1.85					
Value21	1.16	1.04	1.32	1.22	0.91	1.25	1.01	1.33	1	3.54	0.21	0.88	1.31	2.62	1.03	2.74	0.23	1.73	0.11	1.96				
Value22	1.18	1.3	3.66*	1.11	1.43	1.08	1.32	1	1.33	1.2	2.13	3.22	3.64*	0.28	3.36	5.07**	2.56	4.07**	2.23	0.37	2.33			
Value23	2.83	2.71	0.35	2.89	2.57	2.92	2.68	3	2.67	5.20**	1.88	0.79	0.36	4.29**	0.64	1.07	1.44	0.07	1.78	3.63*	1.67	4.00**		
Value24	0.27	0.39	2.75	0.21	0.52	0.17	0.41	0.1	0.43	2.11	1.22	2.31	2.74	1.19	2.45	4.17**	1.66	3.16	1.32	0.53	1.43	0.91	3.1	
	Friedman Test Statistic						**110.33**																	
	p-Value						**0**																	
	Kendall Coefficient of Concordance						**0.2284**																	
	Critical Z value			**Alpha 0.05 ****																				
				Alpha 0.10 *																				

Table 32 – Friedman Test – Turkey (24 Value Comparison)

Friedman Two-Way Analysis of Variance Test Results - Multiple Comparisons																								
	Value1	Value2	Value3	Value4	Value5	Value6	Value7	Value8	Value9	Value10	Value11	Value12	Value13	Value14	Value15	Value16	Value17	Value18	Value19	Value20	Value21	Value22	Value23	Value24
Value1																								
Value2	0.13																							
Value3	1.08	1.22																						
Value4	1.52	1.39	2.61																					
Value5	1.38	1.51	0.29	2.9																				
Value6	1.03	0.9	2.11	0.49	2.41																			
Value7	1.38	1.24	2.46	0.15	2.75	0.35																		
Value8	1.51	1.38	2.59	0.01	2.89	0.48	0.13																	
Value9	0.25	0.12	1.34	1.27	1.63	0.78	1.12	1.26																
Value10	3.13	2.99	4.21**	1.6	4.50**	2.1	1.75	1.62	2.87															
Value11	0.15	0.28	0.94	1.67	1.23	1.18	1.52	1.66	0.4	3.27														
Value12	0.65	0.52	1.74	0.87	2.03	0.37	0.72	0.86	0.4	2.47	0.8													
Value13	2.66	2.79	1.58	4.18**	1.28	3.69*	4.04**	4.17**	2.91	5.79**	2.51	3.31												
Value14	1.35	1.22	2.43	0.17	2.73	0.32	0.03	0.16	1.1	1.78	1.5	0.69	4.01**											
Value15	0.83	0.96	0.25	2.35	0.55	1.86	2.2	2.34	1.08	3.96**	0.68	1.48	1.83	2.18										
Value16	2.74	2.87	1.66	4.26**	1.36	3.77**	4.12**	4.25**	2.99	5.87**	2.59	3.39	0.08	4.09**	1.91									
Value17	0.24	0.37	0.84	1.76	1.14	1.27	1.62	1.75	0.49	3.37	0.09	0.9	2.42	1.59	0.59	2.5								
Value18	0.49	0.63	0.59	2.02	0.88	1.52	1.87	2	0.75	3.62*	0.35	1.15	2.16	1.84	0.33	2.24	0.25							
Value19	0.29	0.16	1.38	1.23	1.67	0.73	1.08	1.22	0.04	2.83	0.44	0.36	2.95	1.06	1.12	3.03	0.53	0.79						
Value20	1.28	1.15	2.37	0.24	2.66	0.25	0.09	0.23	1.03	1.84	1.43	0.63	3.94**	0.07	2.11	4.02**	1.52	1.78	0.99					
Value21	0.45	0.32	1.54	1.07	1.83	0.57	0.92	1.06	0.2	2.67	0.6	0.2	3.11	0.9	1.28	3.19	0.69	0.95	0.16	0.83				
Value22	2.02	1.88	3.1	0.49	3.39	0.99	0.64	0.51	1.76	1.11	2.16	1.36	4.68**	0.67	2.85	4.76**	2.26	2.51	1.72	0.73	1.56			
Value23	0.52	0.65	0.56	2.04	0.86	1.55	1.9	2.03	0.78	3.65*	0.37	1.18	2.14	1.87	0.31	2.22	0.28	0.03	0.82	1.8	0.98	2.54		
Value24	0.11	0.24	0.98	1.63	1.27	1.14	1.48	1.62	0.36	3.23	0.04	0.76	2.55	1.46	0.72	2.63	0.13	0.39	0.4	1.39	0.56	2.12	0.41	
	Friedman Test Statistic						**87.29**																	
	p-Value						**0.000**																	
	Kendall Coefficient of Concordance						**0.2711**																	
	Critical Z value			**Alpha 0.05 ****																				
				Alpha 0.10 *																				

Appendix E – Response Demographics

Table 33 – Survey Response Demographics

I'm based in this office		
Answer Options	**Response Percent**	**Response Count**
South Africa - Johannesburg	46.60%	55
South Africa - Pretoria	18.60%	22
South Africa - Cape Town	5.10%	6
Africa	1.70%	2
Middle East	11.90%	14
Pakistan	3.40%	4
Turkey	12.70%	15
	answered question	**118**
	skipped question	**0**

More than 50% of the respondents come from the South Africa of which a large proportion of them is composed of the Johannesburg office, followed by Pretoria and lastly Cape Town. The smallest percentage of respondents is from the African operation. The African subsidiary is also the smallest of the seven subsidiaries who participated in the study. In perspective a 100% of the number of employees from the African subsidiary participated in the study.

Age is fairly distributed with larger number tending to fall on the younger generation of between 20 and 30 years and 30 to 35 years.

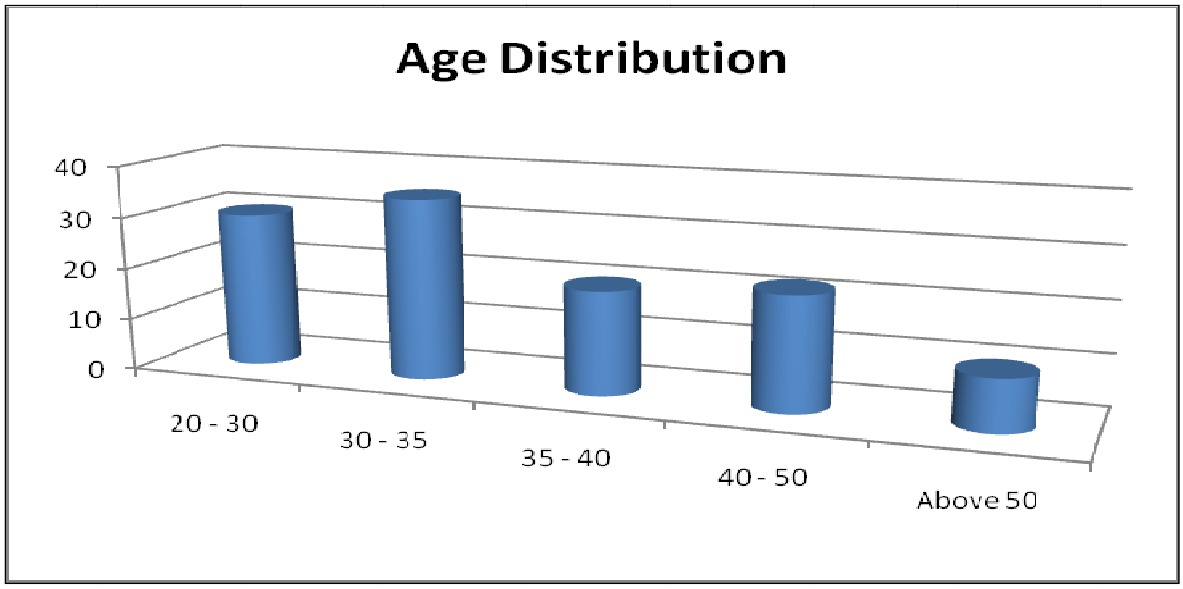

Figure 20: Survey Response Age Distribution

With the gender distribution almost equally distributed amongst the seven subsidiaries, and highlighted by the table below,

Table 34 – Survey Response Gender

Gender		
Answer Options	**Response Percent**	**Response Count**
Female	45.50%	50
Male	54.50%	60
	answered question	**110**
	skipped question	**8**

The highest qualification obtained in the whole entire population if a master degree, with 20% of the population having in possession a masters degree or similar type of qualification, and large proportion in possession of bachelor's degrees.

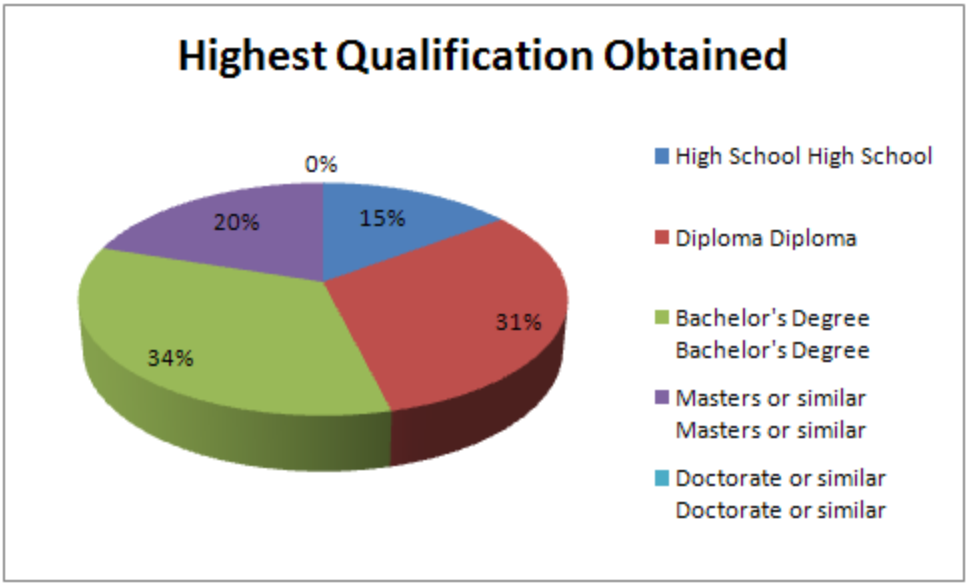

Figure 21: Survey Response Highest Qualification Obtained

A fairly large number of employees are employees with very short periods of services within the entire population and also a sizeable amount with more than 10 years worth of service. This means that the company has had an influx of new employees which are influenced by a large number of employees who has been in service with the organisation for more than 10 years.

Table 35 – Survey Response Work History

Work History – How long have you worked in this environment (in years)		
Answer Options	**Response Percent**	**Response Count**
0 – 2	33.90%	40
2 – 5	24.60%	29
5 – 7	4.20%	5
7 – 10	13.60%	16
More than 10	23.70%	28
	answered question	**118**
	skipped question	**0**

The company is made largely by sales and consultant where they share about 62% of the employee base, and management only with 18%

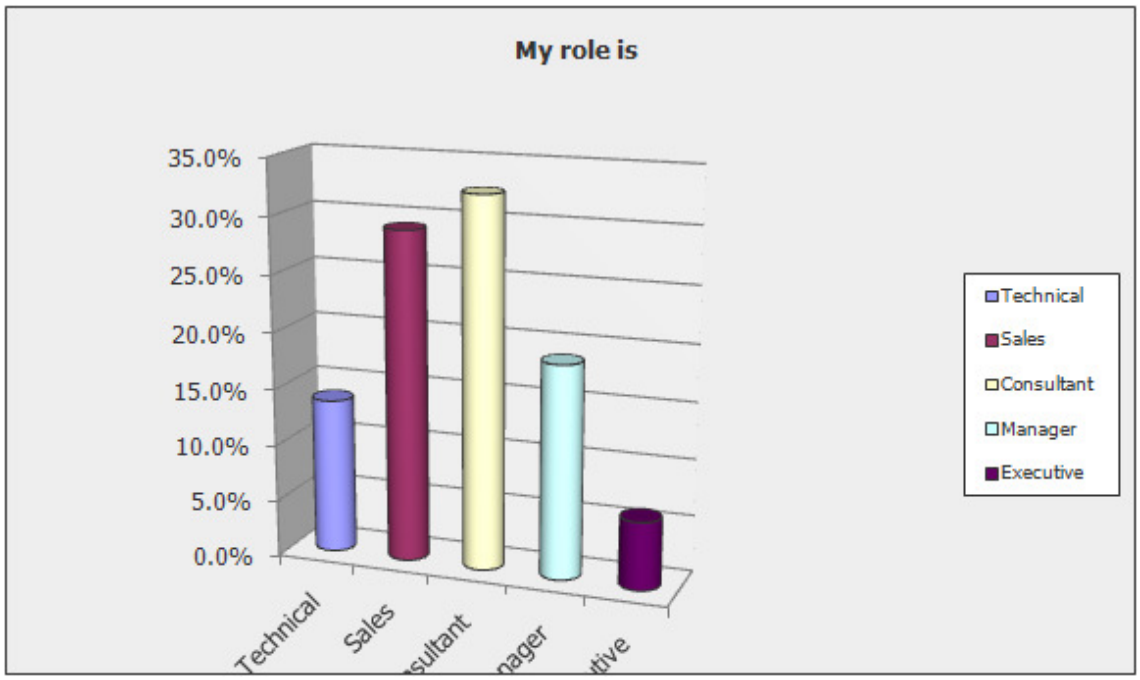

Figure 22: Survey Response Role

Also predominantly English speaking at 35%, and a small portion being of African descent.

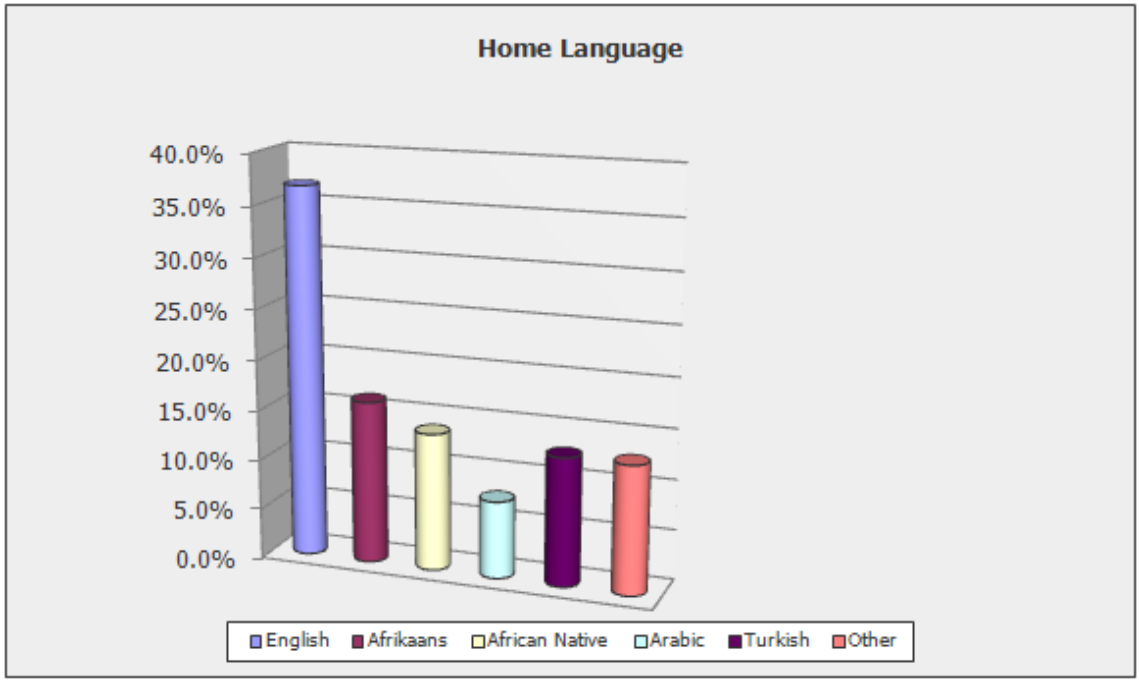

Figure 23: Survey Response Home Language

Appendix F – Principle Component Analysis Statistics

Principal component analysis is a multivariate technique used in the application of examining relationships among several quantitative variables (SAS Institute Inc, 2003). Principal component analysis has the sole purpose of deriving a small number of independent linear combinations (principal components) from a set of variables that retain as much of the information in the original variables as possible (SAS Institute Inc, 2003).

Table 36 – Eigenvalues of the Correlation Matrix

Eigenvalues of the Correlation Matrix: Total				
= 60 Average = 1				
	Eigenvalue	Difference	Proportion	Cumulative
Question1	14.662791	8.6786596	0.2444	0.2444
Question 2	5.9841313	3.2653239	0.0997	0.3441
Question 3	2.7188074	0.4553536	0.0453	0.3894
Question 4	2.2634539	0.0526907	0.0377	0.4272
Question 5	2.2107632	0.3365127	0.0368	0.464
Question 6	1.8742505	0.1091303	0.0312	0.4952
Question 7	1.7651202	0.068747	0.0294	0.5247
Question 8	1.6963732	0.0912937	0.0283	0.5529
Question 9	1.6050795	0.1471317	0.0268	0.5797
Question 10	1.4579478	0.0921733	0.0243	0.604
Question 11	1.3657744	0.0797638	0.0228	0.6267
Question 12	1.2860106	0.045421	0.0214	0.6482
Question 13	1.2405896	0.092321	0.0207	0.6689
Question 14	1.1482686	0.0295521	0.0191	0.688
Question 15	1.1187165	0.0386436	0.0186	0.7066
Question 16	1.0800729	0.0732418	0.018	0.7246
Question 17	1.006831	0.0912504	0.0168	0.7414
Question 18	0.9155807	0.0297427	0.0153	0.7567
Question 19	0.8858379	0.0258262	0.0148	0.7714
Question 20	0.8600117	0.0089308	0.0143	0.7858
Question 21	0.8510809	0.0820232	0.0142	0.8
Question 22	0.7690576	0.0291487	0.0128	0.8128
Question 23	0.739909	0.0389462	0.0123	0.8251
Question 24	0.7009628	0.0548055	0.0117	0.8368
Question 25	0.6461573	0.0251395	0.0108	0.8476
Question 26	0.6210178	0.0507176	0.0104	0.8579
Question 27	0.5703002	0.0308689	0.0095	0.8674

Eigenvalues of the Correlation Matrix: Total				
= 60 Average = 1				
Question 28	0.5394313	0.0152811	0.009	0.8764
Question 29	0.5241502	0.0401876	0.0087	0.8851
Question 30	0.4839626	0.0219314	0.0081	0.8932
Question 31	0.4620313	0.0315948	0.0077	0.9009
Question 32	0.4304365	0.0237261	0.0072	0.9081
Question 33	0.4067103	0.0086809	0.0068	0.9149
Question 34	0.3980294	0.0275574	0.0066	0.9215
Question 35	0.370472	0.0112451	0.0062	0.9277
Question 36	0.3592269	0.0132857	0.006	0.9337
Question 37	0.3459412	0.0278575	0.0058	0.9394
Question 38	0.3180837	0.0101747	0.0053	0.9447
Question 39	0.307909	0.0295071	0.0051	0.9499
Question 40	0.2784018	0.0152386	0.0046	0.9545
Question 41	0.2631632	0.0197273	0.0044	0.9589
Question 42	0.2434359	0.0132158	0.0041	0.9629
Question 43	0.2302201	0.0290082	0.0038	0.9668
Question 44	0.2012119	0.0028236	0.0034	0.9701
Question 45	0.1983884	0.0226231	0.0033	0.9734
Question 46	0.1757653	0.0078881	0.0029	0.9764
Question 47	0.1678772	0.0050516	0.0028	0.9792
Question 48	0.1628255	0.0199493	0.0027	0.9819
Question 49	0.1428762	0.0120767	0.0024	0.9843
Question 50	0.1307995	0.0103133	0.0022	0.9864
Question 51	0.1204862	0.0022934	0.002	0.9884
Question 52	0.1181928	0.0008724	0.002	0.9904
Question 53	0.1173204	0.0275113	0.002	0.9924
Question 54	0.0898091	0.0070764	0.0015	0.9939
Question 55	0.0827327	0.0137429	0.0014	0.9952
Question 56	0.0689898	0.0079782	0.0011	0.9964
Question 57	0.0610116	0.0030995	0.001	0.9974
Question 58	0.057912	0.0061808	0.001	0.9984
Question 59	0.0517312	0.0061641	0.0009	0.9992
Question 60	0.0455671		0.0008	1

Table 37 – Final Communality Estimates

Final Communality Estimates: Total = 44.484982	
Adaptability1	0.60136553
Aggressiveness1	0.62348312
Autonomy1	0.84928323
Broad_mindedness1	0.70990289
Cautiousness1	0.7365046

Final Communality Estimates: Total = 44.484982	
Consideration1	0.75796499
Cooperation1	0.75004443
Courtesy1	0.8190919
Creativity1	0.7218459
Development1	0.73164057
Diligence1	0.69464184
Economy1	0.7867975
Experimentation1	0.82101396
Fairness1	0.72914557
Forgiveness1	0.76213609
Formality1	0.87221853
Humour1	0.69529782
Initiative1	0.79525007
Logic1	0.72950831
Moral_Integrity1	0.76294088
Obedience1	0.75595929
Openness1	0.70708784
Orderliness1	0.85886488
Social_Equality1	0.68381798
Adaptability2	0.78657922
Aggressiveness2	0.74084126
Autonomy2	0.70533896
Broad_mindedness2	0.71086586
Cautiousness2	0.62869896
Consideration2	0.66228697
Cooperation2	0.64124001
Courtesy2	0.67591361
Creativity2	0.75069618
Development2	0.74169984
Diligence2	0.71007479
Economy2	0.81764731
Experimentation2	0.67445255
Fairness2	0.70181441
Forgiveness2	0.64792361
Formality2	0.8066106
Humour2	0.82226138
Initiative2	0.72807597
Logic2	0.7614805
Moral_Integrity2	0.80894404
Obedience2	0.79686759
Openness2	0.6909246
Orderliness2	0.75082337
Social_Equality2	0.75685992

Final Communality Estimates: Total = 44.484982	
Clan1	0.78353934
Adhocracy1	0.81360091
Market1	0.79804429
Hierarchy1	0.65277591
Clan2	0.74220279
Adhocracy2	0.76612735
Market2	0.66981972
Hierarchy2	0.74231049
Clan3	0.73021121
Adhocracy3	0.74371735
Market3	0.77303656
Hierarchy3	0.79486637