

**Gordon Institute  
of Business Science**  
University of Pretoria

**The effect of organisational culture on strategy execution**

**By**

**Melissa Reddy**

**Student No: 15391834**

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## **Abstract**

This report documents research, on the effect of organisational culture on strategy execution. Organisational culture refers to a “set of beliefs, values, norms and assumptions that are shared by members of an organization”. The process of converting strategy into action is referred to as strategy execution. Although organisational culture has become almost synonymous with strategy to maintain a competitive edge, the impact of such variation on strategy execution remains relatively unexplored. This research was therefore aimed at adding to the body of knowledge and aiding management to operate effectively.

The research aim of this paper was to determine if there was a significant effect between the dimensions of organisational culture (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane, future and achievement orientation and power distance) and dimensions of strategy execution (information sharing, leadership, rewards, performance, structure, employee commitment 1, employee commitment 2 and coordination). The research was conducted at a FMCG company and the research design was a quantitative. A survey strategy was used. A questionnaire comprising of a demographics, organisation culture and strategy execution section was distributed via an electronic system. Data analysis was carried out on SPSS. Descriptive statistics and Pearson correlation were conducted to understand the sample’s basic feature and the significance of the association.

It was found that the dimensions of organisational culture have a variation of strong, medium and weak associations to the dimensions of strategy execution. There were eight associations tested between the organisational culture dimensions and the strategy execution dimensions. There was only one association where the alternative hypothesis was fully accepted and seven associations where the alternate hypothesis was partially accepted. Achievement orientation was found to have the highest effect on strategy execution dimensions.

This study provides some ground work to prove to management of companies that it is time to place a considerable emphasis on developing organisational culture dimensions that have a positive impact on strategy execution and leads to the success thereof.

**KEYWORDS:** Organisational culture, Strategy execution, Dimensions

## **Declaration**

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

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Melissa Reddy

18 January 2017



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## **CHAPTER 1**

### **DEFINITION OF THE PROBLEM**

#### **1.1 INTRODUCTION**

With the rapid rate of globalization it is imperative that organizations maintain a competitive advantage by understanding the latest trends to survive in the market place. There are many ways in which the organisation can remain competitive such as deploying the latest technology products (competencies) or utilising their resources such as talent and culture to stay competitive (Şengül, Alphan, & Eren, 2015).

A strong organisational culture has become almost synonymous with business strategy and maintaining a competitive edge (Schwartz & Davis, 1981). The study of organisational culture started in the late eighteenth and nineteenth century and today has been realised as a new business era in organisations. “Culture refers to a set of beliefs, values, norms and assumptions that are shared by members of an organization” (Gregory, Harris, Armenakis, & Shook, 2009).

A central theme, highlighted by research, is the ideology that organisations which ensure strong cultures, exude open communication and empowers employee decision making, will thrive in the marketplace due to their favourable working atmosphere (Schneider, Ehrhart, & Macey, 2013). This however requires leadership to understand the values, norms and assumptions that support culture and its effect on organisational performance such as cohesion, satisfaction and strategy execution among other factors (Hoppe & Eckert, 2015; Kargas, Varoutas, & Nisar, 2015).

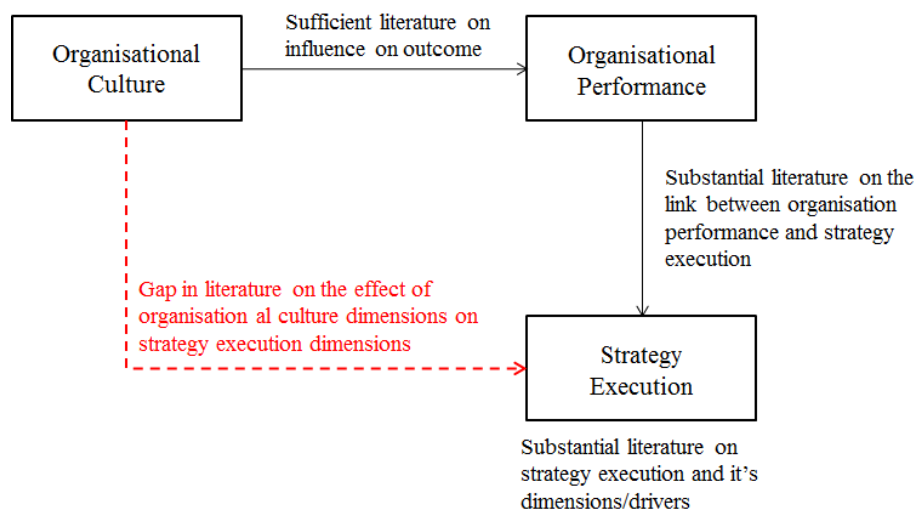
Several studies have aimed to develop models that test the effect of organisational culture on organisational performance (Cameron & Quinn, 2006). Organisational performance is demonstrated by the achievement of the organisations goals or key performance indicators (Heesen, 2015). Organisation goals or key performance indicators are a subset of the strategic management process and evaluates how well the organisation is turning their strategy into actions that grow and sustain the organisation. The process of turning/transforming/converting strategy into action is referred to as strategy execution or strategy implementation. Thus by virtue of the integrated nature between organisational

performance and strategy execution; it can be theorised that organisational culture is crucially essential for strategy execution (Zheng, Yang, & McLean, 2010).

Given the importance of culture in developing a shared purpose and moulding the desired behaviours in an organisation; it undeniably must be considered as an impetus to strategy execution and implementation.

## 1.2 .RESEARCH GAP

Although there is no scarcity of literature on verifying the effects of organisational culture on performance ranging from employee satisfaction, financial performance, and market performance to innovation, the impact of such variation on strategy execution remains relatively unexplored. This research is therefore aimed at examining the effect of organisational culture on strategy execution, and to determine related implications that may exist.



**Figure 1: Gap in literature**

## 1.3 MOTIVATION FOR RESEARCH

Managers continuously seek alternative means of increasing value to the marketplace to maintain a competitive advantage due to the increasing competitiveness in and across most industries (Li & Liu, 2014). Organisational culture has been realised as a resource and competence that must be developed to create a competitive advantage and adapted to

maintain a competitive advantage (Klein, 2011). This therefore suggests that organisational culture plays a major role in how an organisation performs in the marketplace.

Several studies have investigated and tried to prove the link between organisational culture and organisational performance. Some of these studies have been successful in proving this hypothesis from a financial performance, employee satisfaction, innovation and market (sales) performance perspective (Hogan & Coote, 2014; Prajogo & McDermott, 2011). It has also been well popularised in strategic management literature that good performance, which comprises of healthy financial performance, good sales outcomes, high innovation and happy employees, is a measure of the organisation achieving their goals as well as how well organisations are executing their strategy (Yesil & Kaya, 2013). The building blocks of strategy execution range from elements like finance, sales and marketing, innovation, cost and price to people (Igwe, Ph, Onwumere, & Ph, 2015). Be that as it may only a small number of studies have in fact proven the effect of culture on strategy implementation (Ahmadi, Alamzadeh, Daraei, & Akbari, 2012). Therefore; it is imperative to understand which types of cultures will enable the organisation to execute its strategic objectives. It is also essential to understand the effect of the components that make up culture on strategy execution.

The influences of organisational culture on strategy execution are numerous and in some cases can lead to major failures if companies do not take heed of the importance of this relationship. In the mobile phone industry we have seen the fall of many giant mobile phone makers who had developed a company culture synonymous for poor decision making, an environment slow to change, a lacklustre approach in picking up on trends and planning for the future. The lack of control over these organisational culture dimensions lead to the demise of these mobile phone makers since they were unable to execute on a technologically driven innovative strategy. There are several other examples in reality that exist which proves that organisations unable to understand how their organisational culture affects their ability to execute their strategy are usually setting themselves up for some type of disappointment and failure (MacCormack, Dunn, & Kemerer, 2014).

Limited available literature on organisational culture and strategy execution, more specifically the effect of culture on strategy leads the author to believe that there is a significant need for this research. It is proposed that valuable insights could be achieved by focusing the study explicitly on the impact of organisational culture on strategy execution.

Therefore in summary this research will aid organisations to be in a better position to understand how organisational culture effects business so organisations can adapt to remain relevant and competitive. Coupled to this from an academic perspective this study will add to the limited available literature on organisational culture and strategy execution dimensions and more specifically the effect of culture dimensions on strategy execution dimension. Collectively these two motivations lead the author to believe that there is a significant need for this research. It is proposed that valuable insights could be achieved by focusing the study explicitly on the impact of organisational culture dimensions on strategy execution dimensions.

#### **1.4 OBJECTIVES OF RESEARCH**

The objective of this study is to address the gap in literature by investigating the relationship between organisational culture and strategy execution; and the context of the study is within a FMCG company with its head office in Johannesburg South Africa.

In particular, it aims to provide insight into the following within the organisational culture and strategy execution context:

- Is there is a significant relationship/influence/effect between the dimensions of organisational culture and dimensions of strategy execution?
- Understand which dimension of culture was found to have the highest effect on strategy execution.

Simply put the overall objective is to discover the role/influence/effect of organisational culture on organisational strategy execution and more specifically do different dimensions or aspects of organisational culture affect strategy execution differently.

In addition to this study aiming to address the literature gap, it is also highly relevant to the current business context of increasingly widespread and frequent change. The outcomes of this research will inform organisations of the relevance and importance of organisational culture to enhance productivity and performance when executing on strategy.

#### **1.5 SCOPE OF STUDY**

The scope of this study was limited to organisations that were of medium to large enterprises i.e. more than 1000 employees so that a definitive organisational culture, strategy formulation

and execution are present. As the study was conducted at a large FMCG organisation based in South Africa, the findings may not be universally applicable to all organisations in all contexts.

Additionally, there are numerous factors within strategy execution, with organisational culture being only one of them. The scope of this study is therefore limited to the effect of organisational culture on strategy execution and no conclusions can be made regarding the prevalence or absence of other influencing factors.

Lastly, the success of the strategy formulated within the organisation under study was not investigated, and thus no conclusions can be drawn on the effectiveness of the strategy within the company.

## **1.6 INTRODUCTION TO DOCUMENT**

In the following chapter, a literature review is provided which presents a critical engagement with contemporary research in this field, and highlights the gap in research in more detail. This is followed by a chapter describing the specific research questions and hypotheses. A chapter describing the research methodology is then provided followed by the results, a discussion of the results, and a conclusion. The document is concluded with a list of all references used.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter provides an extensive review of literature pertaining to the research topic. The literature review comprises three main theoretical constructs. The first theoretical construct and section, relates to organisational culture and aims to provide an overall understanding of organisational culture by highlighting insights from organisational culture theory and the different types of organisations that exist.

The second theoretical construct and section covers the principles of Strategy execution. This sections aims to define how strategy execution fits into the strategic management process, what exactly does it mean for an organisation, and lastly provides useful insights into the various frameworks for strategy execution.

The third theoretical construct and section brings together the first and second theoretical constructs with the aim to provide an overview of the link between organisational culture and strategy execution. In addition to this; it will also document studies done to look at the relationship between organisational culture and strategy execution or performance which is a direct good reflection of an organisations ability to execute on its strategy.

#### **Literature Limitations**

A research study of this nature usually requires the researcher to review recent literature on the subject matter under investigation to achieve an extensive and effective understanding of the subject. While there is a selection of relevant articles from 2011, it was revealed that these articles made many references to other studies done before 2011. In an attempt to go to the original source, articles much older than the three to five year time timeframe was referred to. This highlighted the robustness and present day relevance of the models developed in the past literature.

## **2.1 CULTURE**

### ***2.1.1 WHAT IS CULTURE?***

The concept of culture was derived from social anthropology studies in the early twentieth century. Social anthropology studies related to the study of "primitive" societies, such as South Sea, African, Native American and Eskimo (Cooke & Rousseau, 1988). It was revealed these societies differed from each other and possessed their own unique way of adapting as a social system. From an all-encompassing viewpoint, culture thus represents the qualities passed from one generation to the next of any specific human group because these qualities are believed to be useful for survival and adaptation (Duncan, 1989). "Culture" is more formally defined by The American Heritage Dictionary as the "totality of socially transmitted behaviour patterns, arts, beliefs, institutions, and all other products of human work and thought characteristic of a community or population" (Denison Consulting, n.d.)

## **2.2 ORGANISATIONAL CULTURE**

### ***2.2.1 DEFINITIONS OF ORGANISATIONAL CULTURE***

Some people think of culture as the character of the organisation and this ideology has intrigued researchers around the world. As a result the concept has grown in popularity and has had over thousands of articles devoted to understanding the topic (Hartnell, Ou, & Kinicki, 2011; Schneider et al., 2013). There are various definitions and connotations about organizational culture, however most researchers have developed a shared understanding of culture which defines culture as "a set of beliefs, values, norms and assumptions that are shared by members of an organization" (Gregory et al., 2009). Culture exists at multiple levels of the organisation (group and operating divisions) where the underlying values/norms/assumptions have an influence on the organizational employees behaviour, since people use these values/norms/assumptions in guiding their decisions and behaviours (Gregory et al., 2009). Culture also plays a role in influencing employees' attitudes. This can have a major impact on how employees respond to the organisation and the value they deliver to the organisation (Nayak & Barik, 2013).

Organisational values refer to the things that are believed to be important to the organisation which underpins the culture and acts as an ethical compass for decision making and conduct of organisational members. Much of organisational culture is concerned with how things get

done in an organization. According to Nayak & Barik (2013), this can be felt in the implicit rules and expectations of organisational behaviour where even though the rules are not formally written down or directly communicated, employees know what is expected of them. These rules are often defined by management whose decisions on policy usually set up the culture of the organization.

As explained above the concept of culture has been researched for decades; however the fundamentals have remained robust with even the latest research still making use of the late nineteenth and early twentieth century definitions. Table 1, shown below illustrates the various definitions of organisational culture which have been developed by several researchers.

**Table 1: Culture definitions (Cooke & Rousseau, 1988)**

Becker & Greer (1970)	Set of common understandings, expressed in language
Kroeber & Kluckholm (1952)	Organisational behaviour that is shaped by the values, ideas and other symbolic systems conveyed within the organisation.
Louis (1983)	Three aspects: (1) some content (meaning and interpretation) (2) peculiar to (3) a group
Martin & Siehl (1983)	Constitutes of three elements: core values, forms (communication/language, e.g. jargon), strategies to reinforce content (e.g., rewards, training programs) which form shared meaning throughout the organisation and can be thought of as the glue that keeps the organization together.
Ouchi (1981)	Refers to the underlying values and beliefs of the organization which are communicated to employees through a set of symbols, formalities and myths.
Swartz & Jordon (1980)	Refers to the underlying values and beliefs of the organization which are communicated to employees through a set of symbols, formalities and myths.
Uttal (1983)	The behavioural norms (the way we do things around here) which is a result of the interaction between what is important (shared values) and how things work (beliefs) with the organisation's control systems, procedures and structures.
Van Maanen & Schein (1979)	Shared values, beliefs and expectations of members within the organisation

### ***2.2.2 IMPORTANCE OF ORGANISATIONAL CULTURE***

When an organisation achieves success or needs to adapt to survive, the ideas and values underpinning the success or survival become institutionalised and part of the organisation culture resulting in a “system of shared values (defining what is important) and norms (defining appropriate attitudes and behaviours)” (Chatman & Cha, 2003). There are two important functions that culture serves in an organisation: (1) allows for integration between organisation members so they know how to relate to one another; (2) assists the organisation to adapt to its external environment (Chen, hen, & Meindl, 1998).

Internal integration assists the organisations employees in developing a collective identity so they can work together effectively. It is the organisation culture that guides day to day working relationships, how communication occurs, acceptable and not acceptable behaviour as well as the allocation of power and status within the organisation (Raza, Mehmood, & Sajjid, 2013). Culture is also a determinate of how the organisation meets goals and conducts relationships with external parties outside the organisation. The appropriate cultural values help organisations rapidly respond to customer needs and wants or competitor actions therefore making it strategically relevant (Linnenluecke & Griffiths, 2010). It shapes and coordinates employee behaviour to encourage commitment to achieve organisational goals (Aryasri & Aijaz, 2013); this was proved in the case of South West Airlines whereby the employees showed a self-commitment to ensuring the success of the low cost airline carrier.

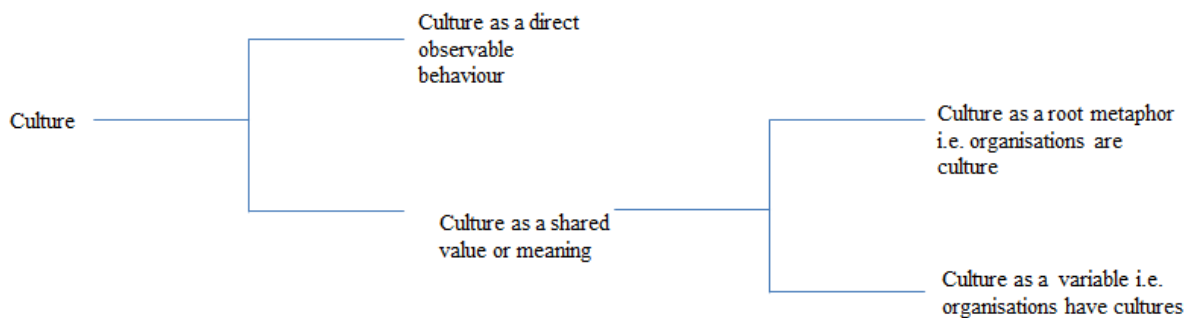
The right culture is determined by what an organisation needs to meet external challenges and succeed in its environment. All effective organisational cultures are closely related to the business strategy and encourage adaptation to the changing environment so a healthy and profitable organisation can be maintained (Schwartz & Davis, 1981).

### ***2.2.3 APPROACHES TO ORGANISATIONAL CULTURE***

To further develop an understanding of culture; it can be distinguished by two approaches that is those who study and view culture as directly observable patterns of behaviour, and those who look at what is shared in the minds of members of a community (Bernard, 1992). Put simply, culture is something an “organisation has” rather than something the “organisation is”.

The perspective of “organizations have cultures” describes ways in which organizations contrast each other and analyses attributes of these organizations that distinguish the effective from the less effective. This perspective is normally researched via an exploratory methodology (Schneider et al., 2013).

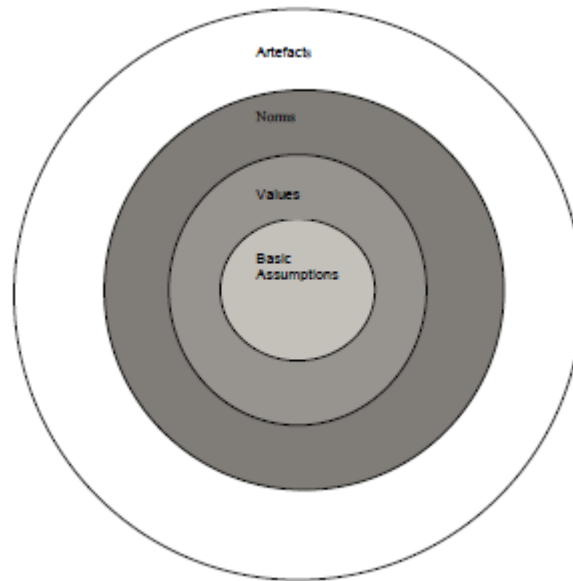
On the other hand, the perspective of “organizations are cultures” describes how “organizational members develop meaning and come to share the very basic assumptions—the root metaphors—that guide the way they as the organization function”. This research approach tends to be inductive using a “native-view paradigm” to report how insiders experience their organizations (Schneider et al., 2013). Figure 2 below is a visual illustration of the two approaches to organisational culture.



**Figure 2: Approaches to culture** (Smircich, 1983)

### ***2.2.4 MULTIPLE LEVELS OF ORGANISATIONAL CULTURE***

Culture in the organisation can be viewed as comprising of three levels shown below in figure 3. At the surface levels are the visible artefacts – all things one can hear, see and observe by watching the members of the organisation. At a deeper level, values and beliefs are expressed which are not observable but can be discerned from how people explain and justify their actions. At the core level, some values become so deeply embedded in a culture that they can be defined as basic assumptions which are less open to question and guide the language and social interaction of organisational members (Cheung, Wong, & Wu, 2011).



**Figure 3: Levels of organisational culture**

These three levels are of paramount importance and if understood well enough can provide management of organisations with the power to influence. Values therefore, can be used as a subtle mechanism through which influence can be exercised by senior management (Mumford, Scott, Baddis, & Strange, 2002). Managers can grow and build an organisational culture that influences employee behaviour by stressing specific values and fostering the corresponding norms for expected behaviour. Some researchers have taken values to be cultural dimensions that can characterise an organisation. The automobile producer Toyota has excelled at this by emphasising the value of continuous improvement, they have created a workforce that self-seeks to ensure that processes efficiency is continuously improved to the best at a point in time (Hogan & Coote, 2014).

Other researchers have grouped values or cultural dimensions together into culture types and characterise the organisation by this culture type. A relevant example of where the multiple levels understanding of culture is critical is in the case of developing an innovative culture. To create values that support innovation it will be necessary for firms to have open communication thus stimulating co-operation between teams and with external customers to find the latest trends and innovate successfully. Thereafter the norms of innovation would be to set expectations that result in open communication and co-operations; a pragmatic approach to this would be service level agreements that make this a way of conduct. Lastly

with respect to artefacts of innovation, organisations would need to create innovation platforms and related activities that are visible to all and that organisational members can partake in as well as share good stories about how organisational members who have solved issues in innovative ways (Hogan & Coote, 2014).

## ***2.2.5 ORGANISATIONAL CULTURE DIMENSIONS AND TYPES***

### ***2.2.5.1 HOFSTEDE CULTURE DIMENSIONS***

Culture researchers often thought of culture as a single variable before Hofstede's work. Several researchers believed that culture is too multifaceted to be thought of as a single variable, yet the de-bundling of culture was an intimidating task that many researchers preferred to shy away from. Hofstede on the other hand took on the challenge and his research showed how organisational culture can be unpacked into independent dimensions (Minkov & Hofstede, 2011).

Hofstede (1984) "Culture's Consequences" explores culture by researching international organizations. Data was collected and analysed from IBM, a large multinational corporation across forty different countries. The data analysis, found that "organizations are cultural-bounded" even though they may lie in different locations worldwide. Additionally, four culture dimensions were identified to analyse cultural values in different countries i.e., power distance, uncertainty avoidance, individualism and masculinity (Wu, 2006).

The power distance dimension, refers to the "power inequality between superiors and subordinates" (Drogendijk & Slangen, 2006). Organisational hierarchy is obvious in "high power distance organizations" where there is a clear distinction between managers and subordinates. On the other hand, "low power distance organizations" tend to have a flat organization structure. The uncertainty avoidance dimension, refers to "people's tolerance of ambiguity" (Drogendijk & Slangen, 2006). In "high uncertainty avoidance organizations", to reduce uncertainty there is more formal rules and procedures. In "low uncertainty avoidance organizations", there are fewer formal rules and procedures. The individualism-collectivism dimension, refers to "how people value themselves and their groups/organizations" (Drogendijk & Slangen, 2006). People with "high individualistic values" are more concerned with their fulfilling their own potential and career progression in the organization, while people with "low individualistic values" tend to place a higher importance on organizational

benefits rather than their own interests. The masculinity (MAS) dimension, describes gender roles in companies. In “high MAS organizations”, high paying high level jobs are prioritised for men whereas in “low MAS organizations”, women are able to secure more equitable organizational status (Wu, 2006).

Hofstede’s approach on “cultural dimensions” inspired many researchers and was utilised in many studies, with the most popular study being the GLOBE research program (R. J. House, Hanges, Javidan, Dorfman, & Gupta, 2004). Despite the repeated use and evidence compilation of Hofstede’s cultural dimensions; some academic houses still regarded it a contentious topic and showed doubt towards the findings since it was believed that culture must be treated as a package (Minkov & Hofstede, 2011).

#### ***2.2.5.2 GLOBE CULTURE DIMENSIONS***

The GLOBE study, which began in 1991, was considered the brainchild of Robert J. House. The study was initially aimed at international research on leadership and was later expanded into other core elements of organizational cultures (R. J. House et al., 2004).

The GLOBE research program consisted of three organisational culture phases. Phase 1 activities comprised of the “development of research instruments”. Phase 2 activities comprised of the “assessment of nine dimensions of organisational cultures” and the testing of propositions relating to the relationships that may exist among these cultural dimensions. Phase 3 activities were aimed at investigating and establishing causality, as well as extend previous findings from Hofstede’s work (R. House, Javidan, & Dorfman, 2001).

Project GLOBE used a mixed research methodology (quantitative and qualitative methods), to provide “richly descriptive, yet scientifically valid accounts of cultural influences on organisational processes”. The quantitative elements included the measurement of organisational culture and behaviours (Dorfman, Javidan, Hanges, Dastmalchian, & House, 2012).

There has been no common agreed to definition on organisational culture among the social scientist society. Organisational culture refers to a set of “shared” parameters that differentiate one organisation from another (R. J. House et al., 2004). The GLOBE research program defines organisational culture as, “shared motives, values, beliefs, identities, and

interpretations or meanings of significant events that result from common experiences of members of the organisation”. Organisational culture is often represented in two ways: (a) the shared view among members of the organisation relating to the organisational values, beliefs, etc.; and (b) the agreement among members of the organisation relating to the observed practices of the organisation (R. House et al., 2001).

The GLOBE research program can be thought of as an expansion of Hofstede’s five culture dimension paradigm. Shown below are the changes that the GLOBE research program instituted to Hofstede’s five culture dimension:

- The dimensions referred to as power distance and uncertainty avoidance were maintained, however their meaning or definition was changed (R. House et al., 2001).
- The dimension referred to as collectivism was split into institutional collectivism and in-group collectivism (R. House et al., 2001).
- The dimension referred to as masculinity–femininity was split into assertiveness and gender egalitarianism (R. House et al., 2001).
- The dimension referred to as long-Term orientation became future orientation (R. House et al., 2001).
- Lastly, two new culture dimensions were added namely, humane orientation and performance orientation (R. House et al., 2001).

The nine culture dimensions, as defined by the GLOBE research program, were the founding principles for the culture items in the GLOBE questionnaire. Related to each of the dimensions the GLOBE research program distinguished between cultural practices and cultural values (R. House, Javidan, Hanges, & Dorfman, 2002). The cultural practices are captured by the “as is” questionnaire and the cultural values are captured by the “should be” questionnaire.

Shown below is the meaning of the nine cultural dimensions as defined in the GLOBE research program (R. House et al., 2001; R. J. House et al., 2004):

**Uncertainty Avoidance:** refers to the extent by which members of an organisation rely on, “social norms, rituals, and bureaucratic practices” as a means to avoid uncertainty and the unpredictability of future events (R. House et al., 2001).

**Power Distance:** refers to the degree by which members of an organisation understand and expect that power in an organisation should be unequally shared (R. House et al., 2001).

**Collectivism I:** Societal Collectivism refers to the degree by which organisational practices and behaviour encourage team work and reward, “collective distribution of resources” (R. House et al., 2001).

**Collectivism II:** In-Group Collectivism refers to the degree by which members of an organisation express pride, loyalty, cohesiveness and commitment in their organisations (R. House et al., 2001).

**Gender Egalitarianism:** refers to the extent by which an organisation, “minimises gender role differences and gender discrimination” (R. House et al., 2001).

**Assertiveness:** refers to the degree by which members in an organisation are assertive, confrontational, and aggressive in work and social relationships (R. House et al., 2001).

**Future Orientation:** refers to the degree by which members in an organisation engage in behaviours which delay instant gratification and focus on future-oriented behaviour such as planning and investing in the future (R. House et al., 2001).

**Performance Orientation:** refers to the extent by which an organisation supports and rewards group members for striving for continuous improvement and excellence in performance (R. House et al., 2001).

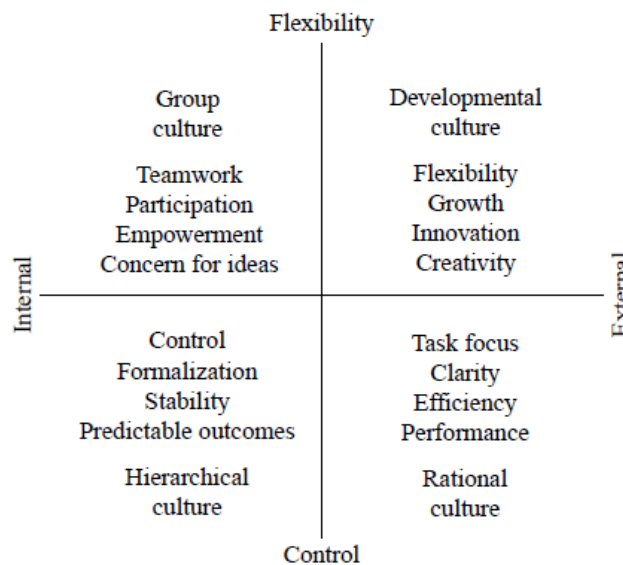
**Humane Orientation:** refers to the degree by which members in an organisation support and reward individuals for being, “fair, altruistic, friendly, generous, caring, and kind to others” (R. House et al., 2001).

#### ***2.2.5.1 COMPETING VALUES FRAMEWORK (Quin and Spreitzer)***

The “Competing Values Framework (CVF)” was developed in 1991 by Quin and Spreitzer and has since seen a few iterations and revisions by other researchers. It remains in present one of the most prominent and widely used models in the area of organizational culture research.

The CVF model (shown below in figure 4) encapsulates four different cultural dimensions located on two axes. The first axis represents flexibility and control whereby, flexibility refers to spontaneity and development and control refers to stability and continuity (Prajogo & McDermott, 2011). The second axis represents internal and external orientations with the internal axis being oriented towards, “maintenance and improvement of the existing organization” and the external axis being focused on, “adaptation and interaction with the

external environment”. The result of the two axes is four quadrants of cultural characteristics forming four culture types, namely group, developmental, hierarchical, and rational, as shown in Figure 4 (Prajogo & McDermott, 2011). The research done by Quin and Spreitzer in 1991 found that while these culture types represent the ideal state of an organisation, in reality it is not uncommon that organizations display dimensions of each of the culture types independently (Prajogo & McDermott, 2011).



**Figure 4: Quin & Spreitzer CVF Model**

#### 2.2.5.1.1 Group culture

Group culture links to the quadrant recognised by internal focus and high flexibility. Group dynamics is a value that is imperative since it promotes, “cohesiveness, participatory decision-making, and considerate support among co-workers in an organisation”. According to Gregory et al. (2009), managers through empowerment, mentoring and teamwork support and leverage these values.

#### 2.2.5.1.2 Developmental culture

The development quadrant is characterised by an emphasis on flexibility which is externally-focused. The development culture is normally most relevant to an organisation with growth aspirations and thus is positioning itself for change and adaptation. Entrepreneurial ventures is supported by leadership since it invokes creativity within employees and organisations stand to gain from the development of new resources and profits (Gregory et al., 2009).

#### 2.2.5.1.3 Rational culture

The rational quadrant highlights control that is externally-focused. In this type of culture, goal realisation is an essential value. Organisational goals embody guiding employees' behaviour towards adapting for the external environment by encouraging proactive employee actions. "These cultures tend to value productivity, achievement, and competition towards well-established criteria" (Gregory et al., 2009).

#### 2.2.5.1.4 Hierarchical culture

In the hierarchical quadrant, an importance is placed on control that is internally-focused. This culture is characterised by strict guidelines which can lead to a somewhat rigid work environment. These guidelines are put in place to regulate employee behaviours where employees place a high importance on job security (Gregory et al., 2009).

#### **2.2.5.2 *COMPETING VALUES FRAMEWORK (Cameron and Quinn)***

Cameron & Quinn (2006) research was aimed at further developing the organizational culture theoretical model commonly known as the, "Competing Values Framework" (CVF). Similar to the Quinn and Spreitzer framework; this framework has four dominant culture types i.e., clan, adhocracy, market, and hierarchy (Wiewiora, Trigunaryah, Murphy, & Coffey, 2013). The implications of each culture type are summarized as follows, also shown in figure 5.

##### 2.2.5.2.1 Clan cultures

Clan cultures develop a common understanding and pledge and do not rely on a structured communication processes. Teamwork and employee involvement programmes are typical characteristics of clan cultures with the core values representing, "participation, loyalty and commitment" (Wiewiora et al., 2013).

##### 2.2.5.2.2 Adhocracy cultures

Adhocracy cultures place a high importance on flexibility and external competitive position. From a cultural dimension perspective there is a focus on creativity, entrepreneurship and adaptability (Wiewiora et al., 2013).

##### 2.2.5.2.3 Hierarchy culture

Hierarchy cultures are pigeon-holed by certainty and an internal focus. There is a focus on, “information management, documentation, stability, routines, centralization, continuity and control”. In hierarchy cultures members are governed and rely heavily on procedure. Internal controls keep members together by guiding their behaviour. The glue that keeps the organisation together are the principles of stability, formal rules and policies (Wiewiora et al., 2013).

#### 2.2.5.2.4 Market culture

Market cultures are similar to the rational goal culture, since it relates to a strong external focus and in particular the external environment. Importance is placed on competitiveness, productivity, goal clarity, efficiency and accomplishments ensuring through goal orientation and competition members work together (Wiewiora et al., 2013).

<p style="text-align: center;"><b>CLAN</b></p> <ul style="list-style-type: none"> <li>Mentoring</li> <li>Extended family, nurturing</li> <li>Participation</li> <li>Teamwork</li> <li>Employee involvement</li> <li>Corporate commitment to employees</li> <li>Rewards based on teams not individuals</li> <li>Loyalty</li> <li>Informality</li> <li>Job rotation</li> <li>Consensus</li> </ul>	<p style="text-align: center;"><b>ADHOCRACY</b></p> <ul style="list-style-type: none"> <li>Dynamic</li> <li>Entrepreneurial</li> <li>Risk-taking</li> <li>Rapid change</li> <li>Innovation</li> <li>Creativity</li> <li>Temporary structure</li> <li>Power is not centralised, it flows from individual to individual or team to team</li> <li>Sometimes exist in large organisations that have dominant culture of a different type</li> </ul>
<p style="text-align: center;"><b>HIERARCHY</b></p> <ul style="list-style-type: none"> <li>Structure</li> <li>Control</li> <li>Coordination</li> <li>Efficiency</li> <li>Stability</li> <li>Procedures govern what people do</li> <li>Formal rules and policies</li> </ul>	<p style="text-align: center;"><b>MARKET</b></p> <ul style="list-style-type: none"> <li>Results-oriented</li> <li>Gets job done</li> <li>Competition and achievement</li> <li>Focus on transaction with external suppliers, customers, contractors</li> <li>Productivity</li> <li>Tough and demanding leaders</li> <li>Emphasis on winning</li> <li>Success is defined in terms of market share and penetration</li> </ul>

**Figure 5: Cameron & Quinn CVF Model**

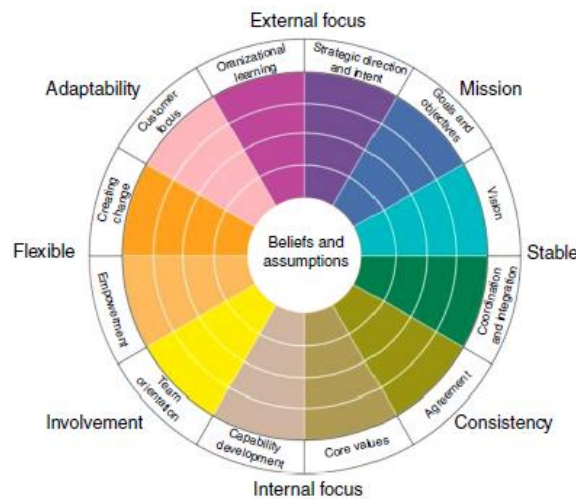
#### 2.2.5.3 SCHEIN MODEL

Schein (1992) one of the leading researchers on the differentiating factors between the multiple layers of the culture within an organisation, (see Fig. 1). According to Schein, the

misunderstanding in the definitions of culture and the lack of consensus between researchers is a result of failing to distinguish and differentiate between the levels at which organizational culture reveals itself correctly. As shown earlier figure 1 illustrates, values determine observed patterns of behaviour and underlie norms and artefacts. Norms refer to the expectations of acceptable behaviours held by organisational members and are subject to social obligation or pressure. Organizational norms are derived from values and are manifested in artefacts. Although values are considered to be the least visible since it's not tangible, artefacts represent the, “visible layer of the organisational culture” and can be found in the organisational symbols, ceremonies, language, and physical workspace arrangements (Hogan & Coote, 2014).

#### 2.2.5.4 DENISON MODEL

The Denison model consists of four main traits, as shown in figure 6, which are specified as involvement, consistency, adaptability, and mission. This model is adopted in several organizations with a noteworthy amount of evidence having been discovered in favour of its central premises (Sharifirad & Ataei, 2012).



**Figure 6: Denison model**

##### 2.2.5.4.1 Consistency and innovativeness

The consistency trait refers to the manner in which organisations deal with increasing their internal integrity through their ability to enable the organization of activities. An organisation with a mind-set that creates systems, such as an internal governance system based on

consensual support, is considered consistent. The consistency trait take into consideration the core values, agreement and coordination as well as integration within the organisation (Sharifirad & Ataei, 2012). High scores in this trait means sharing a set ability to reach consensus on key issues and settle on differences when they happen (Sharifirad & Ataei, 2012).

#### 2.2.5.4.2 Adaptability

Organisations considered adaptable, transform the changing needs of the organizational environment into executable tasks. They tend to be risk-taking with a learning culture where past learning is critical and have the competence and experience to generate change (Sharifirad & Ataei, 2012).

#### 2.2.5.4.3 Mission

The mission trait relates to the organisations sense of a shared purpose together with direction that informs goals and strategic intents which articulates a vision for the organisations future state. It places importance on stability, direction and takes into consideration the impact of the organisation on the world (Sharifirad & Ataei, 2012).

### **2.2.6 ORGANISATIONAL CULTURE AS A COMPETITIVE ADVANTAGE**

Most recent literature has migrated from a resource based view - resources offer a competitive advantage to an organization if they assist in, “confronting environmental threats, are rare in the competitive marketplace and cannot be easily imitated or substituted for by competitors” (VRIO) – to a dynamic capabilities view (Klein, 2011). Dynamic capabilities refer to an “organisations ability to incorporate, build and redistribute internal and external competences to address fast changing environments” (Li & Liu, 2014).

Organization’s culture can be regarded as both an internal resource and a dynamic capability. From a strategy perspective culture can be utilised for its potential strategic value, since it is regarded as a complicated internal social phenomenon that is difficult to replicate and has unique characteristics or dimensions. Organisational resources such as trust, reputation, collaboration, teamwork, and friendship are considered socially complex assets. These

dimensions are difficult to replicate and could be beneficial to managers because they could lead to the development of that function as an influential and supporting capability that takes advantage of environmental opportunities and threats (Klein, 2011).

### ***2.2.7 ORGANISATIONAL CULTURE CONCLUSIONS***

A number of different studies have been conducted over the past two decades with the aim to understand organisational culture at a deeper level. This highlights the longevity and relevance of culture as a factor to be considered in modern business society. In addition to this, the culture models developed in the early 90's on culture continue to be used in present day culture investigations. This once again proves the robustness and relevance of these models in modern business. Both of these revelations from literature provide sufficient confirmation that this study is of critical relevance and could make a significant contribution to the already existing body of knowledge.

## **2.3 STRATEGY**

Strategy is derived from the Greek word 'strategos,' meaning 'general in command of an army'. In the 1950s the study of strategy as a concept integrated with business management gained traction when the Ford Foundation and Carnegie Corporation subsidized research into the programmes of schools of business administration (Ronda-Pupo & Luis A´ Ngel Guerras-Martin, 2012).

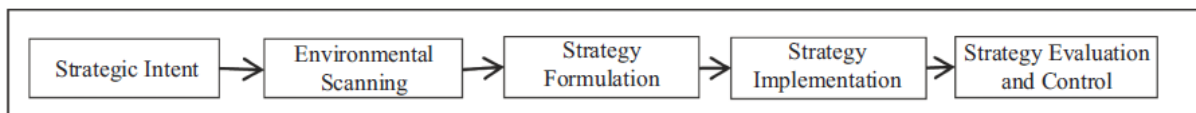
### ***2.3.1 STRATEGIC MANAGEMENT***

Strategic management is defined as a management system that links decision making as well as long term strategic planning with the tactical day-to-day business of operational management. Strategic management is more than the creation and evolution of a strategic plan. It is also the distribution and execution of the strategic plan and measurement and evaluation of the results.

### ***2.3.2 STRATEGIC MANAGEMENT APPROACH***

The strategic management approach comprises of five sub-processes, as shown in Fig. 6, which according to Krishnakumar (2015), includes "strategic intent, environmental scanning, strategy formulation, strategy implementation/execution and strategy evaluation and control".

Strategic intent, the first process deals with vision, mission and objectives definition of the organization. Environmental scanning relates to the analysis of both the macro and micro environment of the organization. Strategy formulation is a critical process which relates to the formulation of strategy by taking stock of the organisations strengths/weaknesses/threats in relation to the identified opportunities. Strategy implementation deals with the development of an implementation program of selected strategies by initiative coordination, procedures and budgets. Implementation involves coordinating the organisations resources and motivation of employees using incentives to achieve the organisations objectives. Strategy evaluation and control involves the assessment of implemented strategy and deviations and then taking the necessary control measures where needed (Krishnakumar, 2015).



**Figure 7: Strategic management process**

Despite the growing number of studies and research into strategy over the years, practitioners and corporates have become guilty of using the term loosely and misinterpreting the strategic management process. The two processes, within strategic management, that has caused the most confusion is strategy formulation and strategy implementation/execution.

Strategy formulation is a process where an organisation expresses its overall long-term goal and scope. It includes the coordination of activities and resources to create value for the organisation in their operating markets and industries. Strategy formulation sets out to “cultivate a company’s competitive advantage and thus improve its performance” (Gimbert, Bisbe, & Mendoza, 2010). Strategy implementation, on the other hand, refers to the process of converting strategy into action and monitoring and assessing the results. Even though strategy formulation and strategy implementation are different, they are still interdependent, because a well-formulated strategy needs to consider the way the strategy will be implemented and it is through the learning in its execution that an organisation’s strategy can be refined and eventually reformulated (Gimbert et al., 2010).

### **2.3.3 IMPORTANCE OF STRATEGY**

A good strategy is directly proportionate to a company’s long term sustainability. A winning strategy is equated to an organisation’s external environment, strengths and competitive

capabilities of internal resources, ability to sustain competitive advantage, performance of the organisation. A winning strategy also allows the company to continue growing regardless of economic and markets fluctuations/changes. An organisation winning or losing in the marketplace is directly impacted by the superiority of the organisation's strategy as well as the capability with which the strategy is implemented (Miller, Eisenstat, & Foote, 2002).

## **2.4 STRATEGY EXECUTION**

### ***2.4.1 DEFINITION OF STRATEGY EXECUTION***

Strategy execution, also known as strategy implementation in literature, has been an unclear term and the boundaries of the subject are indistinct. Strategy execution is the process through which the organisation indirectly manipulates the pattern of resource and market interactions within its environment in order to achieve its overall goals. Strategy execution involves the use of frameworks to achieve an organization's overall objective (MacLennan, 2010).

Strategies normally fail on execution due to the fact that managers think about execution from tactical perspective and thus delegate it onto subordinates while they focus on other bigger issues. Execution involves much more than just tactics — it is a discipline and a system. Strategy execution must be integrated into company's strategy, goals, and most importantly culture. It is also critical for leaders of the organisation to be deeply involved with the execution such that an example of accountability is set. According to Bossidy, Charan, & Burck (2011), execution which is about getting things done requires a distinct set of behaviours and techniques organisations need to master in order to have competitive advantage.

### ***2.4.2 DIMENSIONS AFFECTING STRATEGY EXECUTION***

Several factors contribute to a company's success or failure during strategy execution; however some factors have a greater impact on success or failure than others. These factors that significantly impact strategy execution include the absence of effective leadership, suitable organizational alignment, and suitable technology. Additionally, the lack of performance measurement that leads to continuous improvement can also hinder strategy execution (Patten, 2015).

Beer & Eisenstat (2000), identified six killers of strategy execution defined below as follows: (Crittenden & Crittenden, 2008)

1. “Top-down or laissez-fair senior management style”,
2. “Unclear strategy and conflicting priorities”,
3. “An ineffective senior management team”,
4. “Poor vertical communication”,
5. “Poor coordination across functions, businesses, or borders”, and
6. “Inadequate down-the-line leadership skills and development”

The idea behind the six killers of execution is that managers who confront these killers instead of avoiding them or using managerial replacement techniques, could overcome them and therefore allow for a capable organization (Crittenden & Crittenden, 2008).

From an overall perspective, organisations lack the knowhow with respect to transforming strategy into an implementation process that assures accountability and is able to keep up with an ever changing business environment. Organisations which are cognisant of any strategy execution inhibiting and driving dimensions can develop methods to maximize the whole strategic management process and increase the chances of the organization achieving its goals (Patten, 2015). After an extensive review of the dimensions driving strategy execution, what follows is what the author found to be the key dimensions driving the successful execution of strategy:

- Coordination - Successful strategy execution requires good coordination within the organisation. Coordination refers to the participation and collaboration between members within the organisation’s labour force, whether the implementation involves the expansion of a product line, new product development, or the merger and acquisition of a new company to enable the organisation to remain relevant in the marketplace. (Crittenden & Crittenden, 2008). Achieving good coordination can be a complex matter for many organisations but is important for execution success (L. Hrebiniak, 2005; Schaap, 2012; Beer & Eisenstat, 2000).
- Information sharing - Successful strategy execution requires good sharing of information. Information sharing can take the form of knowledge transfer but it is important to maintain a clear line of responsibility and accountability. Good

information sharing should be a rule instituted across organizational business units since it is a vital ingredient for good coordination. Complex strategies are usually founded on three principles that are good information sharing, coordination and cooperation. The deployment of critical information is usually made easier when there is no confusion of roles and responsibilities between members within the organisation (Hrebiniak, 2006; Patten, 2015).

- **Competence** - Successful strategy execution requires the development of world class capabilities or competencies that lead to organisations developing a sustainable competitive advantage and could be applied across numerous business functions (Pryor, Anderson, Toombs, & Humphreys, 2007). In understanding competencies, the concept of core competencies was developed. Core competency refers to what an organisation does best along the dimensions of people, management practices, processes, systems, technology, and customer relationships (Kaplan, 2005; Radomska, 2014)
- **Employee's Commitment** - Successful strategy execution requires employee commitment regardless of management level. Employee commitment refers to the degree to which employees are determined to see the strategy successfully executed, ultimately becoming part of the organization. In most organisations it has been observed that the emphasis with respect to employee commitment has been placed on gaining commitment to “how things are done”; little emphasis has been placed on gaining commitment to “what is done”. (Parnell, 2008; Okumus, 2006)
- **Leadership** - Successful strategy execution requires effective leadership to implement strategic initiatives, reinforce the strategy with lower employee levels, allocate resources to the strategic initiatives, deal effectively with resistance to the strategic changes and influence the mind-set of employees to buy into the strategic change since it may be imperative for the organisations survival and in the employees' best interests to support the strategic change (O'Reilly, Caldwell, Chatman, Lapiz, & Self, 2010; Rajasekar & Khoud, 2014).
- **Change** - Successful strategy implementation requires strategic changes/change management to be done very fast and very often within a short period of time. Strategy execution is a continuous, dynamic, never-ending, integrated and interactive process requiring continuous reassessment and reformulation. Therefore it requires

change strategies which are robust in gaining the confidence and support of employees which is needed to make the change a reality (Krishnakumar, 2015).

- Structure - Successful strategy execution requires good organisational structures and managerial skills. Structural variables of an organisation include the actual design of the organisation, the management levels, controls and procedures, etc. These variables combined provide a framework in which companies operate effectively. Structural variables offer an execution toolkit for highlighting key levers that could affect the formulation-implementation process. Strategies are cascaded and implemented through the organisational structure (Olson, Slater, & Hult, 2005; Bonoma & Crittenden, 1988)
- A good rewards system. Reward systems are an important part of strategy execution since it motivates employees to contribute their best. Reward systems play an important role in developing, “commitment, loyalty and interest” in employees and must not be underestimated. The effectiveness of a reward system can be judged on the willingness of employees to move beyond their day-to-day jobs and voluntarily commit to implement strategic initiatives to the best of their abilities. Therefore, it is imperative for organisations to link rewards to successful strategy execution processes (Shah, 2005; Schaap, 2012).
- Performance - Successful strategy implementation requires a performance process. A focus of setting goals and measuring those critical success factors that assures goal attainment and strategy execution. These performance goals need to stretch people reflecting the ever changing competitive landscape that organisations are expected to operate in (Schneier, Shaw, & Beatty, 1991).

### **2.4.3 STRATEGY EXECUTION FRAMEWORKS**

Shown below is a list of well popularised strategy execution frameworks that have become widely used management tools. It is important to note that these frameworks mimic very closely the strategy execution dimensions that have been explained and extensively researched above.

#### **2.4.3.1 McKinsey 7s**

In search for business excellence McKinsey partners Tom Peters and Robert Waterman developed and introduced the business world to the, “7-S model”. The model, describes the

seven key factors that are considered to be critical for effective strategy execution (Kaplan, 2005).

1. Strategy – refers to the strategic position, choices and actions taken by an organisation to manage the changes in the external environment. The strategy is generally speaking, intended to achieve competitive advantage (Kaplan, 2005).
2. Structure – refers to the manner in which tasks and people within an organisation are divided, specialized, power is distributed; activities grouped, reporting relationships defined and the tools and processes by which tasks and activities are organised (Kaplan, 2005).
3. Systems – refers to the procedures and controls which are used to manage the organization. Systems in an organisation can include performance measurement, management control systems, planning and budgeting systems and reward systems (Kaplan, 2005).
4. Staff – refers to the background and competencies of the employees in the organisation. Also includes aspects of recruitment, selection, training, socialising, career management and promotion (Kaplan, 2005).
5. Skills – refers to the core competencies within the organization. Core competency refers to what an organisation performs best at such as people management, processes, systems, technology and customer relationships (Kaplan, 2005).
6. Style/Culture – refers to the leadership style of managers ie, their time management, prioritisation of tasks, dialogue with employees and decision making capabilities. The organizational culture on the other hand refers to the core values, beliefs and norms, as well as the, “conscious and unconscious symbolic” acts taken by leaders (Kaplan, 2005).
7. Shared values – refers to the core values that are widely shared in the organization and serve as, “guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees” (Kaplan, 2005).

The 7-S model hypothesises that an integrated co-ordination among three “hard” “S’s” of strategy, structure, and systems, and four “soft” “S’s” of skills, staff, style, and shared values will lead to a successful strategy execution for the organisation. The 7-S model continues to “remain valid in present day and is used in practice and in business school teaching as a diagnostic and prescriptive framework for organizational alignment” (Kaplan, 2005).

### **2.4.3.2 BALANCED SCORECARD MODEL**

Dave Norton and Kaplan introduced the balanced scorecard (BSC) model about 10 years post the introduction of the 7-S model by Peters and Waterman. The BSC was considered to be a quantification tool for strategy execution which organises performance objectives and measures into four perspectives:

1. The financial perspective (Kaplan, 2005) comprises of traditional financial measurements which are regarded as tangible outcomes of the strategy. Traditional financial measurements are EBITDA, return on net assets, return on investment (ROI), profitability, cost of goods sold and revenue (Kaplan, 2012).
2. The customer perspective (Kaplan, 2005) defines the key factors influencing revenue growth. It includes customer performance measurements, such as customer acquisition, growth, retention and satisfaction as well as the compelling value proposition that the organization expects to attract new sales and loyalty (Kaplan, 2012).
3. The internal process perspective (Kaplan, 2005) “identifies the operating, customer management, innovation, regulatory and social process objectives for creating and delivering the customer value proposition and improving the quality and productivity of operating processes” (Kaplan, 2012).
4. The learning and growth perspective (Kaplan, 2005) identifies the “intangible assets” that are considered to be critical to the strategy. The objectives in this perspective “identify which jobs (the human capital), which systems (the information capital) and what kind of climate (the organization capital) is required to support the value creating internal processes” (Kaplan, 2012).

The scorecard is used as a communication tool by organisations and aims to describe the organisational strategy. It is also used to align business units with headquarters, to define strategic initiative priorities and to report on the progress of the execution of the strategy (Kaplan, 2012).

#### **2.4.3.3 EIGHT S MODEL**

The 8 ‘S’s model uses the 7 ‘S’s model as a basis but differentiates itself in two primary ways:

- Skills have been replaced by resources. Skills are regarded to be of high importance since an organisational strategy cannot be successfully executed without organising additional resources such as capital, people, information, technology and time (Bhatti, 2011).
  - People; technology and capital are considered the three most important resources which must be of an adequate level to allow organisations to achieve its strategy successfully. Resources may include capital funding for research and development departments or technology platforms, or learning and development systems. Organisations can leverage their resources to gain competitive advantage in the marketplace (Bhatti, 2011).
- An eighth ‘S’, Strategic Performance, has been added. Strategic performance allows management to focus on the outcomes of the strategy since this is what really matters. It can also be for defining and setting strategic objectives to measuring results (Bhatti, 2011).

#### **2.4.3.4 NEILSON STEPS TO STRATEGY EXECUTION MODEL**

Neilson highlighted four key pillars that executives can utilise to influence strategic execution – “clarifying decision rights, designing information flows, aligning motivators and making changes to structure” (Martin & Powers, n.d.).

Neilson identified a list of 17 traits that are considered to be most effective in enabling an organization to implement strategy (shown in Table. 2). Traits include information sharing across organizational boundaries and the extent to which senior leaders avoid involvement in operating decisions (Martin & Powers, n.d.). Table 2 below shows the findings, in terms of strength of a trait towards strategy execution, from several organisations around the world:

**Table 2: Neilson strength traits index (Martin & Powers, n.d.)**

Rank	Organizational Trait	Strength Index (out of 100)
1	Everyone has a good idea of the decisions and actions for which he or she is responsible	81
2	Important information about the competitive environment gets to headquarters quickly	68
3	Once made, decisions are rarely second-guessed	58
4	Information flows freely across organizational boundaries	58
5	Field and line employees usually have the information they need to understand the bottom-line impact of their day-to-day choices	55
6	Line managers have access to the metrics they need to measure the key drivers of their business	48
7	Managers up the line get involved in operating decisions	32
8	Conflicting messages are rarely sent to the market	32
9	The individual performance-appraisal process differentiates among high, adequate, and low performers	32
10	The ability to deliver on performance commitments strongly influences career advancement and compensation	32
11	It is more accurate to describe the culture of this organization as "persuade and cajole" than "command and control."	29
12	The primary role of corporate staff here is to support the business units rather than to audit them	29
13	Promotions can be lateral moves (from one position to another on the same level in the hierarchy)	29
14	Fast-track employees here can expect promotions more frequently than every three years	23
15	On average, middle managers here have five or more direct reports	19
16	If the firm has a bad year, but a particular division has a good year, the division head would still get a bonus	13
17	Besides pay, many other things motivate individuals to do a good job	10

As explained earlier, strategy execution is a persistent challenge. Most organisations try to fix execution problems by changing their organisation design or restructuring as it is more commonly known. While some short-term relieve and results are achieved, the root cause of the failure to execute on strategy is not addressed. Nevertheless; the failure to execute on strategy can be addressed by making sure employees are truly accountable for their roles and decision making as well as provided with the information needed to make good decisions. An organisation that sufficiently caters for these two building blocks will also see some benefits from a structural and employee motivational element (Martin & Powers, n.d.).

#### **2.4.3.5 STRATEGY EXECUTION CONCLUSIONS**

Similarly to the organisational culture findings and conclusions, the strategy execution literature provides confirmation with respect to the relevance of the subject matter in the sense that strategy execution is a matter that businesses in present still day grapple with. Strategy execution models such as the McKinsey 7S and the Balanced Scorecard continue to be used by organisations worldwide; once again confirming the relevance of these models in modern business society and thereby implying that this research could make a significant contribution to the already existing body of knowledge.

### **2.5 ORGANISATIONAL CULTURE AND STRATEGY EXECUTION**

#### **2.5.1 INTRODUCTION**

Several authors advocate organisational culture is essential for sustained organisational performance. Organisational performance is demonstrated by the achievement of the organisations goals or key performance indicators (Heesen, 2015). These organisational goals or key performance indicators form a subset of the strategic management process and evaluates how well the organisation is turning their strategy into actions that grow and sustain the organisation. As explained earlier the process of turning/transforming/converting strategy into action is referred to as strategy execution or strategy implementation. Thus by virtue of the integrated nature between organisational performance and strategy execution; it can be theorised that organisational culture is crucially essential for strategy execution (Ahmadi et al., 2012).

The extent, of which organization performance and strategy execution is related to organization culture is reliant on how well culture is integrated into the organisation and the effective set of values, beliefs and behaviours in the organisation. Some researchers suggest that the culture link with superior performance is dependent on the organisations ability to adapt their culture to changes in environmental conditions. Culture in addition to this must not only be extensively shared but must also have distinct qualities which cannot be imitated (Rose, 2008).

## ***2.5.2 REVIEW OF THE LINK BETWEEN ORGANISATIONAL CULTURE AND STRATEGY EXECUTION***

Several studies have generally accepted the notion that organizational culture has a positive relationship with organizational performance and hence strategy execution (Yesil & Kaya, 2013). There are two schools of thought when it comes to the impact of organisational culture on performance and strategy execution, though research is fairly limited, the first that has been theorised is that there are particular dimensions of culture which are linked to performance (Cheung, Wong, & Lam, 2012) and strategy execution and the second is that certain types of organisational culture are linked to improved performance and strategy execution (Ahmadi et al., 2012). The section below, though research is fairly limited, aims to explain the organisational culture dimensions that are regarded as beneficial to enhancing organisational performance and executing strategy. The following section, which seems to be better researched, aims to explain the organisational culture types that are regarded as beneficial to enhancing organisational performance and strategy execution.

### ***2.5.2.1 ACHIEVEMENT AND STRATEGY EXECUTION***

The cultural dimension of achievement from an overall perspective refers to the extent to which an organisation principles itself on success, aims for highest standards in performance and supports the implementation of challenging goals which encourages employees to stretch themselves to excel (R. House et al., 2001). An organisation valuing the cultural dimension of achievement also encourages rewards to employees for excellent performance towards strategy execution (Alamsjah, 2011).

This dimension of organisational culture, achievement, is directly linked to performance and strategy execution since it creates a sense of ownership in relation to organisational goal among employees (R. J. House et al., 2004). This sense of ownership increases the employee's own performance expectations as well as enhances intrinsic motivation and feelings of self-efficacy thus, driving employees to work towards the successful achievement of the organisation's strategy (Alamsjah, 2011). Organisations placing high value on the cultural dimension of achievement also create an environment that motivates employees to find solutions to enable strategy execution even though market conditions may be tough. This also plays to the element of innovation which many researchers consider a core element to strategy execution. The aspect of monetary of rewards is often a sweetener to employees to

keep them striving through the hardships of executing the strategy but more importantly gives the employee the recognition deserved for a job well done.

In summary, the cultural dimension of achievement is undoubtedly linked to organisational performance and strategy. It is one of the most important aspects that speak to employees' inherent need to be successful and promotes this need to ensure delivery of organisational goals while rewarding success in a manner so that employees feel recognised and appreciated.

### ***2.5.2.1 FUTURE PLANNING AND STRATEGY EXECUTION***

The cultural dimension of future planning refers to the extent to which an organisation values proactive-ness and initiative towards planning and investing for the future success of the organisation (R. J. House et al., 2004). An organisation valuing the cultural dimension of future also encourages employees to assume responsibility and accountability for their decisions and actions at present and how it will impact the strategy execution process which aims to define the future state of the organisation (R. J. House et al., 2004).

This dimension of organisational culture, future planning, is directly linked to performance and strategy execution since it creates an environment which takes careful consideration in making sound decisions with accurate information to ensure the sustainability and success of the organisation in the future (L. Hrebiniak, 2005). Information accuracy and decision making are two very important elements needed for good strategy execution. Organisations placing high value on the cultural dimension of future planning tend to take full stock of current conditions and how they affect future business and industry trends. This creates a better understanding of how trends impact and could possibly change the organisational strategy created and hence the execution thereof.

In summary, the cultural dimension of future planning is undoubtedly linked to organisational performance and strategy. It is an important aspect that relates to creating an environment that carefully consider decisions in the present, and plan for the future sustainability of the organisation taking into account accurate information and business trends. Both of which are critical to successfully executing organisational strategy.

### 2.5.2.1 CULTURE TYPES AND STRATEGY EXECUTION

Table 3 below provides a review of literature in which the link of differing culture types and performance/strategy execution was investigated.

**Table 3: Summary of studies on the culture and performance link**

(Ahmadi et al., 2012)	Flexible cultures (clan and adhocracy) influence strategy implementation dimensions i.e. policy formation and structural factors
(Slater, Olson, & Finnegan, 2011)	Adhocracy culture showed an influence on performance.
(Olanipekun & Aje, 2013)	Both stability and reward cultures influence performance from a business process re-engineering, employee and customer satisfaction perspective
(Cheung et al., 2012)	Innovative culture was found to be the largest impact on performance of construction organizations
(Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2015)	Innovative culture does have an impact on firm performance
(Xenikou & Simosi, 2006)	Market culture which emphasises organizational norms that promote goal setting, productivity, and effectiveness were related to high performance
(Chan, Shaffer, & Snape, 2004)	Adhocracy (in particular the adaptability trait) influenced performance.

The above studies have shown that organisational culture seemed to have an undeniable link to performance of an organisation. As mentioned earlier the performance of the organisation is theorized to be a direct reflection of strategy execution. Organizational culture seemed to have some substantial influence on organization's strategy via the performance link.

To conclude despite the notion that business strategy and organizational culture are essentially synonymous; the relationship between culture and strategy execution in totality received very limited research attention. There is a lack of empirical study on this subject; and as a result this research aims to grow the research database related to the impact of organisation culture on strategy execution (Ahmadi et al., 2012).

## CHAPTER 3

### RESEARCH PROBLEM

Based on the research objectives described in Chapter 1 together with the literature review presented in Chapter 2, the following research questions and hypotheses were developed.

At a high level, the research objective seeks to determine the influence or effect of organisational culture on strategy execution.

#### 3.1 PRIMARY RESEARCH OBJECTIVE

The primary objective of the research was:

Objective 1: To determine the effect of the dimensions of organisational culture on the dimensions of strategy execution

##### Hypothesis 1

- H01: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing.
- HA1: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing.

##### Hypothesis 2

- H02: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimensions of leadership.

- HA2: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimensions of leadership.

### **Hypothesis 3**

- H03: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of rewards.
- HA3: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of rewards.

### **Hypothesis 4**

- H04: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and strategy execution dimension of performance.
- HA4: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and strategy execution dimension of performance.

### **Hypothesis 5**

- H05: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism,

in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of structure.

- HA5: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of structure.

### **Hypothesis 6**

- H06: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 1.
- HA6: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimensions of employee commitment 1.

### **Hypothesis 7**

- H07: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 2.
- HA7: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 2.

### **Hypothesis 8**

- H08: There is no association culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of coordination.
- HA8: There is an association between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism (Minkov & Blagoev, 2012), humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of coordination.

### **3.2 SECONDARY RESEARCH OBJECTIVE**

The secondary objective of the research was:

- Investigates which dimension of culture was found to have the highest effect on strategy execution.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

Based on the research questions posed in Chapter 3, this chapter describes the way in which the research was conducted. In particular, it describes the research setting and method, the population and unit of analysis, the sampling technique, the data collection method, the analysis method, as well as the assumptions and limitations of the process.

#### **4.1 RESEARCH SETTING**

The research was conducted within a large South African company in the FMCG industry. Through its diverse portfolio of product offerings, the organisation has many operations spread across multiple geographical regions within South Africa.

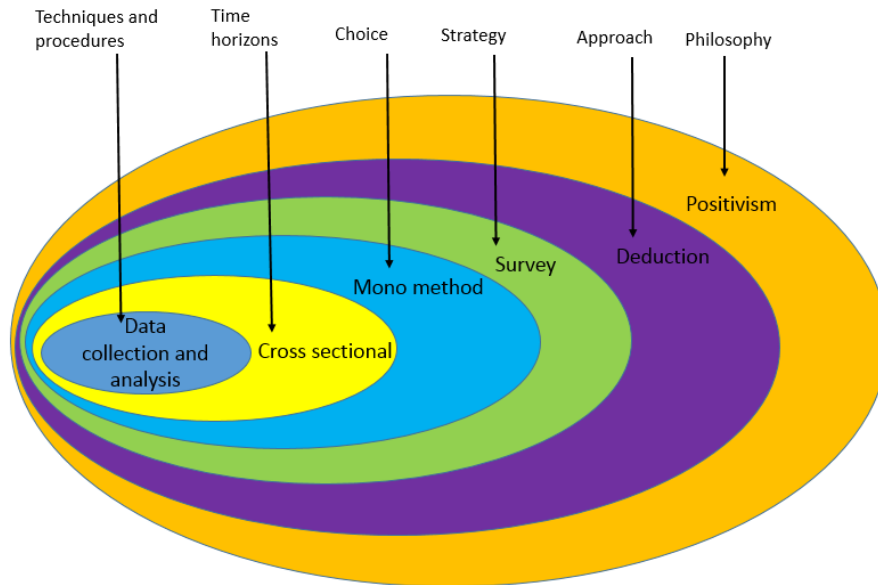
The company was founded in 1820 with a rich history spanning more than 195 years and is entering a new and exciting period in its journey. The past two years have seen a series of changes where the company moved from the traditional milling and baking business into sugar confectionery with brands such as Manhattan and Super C as well as home and personal care with brands such as Lil-Lets, Dove cotton wool and Vulco. The strategic intent is to be a leading FMCG player in chosen geographies.

The research was conducted within the four management levels of this company i.e. executive management, senior management, middle management and first line management. This was done since it is these four lines of management that are predominantly responsible for the cascading of strategy and execution of strategy within the several business units in the company. The managers are geographically spread across, South Africa, within all operations and headquarters.

There are over 5000 employees within the company, with a management compliment of 600 people. The majority of the staff is on a non-management level that is located in the milling and production environment.

## 4.2 METHODOLOGY

As the aim of the research was to describe the effect of organisational culture on strategy execution, the research methodology used was of a descriptive nature. The research design was therefore a quantitative design to investigate whether the relationship between organisational culture and strategy execution are statistically significant for a given population, i.e. the data obtained was numerical in nature (Saunders & Lewis, 2012). This method can also be described using the “Research onion”, a metaphor used to describe the layers of the research process (Saunders & Lewis, 2012). A positivism philosophy using deduction as the approach was used, with a survey strategy, chosen as a mono method. The data was cross sectional and was then collected and analysed using statistical techniques.



Source: Adapted from Saunders, Lewis & Thornhill, 2008 cited in Saunders, Lewis 2012

**Figure 8: The research onion**

The positivism philosophy is a highly structure research method used to facilitate replication in the body of knowledge which results in law like generalisation. A deductive approach involves the testing of a theoretical proposition; this approach was considered since the intent of the research study is to add more value to the existing body of knowledge and does not specifically involve the development of theory. From a strategy perspective, due to the quantitative nature of the study the survey method was selected to be the most suitable research strategy (Saunders & Lewis, 2012).

### **4.3 RESEARCH PROCESS**

As mentioned above a survey research strategy was used where data is collected from a sizeable population (Saunders & Lewis, 2012). Data collection may take the form of questionnaires, structured observation and structured interviews (Saunders & Lewis, 2012), and in this study a mono method was chosen, that is using an online survey questionnaire as the strategy. A survey was chosen as it allows the collection of data on the same set of standardised statements from a large sample group, affordably (Saunders & Lewis, 2012).

### **4.4 POPULATION**

The population of the study included all employees in specific management levels of the FMCG company. The specific management levels (first line managers, middle managers and senior managers and executives) were selected in order to ensure variance of responses. Formal written permission was granted from the FMCG Company for the survey. The researcher has a relationship with the HR Executive of the FMCG Company, who provided a route to facilitate access to the population and who distributed the online survey to the target population. As the researcher was able to obtain a complete list of the members of the population, the population was also the sampling frame (Saunders & Lewis, 2012). The unit of analysis for the study was organisations management and was therefore the same as the population.

### **4.5 SAMPLING METHOD**

The sampling technique employed was probability sampling (Saunders & Lewis, 2012). The request to participate in the survey was sent to every member within the sampling frame (all management employees within the business unit). As a result, the probability of each case being selected from the sampling frame was equal and known, making the sampling technique a probability sampling technique (Saunders, Lewis, & Thornhill, 2009).

The probability sampling technique was suited to this particular investigation, as the aim of the research was to make an inference about the population from the sample in order to confirm or reject the research hypotheses (Saunders et al., 2009).

The population was composed of 600 employees on a management level from all areas of the FMCG Company.

**Table 4: Response rate to survey**

Number of people approached	Number of responses received	Response rate
600	281	48%

#### 4.6 MEASUREMENT INSTRUMENT

A questionnaire comprising of three parts shown in Appendix A, was utilised in the study. The questionnaire contained a demographics, organisation culture and strategy execution section as shown below in Table 5. (More detail on the organizational culture and strategy execution questionnaire is explained below). These questionnaires were distributed at the FMCG Company via an electronic system known as “Survey Monkey”. As a result anonymity of the participants can be maintained.

**Table 5: Questionnaire details**

Section	Construct	Number of items	Reliability (Cronbach)	Article
1	Demographics	TBC	N/A	Not applicable
2	Organisation Culture	18	0.77	House, Robert J., et al., eds. Culture, leadership, and organizations: The GLOBE study of 62 societies. Sage publications, 2004.

3	Strategy Execution	43	Self-developed questionnaire	O'Reilly, Caldwell, Chatman, Lapid & Self (2010), Crittenden & Crittenden (2008), Hrebiniak (2005), Parnell (2008), Krishnakumar (2015), Franken, Edwards & Lambert (2009), Shah (2005)
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#### **4.6.1 ORGANISATIONAL CULTURE**

Organizational culture was defined using the GLOBE culture survey which was conceived in 1991 by Robert J. House. In a nut shell, the Globe study was initiated to investigate the relation of culture to leader, organisational and societal effectiveness (R. J. House et al., 2004). For the purposes of this study only the organisational culture aspect will be assessed.

The GLOBE research program studies the assumption that organisational culture can be measured by shared values which are represented in employees behaviours, organisational policies, and organisational practices (Dorfman et al., 2012). In their study, GLOBE built on the findings from Hofstede (1980) work and categorised nine cultural dimensions that aim to find the similarities and differences in organisational norms, values, beliefs and practices.

The GLOBE nine cultural dimensions are: power distance, uncertainty avoidance, humane orientation, collectivism (institutional and in-group), assertiveness, gender egalitarianism, future orientation and performance orientation (Minkov & Blagoev, 2012). The GLOBE questionnaire organized 18 items into the nine parts mentioned above and is measured on a Likert scale of 1 to 7. For the purposes of this study the questionnaire was modified to a Likert scale of 1 to 5. This was considered to be more manageable and easier to understand for the participants.

R. J. House et al (2004) measured the reliability for each of the nine dimensions using cronbach alpha and the following was found: 0.72 (performance orientation), 0.75 (assertiveness), 0.80 (future orientation), 0.88 (humane orientation), 0.67 (institutional collectivism), 0.77 (in-group

collectivism), 0.66 (gender egalitarianism), 0.80 (power distance), 0.88 (uncertainty avoidance) and an overall average of 0.77. (p. 161).

There were 18 items in the questionnaire representing the institutional practices which were referred to as the "As Is" items and 18 items representing the values which were referred to as the "Should be" items. The basic structure of the items is exactly the same (i.e. identical), however the frame of reference differs based on whether an institutional practice or a value is being assessed (Dorfman et al., 2012; R. House et al., 2001).

Table 6 below contains an example of the culture items, showing essentially the same question in two forms: Organisation "As Is"; Organisation "Should Be". For the purposes of this study only the "As-Is" items were considered, since this study aimed to look at how the current organisational culture effects strategy execution within the organisation. See appendix B for survey.

**Table 6: Project globe culture survey items ((Dorfman et al., 2012; R. House et al., 2001)  
Example of Parallel Items for the Culture Scales**

Organisation <i>As Is</i>						
The pay and bonus system in this organisation is designed to maximise:						
1	2	3	4	5	6	7
Individual						Collective
Interests						Interests
Organisation <i>Should Be</i>						
In this organisation, the pay and bonus system should be designed to maximise:						
1	2	3	4	5	6	7
Individual						Collective
Interests						Interests

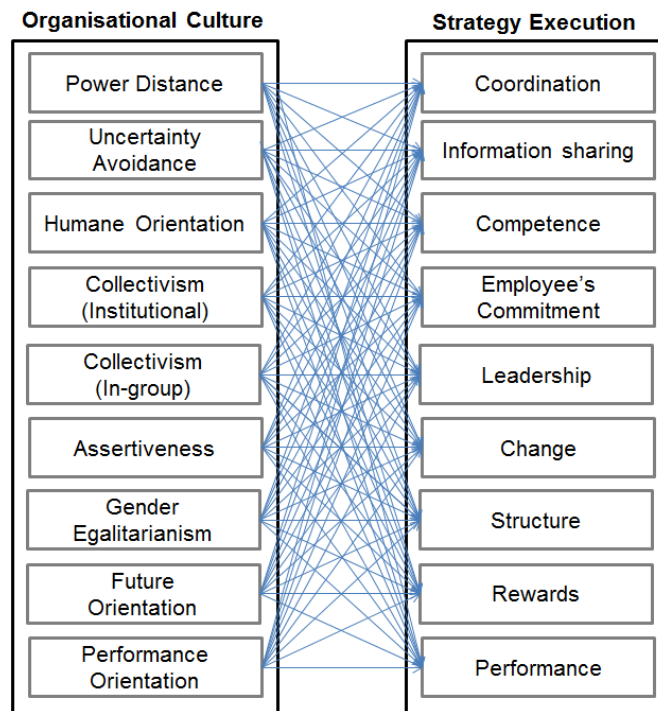
#### 4.6.2 STRATEGY EXECUTION

The strategy execution research instrument consisted of 43 items (see appendix B for survey). The target sample was made up of managers who indicated they were involved in both strategy formulation and execution. The survey constructs and items dealt with the drivers or dimensions of the strategy execution process and focused on conditions that affect strategy execution. Reviewing the literature; the researcher gathered opinions from a large number of articles on the

most critical drivers or dimensions for strategy execution and was also able to gain additional insight into strategy execution problems and difficulties.

After the extensive literature review the researcher was able to develop a self-organized questionnaire composing of 9 constructs and five items. The constructs and items were built from academic work and surveys done by O'Reilly et al (2010), Crittenden & Crittenden (2008), Hrebiniak (2005), Parnell (2008), Krishnakumar (2015), Shah (2005) and others. The nine constructs are as follows: coordination, information sharing competence, employee's commitment, leadership, change, structure, rewards and performance. The survey was measured using a five-point Likert scale (1=strong disagreement to 5=strong agreement).

The figure below is an illustration of how the two constructs that is organisational culture and strategy execution were correlated. It is important to note that the from a strategy execution perspective that the constructs that are being measured are the factors that lead to good strategy execution and ultimately excellent organisational performance.



**Figure 9: Proposed model for two constructs**

#### **4.7 MEASUREMENT INSTRUMENT PRE-TESTING**

Pilot testing is used as a "dress rehearsal" testing the survey and is implemented to determine whether there are any issues that need to be dealt with before the survey has been sent out for the study (Rothgeb, 2008). The objective is that after addressing the potential issues that are identified in the pilot test, the amount of non-sampling measurement error produced by the survey should be reduced (Rothgeb, 2008).

The questionnaire was sent out to three individuals before the official data collection process was initiated. The purpose of this was to perform pre-testing, whereby spelling, grammar, ease of understanding and use, as well as functionality of the system was tested. Once these issues were addressed, the questionnaire was sent out to the entire population.

A general theme between the respondents emerged where it was stated that the organisational culture section did not need the construct headings to be added in. Since this made the survey monotonous and it was evident of what the questions were looking for. The construct headings were removed but the item order remained the same to ensure some level of consistency with the original GLOBE organisational culture survey.

#### **4.8 DATA COLLECTION AND MANAGEMENT**

Survey data using questionnaires can be collected using a number technique which include web, post, hand, telephone or face to face by an interviewer (Saunders & Lewis, 2012). Data in this survey was collected by web, through distributing a hyperlink of the web survey via an email distribution. This method was chosen since the collection of data through the web will allow for the data to be collated without the need for recapturing, as the other methods would require. A cut-off date of four weeks was noted on the survey, and the total number of respondents for the FMCG company was 339 with 41 of these responses incomplete.

## 4.9 RELIABILITY AND VALIDITY

### 4.9.1 VALIDITY

#### 4.9.1.1 STRATEGY EXECUTION VALIDITY

Due to the fact that the strategy execution survey instrument was self-organised, a validity analysis needed to be conducted. The validity was conducted using a factor analysis of the 43 items from the strategy execution survey. Comrey & Lee (1992) recommends at least five observations per variable that is subjected to factor analysis. This recommendation was met in this study as there were 281 observations or survey responses. The factor analysis was also possible in this study due to the following: the 43 variables were all in ordinal data, there was a linear relationship between the variables and all these variables were found to be correlated, with a minimum of 0.3.

To determine the suitability of factor analysis, a “KMO” or Kaiser-Meyer-Olkin and a “Bartlett test for sphericity” had to be conducted (Sekaran, 2005; Hair, Black, Babin, Anderson, & Tatham, 2006). KMO measures, “sampling adequacy which compares the sizes of the observed correlation coefficients to the sizes of the partial correlation coefficients for the sum of analysis variables” (John E. Exner, 2013). The Bartlett test is an, “indication of the strength of the relationship among variables” (Pandey, 2016). This tests that the null hypothesis correlation matrix is an identity matrix. An identity matrix is a matrix in which all of the diagonal elements are 1 and all off diagonal elements are close to 0 (Pandey, 2016).

For acceptability the KMO test should be higher than 0.6, while the Bartlett test should have a  $p < 0.0005$ .

**Table 7: KMO and Bartlett’s test for strategy execution**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.936
Bartlett's Test of Sphericity	Approx. Chi-Square	8528.353
	Df	903
	Sig.	.000

As shown in Table 7, the KMO index for sampling adequacy was 0.936, which was above the 0.6 recommendation, while the test of sphericity by the Bartlett test was statistical significance  $p < 0.0005$  for approx. Chi-Square=8528.353. Thus, there is a relationship between the variables since the KMO is high and the Bartlett test is significant so we can proceed with the factor analysis or the principal component analysis.

### **Principal components**

There are three ways that can be used to determine how many components to retain for rotation and interpretation.

#### Eigen value – method one

Eigenvalue shows the, “number of extracted factors whose sum should be equal to the number of items which are subjected to factor analysis” (Priya Chetty & Datt, 2015). Table 8 shows all the factors extractable from the analysis along with their eigenvalues.

The Eigenvalue reflects three sub-sections, i.e. “Initial Eigen Values, Extracted Sums of Squared Loadings and Rotation of Sums of Squared Loadings”. For analysis and interpretation purposes only the Extracted Sums of Squared Loadings is looked at. In this method, there are ten components extracted. This is the preferred method of extraction as it is automatic and not forced. (Priya Chetty & Datt, 2015)

**Table 8: Total variance explained for strategy execution**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.415	40.501	40.501	17.415	40.501	40.501	5.276	12.269	12.269
2	2.427	5.644	46.144	2.427	5.644	46.144	4.519	10.510	22.779
3	1.908	4.436	50.581	1.908	4.436	50.581	4.146	9.641	32.420
4	1.845	4.291	54.872	1.845	4.291	54.872	4.060	9.443	41.862
5	1.612	3.749	58.621	1.612	3.749	58.621	3.632	8.447	50.309
6	1.362	3.166	61.787	1.362	3.166	61.787	2.518	5.855	56.164
7	1.222	2.842	64.629	1.222	2.842	64.629	1.864	4.336	60.500
8	1.104	2.566	67.196	1.104	2.566	67.196	1.825	4.244	64.744
9	1.074	2.498	69.694	1.074	2.498	69.694	1.653	3.844	68.588
10	1.037	2.411	72.105	1.037	2.411	72.105	1.512	3.517	72.105
11	.854	1.987	74.093						
12	.730	1.698	75.790						

13	.698	1.623	77.413						
14	.696	1.620	79.033						
15	.670	1.558	80.590						
16	.626	1.455	82.046						
17	.605	1.406	83.452						
18	.534	1.243	84.695						
19	.513	1.193	85.888						
20	.462	1.073	86.961						
21	.416	.968	87.929						
22	.407	.947	88.876						
23	.398	.927	89.803						
24	.370	.861	90.664						
25	.344	.799	91.463						
26	.330	.768	92.230						
27	.321	.745	92.976						
28	.300	.697	93.673						
29	.291	.677	94.350						
30	.275	.639	94.989						
31	.261	.607	95.595						
32	.246	.572	96.167						
33	.221	.513	96.680						
34	.214	.499	97.179						
35	.202	.470	97.648						
36	.197	.457	98.106						
37	.172	.401	98.506						
38	.147	.342	98.849						
39	.145	.337	99.185						
40	.122	.284	99.469						
41	.107	.249	99.719						
42	.080	.187	99.906						
43	.041	.094	100.000						

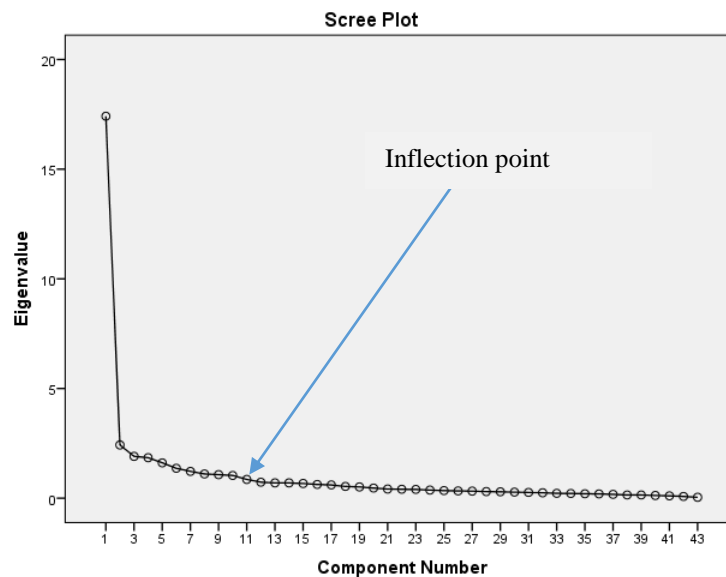
Extraction Method: Principal Component Analysis.

### Percentage of variance explained

As shown in Table 8, the components that explain at least 60% of the total variance are extracted, though 70% is sometimes preferred. Using this method if 60% is explained, six components will be extracted but for 70%, ten components will be extracted. The eigenvalue for component I was 17.42 and explained 40.5% of the variance. The remaining 9 components explained 59.5% of the variance.

### Scree plot – method two

“The scree plot is a graph of the eigenvalues against all the factors” (Priya Chetty & Datt, 2015). A scree plot displays the eigenvalues associated with a component or factor in descending order versus the number of the component or factor. The scree plot graph is valuable for deciding how many factors to retain. The point at which the curve starts to flatten is regarded the, “ point of interest” (Priya Chetty & Datt, 2015). Figure 10, shows that after the tenth factor an almost linear pattern of the eigenvalue curve follows. Ideally, this means that ten components should be retained. Thus, the eigenvalues over 1 for all the ten factors are considered.



**Figure 10: Strategy Scree Plot**

### Rotated component matrix – method three

The concept of rotation is to decrease the amount of factors on which the variables under investigation have high loadings (Priya Chetty & Datt, 2015). Rotation makes the interpretation of the analysis easier but does not actually change anything. As shown in Table 9 below, the rotated component matrix shows that there are 10 factors for strategy execution. There are no rules for naming factors so it’s more of an ‘art’, where names should best represent the variables within the factors. The researcher has identified the ten factors as:

- Factor one – Information sharing (InfoSh)
- Factor two – Leadership (Lead)

- Factor three – Performance (Per)
- Factor four – Rewards (Rew)
- Factor five – Structure (Str)
- Factor six – Employee commitment 1 (EmpCom1)
- Factor seven – Employee commitment 2 (EmpCom2)
- Factor eight – Change (Cha)
- Factor nine – Coordination (Coord)
- Factor ten – Competence (Comp)

**Table 9: Rotated component matrix for strategy execution**

dimension	items on strategy execution	no.	component									
			1	2	3	4	5	6	7	8	9	10
information sharing	we believe that our sources of information are reliable	7	,761	,142	,140	,066	,149	,035	,162	-,088	-,039	,147
information sharing	we willing share information or knowledge with others	6	,738	,101	,084	,163	,154	,081	,110	,081	,034	,031
information sharing	our information reaches people who need it within the organisation	9	,682	,222	,248	,234	,130	,062	,061	,045	,146	,072
coordination	we divide tasks and activities among and across business units in the organisation	5	,635	,112	,192	,174	,127	,049	,023	,250	,280	,094
information sharing	employees understand and evaluate the usefulness of available information	10	,568	,257	,359	,174	,199	,041	,033	,101	,112	,092
information sharing	our managers trust information generated from sources outside their own departments	8	,562	,120	,242	,181	,098	,124	-,188	-,012	-,075	,250
change	employees understand what the changes will be and why they are being undertaken	26	,520	,331	,196	,285	,155	,054	,034	,273	-,074	-,066
coordination	we foster company collaboration	4	,510	,117	,088	,107	,235	,137	,144	,112	,307	,387
competence	we have access to adequate resources/tools	13	,441	,323	,285	-,002	-,052	- ,114	,261	,254	,228	-,030
competence	we focus on improving the capability base in the organisation	14	,383	,383	,293	,085	,320	,023	,372	,044	,181	,051
leadership	our leaders provide a compelling vision	21	,200	,790	,244	,250	,180	,150	,098	,071	,076	,072
leadership	our leaders provide measurable objectives for implementing the vision	22	,213	,784	,205	,263	,197	,073	,086	,105	,114	,039
leadership	our leaders personally inspire and motivate for us to change	24	,261	,739	,190	,290	,223	,128	,076	,070	,057	,060
leadership	our leaders clearly articulates the strategy	20	,150	,739	,215	,214	,217	,200	,135	,029	,076	,192
leadership	our leaders respond effectively to resistance to change	23	,258	,567	,102	,270	,319	,076	-,126	,216	-,037	,003
performance	we have accomplished our goals	40	,208	,176	,834	,117	,118	,111	,016	,091	,041	,037
performance	we have adapted our business to maximise our goals	41	,201	,157	,801	,240	,158	- ,013	,090	,105	,023	,048
performance	we have done what we have planned to	39	,259	,187	,734	,184	,242	,141	,067	,082	,107	,055
performance	we have executed our strategy well	43	,299	,257	,715	,226	,241	,038	,134	,137	,100	,012

performance	we have the best people and capability to sustain our success	42	,449	,221	,477	,191	,286	- ,032	,169	,148	,029	-,088
rewards	our rewards motivate us to contribute our best	35	,176	,259	,118	,847	,183	,071	,131	,065	,083	,002
rewards	our rewards motivate us to go the extra mile to implement strategic decisions to the best of our abilities	36	,181	,215	,121	,840	,215	,079	,182	,064	,068	-,013
rewards	our organisation rewards us for the successful implementation of the strategic plan	34	,143	,302	,290	,711	,073	,146	,095	,183	,078	,118
rewards	we recognise commitment and excellence in strategy execution in both teams and individuals	38	,322	,254	,331	,644	,112	,063	,123	,155	,199	,112
rewards	we celebrate strategic execution success publicly/openly across all business units	22	,377	,199	,279	,639	,143	,057	,066	,162	,169	,085
structure	our organisational structure nurtures the few critical competencies for competitive advantage	32	,122	,211	,247	,164	,761	,115	,038	,085	,030	,206
structure	our organisational structure meets the requisite demands of the strategy. for example, if your strategy is to be a low cost provider - a structure that fosters low cost should be implemented	30	,126	,106	,122	,111	,740	- ,018	-,009	,103	,099	,149
structure	our organisational structure encourages both teamwork and individuality	33	,205	,292	,208	,186	,614	,106	,259	-,036	,122	,075
structure	our organisational structure encourages clear accountability for delivery of strategic initiatives	31	,409	,173	,344	,179	,609	,136	,155	,059	,095	,004
change	our leaders in the organisation seek to manage the on-going change portfolio, conflict resolution, resources and interdependencies	29	,179	,373	,078	,131	,568	,045	,118	,449	,046	,006
change	our organisation is in a state of readiness to accept the changes that would be resulted by the strategy	25	,322	,383	,136	,085	,535	,091	,117	,251	-,083	-,221
employee commitment	i don't concern myself with implementing strategies if they are not beneficial to my department	17	-,044	-,216	-,041	-,089	-,022	- ,825	-,079	,029	-,064	-,103
employee commitment	i tend to be less concerned with working together and more concerned with competing to be best	18	-,096	,044	-,056	,018	-,045	- ,815	-,012	-,131	-,136	,011
employee commitment	i don't worry about implementing strategy; i just do my job	16	-,038	-,162	-,062	-,133	-,091	- ,798	-,217	,040	-,030	,037
employee commitment	i believe that my organisation is most successful when everyone works to implement a common strategy	19	,033	,002	,044	,162	,059	,214	,720	,142	-,035	-,005
competence	we have competencies that build a	12	,226	,372	,296	,153	,179	,045	,525	,094	,180	,176

	competitive advantage											
employee commitment	i am committed to seeing our organisational strategy is effectively implemented	15	,193	,161	,072	,228	,175	,352	,457	,022	,053	,126
change	our organisation can adapt to market conditions by exiting a declining business that is inhibiting strategic goals	28	,032	,106	,225	,233	,114	,009	,059	,745	-,036	,172
change	our organisation can adapt to market conditions by moving funds and people where it is most needed to execute the strategy	27	,295	,144	,122	,128	,266	,090	,237	,602	,154	,073
coordination	we use teams only from within my own business unit	1	,059	,048	,082	,138	,145	,263	,045	-,043	,819	-,056
coordination	we use of cross-functional teams/groups from other business units	2	,359	,243	,163	,368	,041	,002	-,019	,197	,615	,145
coordination	we use informal communication (ie. person-to-person contact)	3	,212	,101	-,089	-,003	,114	,054	-,110	,241	,106	,696
competence	we have a few competencies that are distinctive	11	,132	,072	,202	,131	,127	- ,013	,333	-,044	-,145	,657
extraction method: principal component analysis.												
rotation method: varimax with kaiser normalization.												
a. rotation converged in 8 iterations.												

#### 4.9.1.2 ORGANISATIONAL CULTURE VALIDITY

R. J. House et al (2004) founders of the GLOBE culture survey tested validity of their survey which can be found on pg. 159 of their research book. They found an overall reliability of 0.77 for their survey instrument. However, despite the validity being tested, the researcher conducted a validity test using a factor analysis where there were a total of 18 questionnaire items for culture. There was a linear relationship between 12 of the questionnaire items with correlation of more than 0.3 and six questionnaire items where the correlation was less than 0.3 (weak correlation). These six questionnaire items are as follows:

- In this organisation, orderliness and consistency are stressed, even at the expense of experimentation and innovation (Minkov & Blagoev, 2012).
- In this organisation, men are encouraged to participate in professional development activities more than women In this organisation, physically demanding tasks are usually performed by men (Minkov & Blagoev, 2012).
- In this organisation, people are generally men or women (Minkov & Blagoev, 2012).
- In this organisation, managers encourage group loyalty even if individual goals suffer (Minkov & Blagoev, 2012).
- The remuneration (pay and bonus) system in this organisation is designed to maximize (individual interest / collective interest) (Minkov & Blagoev, 2012)

To determine the suitability of factor analysis, a sample adequacy index KMO or Kaiser-Meyer-Olkin, which compares the sizes of the observed correlation coefficients to the sizes of the partial correlation coefficients for the sum of analysis variables (John E. Exner, 2013) was conducted. In addition to this, a Bartlett test for sphericity was also conducted (Sekaran, 2005; Hair et al., 2006). For acceptability the KMO test should be higher than 0.6, while the Bartlett test should have a  $p < 0.0005$ .

**Table 10: KMO and Bartlett's test for organisational culture**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.844
Bartlett's Test of Sphericity	Approx. Chi-Square	1412.818
	Df	153
	Sig.	.000

From the results in the Table 10, it can be seen that the sample sufficiency index KMO by Kaiser-Meyer-Olkin, is 0.844 and it is reliable because it is higher than the recommended 0.6 (Sekaran, 2005; Hair et al., 2006). The Bartlett test ( $H_0$ : All correlation coefficients are not quite far from zero) is rejected on a level of statistical significance  $p < 0.0005$  for approx. Chi-Square=1412.818. Consequently, the coefficients are not all zero, so the second acceptance of factor analysis is satisfied. Thus, there is a relationship between the variables since the KMO is high and the second acceptance of factor analysis is satisfied.

### **Principal components**

There are three ways that can be used to determine how many components to retain for rotation and interpretation.

#### **Eigen value – method one**

Eigenvalue shows the, “number of extracted factors whose sum should be equal to the number of items which are subjected to factor analysis” (Priya Chetty & Datt, 2015). Table 11 shows that there were five factors extractable from the analysis. This is the preferred method of extraction as it is automatic and not forced.

**Table 11: Total variance explained for organisational culture**

<b>Total Variance Explained</b>									
Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Loadings			Loadings		
				Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.260	29.225	29.225	5.260	29.225	29.225	4.189	23.271	23.271
2	1.479	8.214	37.439	1.479	8.214	37.439	2.248	12.490	35.761
3	1.190	6.612	44.051	1.190	6.612	44.051	1.285	7.141	42.901
4	1.145	6.360	50.411	1.145	6.360	50.411	1.234	6.857	49.758
5	1.091	6.063	56.475	1.091	6.063	56.475	1.209	6.717	56.475
6	.955	5.304	61.778						
7	.909	5.049	66.828						
8	.832	4.621	71.449						
9	.802	4.458	75.906						
10	.781	4.338	80.245						
11	.628	3.488	83.733						
12	.584	3.246	86.979						
13	.520	2.886	89.865						
14	.477	2.649	92.514						
15	.458	2.542	95.056						

16	.364	2.022	97.078						
17	.276	1.532	98.610						
18	.250	1.390	100.000						
Extraction Method: Principal Component Analysis.									

### Percentage of variance explained

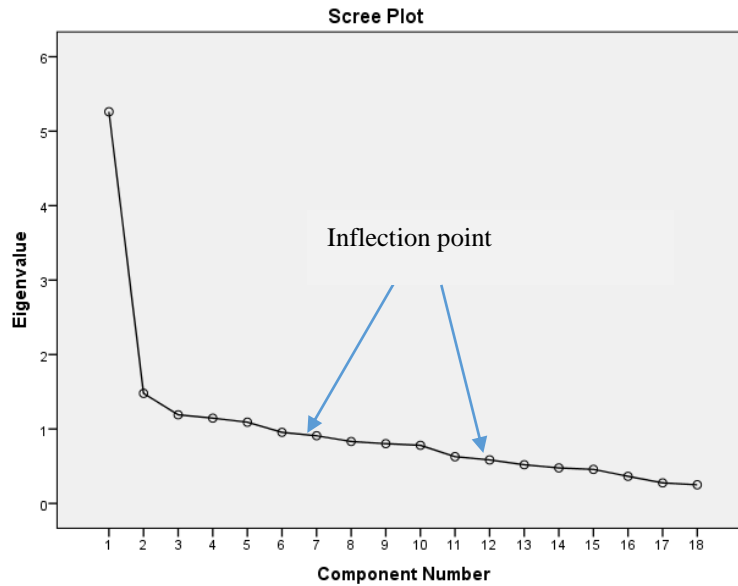
As shown in Table 11, the components that can explain at least 60% of the total variance are extracted, though 70% is sometimes preferred. Using this method if 60% is explained, six components will be extracted but for 70%, ten components will be extracted. The following was found:

- 61.77% - 6 components – challenge two of the component have only one question so reliability cannot be done for them
- 66.83% - 7 components – challenge three of the components have only one question so reliability cannot be done for them
- 71.45% - 8 components - challenge four of the components have only one question so reliability cannot be done for them
- 75.91% - 9 components - challenge five of the components can have one question so reliability cannot be done for them

The eigenvalue for component I was 5.26 and explained 29.2% of the variance. The remaining four components explained 70.8% of the variance.

### Scree plot – method two

The scree plot is a graph of the eigenvalues against all the factors. A scree plot displays the eigenvalues associated with a component or factor in descending order versus the number of the component or factor. Figure 11 presents a distinguished break up to the six and eleventh component. Five factors can therefore be extracted and all have an eigenvalue of more than one.



**Figure 11: Organisational Culture Scree Plot**

Based on these three approaches, five components were extracted.

Rotated Component Matrix – method three

As shown in Table 12, the concept of rotation is to decrease the amount of factors on which the variables under investigation have high loadings (Priya Chetty & Datt, 2015). The table below explains the rotated component matrix which shows that there are five factors for organisational culture. The researcher has identified the five factors as follows:

- Factor one – The most dominant dimensions are assertiveness, power distance and achievement. Therefore it can be named AsPoAc (acronym)
- Factor two – The most dominant dimensions are future orientation. Therefore it can be named Future Orientation or FuO
- Factor three – Institutional collectivism
- Factor four – Humane orientation
- Factor five – In group collectivism

The results below in the table defer significantly from the original validity tests carried out by House et al, 2004. They found that the nine dimensions were all valid factors which could be further analysed. There are a number of externalities that could have impacted this study, and for purposes of consistency, further analysis on only the reliability of the survey instrument for this study will be done on the factors produced in the Table 12.



**Table 12: Rotated component matrix for organisational culture**

Rotated Component Matrix <sup>a</sup>							
Dimension	Items on Organisational Culture	No.	Component				
			1	2	3	4	5
Assertiveness (Minkov & Blagoev, 2012)	In this organisation, people are generally - (concerned / not concerned) (Minkov & Blagoev, 2012)		,814	,132	- ,031	- ,119	,000
Assertiveness (Minkov & Blagoev, 2012)	In this organisation, people are generally - (sensitive / not sensitive) (Minkov & Blagoev, 2012)		,747	,020	,016	- ,089	,071
In group collectivism (Minkov & Blagoev, 2012)	In this organisation, managers take pride in the individual accomplishments of their employees (Minkov & Blagoev, 2012)		,718	,312	- ,065	,023	,116
Power distance (Minkov & Blagoev, 2012)	In this organisation, subordinates are expected to - (obey their boss without question / question their boss) (Minkov & Blagoev, 2012)		,690	,184	- ,098	- ,040	- ,218
Achievement (Minkov & Blagoev, 2012)	In this organisation, being innovative to improve performance is generally - (rewarded) (Minkov & Blagoev, 2012)		,645	,199	,068	,013	,009
Power distance (Minkov & Blagoev, 2012)	In this organisation, a person's influence is based primarily on - (ones' ability and contribution to the organisation/ authority of one person) (Minkov & Blagoev, 2012)		,644	,330	,105	- ,041	- ,062
Achievement (Minkov & Blagoev, 2012)	In this organisation, employees are encouraged to strive for continuously improved performance - (Minkov & Blagoev, 2012)		,555	,442	- ,138	,195	,145
Humane orientation (Minkov & Blagoev, 2012)	In this organisation, people are generally (assertive /non assertive) (Minkov & Blagoev, 2012)		,366	,325	,284	,133	,047
Future orientation (Minkov & Blagoev, 2012)	The way to be successful in this organisation is to - (plan ahead / take events as they occur) (Minkov & Blagoev, 2012)		,167	,778	,059	- ,075	,098
Future orientation (Minkov & Blagoev, 2012)	In this organisation, the accepted norm is to - (plan for the future / accept status quo) (Minkov & Blagoev, 2012)		,297	,714	,007	,010	- ,025
Uncertainty Avoidance (Minkov & Blagoev, 2012)	In this organisation, job requirements and instructions are clearly defined so employees know what is expected of them - (Minkov & Blagoev, 2012)		,460	,517	,091	,117	,016
Gender egalitarianism (Minkov & Blagoev, 2012)	In this organisation, men are encouraged to participate in professional development activities more than women - (Minkov & Blagoev, 2012)		,182	,365	- ,228	- ,079	- ,266
Institutional collectivism (Minkov & Blagoev, 2012)	The remuneration (pay and bonus) system in this organisation is designed to maximize (individual interest / collective interest) (Minkov & Blagoev, 2012)		,114	- ,150	,719	,114	- ,080
Uncertainty Avoidance (Minkov & Blagoev, 2012)	In this organisation, orderliness and consistency are stressed, even at the expense of experimentation and innovation - (Minkov & Blagoev, 2012)		-,178	,255	,695	- ,095	,160
Humane orientation (Minkov & Blagoev, 2012)	In this organisation, people are generally (men or women) (Minkov & Blagoev, 2012)		,097	- ,129	,253	,745	- ,030

Gender egalitarianism & Blagoev, 2012)	In this organisation, physically demanding tasks are usually performed by (men / women) (Minkov & Blagoev, 2012)		-,218	,130	-,165	,741	,056
Institutional collectivism	In this organisation, managers encourage group loyalty even if individual goals suffer - (Minkov & Blagoev, 2012)		-,065	,000	,027	,016	,835
In group collectivism (R. House et al., 2001)	In this organisation, group members take pride in the individual accomplishments of their manager - (Minkov & Blagoev, 2012)		,486	,121	-,001	-,015	,549
	Extraction Method: Principal Component Analysis.						
	Rotation Method: Varimax with Kaiser Normalization.						
	a. Rotation converged in 6 iterations.						

#### **4.9.2 RELIABILITY**

Reliability measures whether an instrument has the ability to produce the same results under the same conditions over time as well as quantifies the precision of measurement instruments and thus, the trustworthiness of the scores produced with the instrument (Gushta & Rupp, 2010). Cronbach's alpha was used as a measure of internal consistency. A reliable and acceptable instrument or questionnaire is one which scores as a rule of thumb between of 0.6 to 0.7 whereas a reliability of 0.8 or higher is regarded as good. As all items in the survey were measured using the Likert-scale, the raw cronbach alpha score was deemed appropriate.

Following on from the factor analysis, the main factors (or constructs) for organisational culture and strategy execution were tested in terms of cronbach's alpha. An item analysis was conducted, where the correlation with the total construct of each item was measured, and the effect of deleting each variable was assessed. In instances where the 'cronbach alpha score' increased considerably after removing the item, it was decided to remove these items from the analysis. In instances where the correlation with the total construct was low, these items were also removed from the analysis.

##### **4.9.2.1 STRATEGY EXECUTION RELIABILITY**

Due to the fact that the strategy execution survey instrument was self-organised, a reliability analysis needed to be conducted.

## Reliability of the ten strategy execution factors

(George & Mallery, 2003) provide the following rules of thumb:

- > .9 – Excellent
- > .8 – Good
- > .7 – Acceptable
- > .6 – Questionable
- > .5 – Poor
- < .5 – Unacceptable

As shown in Table 13, the main factors (information sharing, leadership, performance, rewards, structure, and employee commitment 1) had a fairly high cronbach alpha (reliability) of 0.898, 0.925, 0.937, 0.915, 0.884 and 0.769 respectively. However the employee commitment 1 factor had a questionable reliability and cronbach alpha whereas the change and competence factors were regarded as unacceptable.

**Table 13: Strategy execution reliability**

Factors	Number of items	Cronbach alpha	Decision Based on George and Mallery (2003)
Information sharing (InfoSh)	10	0.898	Good
Leadership (Lead)	5	0.925	Excellent
Performance (Per)	5	0.937	Excellent
Rewards (Rew)	5	0.915	Excellent
Structure (Str)	6	0.884	Good
Employee commitment 1 (EmpCom1)	4	0.769	Acceptable
Employee commitment 2 (EmpCom2)	2	0.618	Questionable*
Change (Cha)	2	0.478	Unacceptable
Coordination (Coord)	2	0.691	Questionable*
Competence (Comp)	2	0.367	Unacceptable

\*- Sekaran (2006), Hair et al (2006) recommend 0.6 as a cut off

### **4.9.2.1 ORGANISATONAL CULTURE RELIABILITY**

R. J. House et al (2004) founders of the GLOBE culture survey tested reliability of their survey which can be found on pg. 161 of their research book. They found an overall cronbach alpha of 0.77 proving that the survey has good reliability. Despite the reliability being tested the researcher of this study ran his/her own reliability test as shown below. As mentioned above, the reliability analysis was based on the five factors produced in the factor analysis.

## Reliability of the five organisational culture factors

(George & Mallery, 2003) provide the following rules of thumb:

- > .9 – Excellent
- > .8 – Good
- > .7 – Acceptable
- > .6 – Questionable
- > .5 – Poor
- < .5 – Unacceptable

As shown in Table 14, only one main factor comprising of items from assertiveness, power distance and achievement had a fairly high cronbach alpha of 0.839. However future orientation was regarded as having questionable reliability and the remainder of the main factors were deemed to have an unacceptable reliability. This deferred greatly to the reliability testing done by R. J. House et al (2004) on the Project Globe research program. They found an overall reliability on the survey instrument of 0.77 and all 9 main constructs were found to have good reliability. Therefore, it can be concluded that some externalities could have influenced the reliability outcome in this study and for that reason all nine dimensions according to the Project Globe originally tested reliability was used in further analysis in Chapter 5.

**Table 14: Organisational culture reliability**

Factors	Number of items	Cronbach alpha	Decision Based on George and Mallery (2003)
Assertiveness, Power distance, Achievement (AsPoAc) (Minkov & Blagoev, 2012)	8	0.839	Good
Future orientation (FuO) (Minkov & Blagoev, 2012)	2	0.692	Questionable
Institutional collectivism (Minkov & Blagoev, 2012)	2	0.204	Unacceptable
Humane orientation (Minkov & Blagoev, 2012)	2	0.301	Unacceptable
In group collectivism (Minkov & Blagoev, 2012)	2	0.290	Unacceptable

\*- (Sekaran, 2005), (Hair et al., 2006) recommend 0.6 as a cut off

## Item reliability analysis done by deleting items for organisation culture (Factor 2 – Future Orientation)

An item analysis was conducted (shown in Table 15), where the reliability (cronbach alpha) of the total factor of each item was considered, and the effect of deleting each item in that

factor was assessed. In instances where the ‘cronbach alpha score’ increased considerably after removing the item, it was decided to remove these items from the analysis. In instances where the cronbach alpha score was low, these items were also removed from the analysis.

The value in the column labelled “Cronbach Alpha if Item Deleted” are the values of the overall cronbach alpha if that item is deleted in the assessment. As can be seen from the table below, the cronbach alpha score remain relatively low.

**Table 15: Organisational culture deleted item analysis 1**

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
The way to be successful in this organisation is to - (plan ahead / take events as they occur) (Minkov & Blagoev, 2012)	7.1720	2.589	.442	.391
In this organisation, the accepted norm is to - (plan for the future / accept status quo) (Minkov & Blagoev, 2012)	7.1470	2.565	.404	.392
In this organisation, job requirements and instructions are clearly defined so employees know what is expected of them - (Minkov & Blagoev, 2012)	6.4050	1.486	.341	.330
In this organisation, men are encouraged to participate in professional development activities more than women – (Minkov & Blagoev, 2012)	4.0717	1.534	.239	.494

In an effort to further increase the cronbach alpha score, the item analysis was tested by removing one question:

- In this organisation, men are encouraged to participate in professional development activities more than women

The last row in Table, shows if the item “In this organisation, job requirements and instructions are clearly defined so employees know what is expected of them” is deleted together with the above question removed then the cronbach alpha score increases significantly to 0.692 which is questionable but can be accepted.

**Table 16: Organisational culture deleted item analysis 2**

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
The way to be successful in this organisation is to - (plan ahead / take events as they occur) (Minkov & Blagoev, 2012)	2.9785	1.151	.479	.358
In this organisation, the accepted norm is to - (plan for the future / accept status quo) (Minkov & Blagoev, 2012)	2.9534	1.124	.446	.354
In this organisation, job requirements and instructions are clearly defined so employees know what is expected of them (Minkov & Blagoev, 2012)	2.2115	.290	.410	.692

#### **4.10 DATA ANALYSIS**

The data collected was analysed using Statistical Package for Social Science (SPSS) version 23. The data was analysed for missing data. This was important as the impact of missing data in quantitative research can lead to increased standard errors, loss of information and biased estimates of parameters (Dong & Peng, 2013). Schafer & Graham (2002) suggested that 5% or less missing rate is insignificant, and this was the cut-off that was adopted for this study. All the data collected had a missing data that was less than 5%, with the highest being 4.6%.

##### **4.10.1 DESCRIPTIVE STATISTICS**

The descriptive statistics were conducted on the data to describe the sample's basic features. This analysis provided summaries about the demographic profile, which were age, gender, management level, department, tenure in organisation, tenure in management, number of subordinates, involvement in strategy and type of organisational strategy. The frequencies and percentage frequencies, and the visual were depicted with graphs. Detailed distributions were conducted by comparing the means between the demographic variable and the sub-dimensions of the constructs.

#### **4.10.2 ASSOCIATION BETWEEN THE CONSTRUCTS**

The measure of the association for examining the relationship between the sub-dimensions of culture (uncertainty avoidance, gender egalitarianism, assertiveness, institute collectivism, in group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and strategy execution (information sharing, leadership, rewards, performance, structure, employee commitment 1, employee commitment 2 and coordination) was performed using Pearson Correlation (r). The Pearson's correlation is a, "measure of the strength and direction of association that exists between two variables measured on at least an interval scale". This test also focuses on whether the relationship was linear or not, (Diamantopoulos, A. Schlegelmilch, 2000). To access the direction of the relationship, the sign would be positive (+) or negative (-) with the strength analysed based on guidelines by Pallant (2010). The r value of  $<0.29$  indicates a weak relationship,  $0.3 - 0.49$  indicates a medium relationship and  $\geq 0.5$  indicates a strong relationship. No correlation is found at 0 while perfect correlation is found with the r value of 1.

As the Pearson correlation test is a uni-variant statistical test (Bujang & Baharum, 2016); canonical correlation analysis was also performed to identify the measure of association among two sets of variables that is the sub-dimensions of the organisational culture and strategy execution. Canonical correlation is appropriate in the same situations where multiple regression would be, but where there are multiple inter-correlated outcome variables. Canonical correlation analysis determines a set of canonical variants and orthogonal linear combinations of the variables within each set that best explain the variability both within and between sets (Bruin, 2016).

#### **4.11 POTENTIAL RESEARCH LIMITATIONS**

- The sample was restricted to one FMCG company and therefore the findings will be limited for use as a guide for FMCG companies and cannot be generalised to all companies.
- The research was conducted as a cross-sectional study due to time constraints, which does not provide the depth of analysis of a longitudinal study.
- The research was limited to the focus on organisational culture dimensions, and did not provide an analysis of the impact of the different types of organisational cultures.

- The research only investigated the relationships between organisational culture, and strategy execution, but did not examine the other factors that influence strategy execution such as strategy formulation.
- The most significant bias introduced was that of non-response bias primarily due to refusal to respond in this case (Saunders et al., 2009). The non-respondents could represent a portion of the population which could skew the results; and thus could result in a type I error.
- Similarly, there is a risk of self-selection bias, whereby it is possible that the people who chose to respond are those who felt strongly about the subject, thereby skewing the result (Saunders & Lewis, 2012).
- Other biases may have been introduced as a result of the collection procedure, whereby the order of questions on the questionnaire could have resulted in certain questions having influenced the responses to other questions.

## **CHAPTER 5**

### **RESULTS**

#### **5.1 INTRODUCTION**

The aim of this research was to investigate the effect of organisational culture on the strategy execution. A quantitative method survey was used for the investigation with the overall methodology and design presented in Chapter 4. A total of 281 respondents were completed the survey, which was equivalent to a response rate of ~48% based on the calculation provided by Zikmund, Babin, Carr, & Griffin (2010). In this chapter, the research findings are presented, with the flow from the profile of the respondents, followed by answering the research questions with both descriptive and inferential statistics. At the end the summary of the research finding are provided in preparation of the chapter 6, where the results are discussed.

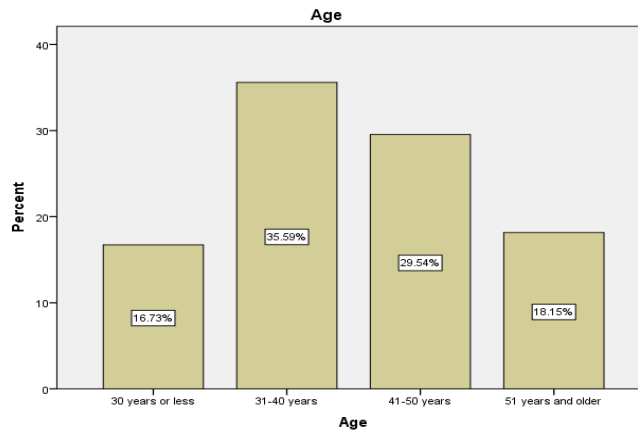
#### **5.2 DEMOGRAPHIC INFORMATION**

There were nine demographic information variables that were used to profile the respondents. These were age, gender, management level, department, tenure in organisation, tenure in management, number of subordinates, involvement in strategy and type of organisational strategy.

##### ***5.2.1 BIOGRAPHIC INFORMATION OF RESPONDENTS***

###### **5.2.1.1 AGE**

The age distribution of the sample is presented in Figure 12. The majority respondents were between the age of 31 – 40 years, which constituted for 35.6% (N = 100). This was followed by 41 – 50 years age category which constituted for 29.5%. The lowest age group was 30 years or less, which constituted for 16.7% (N = 47).



**Figure 12: Age profile**

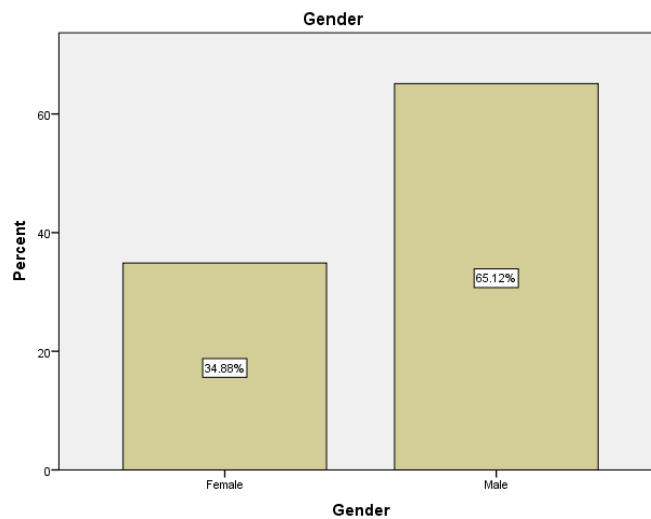
Table 17 shown below presents the mean scores of organisational culture and strategy execution dimensions across the ages of respondents. From a culture perspective, the respondents for all the ages strongly agreed or agreed with future orientation and achievement orientation as their mean values range from 1.0-1.8 than gender egalitarianism with a mean range of 3.1 – 3.3. From a strategy execution perspective, the respondents of the age category 51 years or more strongly agreed more with employee commitment1 (Mean= 1.96) than employee commitment2. The respondents from all the age groups showed agreement with employee commitment 1.

**Table 17: Age mean score**

Age		0-30 years	31-40 years	41-50 years	51 years and older
Number of respondents		47	98	83	51
Culture	Uncertainty Avoidance	2,1383	2,2806	2,2590	2,3627
	Gender Egalitarianism	3,2660	3,3265	3,1867	3,1961
	Assertiveness	2,1915	2,0816	2,1205	2,1078
	Institutional Collectivism	2,2447	2,2551	2,3133	2,3627
	In-group Collectivism	2,5213	2,4388	2,2952	2,3431
	Humane Orientation	2,3830	2,4898	2,1566	2,0196
	Future Orientation	1,1383	1,1173	1,0964	1,0686
	Achievement Orientation	1,8404	1,7755	1,5904	1,6176
	Power Distance	3,9149	3,7959	3,8012	3,7353
Number of respondents		44	95	79	50
Strategy execution	Information Sharing	2,1818	2,1505	2,1165	2,0640
	Leadership	2,19091	1,95368	1,83797	1,78400
	Rewards	2,0227	2,0253	1,9316	1,8720
	Performance	2,0318	2,0758	1,8582	1,9000
	Structure	2,0379	2,0439	2,0021	1,8933
	Employee Commitment 1	1,8182	1,7184	1,6804	1,6500
	Employee Commitment 2	2,0568	2,0895	1,9873	2,0300
	Coordination	2,4659	2,5684	2,4684	2,6500

### 5.2.1.2 GENDER

The gender profile shown in Figure 13 illustrated that the respondents were split almost two is to one when it came to the gender. Figure 13 shows that 65.1% (N=183) were males and 34.9% (N=98) females.



**Figure 13: Gender profile**

Table 18 shown below, illustrates the mean scores of culture and strategy execution across gender. From an organisational culture perspective both genders strongly agreed to future orientation and achievement orientation and disagreed to power distance. From a strategy execution perspective, both genders also agreed to leadership; performance and employee commitment 1. Females agreed with rewards and structure while males neither agreed nor disagreed.

**Table 18: Gender mean scores**

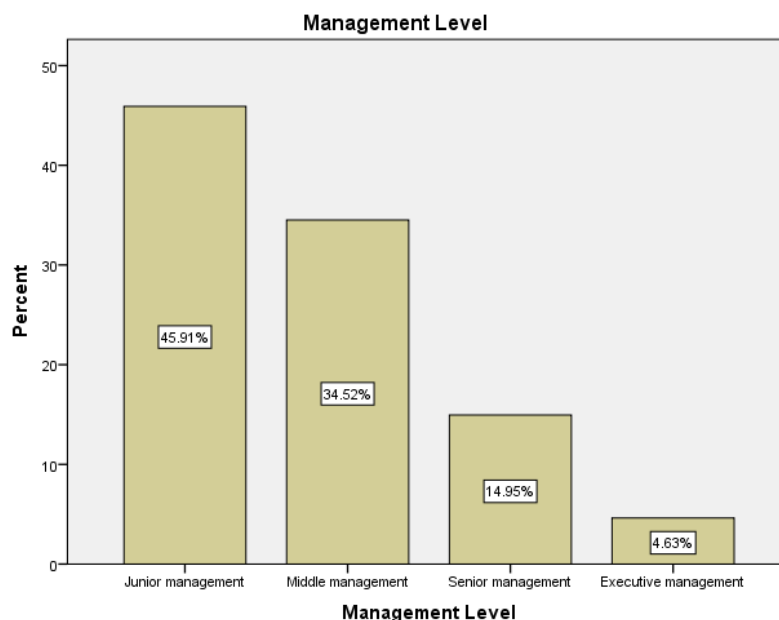
Gender		Female	Male
	Number of respondents	97	182
Culture	Uncertainty Avoidance (Minkov & Blagoev, 2012)	2,3918	2,1978
	Gender Egalitarianism (Minkov & Blagoev, 2012)	3,4278	3,1566
	Assertiveness (Minkov & Blagoev, 2012)	2,2732	2,0330
	Institutional Collectivism (Minkov & Blagoev, 2012)	2,3660	2,2500
	In-group Collectivism (Minkov & Blagoev, 2012)	2,3969	2,3901
	Humane Orientation (Minkov & Blagoev, 2012)	2,5361	2,1538
	Future Orientation (Minkov & Blagoev, 2012)	1,1392	1,0879
	Achievement Orientation (Minkov & Blagoev, 2012)	1,7680	1,6676

	Power Distance (Minkov & Blagoev, 2012)	3,8454	3,7857
Number of respondents		91	177
Strategy execution	Information Sharing	2,2209	2,0825
	Leadership	1,99560	1,89153
	Rewards	2,0308	1,9367
	Performance	1,9978	1,9582
	Structure	2,0092	1,9991
	Employee Commitment 1	1,7445	1,6935
	Employee Commitment 2	2,1264	2,0000
	Coordination	2,5275	2,5424

## 5.2.2 ORGANISATION PROFILE

### 5.2.2.1 MANAGEMENT LEVEL

All these participants were in management positions. The range of management level was junior management to executive management (as shown below in Figure 14). The largest management group that participated in this research was junior management and constituted for 45.9% (N=129) of the total sample of 281, followed by the middle management with 34.5% (N = 97), then senior management and executive management. The senior and executive management constituted for 14.95% (N=42) and 4.6% (N = 13) of the respondents, respectively. The general trend was the decrease in respondents with increase in management level.



**Figure 14: Management level profile**

From an organisational culture perspective and as shown in Table 19 below, the respondents in all the management levels strongly agreed with future orientation and achievement orientation. The respondents that indicated their management level were executive management strongly agreed with assertiveness, in-group collectivism and humane orientation while other respondents from other management level neither agreed nor disagreed. From a strategy execution perspective, respondents who indicated that their management level as junior, senior and executive management strongly agreed more with leadership, rewards and performance. All the respondents from all the management levels showed agreement with employee commitment 1.

**Table 19: Management level mean scores**

Management Level		Junior management	Middle management	Senior management	Executive management
Number of respondents		128	96	42	13
Culture	Uncertainty Avoidance	2,1680	2,3125	2,3095	2,7308
	Gender Egalitarianism	3,3867	3,1771	3,0476	3,1154
	Assertiveness	2,1367	2,1406	2,0714	1,8846
	Institutional Collectivism	2,1992	2,3490	2,3333	2,6154
	In-group Collectivism	2,5352	2,3438	2,2381	1,8462
	Humane Orientation	2,3672	2,2917	2,1310	1,9615
	Future Orientation	1,1445	1,0781	1,0833	1,0000
	Achievement Orientation	1,8516	1,6510	1,5119	1,2308
	Power Distance	3,8672	3,7813	3,7738	3,5000
Number of respondents		121	93	41	13
Strategy execution	Information Sharing	2,2190	2,0602	2,1439	1,7462
	Leadership	2,11901	1,90108	1,64390	1,21538
	Rewards	2,1240	1,9290	1,8293	1,2462
	Performance	2,0727	1,9204	1,8732	1,7077
	Structure	2,0565	1,9785	2,0407	1,5513
	Employee Commitment 1	1,8905	1,6478	1,5183	1,0962
	Employee Commitment 2	2,1281	1,9731	2,0366	1,7692
	Coordination	2,7562	2,4677	2,2805	1,8077

### 5.2.2.2 DEPARTMENT

These managers were from nine departments, which were quality, operations, finance, information technology, marketing, supply chain, logistics, research and development and human resources (as shown below in Figure 15). The most represented department was operations, which constituted for 52.3% (N = 147) followed by finance 14.9% (N = 42) then

six departments which were almost evenly represented a range of 3.2% -7.5%. The lowest was research and development with only two respondents.

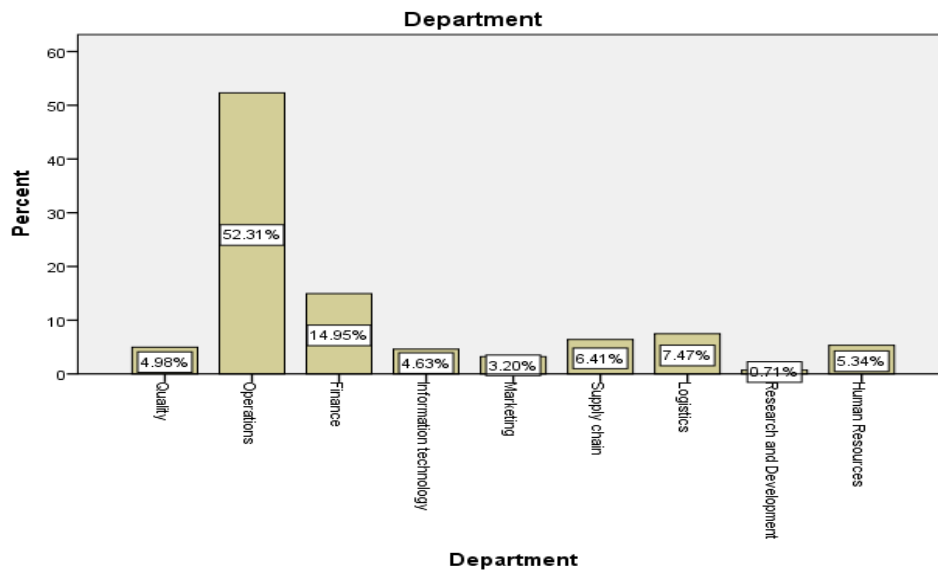


Figure 15: Department profile

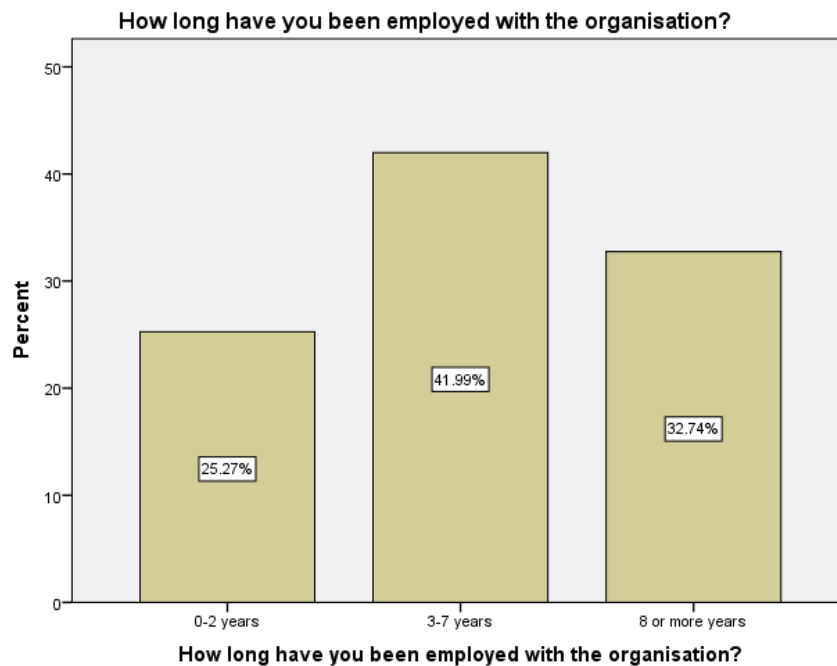
From an organisational culture perspective and as shown in Table 20, the respondents from all the departments indicated that they strongly agree with future orientation and achievement orientation as the mean values are within 1.00. Almost all the respondents indicated that they neither agreed nor disagreed with gender egalitarianism except those from human resource who indicated that they disagreed. From a strategy execution perspective, some of the respondents from information technology department, quality, operations, finance, logistics and human resources indicated that they strongly agree with leadership. All the respondents from all the departments indicated that they strongly agree with employee commitment 1.

**Table 20: Department mean scores**

Department		Quality	Operations	Finance	Information technology	Marketing	Supply chain	Logistics	Research and Development	Human Resources
Number of respondents		14	146	41	13	9	18	21	2	15
Culture	Uncertainty Avoidance	2,3929	2,2397	2,1341	2,5000	3,1111	2,2778	2,0476	2,7500	2,2667
	Gender Egalitarianism	3,3929	3,2432	3,3293	3,1923	3,4444	3,0278	3,4048	3,2500	2,9667
	Assertiveness	2,0357	2,0753	2,2683	2,1154	2,1111	2,2222	1,9286	2,7500	2,2333
	Institutional Collectivism	2,5714	2,2911	2,3049	2,4231	2,1111	2,2500	2,0952	1,5000	2,4000
	In-group Collectivism	2,3571	2,3767	2,4268	1,9615	2,5000	2,6944	2,3571	3,0000	2,4000
	Humane Orientation	2,3929	2,2740	2,4024	2,0385	2,7778	2,4444	1,8571	2,7500	2,2667
	Future Orientation	1,1786	1,0959	1,1098	1,1538	1,1667	1,1111	1,0952	1,0000	1,0667
	Achievement Orientation	1,5714	1,7055	1,7927	1,4615	1,7222	1,9167	1,5714	1,7500	1,6667
	Power Distance	3,7857	3,7911	3,8537	3,6923	3,8889	4,0000	3,7143	4,0000	3,7667
	14	141	39	12	9	18	21	2	14	
Strategy execution	Information Sharing	2,1143	2,1113	2,3051	1,9250	2,5444	2,2944	1,8211	1,8500	1,9929
	Leadership	1,8857	1,9404	1,933	1,5666	2,3777	2,0000	1,7157	3,2000	1,8428
	Rewards	1,8143	1,9560	2,1231	1,6500	2,2222	2,2000	1,9053	1,8000	1,7429
	Performance	1,8000	2,0156	2,0410	1,9333	2,2444	2,1111	1,6000	1,9000	1,7000
	Structure	1,9643	1,9976	2,0427	1,9306	2,2222	2,1111	1,8246	2,4167	1,9405
	Employee Commitment 1	1,8036	1,7181	1,7500	1,7708	1,4167	1,5000	1,9342	1,6250	1,5536
	Employee Commitment 2	2,1786	2,0355	2,0897	2,0000	2,4444	2,0000	1,7895	1,5000	2,1071
Coordination	2,4286	2,4823	2,5000	2,5000	3,1667	2,9444	2,8421	1,2500	2,1786	

### 5.2.2.3 TENURE OF EMPLOYMENT IN THE ORGANISATION

Figure 16 shows that, respondents that had a tenure of eight or more years constituted for 32.74%. Respondents that had a tenure of three to seven years constituted for 42.0% (N = 118) and lastly respondents that had a tenure of zero to two years constituted for 25.27% of the sample.



**Figure 16: Tenure of employment profile**

Table 21 as shown below, illustrates the cross tabulation between the number of years in management and the duration of employment. Majority of the respondents were in the management for 5 years or less (N=148) followed by 15 years and more (N =53) and 6-10 years (N = 51). The highest number of people within management had been employed for 3 – 7 years in the organisation (N = 118).

**Table 21: Cross tabulation between tenure and years in management**

How long have you been employed with the organisation? * Number of years in Management Cross tabulation						
Count		Number of years in Management				Total
		0-5 years	6-10years	11-15 years	15 years or more	
How long have you been employed with the organisation?	0-2 years	43	11	8	9	71
	3-7 years	75	12	14	17	118
	8 or more years	30	28	7	27	92
Total		148	51	29	53	281

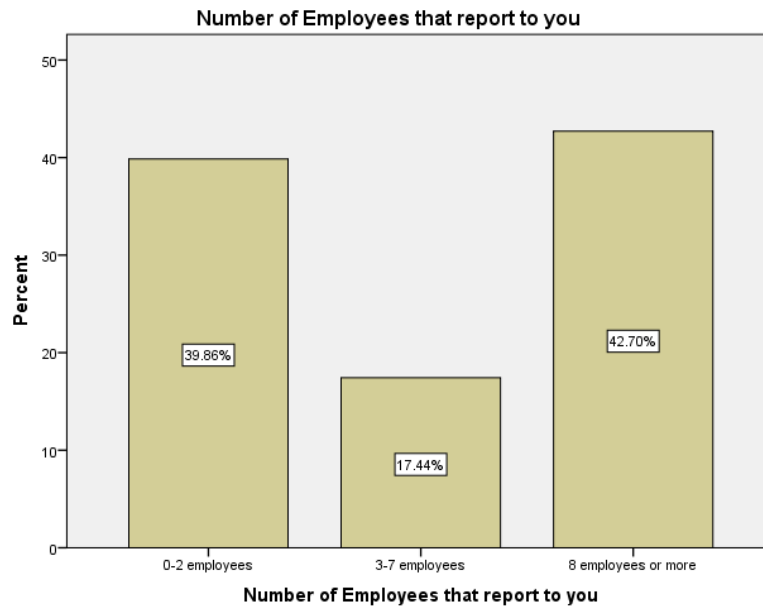
From an organisational culture perspective and as shown below in Table 22, the respondents from all the years of showed strong agreement with future orientation and achievement orientation. From a strategy execution perspective, they also showed agreement with leadership and employee commitment 1. The respondents with 8 years or more of employment indicated that they agreed with rewards, performance and structure, also those with 0-2 years agreed with rewards and structure.

**Table 22: Tenure descriptive statistics**

How long have you been employed with the organisation?		0-2 years	3-7 years	8 or more years
Number of respondents		71	116	92
Culture	Uncertainty Avoidance (Minkov & Blagoev, 2012)	2,3662	2,2672	2,1848
	Gender Egalitarianism (Minkov & Blagoev, 2012)	3,3310	3,2457	3,1957
	Assertiveness (R. House et al., 2001)	2,2183	2,1078	2,0489
	Institutional Collectivism (Minkov & Blagoev, 2012)	2,2817	2,2845	2,3043
	In-group Collectivism (Minkov & Blagoev, 2012)	2,3451	2,4741	2,3261
	Humane Orientation (Minkov & Blagoev, 2012)	2,3732	2,3491	2,1413
	Future Orientation (Minkov & Blagoev, 2012)	1,1197	1,1078	1,0924
	Achievement Orientation (Minkov & Blagoev, 2012)	1,6338	1,7629	1,6793
	Power Distance (Minkov & Blagoev, 2012)	3,8310	3,8147	3,7772
Number of respondents		70	110	88
Strategy execution	Information Sharing	2,1271	2,1773	2,0716
	Leadership	1,90857	1,98182	1,87273
	Rewards	1,9457	2,0473	1,8886
	Performance	2,0000	2,0309	1,8750
	Structure	1,9976	2,0697	1,9223
	Employee Commitment 1	1,7071	1,7023	1,7244
	Employee Commitment 2	2,0214	2,1091	1,9773
	Coordination	2,4286	2,6409	2,4943

#### 5.2.2.4 NUMBER OF EMPLOYEES

Figure 17 shows that the respondents had different number of employees that were reporting to them. The majority of the respondents had 8 or more employees reporting to them and this constituted for 42.70% (N = 120).



**Figure 17: Number of employees profile**

From an organisational culture perspective as shown in Table 23, the overall number of respondents strongly agreed with future orientation and achievement orientation as opposed to gender egalitarianism. Those who indicated 8 or more employees strongly agreed with assertiveness while others neither agreed nor disagreed. From a strategy execution perspective, the respondents who indicated the number of employees to be between 3-7 strongly agreed with rewards, performance and structure. All the respondents strongly agreed with leadership and employee commitment<sup>1</sup> (Empcom1).

**Table 23: Number of employees' descriptive statistics**

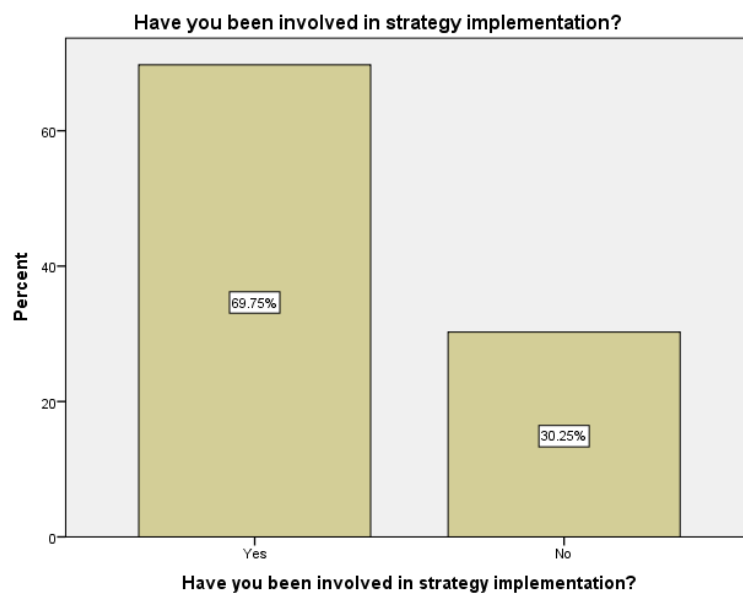
Number of Employees that report to you		0-2 Employees	3-7 Employees	8 employees or more
Number of respondents		111	49	119
Culture	Uncertainty Avoidance	2,2883	2,3980	2,1891
	Gender Egalitarianism	3,4595	3,0612	3,1345
	Assertiveness	2,2342	2,2041	1,9706
	Institutional Collectivism	2,3559	2,2449	2,2479
	In-group Collectivism	2,4820	2,3776	2,3151
	Humane Orientation	2,3739	2,2755	2,2101
	Future Orientation	1,1441	1,0918	1,0756
	Achievement Orientation	1,8153	1,6735	1,6092
	Power Distance	3,8423	3,8061	3,7731
Number of respondents		105	49	114
Strategy execution	Information Sharing	2,2190	2,1122	2,0544
	Leadership	1,96952	1,84490	1,92281
	Rewards	2,0190	1,9592	1,9263
	Performance	2,0267	1,8939	1,9544
	Structure	2,0302	1,9150	2,0146

Employee Commitment 1	1,8143	1,7194	1,6118
Employee Commitment 2	2,0762	2,0000	2,0307
Coordination	2,6952	2,3367	2,4781

### 5.2.3 STRATEGY EXECUTION INFORMATION

#### 5.2.3.1 STRATEGY IMPLEMENTATION

Figure 18 shows that the majority of respondents were involved in the strategy implementation and constituted for 69.8% (N = 196), while the other 30.2% (N=85) were not involved in the strategy implementation.



**Figure 18: Strategy implementation profile**

Table 24 shows that, of the 85 respondents that were not involved in strategy implementation, majority were junior management (N=64) and this constituted for 72.29% of the respondents. The other 21.18% (N = 18) respondents who were not involved in strategy implementation were middle management.

**Table 24: Cross tabulation between strategy implementation and management level**

Management Level * Have you been involved in strategy implementation? Cross tabulation				
Count				
		Have you been involved in strategy implementation?		Total
		Yes	No	
Management Level	Junior management	65	64	129
	Middle management	79	18	97

	Senior management	39	3	42
	Executive management	13	0	13
Total		196	85	281

From an organisational culture perspective and as shown in Table 25, the respondents that had both been involved and not involved in the strategy implementation strongly agreed with future orientation and achievement orientation as opposed to gender egalitarianism where they have shown disagreement. From a strategy execution perspective; the respondents that had both been involved and not involved in the strategy implementation strongly agreed with employee commitment 1 (EmCom1). Those respondents who were involved with strategy implementation indicated that they strongly agreed or agreed with leadership, rewards, performance and structure.

**Table 25: Strategy implementation descriptive statistics**

Have you been involved in strategy implementation?		Yes	No
Number of respondents		195	84
Culture	Uncertainty Avoidance (Minkov & Blagoev, 2012)	2,2923	2,2024
	Gender Egalitarianism (Minkov & Blagoev, 2012)	3,1718	3,4345
	Assertiveness (Minkov & Blagoev, 2012)	2,0487	2,2738
	Institutional Collectivism (Minkov & Blagoev, 2012)	2,3051	2,2560
	In-group Collectivism (Minkov & Blagoev, 2012)	2,2872	2,6369
	Humane Orientation (Minkov & Blagoev, 2012)	2,1769	2,5417
	Future Orientation (Minkov & Blagoev, 2012)	1,0641	1,2024
	Achievement Orientation (Minkov & Blagoev, 2012)	1,5872	1,9702
	Power Distance (Minkov & Blagoev, 2012)	3,7410	3,9583
Number of respondents		189	79
Strategy execution	Information Sharing	2,0413	2,3405
	Leadership	1,80317	2,22278
	Rewards	1,8434	2,2684
	Performance	1,8762	2,2000
	Structure	1,9444	2,1414
	Employee Commitment 1	1,6376	1,8861
	Employee Commitment 2	2,0106	2,1203
	Coordination	2,4365	2,7785

### 5.2.3.2 ORGANISATIONAL STRATEGY

Figure 19 shows that the majority of respondents chose growth as the organisational strategy and constituted for 57.3% (N = 161) followed by innovation with 30.2% (N =85). The least chose organisational strategies were differentiation and low cost with 7.1% (N = 20) and 5.3% (N= 15), respectively



**Figure 19: Organisational strategy profile**

From an organisational culture perspective and as shown in Table 26, the respondents across all chosen organisational strategies strongly agreed with future orientation and achievement orientation except for those that chose low cost strategy whom neither agreed nor disagreed with achievement. The respondents across the organisational strategies of growth and innovation strongly agree with leadership and strongly disagreed with gender egalitarianism. The respondents across all chosen organisational strategies except for those in the low cost strategy strongly agreed with rewards and employee commitment 1.

**Table 26: Organisational strategy descriptive statistics**

How best would you describe your organisation's strategy?		Growth	Differentiation	Innovation	Low cost
Number of respondents		160	20	84	15
Culture	Uncertainty Avoidance	2,2594	2,3500	2,1607	2,8000
	Gender Egalitarianism	3,2406	3,2000	3,2857	3,2333
	Assertiveness	2,1094	2,0500	2,1012	2,3667
	Institutional Collectivism	2,2938	2,2750	2,2679	2,4000
	In-group Collectivism	2,3531	2,3000	2,3571	3,1333
	Humane Orientation	2,2563	2,1000	2,2798	2,9000
	Future Orientation	1,1031	1,1000	1,0833	1,2667
	Achievement Orientation	1,6500	1,6250	1,6786	2,5000
	Power Distance	3,7688	3,8000	3,8036	4,2333

Number of respondents		155	20	79	14
Strategy execution	Information Sharing	2,1219	2,1400	2,0418	2,6929
	Leadership	1,87742	2,00000	1,84557	2,82857
	Rewards	1,9239	1,7600	1,9595	2,8143
	Performance	1,9729	2,0000	1,8937	2,3571
	Structure	1,9839	2,2167	1,9072	2,4405
	Employee Commitment 1	1,6161	1,9875	1,7247	2,2857
	Employee Commitment 2	2,0452	2,2250	1,9367	2,3571
	Coordination	2,5194	2,3000	2,5570	2,9643

### 5.3 EFFECT ON ORGANISATIONAL CULTURE ON STRATEGY EXECUTION

The objectives of the study were to determine the effect of culture on strategy execution. As explained in Chapter 4, due to the high reliability of the Globe survey instrument conducted by House et al, 2004. The researcher decided to utilise all nine dimensions in the GLOBE culture survey for further analysis these are as follows: uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance. The strategy execution variables were information sharing (InfoSh), leadership (Lead), Rewards (Rew), Performance (Perf), Structure (Str), Employee commitment 1 (EmpCom 1), Employment commitment 2 (EmpCom 2) and Coordination (Coord).

#### 5.3.1 ASSOCIATION BETWEEN CULTURE AND INFORMATION SHARING

H01: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing.

HA1: There is an association between the culture dimensions (uncertainty avoidance, gender Egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing.

There was a total of 279 paired observations (N=279) included in the correlation and two observations were excluded due to missing data. The sign of Pearson correlation determines

the nature of the association between the two variables. Thus in the case of a positive signs it can be concluded that there is a positive association between these variables, this means that both variables tend to get better or increase together. A negative sign indicates a negative relationship or an inverse relationship, this means that when one variable increases the other worsens. The magnitude of Pearson's correlation determines the strength of the association. Based on the guidelines of Pallant (2010) a r-value of 0.5 or greater between two variables suggests a strong association, while a r-value of 0.3 to 0.49 suggests a medium association and a r-value of 0.29 or less suggests a weak relationship. Association are regarded as statistically significant with a  $p < .05$ .

The Pearson correlation table shown below for the nine organisational culture dimensions and information sharing suggests that there are seven relationships that is uncertainty avoidance, assertiveness, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance (R. House et al., 2001) with information sharing which are statistically significant and two relationship that is gender egalitarianism and institutional collectivism with information sharing that is not statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the seven statistically significant relationships between the culture variables and information sharing (data based on Table 27:

- Significant relationship between uncertainty avoidance and information sharing (strength of the relationship- medium strength - 0.365). The relationship was positive.
- Significant correlation between assertiveness and information sharing (weak strength - 0.268) and uncertainty avoidance (weak strength - 0.248). The relationships were positive.
- Significant relationship between in-group collectivism and information sharing (strong strength - 0.528); uncertainty avoidance (weak strength - 0.280); and assertiveness (weak strength - 0.232). The relationships were positive.
- Significant relationship between humane orientation and information sharing (strong strength - 0.586); uncertainty avoidance (weak strength - 0.206); gender egalitarianism (weak strength-0.126) assertiveness (weak strength - 0.255); in-group collectivism (medium strength - 0.461). The relationships were positive.
- Significant relationship between future orientation and information sharing (medium strength - 0.476); uncertainty avoidance (weak strength - 0.285); gender egalitarianism

(weak strength - 0.170); assertiveness (weak strength - 0.244); in-group collectivism (medium strength - 0.366); humane orientation (medium strength - 0.337). The relationships were positive.

- Significant relationship between achievement orientation and information sharing (strong strength - 0.692); uncertainty avoidance (weak strength - 0.264); assertiveness (medium strength - 0.327); in-group collectivism (strong strength - 0.539); humane orientation (strong strength - 0.552); future orientation (medium strength - 0.492). All the relationships were positive.
- Significant relationship between power distance and information sharing (strong strength - 0.568); uncertainty avoidance (weak strength - 0.248); gender egalitarianism (weak strength - 0.121); assertiveness (weak strength - 0.235); in-group collectivism (medium strength - 0.490); humane orientation (strong strength - 0.582); future orientation (medium strength - 0.439); achievement orientation (strong strength - 0.553). All the relationships were positive.

**Table 27: Pearson correlation table - culture and information sharing**

Correlations										
	1	2	3	4	5	6	7	8	9	10
1. Information Sharing	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.365**	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.098	.082	-	-	-	-	-	-	-	-
	.108	.173	-	-	-	-	-	-	-	-
4. Assertiveness	.268**	.248**	.108	-	-	-	-	-	-	-
5. Institutional Collectivism	-.088	.070	-.081	.101	-	-	-	-	-	-
	.150	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.528**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.586**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.476**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.692**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.568**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-

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

In summary there were four strong positive associations between in-group collectivism, humane orientation, achievement orientation and power distance and information sharing. There were two medium associations between uncertainty avoidance, future orientation and information sharing. And there was lastly one weak association between assertiveness and information sharing. This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant.

### **5.3.2 ASSOCIATION BETWEEN CULTURE AND LEADERSHIP**

H02: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of leadership.

HA2: There is an association between the culture dimensions (uncertainty avoidance, gender Egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of leadership.

The Pearson correlation table shown below for the nine culture dimensions and leadership suggests that there are eight relationships that is uncertainty avoidance, gender egalitarianism, assertiveness, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance (R. House et al., 2001) with leadership which are statistically significant and one relationship that is institutional collectivism with leadership that is not statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the eight statistically significant relationships between the culture variables and leadership (data based on Table 28):

- Significant relationship between uncertainty avoidance and leadership (strength of the relationship- medium strength - 0.351). The relationship was positive.
- Significant correlation between gender egalitarianism and leadership (strength of the relationship -weak strength - 0.148). The relationship was positive.
- Significant correlation between assertiveness and leadership (weak strength - 0.265) and uncertainty avoidance (weak strength - 0.248). The relationships were positive.
- Significant relationship between in-group collectivism and leadership (strong strength- 0.566); uncertainty avoidance (weak strength-0.280); and assertiveness (weak strength-0.232). The relationships were positive
- Significant relationship between humane orientation and leadership (strong strength- 0.532); uncertainty avoidance (weak strength-0.206); gender egalitarianism (weak

strength-0.126); assertiveness (weak strength-0.255); in-group collectivism (medium strength-0.461). The relationships were positive.

- Significant relationship between future orientation and leadership (medium strength-0.440); uncertainty avoidance (weak strength-0.285); gender egalitarianism (weak strength-0.170); assertiveness (weak strength-0.244); in-group collectivism (medium strength-0.366); humane orientation (medium strength-0.337). The relationships were positive.
- Significant relationship between achievement orientation and leadership (strong strength-0.686); uncertainty avoidance (weak strength-0.264); assertiveness (medium strength-0.327); in-group collectivism (strong strength-0.539); humane orientation (strong strength-0.552); future orientation (medium strength-0.492). All the relationships were positive.
- Significant relationship between Power distance and leadership (strong strength-0.595); uncertainty avoidance (weak strength-0.248); gender egalitarianism (weak strength-0.121); assertiveness (weak strength-0.235); in-group collectivism (medium strength-0.490); humane orientation (strong strength-0.582); future orientation (medium strength-0.439); achievement orientation (strong strength-0.553). All the relationships were positive.

**Table 28: Pearson correlation table - culture and leadership**

	1	2	3	4	5	6	7	8	9	10
1. Leadership	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.351**	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.148*	.082	-	-	-	-	-	-	-	-
	.015	.173	-	-	-	-	-	-	-	-
4. Assertiveness	.265**	.248**	.108		-	-	-	-	-	-
5. Institutional Collectivism	-.083	.070	-.081	.101	-	-	-	-	-	-
	.175	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.566**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.532**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.440**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.686**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.595**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

In summary, there were four strong positive associations between in-group collectivism, humane orientation, achievement orientation and power distance and leadership. There were two medium associations between uncertainty avoidance, future orientation with leadership. And lastly there were two weak associations between gender egalitarianism, assertiveness

with leadership. This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since eight out of the nine relationships are statistically significant.

### **5.3.3 ASSOCIATION BETWEEN CULTURE AND REWARDS**

H03: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of rewards.

HA3: There is an association between the culture dimensions (uncertainty avoidance, gender Egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of rewards.

The Pearson correlation table shown below for the nine culture dimensions and rewards suggests that there are seven relationships that is uncertainty avoidance, assertiveness, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance (R. House et al., 2001) with rewards which are statistically significant and two relationship that is gender egalitarianism and institutional collectivism with rewards that is not statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the seven statistically significant relationships between the culture variables and rewards (data based on Table 29):

- Significant relationship between uncertainty avoidance and rewards (strength of the relationship - weak strength - 0.240). The relationships were positive.
- Significant relationship between assertiveness and rewards (medium strength - 0.336) and uncertainty avoidance (weak strength - 0.248)
- Significant relationship between in-group collectivism and rewards (strong strength - 0.525); uncertainty avoidance (weak strength - 0.280); and assertiveness (weak strength - 0.232). All the relationships were positive.

- Significant relationship between humane orientation and rewards (medium strength - 0.494); uncertainty avoidance (weak strength - 0.206); gender egalitarianism (weak strength - 0.126); assertiveness (weak strength - 0.255); in-group collectivism (medium strength - 0.461). All the relationships were positive.
- Significant relationship between future orientation and rewards (medium strength - 0.454); uncertainty avoidance (weak strength - 0.285); gender egalitarianism (weak strength-0.170); assertiveness (medium strength - 0.244); in-group collectivism (strong strength - 0.366); humane orientation (strong strength - 0.337). All the relationships were positive.
- Significant relationship between achievement orientation and rewards (strong strength - 0.691); uncertainty avoidance (weak strength - 0.264); assertiveness (weak strength - 0.327); in-group collectivism (strong strength - 0.539); humane orientation (strong strength - 0.552); future orientation (medium strength - 0.492). All the relationships were positive.
- Significant relationship between Power distance and rewards (strong strength - 0.536); uncertainty avoidance (weak strength - 0.248); gender egalitarianism (weak strength - 0.121); assertiveness (weak strength - 0.235); in-group collectivism (medium strength - 0.490); humane orientation (strong strength - 0.582); future orientation (medium strength - 0.439); achievement orientation (strong strength - 0.553). All the relationships were positive.

**Table 29: Pearson correlation table - culture and rewards**

	1	2	3	4	5	6	7	8	9	10
1. Rewards	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.240**	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.118	.082	-	-	-	-	-	-	-	-
	.053	.173	-	-	-	-	-	-	-	-
4. Assertiveness	.336**	.248**	.108	-	-	-	-	-	-	-
5. Institutional Collectivism	-.054	.070	-.081	.101	-	-	-	-	-	-
	.382	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.525**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.494**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.454**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.691**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.536**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

In summary, there were three strong positive associations between in-group collectivism, achievement orientation and power distance and rewards. There were three medium associations between assertiveness, humane orientation, and future orientation with rewards.

And lastly there was one weak association between uncertainty avoidance with rewards. This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant.

#### **5.3.4 ASSOCIATION BETWEEN CULTURE AND PERFORMANCE**

H04: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of performance.

HA4: There is an association between the culture dimensions (uncertainty avoidance, gender Egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of performance.

The Pearson correlation table shown below for the nine culture dimensions and performance suggests that there are seven relationships that is uncertainty avoidance, assertiveness, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance (R. House et al., 2001) with performance which are statistically significant and two relationship that is gender egalitarianism and institutional collectivism with performance that is not statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the seven statistically significant relationships between the culture variables and performance (data based on Table 30):

- Significant relationship between uncertainty avoidance and performance (strength of the relationship- weak strength - 0.288). The relationship was positive.
- Significant relationship between Assertiveness and Performance (weak strength - 0.297) and uncertainty avoidance (weak strength - 0.248). The relationships were positive.
- Significant relationship between in group collectivism and performance (medium strength - 0.433); uncertainty avoidance (weak strength - 0.280); and assertiveness (weak strength - 0.232). All the relationships were positive.

- Significant relationship between humane orientation and performance (medium strength - 0.487); uncertainty avoidance (weak strength - 0.206); gender egalitarianism (weak strength-0.126); assertiveness (weak strength - 0.255); in-group collectivism (medium strength - 0.461). All the relationships were positive.
- Significant relationship between future orientation and performance (medium strength - 0.416); uncertainty avoidance (weak strength - 0.285); gender egalitarianism (weak strength - 0.170); assertiveness (medium strength - 0.244); in-group collectivism (medium strength-0.366); humane orientation (medium strength - 0.337). All the relationships were positive.
- Significant relationship between achievement orientation and performance (strong strength - 0.622); uncertainty avoidance (weak strength - 0.264); assertiveness (medium strength - 0.327); in-group collectivism (strong strength - 0.539); humane orientation (strong strength - 0.552); future orientation (medium strength - 0.492). All the relationships were positive.
- Significant relationship between Power distance and performance (medium strength - 0.486); uncertainty avoidance (weak strength - 0.248); gender egalitarianism (weak strength - 0.121); assertiveness (weak strength - 0.235); in-group collectivism (medium strength - 0.490); humane orientation (strong strength - 0.582); future orientation (medium strength - 0.439); achievement orientation (strong strength - 0.553).All the relationships were positive.

**Table 30: Pearson correlation table - culture and rewards**

	1	2	3	4	5	6	7	8	9	10
1. Performance	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.288**	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.052	.082	-	-	-	-	-	-	-	-
	.400	.173	-	-	-	-	-	-	-	-
4. Assertiveness	.297**	.248**	.108	-	-	-	-	-	-	-
5. Institutional Collectivism	-.053	.070	-.081	.101	-	-	-	-	-	-
	.388	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.433**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.487**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.416**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.622**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.486**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

In summary, there was one strong positive association between achievement orientation and performance. There were five medium associations between assertiveness, in-group

collectivism, humane orientation, future orientation and power distance and performance. And lastly there was one weak association between uncertainty avoidance with performance. This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant.

### **5.3.5 ASSOCIATION BETWEEN CULTURE AND STRUCTURE**

H05: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of structure.

HA5: There is an association between the culture dimensions (uncertainty avoidance, gender Egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of structure.

The Pearson correlation table shown below for the nine culture dimensions and structure suggests that there are eight relationships that is uncertainty avoidance, gender egalitarianism, assertiveness, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance (R. House et al., 2001) with structure which are statistically significant and one relationship that is institutional collectivism with structure that is not statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the eight statistically significant relationships between the culture variables and structure (data based on Table 31):

- Significant relationship between uncertainty avoidance and structure (strength of the relationship - medium strength - 0.358). The relationship was positive.
- Significant relationship between gender egalitarianism and structure (weak strength - 0.141). Positive relationship.
- Significant relationship between Assertiveness and structure (weak strength - 0.249) and uncertainty avoidance (weak strength - 0.248). The relationship was positive.

- Significant relationship in group collectivism and structure (medium strength - 0.488); uncertainty avoidance (weak strength - 0.280); and assertiveness (weak strength - 0.232). The relationships were found positive.
- Significant relationship between humane orientation and structure (medium strength - 0.416); uncertainty avoidance (weak strength - 0.206); gender egalitarianism (weak strength - 0.126); assertiveness (weak strength - 0.255); in-group collectivism (medium strength - 0.461). All the relationships were found positive.
- Significant relationship between future orientation and structure (medium strength - 0.399); uncertainty avoidance (weak strength - 0.285); gender egalitarianism (weak strength - 0.170); assertiveness (weak strength - 0.244); in-group collectivism (medium strength - 0.366); humane orientation (medium strength - 0.337). All the relationships were found positive.
- Significant relationship between achievement orientation and structure (strong strength-0.574); uncertainty avoidance (weak strength - 0.264); assertiveness (medium strength -0.327); in-group collectivism (strong strength - 0.539); humane orientation (strong strength - 0.552); future orientation (medium strength - 0.492). All the relationships were found positive.
- Significant relationship between Power distance and structure (strong strength -0.511); uncertainty avoidance (weak strength - 0.248); gender egalitarianism (weak strength - 0.121); assertiveness (weak strength - 0.235); in-group collectivism (medium strength - 0.490); humane orientation (strong strength - 0.582); future orientation (medium strength - 0.439); achievement orientation (strong strength - 0.553). All the relationships were found positive.

**Table 31: Pearson correlation table - culture and structure**

	1	2	3	4	5	6	7	8	9	10
1. Structure	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.358**	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.141*	.082	-	-	-	-	-	-	-	-
	.021	.173	-	-	-	-	-	-	-	-
4. Assertiveness	.249**	.248**	.108	-	-	-	-	-	-	-
5. Institutional Collectivism	-.067	.070	-.081	.101	-	-	-	-	-	-
	.276	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.488**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.416**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.399**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.574**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.511**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

In summary, there were two strong positive associations between achievement orientation, power distance and structure. There were four medium associations between uncertainty avoidance, in-group collectivism, humane orientation, future orientation and structure. And lastly there were two weak associations between gender egalitarianism, assertiveness and structure. This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since eight out of the nine relationships are statistically significant.

### **5.3.6 ASSOCIATION BETWEEN CULTURE AND EMPLOYEE'S COMMITMENT 1**

H06: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 1.

HA6: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 1.

The Pearson correlation table shown below for the nine culture dimensions and employee commitment 1 suggests that there are nine relationships that is uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance (R. House et al., 2001) with employee commitment 1 which are statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the nine statistically significant relationships between the culture variables and employee commitment 1 (data based on Table 32):

- Significance between uncertainty avoidance and employee commitment 1 (strength of the relationship - weak strength - 0.121)

- Significant relationship between Gender egalitarianism and employee commitment 1 (Medium strength -0.321). Positive relationship.
- Significance between assertiveness and employee commitment 1 (weak strength - 0.155) and uncertainty avoidance (weak strength - 0.248). The relationships were found positive.
- Significant relationship between Institutional collectivism and employee commitment 1 (weak strength- (-0.195)). Negative relationship.
- Significant relationship between in-group collectivism and employee commitment 1 (weak strength - 0.282); uncertainty avoidance (weak strength - 0.280); and assertiveness (weak strength - 0.232). All the relationships were found positive.
- Significant relationship between Humane orientation and employee commitment 1 (weak strength - 0.257); uncertainty avoidance (weak strength - 0.206); gender egalitarianism (weak strength-0.126); assertiveness (weak strength - 0.255); in-group collectivism (medium strength - 0.461). All the relationships were found positive.
- Significant relationship between Future orientation and employee commitment 1 (weak strength - 0.237); uncertainty avoidance (weak strength - 0.285); gender egalitarianism (weak strength - 0.170); assertiveness (weak strength - 0.244); in-group collectivism (medium strength - 0.366); humane orientation (medium strength - 0.337). The relationships were found positive.
- Significant relationship between Achievement orientation and employee commitment 1 (medium strength - 0.385); uncertainty avoidance (weak strength - 0.264); assertiveness (medium strength - 0.327); in-group collectivism (strong strength - 0.539); humane orientation (strong strength - 0.552); future orientation (medium strength - 0.492). The relationships were found positive.
- Significant relationship between Power distance and employee commitment 1 (strong strength-0.288); uncertainty avoidance (weak strength - 0.248); gender egalitarianism (weak strength - 0.121); assertiveness (weak strength - 0.235); in-group collectivism (medium strength - 0.490); humane orientation (strong strength - 0.582); future orientation (medium strength - 0.439); achievement orientation (strong strength - 0.553). The relationships were found positive.

**Table 32: Pearson correlation table - culture and employee commitment 1**

	1	2	3	4	5	6	7	8	9	10
1. Employee Commitment 1	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.121*	-	-	-	-	-	-	-	-	-
	.049	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.321**	.082	-	-	-	-	-	-	-	-
4. Assertiveness	.155*	.248**	.108	-	-	-	-	-	-	-
5. Institutional Collectivism	-.195**	.070	-.081	.101	-	-	-	-	-	-
	.001	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.282**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.257**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.237**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.385**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.288**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-
* . Correlation is significant at the 0.05 level (2-tailed).										
** . Correlation is significant at the 0.01 level (2-tailed).										

In summary, there were two medium associations between gender egalitarianism, achievement orientation and employee commitment 1. There were seven weak associations between uncertainty avoidance, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, power distance and employee commitment 1. This means that the null hypothesis is rejected, and the alternative hypothesis is accepted since nine out of the nine relationships are statistically significant.

### 5.3.7 ASSOCIATION BETWEEN CULTURE AND EMPLOYEE'S COMMITMENT 2

H07: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and strategy execution dimension of employee commitment 2.

HA7: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and strategy execution dimension of employee commitment 2.

The Pearson correlation table shown below for the nine culture dimensions and employee commitment 2 suggests that there are seven relationships that is uncertainty avoidance, gender egalitarianism, in-group collectivism, humane orientation, future orientation, achievement

orientation and power distance (R. House et al., 2001) with employee commitment 2 which are statistically significant and two relationships that are assertiveness, institutional collectivism with employee commitment 2 that are not statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the seven statistically significant relationships between the culture variables and employee commitment 2 (data based on Table 33):

- Significant relationship between uncertainty avoidance and employee commitment 2 (strength of the relationship - weak strength - 0.234). The relationship was found positive.
- Significant relationship between gender egalitarianism and employee commitment 2 (weak strength - 0.137). The relationship was found positive.
- Significant relationship between assertiveness and employee commitment 2 (weak strength - 0.248). The relationship was found positive.
- Significant relationship between in-group collectivism and employee commitment 2 (medium strength - 0.308); uncertainty avoidance (weak strength - 0.280); and assertiveness (weak strength - 0.232). The relationships were found positive.
- Significant relationship between humane orientation and employee commitment 2 (medium strength - 0.322); uncertainty avoidance (weak strength - 0.206); gender egalitarianism (weak strength - 0.126); assertiveness (weak strength - 0.255); in-group collectivism (medium strength - 0.461). The relationships were found positive.
- Significant relationship between future orientation and employee commitment 2 (medium strength - 0.318); uncertainty avoidance (weak strength - 0.285); gender egalitarianism (weak strength - 0.170); assertiveness (weak strength - 0.244); in-group collectivism (medium strength - 0.366); humane orientation (medium strength - 0.337). The relationships were found positive.
- Significant relationship between achievement orientation and employee commitment 2 (medium strength - 0.451); uncertainty avoidance (weak strength - 0.264); assertiveness (medium strength - 0.327); in-group collectivism (strong strength - 0.539); humane orientation (strong strength - 0.552); future orientation (medium strength - 0.492). The relationships were positive
- Significant relationship between power distance and employee commitment 2 strong strength - 0.305); uncertainty avoidance (weak strength - 0.248); gender egalitarianism

(weak strength - 0.121); assertiveness (weak strength - 0.235); in-group collectivism (medium strength - 0.490); humane orientation (strong strength - 0.582); future orientation (medium strength - 0.439); achievement orientation (strong strength - 0.553). The relationships were positive.

**Table 33: Pearson correlation table - culture and employee commitment 2**

	1	2	3	4	5	6	7	8	9	10
1. Employee Commitment 2	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.234**	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.137*	.082	-	-	-	-	-	-	-	-
	.025	.173	-	-	-	-	-	-	-	-
4. Assertiveness	.102	.248**	.108	-	-	-	-	-	-	-
5. Institutional Collectivism	-.038	.070	-.081	.101	-	-	-	-	-	-
	.534	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.308**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.322**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.318**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.451**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.305**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

In summary, there were five medium associations between in-group collectivism, humane orientation, future orientation, achievement orientation, power distance and employee commitment 2. There were two weak associations between uncertainty avoidance, gender egalitarianism and employee commitment 2. This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant.

### 5.3.8 ASSOCIATION BETWEEN CULTURE AND COORDINATION

H08: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of coordination.

HA8: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of coordination.

The Pearson correlation table shown below for the nine culture dimensions and coordination suggests that there are seven relationships that is gender egalitarianism, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance (R. House et al., 2001) with coordination which are statistically significant and two relationship that is uncertainty avoidance, assertiveness and coordination that are not statistically significant.

Below is a description of the nature of the relationship (i.e. positive or negative) and strength of the relationship for the seven statistically significant relationships between the culture variables and coordination (data based on Table 34):

- Significant relationship between gender egalitarianism and coordination (weak strength - 0.225). The relationship was found positive.
- Significant relationship between assertiveness and uncertainty avoidance (weak strength - 0.248). The relationship was found
- Significant relationship between Institutional collectivism and coordination (weak strength: (- 0.169). The relationship was found negative.
- Significant relationship between in-group collectivism and coordination (medium strength - 0.331); uncertainty avoidance (weak strength - 0.280); and assertiveness (weak strength -0.232). The relationships were found positive.
- Significant relationship between humane orientation and coordination (medium strength - 0.328); uncertainty avoidance (weak strength - 0.206); gender egalitarianism (weak strength - 0.126); assertiveness (weak strength - 0.255); in-group collectivism (medium strength - 0.461). The relationships were found positive.
- Significant relationship between future orientation and coordination (medium strength -0.312); uncertainty avoidance (weak strength - 0.285); gender egalitarianism (weak strength - 0.170); assertiveness (weak strength - 0.244); in-group collectivism (medium strength - 0.366); humane orientation (medium strength - 0.337). The relationships were found positive.
- Significant relationship between achievement orientation and coordination (medium strength - 0.419); uncertainty avoidance (weak strength - 0.285); assertiveness (medium strength - 0.327); in-group collectivism (strong strength - 0.539); humane

orientation (strong strength - 0.552); future orientation (medium strength - 0.492). The relationships were found positive.

- Significant relationship between power distance and coordination (strong strength - 0.363); uncertainty avoidance (weak strength - 0.248); gender egalitarianism (weak strength-0.121); assertiveness (weak strength - 0.235); in-group collectivism (medium strength - 0.490); humane orientation (strong strength - 0.582); future orientation (medium strength - 0.439); achievement orientation (strong strength - 0.553). The relationships were found positive.

**Table 34: Pearson correlation table - culture and coordination**

	1	2	3	4	5	6	7	8	9	10
1. Coordination	-	-	-	-	-	-	-	-	-	-
2. Uncertainty Avoidance	.068	-	-	-	-	-	-	-	-	-
3. Gender Egalitarianism	.225**	.082	-	-	-	-	-	-	-	-
4. Assertiveness	.086	.248**	.108	-	-	-	-	-	-	-
5. Institutional Collectivism	-.169**	.070	-.081	.101	-	-	-	-	-	-
	.006	.247	.179	.091	-	-	-	-	-	-
6. In-group Collectivism	.331**	.280**	.069	.232**	.071	-	-	-	-	-
7. Humane Orientation	.328**	.206**	.126*	.255**	.032	.461**	-	-	-	-
8. Future Orientation	.312**	.285**	.170**	.244**	.053	.366**	.337**	-	-	-
9. Achievement Orientation	.419**	.264**	.117	.327**	.014	.539**	.552**	.492**	-	-
10. Power Distance	.363**	.248**	.121*	.235**	-.063	.490**	.582**	.439**	.553**	-
** Correlation is significant at the 0.01 level (2-tailed).										
* Correlation is significant at the 0.05 level (2-tailed).										

In summary, there were five medium associations between in-group collectivism, humane orientation, future orientation, achievement orientation, power distance and coordination. There were two weak associations between gender egalitarianism, institutional collectivism and coordination. This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant.

#### 5.4 OVERALL EFFECT OF CULTURE ON STRATEGY EXECUTION

A canonical correlation analysis was conducted using the nine dimensions of organisational culture (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (R. House et al., 2001) as predictors of the eight strategy execution variables to evaluate the multivariate shared relationship between the two variable sets (i.e., culture and strategy execution). There were 268 cases that were accepted with 13 cases rejected because of missing data

As shown below in Table 35, The eigenvalues and canonical correlations analysis yielded two functions with squared canonical correlations ( $R^2_c$ ) of 0,74523; 0,17098; 0,07454; 0,06099; 0,02560; 0,01821; 0,00536 and 0,001920 for each successive function. The first canonical correlation coefficients and the eigenvalues of the canonical roots, show a correlation coefficient of .86326 with an explained variance of the correlation of 87.87% and an eigenvalue of 2.92503. Thus indicating that our hypothesis is correct - generally the standardized test scores and the aptitude test scores are positively correlated.

**Table 35: Eigenvalues and canonical correlations**

Root No.	Eigenvalue	Pct.	Cum. Pct.	Canon Cor.	Sq. Cor
1	2,92503	87,86812	87,86812	,86326	,74523
2	,20624	6,19536	94,06349	,41349	,17098
3	,08054	2,41955	96,48303	,27302	,07454
4	,06495	1,95101	98,43404	,24695	,06099
5	,02628	,78931	99,22335	,16001	,02560
6	,01855	,55711	99,78046	,13494	,01821
7	,00539	,16186	99,94233	,07321	,00536
8	,00192	,05767	100,00000	,04377	,00192

As shown in table 36, collectively the full model across all functions was statistically significant using the Wilks's  $\lambda = .17432$  criterion,  $F(72, 1534.35) = 7.094$ ,  $p < .001$ . Because Wilks's  $\lambda$  represents the variance unexplained by the model,  $1 - \lambda$  yields the full model effect size in an  $R^2$  metric.

**EFFECT .. WITHIN CELLS Regression**

Multivariate Tests of Significance (S = 8, M = 0, N = 124 1/2)

**Table 36: Multivariate tests of significance**

Test Name	Value	Approx. F	Hypoth. DF	Error DF	Sig. of F
Pillais	1,10281	4,58360	72,00	2064,00	,000
Hotellings	3,32889	11,52397	72,00	1994,00	,000
Wilks	,17432	7,08934	72,00	1534,35	,000
Roys	,74523				

As shown below in Table 37, the dimension reduction analysis allows the researcher to test the hierarchal arrangement of functions for statistical significance. As noted, the full model (Functions 1 to 8) was statistically significant,  $F(72, 1534.35) = 7.09$ ,  $p < .001$  and the

Function 2 to 8 was also statistically significant,  $F(56,1362.37) = 1.78, p < .001$ . The function 3 to 8, 4 to 8, 5 to 8, 6 to 8, 7 to 8 and 8 to 8 were all not statistically significant with all  $p$  values  $> .05$ . Given the effects for each function, only the first two functions were considered important in the context of the analysis since it had a shared variance of .916 (.745 + .171), which is 91.6%.

**Table 37: Dimension reduction analysis**

Roots	Wilks L.	F	Hypoth. DF	Error DF	Sig. of F
1 TO 8	,17432	7,08934	72,00	1534,35	,000
2 TO 8	,68420	1,77628	56,00	1362,37	,000
3 TO 8	,82531	1,18396	42,00	1190,13	,198
4 TO 8	,89179	,98563	30,00	1018,00	,489
5 TO 8	,94971	,66384	20,00	846,69	,864
6 TO 8	,97466	,55048	12,00	677,60	,882
7 TO 8	,99273	,31291	6,00	514,00	,930
8 TO 8	,99808	,24767	2,00	258,00	,781

As shown below in Table 38, the univariate analysis shows that all eight strategy execution dimensions were statistically significant with  $p$ -value  $< .001$ , indicating that single or combination of the nine culture dimensions predicted this relationship.

#### EFFECT .. WITHIN CELLS Regression (Cont.)

Univariate F-tests with (9;258) D. F.

**Table 38: Univariate F-tests**

Variable	Sq. Mul. R	Adj. R-sq.	Hypoth. MS	Error MS	F	Sig. of F
Information sharing	,60166	,58776	6,79321	,15689	43,29856	,000
Leadership	,58964	,57533	12,01863	,29178	41,19091	,000
Rewards	,54645	,53063	11,82625	,34240	34,53879	,000
Performance	,45389	,43484	6,58568	,27641	23,82592	,000
Structure	,44042	,42090	5,65737	,25075	22,56195	,000
Employee Commitment 2	,26600	,24039	3,12068	,30040	10,38850	,000
Employee Commitment 1	,24563	,21932	3,33666	,35747	9,33418	,000
Coordination	,27624	,25100	7,32436	,66941	10,94152	,000

Regression analysis for WITHIN CELLS error term

--- Individual Univariate ,9500 confidence intervals

Table 39 provides a summary of the regression equations for each dependent variable separately. It is considered a post hoc test to enhance the interpretation of the canonical correlation analysis.

**Table 39: Independent univariate tests**

	Information sharing	Leadership	Rewards	Performance	Structure	Employee Commitment 1	Employee Commitment 2	Coordination
Uncertainty Avoidance	,001**	,004**	,902	,086	,001**	,895	,059	,145
Gender Egalitarianism	,632	,289	,758	,260	,304	,000**	,176	,004**
Assertiveness	,814	,948	,031**	,166	,719	,706	,110	,235
Institutional Collectivism	,014 **	,051	,144	,140	,159	,002**	,533	,009**
In-group Collectivism	,085	,001**	,013**	,587	,011**	,189	,666	,123
Human Orientation	,000**	,077	,262	,021**	,873	,938	,230	,310
Future Orientation	,055	,658	,122	,140	,454	,856	,151	,113
Achievement	,000**	,000**	,000**	,000**	,000**	,000**	,000**	,001**
Power Distance	,066	,001**	,029**	,133	,005**	,624	,904	,204

\*\* . Correlation is significant at the 0.05 level

The above results show that achievement orientation is statistically significantly across all dimensions of strategy execution. This means that it has the greatest impact

## 5.5 CONTROL VARIABLES

### 5.5.1 INFORMATION SHARING

**Table 40: Control variable regression analysis – information sharing**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.769 <sup>a</sup>	.592	.581	.39929	.592	53.911	7	260	.000
2	.769 <sup>b</sup>	.592	.580	.40003	.000	.032	1	259	.859
3	.770 <sup>c</sup>	.593	.579	.40031	.001	.635	1	258	.426
4	.772 <sup>d</sup>	.596	.580	.39972	.003	1.765	1	257	.185
a. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation									
b. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level									
c. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?									
d. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?									

- Variance explained - ( $r^2 = .592$ ) which means that 59.2% of the variance in the information sharing was explained by culture dimensions (a)
- Control variables have no influence on the relationships since none are significant (Sig F change – p-values > .05), with the  $R^2$  change being .000, .001 (0.1%) and .003 (0.3%) for management level, strategy involvement and organisation strategy, respectively.

### 5.5.2 LEADERSHIP

**Table 41: Control variable regression analysis – leadership**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.764 <sup>a</sup>	.584	.571	.543126	.584	45.360	8	259	.000
2	.773 <sup>b</sup>	.598	.584	.534714	.014	9.214	1	258	.003
3	.773 <sup>c</sup>	.598	.582	.535751	.000	.002	1	257	.966
4	.773 <sup>d</sup>	.598	.581	.536721	.000	.072	1	256	.789
a. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation, Humane Orientation, Power Distance, Achievement Orientation									
b. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation, Humane Orientation, Power Distance, Achievement Orientation, Management Level									
c. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation, Humane Orientation, Power Distance, Achievement Orientation, Management Level, Have you been involved in strategy implementation?									
d. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation, Humane Orientation, Power Distance, Achievement Orientation, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?									

- Variance explained - ( $r^2 = .584$ ) which means that 58.4% of the variance in the leadership was explained by culture dimensions (a)
- Control variables management level had influence with p-value = .001 and  $r^2$  change of 1.4%. This means that management level positively influence the relationship between culture dimensions (a) and leadership. The other variables had no influence on the relationship (Sig F change – p-values > .05), with the  $R^2$  change being .000 for both strategy involvement and organisation strategy.

### 5.5.3 REWARDS

**Table 42: Control variable regression analysis – rewards**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.736 <sup>a</sup>	.542	.530	.58557	.542	44.006	7	260	.000
2	.737 <sup>b</sup>	.543	.529	.58599	.001	.632	1	259	.427
3	.737 <sup>c</sup>	.543	.528	.58708	.000	.038	1	258	.845
4	.737 <sup>d</sup>	.544	.526	.58813	.000	.074	1	257	.786
a. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation, In-group Collectivism, Humane Orientation, Achievement Orientation									

b. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level
c. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?
d. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?

- Variance explained - ( $r^2 = .542$ ) which means that 54.2% of the variance in the rewards was explained by culture dimensions (a)
- Control variables have no influence on the relationship since none are significant (Sig F change – p-values > .05), with the  $R^2$  change being .001 (0.1%) for management level and .000 for both strategy involvement and organisation strategy, respectively.

### 5.5.4 PERFORMANCE

**Table 43: Control variable regression analysis – performance**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.669 <sup>a</sup>	.447	.432	.52690	.447	30.052	7	260	.000
2	.669 <sup>b</sup>	.447	.430	.52792	.000	.000	1	259	.983
3	.669 <sup>c</sup>	.448	.429	.52861	.001	.321	1	258	.571
4	.674 <sup>d</sup>	.454	.433	.52674	.006	2.832	1	257	.094
a. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation									
b. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level									
c. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?									
d. Predictors: (Constant), Power Distance, Assertiveness, Uncertainty Avoidance, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?									

- Variance explained - ( $r^2 = .447$ ) which means that 44.7% of the variance in the performance was explained by culture dimensions (a)
- Control variables have no influence on the relationship since none are significant (Sig F change – p-values > .05), with the  $R^2$  change being .000, .001 (0.1%) and .006 (0.6%) for management level, strategy involvement and organisation strategy, respectively.

### 5.5.5 STRUCTURE

**Table 44: Control variable regression analysis – structure**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.660 <sup>a</sup>	.436	.419	.50171	.436	25.037	8	259	.000
2	.661 <sup>b</sup>	.437	.417	.50241	.001	.283	1	258	.595
3	.662 <sup>c</sup>	.438	.416	.50297	.001	.424	1	257	.516

4	.664 <sup>d</sup>	.442	.418	.50220	.004	1.787	1	256	.182
a. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation									
b. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation, Management Level									
c. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation, Management Level, Have you been involved in strategy implementation?									
d. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Assertiveness, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?									

- Variance explained - ( $r^2 = .436$ ) which means that 43.6% of the variance in the structure was explained by culture dimensions (a)
- Control variables have no influence on the relationship since none are significant (Sig F change – p-values > .05), with the  $R^2$  change being .001 (0.1%) for management level and strategy involvement, and .004 (0.4%) and organisation strategy.

### 5.5.6 EMPLOYEE COMMITMENT 1

**Table 45: Control variable regression analysis – employee commitment 1**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.516 <sup>a</sup>	.266	.240	.54809	.266	10.388	9	258	.000
2	.534 <sup>b</sup>	.285	.257	.54193	.019	6.897	1	257	.009
3	.535 <sup>c</sup>	.286	.255	.54277	.001	.202	1	256	.654
4	.547 <sup>d</sup>	.299	.267	.53858	.014	5.001	1	255	.026
a. Predictors: (Constant), Institutional Collectivism, Achievement Orientation, Gender Egalitarianism, Uncertainty Avoidance, Assertiveness, Future Orientation , Humane Orientation , In-group Collectivism, Power Distance									
b. Predictors: (Constant), Institutional Collectivism, Achievement Orientation, Gender Egalitarianism, Uncertainty Avoidance, Assertiveness, Future Orientation , Humane Orientation , In-group Collectivism, Power Distance, Management Level									
c. Predictors: (Constant), Institutional Collectivism, Achievement Orientation, Gender Egalitarianism, Uncertainty Avoidance, Assertiveness, Future Orientation , Humane Orientation , In-group Collectivism, Power Distance, Management Level, Have you been involved in strategy implementation?									
d. Predictors: (Constant), Institutional Collectivism, Achievement Orientation, Gender Egalitarianism, Uncertainty Avoidance, Assertiveness, Future Orientation , Humane Orientation , In-group Collectivism, Power Distance, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?									

- Variance explained - ( $r^2 = .266$ ) which means that 26.6% of the variance in the employee commitment 1 was explained by culture dimensions (a)
- Control variables management level had an influence with p-value = .009 and  $r^2$  change of 1.9%. There was also an influence from the organisational strategy with a  $r^2$  change of 1.4% 9 (p = .026). This means that management level and organisation strategy positively influence the relationship between culture dimensions (a) and employee commitment 1. The other variable, strategy involvement had no influence on the relationship (Sig F change – p-values > .05), with the  $R^2$  change being .001.

### 5.5.7 EMPLOYEE COMMITMENT 2

**Table 46: Control variable regression analysis – employee commitment 2**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.486 <sup>a</sup>	.236	.216	.59928	.236	11.488	7	260	.000
2	.486 <sup>b</sup>	.236	.213	.60042	.000	.009	1	259	.924
3	.491 <sup>c</sup>	.241	.214	.59977	.005	1.567	1	258	.212
4	.495 <sup>d</sup>	.245	.216	.59919	.004	1.503	1	257	.221
a. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation									
b. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation, Management Level									
c. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation, Management Level, Have you been involved in strategy implementation?									
d. Predictors: (Constant), Gender Egalitarianism, In-group Collectivism, Uncertainty Avoidance, Future Orientation , Humane Orientation , Power Distance, Achievement Orientation, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?									

- Variance explained - ( $r^2 = .236$ ) which means that 23.6% of the variance in the employee commitment 2 was explained by culture dimensions (a)
- Control variables have no influence on the relationship since none are significant (Sig F change – p-values > .05), with the  $R^2$  change being .000, .005 (0.5%) and .004 (0.4%) for management level, strategy involvement and organisation strategy, respectively.

### 5.5.7 COORDINATION

**Table 47: Control variable regression analysis – coordination**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.514 <sup>a</sup>	.265	.245	.82154	.265	13.365	7	260	.000
2	.522 <sup>b</sup>	.273	.250	.81858	.008	2.885	1	259	.091
3	.523 <sup>c</sup>	.274	.248	.81957	.001	.376	1	258	.540
4	.523 <sup>d</sup>	.274	.246	.82111	.000	.035	1	257	.852
a. Predictors: (Constant), Power Distance, Institutional Collectivism, Gender Egalitarianism, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation									
b. Predictors: (Constant), Power Distance, Institutional Collectivism, Gender Egalitarianism, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level									
c. Predictors: (Constant), Power Distance, Institutional Collectivism, Gender Egalitarianism, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?									
d. Predictors: (Constant), Power Distance, Institutional Collectivism, Gender Egalitarianism, Future Orientation , In-group Collectivism, Humane Orientation , Achievement Orientation, Management Level, Have you been involved in strategy implementation?, How best would you describe your organisation's strategy?									

- Variance explained - ( $r^2 = .265$ ) which means that 26.5% of the variance in the coordination was explained by culture dimensions (a)
- Control variables have no influence on the relationship since none are significant (Sig F change – p-values  $> .05$ ), with the  $R^2$  change being .008 (0.8%), .001 (0.1%) and .00 for management level, strategy involvement and organisation strategy, respectively.

## 5.6 SUMMARY

- A total of 281 respondents were completed, which was equivalent to a response rate of ~48%.
- The table below (i.e. Table 48) summarises the Pearson correlation outcome. There was a statistically significant association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (R. House et al., 2001) and strategy execution variables (information sharing, leadership, rewards, performance, structure, employee commitment 1, employee commitment 2 and coordination) in all eight hypotheses. However, in seven of the eight hypotheses there was a partial acceptance of the alternative hypothesis and in only one of the hypothesis there was a full acceptance of the alternative hypothesis.
- The canonical correlation shows that the full model across all functions was statistically significant using the Wilk's criterion. The dimension reduction analysis which tests the hierarchal arrangement of functions for statistical significance, showed that the full model (Functions 1 to 8) was statistically significant,  $F(72, 1534.35) = 7.09$ ,  $p < .001$  and the Function 2 to 8 was also statistically significant,  $F(56, 1362.37) = 1.78$ ,  $p < .001$ . These two functions were considered important in the context of the analysis in that it had a shared variance of .916 (.745 +.171), which is 91.6%. The regression equations for each dependent variable separately showed that achievement orientation is statistically significantly across all dimensions of strategy execution. This means that it had the greatest impact.
- The control variable analysis showed that management level had an influence on the organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, and power distance) (Minkov & Blagoev, 2012) and the strategy

execution dimension of leadership. In addition to the organisation strategy influences culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment.

**Table 48: Summary of hypothesis findings**

Hypotheses	Variables	r-value	Association			Conclusion
			Significant Yes/No	Positive/Negative	Strong/Medium/Weak	
<b><u>Hypothesis 1</u></b> H01: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing HA1: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing	Uncertainty avoidance & Information sharing	0.365	Yes	Positive	Medium	<b>Decision:</b> The null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant
	Gender egalitarianism & Information sharing	0.098	No	Positive	Weak	
	Assertiveness	0.268	Yes	Positive	Weak	
	Institutional collectivism & Information sharing	-0.088	No	Negative	Weak	
	In-group collectivism & Information sharing	0.528	Yes	Positive	Strong	
	Humane orientation & Information sharing	0.586	Yes	Positive	Strong	
	Future orientation & Information sharing	0.476	Yes	Positive	Medium	
	Achievement orientation & Information sharing	0.692	Yes	Positive	Strong	
	Power distance & Information sharing	0.568	Yes	Positive	Strong	
<b><u>Hypothesis 2</u></b> H02: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of leadership HA2: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of leadership	Uncertainty avoidance & Leadership	0.351	Yes	Positive	Medium	<b>Decision:</b> This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since eight out of the nine relationships are statistically significant.
	Gender egalitarianism & Leadership	0.148	Yes	Positive	Weak	
	Assertiveness & Leadership	0.265	Yes	Positive	Weak	
	Institutional collectivism & Leadership	-0.83	No	Negative	Weak	
	In-group collectivism & Leadership	0.566	Yes	Positive	Strong	
	Humane orientation & Leadership	0.532	Yes	Positive	Strong	
	Future orientation & Leadership	0.440	Yes	Positive	Medium	
	Achievement orientation & Leadership	0.686	Yes	Positive	Strong	
	Power distance & Leadership	0.595	Yes	Positive	Strong	

Hypotheses	Variables	r-value	Association			Conclusion
			Significant Yes/No	Positive/Negative	Strong/Medium/Weak	
<p><b>Hypothesis 3</b></p> <p>H03: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of rewards</p> <p>HA3: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of rewards</p>	Uncertainty avoidance & Rewards	0.240	Yes	Positive	Weak	<p><b>Decision:</b></p> <p>This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant.</p>
	Gender egalitarianism & Rewards	0.118	No	Positive	Weak	
	Assertiveness & Rewards	0.336	Yes	Positive	Medium	
	Institutional collectivism & Rewards	-0.54	No	Negative	Strong	
	In-group collectivism & Rewards	0.525	Yes	Positive	Strong	
	Humane orientation & Rewards	0.494	Yes	Positive	Medium	
	Future orientation & Rewards	0.454	Yes	Positive	Medium	
	Achievement orientation & Rewards	0.691	Yes	Positive	Strong	
	Power distance & Rewards	0.536	Yes	Positive	Strong	
<p><b>Hypothesis 4</b></p> <p>H04: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of rewards</p> <p>HA4: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of rewards</p>	Uncertainty avoidance & Performance	0.288	Yes	Positive	Weak	<p><b>Decision:</b></p> <p>This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since seven out of the nine relationships are statistically significant.</p>
	Gender egalitarianism & Performance	0.052	No	Positive	Weak	
	Assertiveness & Performance	0.297	Yes	Positive	Medium	
	Institutional collectivism & Performance	-0.53	No	Negative	Strong	
	In-group collectivism & Performance	0.433	Yes	Positive	Medium	
	Humane orientation & Performance	0.487	Yes	Positive	Medium	
	Future orientation & Performance	0.416	Yes	Positive	Medium	
	Achievement orientation & Performance	0.622	Yes	Positive	Strong	
	Power distance & Performance	0.486	Yes	Positive	Strong	

Hypotheses	Variables	r-value	Association			Conclusion
			Significant Yes/No	Positive/Negative	Strong/Medium/Weak	
<p><b>Hypothesis 5</b></p> <p>H05: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimensions of structure</p> <p>HA5: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of structure</p>	Uncertainty avoidance & Structure	0.358	Yes	Positive	Medium	<p><b>Decision:</b></p> <p>This means that the null hypothesis is rejected, and the alternative hypothesis is partially accepted since eight out of the nine relationships are statistically significant.</p>
	Gender egalitarianism & Structure	0.141	Yes	Positive	Weak	
	Assertiveness & Structure	0.249	Yes	Positive	Weak	
	Institutional collectivism & Structure	-0.67	No	Negative	Strong	
	In-group collectivism & Structure	0.488	Yes	Positive	Medium	
	Humane orientation & Structure	0.416	Yes	Positive	Medium	
	Future orientation & Structure	0.399	Yes	Positive	Medium	
	Achievement orientation & Structure	0.574	Yes	Positive	Strong	
	Power distance & Structure	0.511	Yes	Positive	Strong	
<p><b>Hypothesis 6</b></p> <p>H06: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of employee commitment 1</p> <p>HA6: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of employee commitment 1</p>	Uncertainty avoidance & Employee commitment 1	0.121	Yes	Positive	Weak	<p><b>Decision:</b></p> <p>This means that the null hypothesis is rejected, and the alternative hypothesis is accepted since nine out of the nine relationships are statistically significant.</p>
	Gender egalitarianism & Employee commitment 1	0.321	Yes	Positive	Medium	
	Assertiveness & Employee commitment 1	0.155	Yes	Positive	Weak	
	Institutional collectivism & Employee commitment 1	-0.195	Yes	Negative	Weak	
	In-group collectivism & Employee commitment 1	0.282	Yes	Positive	Medium	
	Humane orientation & Employee commitment 1	0.257	Yes	Positive	Medium	
	Future orientation & Employee commitment 1	0.237	Yes	Positive	Medium	
	Achievement orientation & Employee commitment 1	0.385	Yes	Positive	Weak	
	Power distance & Employee commitment 1	0.288	Yes	Positive	Medium	

Hypotheses	Variables	r-value	Association			Conclusion
			Significant Yes/No	Positive/Negative	Strong/Medium/Weak	
<p><b>Hypothesis 7</b></p> <p>H07: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of employee commitment 2</p> <p>HA7: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of employee commitment 2</p>	Uncertainty avoidance & Employee commitment 2	0.234	Yes	Positive	Weak	<p>This means that the null hypothesis is rejected, and the alternative hypothesis is accepted since seven out of the nine relationships are statistically significant.</p>
	Gender egalitarianism & Employee commitment 2	0.137	Yes	Positive	Weak	
	Assertiveness & Employee commitment 2	0.102	No	Positive	Weak	
	Institutional collectivism & Employee commitment 2	-0.38	No	Negative	Medium	
	In-group collectivism & Employee commitment 2	0.308	Yes	Positive	Medium	
	Humane orientation & Employee commitment 2	0.322	Yes	Positive	Medium	
	Future orientation & Employee commitment 2	0.318	Yes	Positive	Medium	
	Achievement orientation & Employee commitment 2	0.451	Yes	Positive	Medium	
	Power distance & Employee commitment 2	0.305	Yes	Positive	Medium	
<p><b>Hypothesis 8</b></p> <p>H08: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of coordination</p> <p>HA8: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov &amp; Blagoev, 2012) and the strategy execution dimension of coordination</p>	Uncertainty avoidance & Coordination	0.068	No	Positive	Weak	<p><b>Decision:</b></p> <p>This means that the null hypothesis is rejected, and the alternative hypothesis is accepted since seven out of the nine relationships are statistically significant.</p>
	Gender egalitarianism & Coordination	0.225	Yes	Positive	Weak	
	Assertiveness & Coordination	0.86	No	Positive	Strong	
	Institutional collectivism & Coordination	-0.169	Yes	Negative	Weak	
	In-group collectivism & Coordination	0.331	Yes	Positive	Medium	
	Humane orientation & Coordination	0.328	Yes	Positive	Medium	
	Future orientation & Coordination	0.312	Yes	Positive	Medium	
	Achievement orientation & Coordination	0.419	Yes	Positive	Medium	
	Power distance & Coordination	0.363	Yes	Positive	Medium	

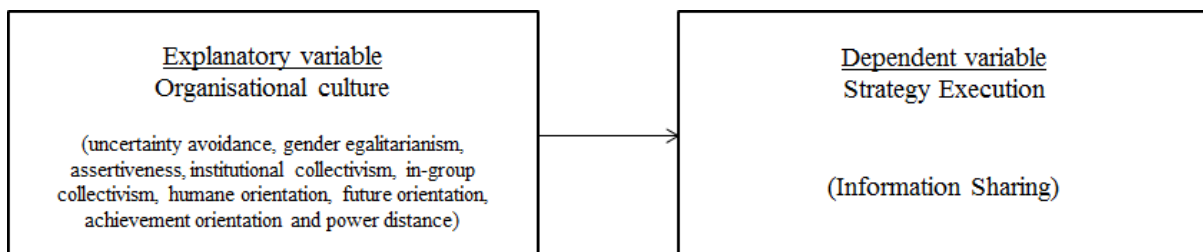
## CHAPTER 6

### DISCUSSION OF RESULTS

#### 6.1 INTRODUCTION

A discussion of the results will now be discussed for the objectives and their underlying hypotheses. Reference will be made to the relevant theory and literature outlined in chapter 2. It is important to note that one of the motivations for the research study was the literature gap on the effect of organisational culture dimensions on strategy execution dimensions. As a result as much as the literature provides a high level overview that the two concepts that is organisational culture and strategy execution are linked; there is a lack of evidence from literature supporting how the specific dimensions of the organisational culture from the Project Globe study impact the dimensions of strategy execution. However, as mentioned above using knowledge gained chapter 2, the researcher attempted to find conclusive links with use of the limited literature and the virtue of logic.

#### ***6.1.1 DISCUSSION OF RESULTS: EFFECT OF ORGANISATIONAL CULTURE DIMENSIONS ON INFORMATION SHARING***



**Figure 20: Alternative hypothesis 1**

**Objective 1:** to determine the role/influence/effect of the dimensions of organisational culture on the dimensions of strategy execution

- H01: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing.

- HA1: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of information sharing.

It was concluded that the null hypothesis was to be rejected and the alternate hypothesis was partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between seven out the nine organisational culture dimensions and the strategy execution dimension of information sharing. There were five out of the seven associations that exhibited a medium to strong relationship i.e. in-group collectivism & information sharing, humane orientation & information sharing, future orientation & information sharing, achievement orientation & information sharing and power distance & information sharing. The coefficient of correlation was calculated at a range of  $r = 0.476 - 0.692$ , with a p value was  $<0.01$ , and implies that organisational culture can explain between 47% - 69% of all the factors that can explain strategy execution, and as such is notable.

These findings support the literature whereby the association between organisation culture and the strategy execution dimension of information sharing can be explained through two standalone lenses. This first perspective relates to information sharing's association with organisational culture. Denison & Mishra (1995) developed and tested a four-trait organisational culture model. This organisational culture model defined four traits of culture that is involvement, adaptability, consistency and mission which were believed to be prevalent in organisations.

The consistency trait refers to the manner in which organisations deal with increasing their internal integrity through their ability to enable the organization of activities. This generally requires coordination and integration within the organisation (Sharifirad & Ataei, 2012). The adaptability trait deals with how organisations transform the changing needs of the organizational environment into executable tasks. (Sharifirad & Ataei, 2012). The mission trait relates to the organisations sense of a shared purpose together with direction that informs goals and strategic intents which articulates a vision for the organisations future state. (Sharifirad & Ataei, 2012). A common thread through of all these traits is that there require good information sharing within the organisation to achieve coordination, be able to adapt to

an ever changing business landscape and good reliable information to define the future state of the company.

The literature on information sharing, from a strategy execution perspective, posits that successful strategy execution requires good sharing of information. Information sharing can take the form of knowledge transfer but it is important to maintain a clear line of responsibility and accountability. Good information sharing should be a rule instituted across organizational business units since it is a vital ingredient for good coordination. Complex strategies are usually founded on three principles that are good information sharing, coordination and cooperation (Hrebiniak, 2006; Patten, 2015).

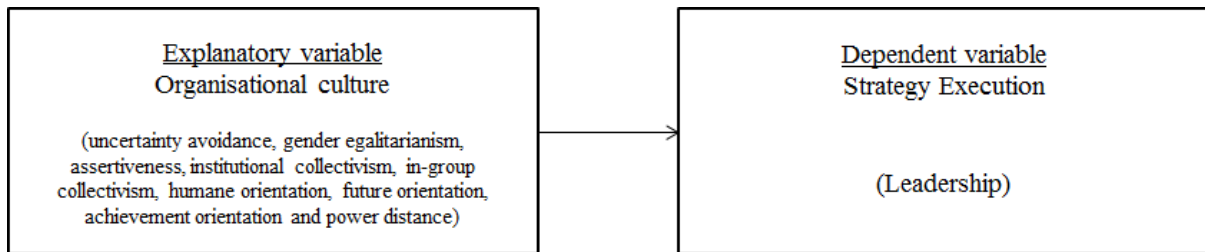
In summary given that information sharing is considered a building block of both organisational culture and strategy execution, it is expected that an association between organisational culture and strategy execution should be observed. This study confirms that there is a definite association between organisational culture and the strategy execution dimension of information. However, the results can also be explained by the simple consideration that each of the Project Globe cultural dimensions have their own link to the strategy execution dimension of information sharing.

Uncertainty avoidance concerns the resistance of risk and unexpected events by emphasizing rules and norms (Minkov & Blagoev, 2012). It can be perceived that in an environment where the strategy and execution thereof requires less risk and more policy making that good information sharing between departments will be needed to understand and inform the risk platforms as well as make decisions. In highly collectivistic organisations, information sharing between teams is the key ingredient for cohesion. With respect to organisations highly orientated towards future planning, humaneness, and achievement; once more information sharing is vital to make decisions for the future, measure and rewards achievement. In organisations where power is unequally distributed, good information sharing frameworks are needed to maintain balance. This can be a key to successfully executing the organisation strategy.

From the results of this study, it is clear that it is beneficial for companies to foster and develop good information sharing frameworks since it critical for both organisational culture and strategy execution. The manner in which organisations share information is unique,

complex and specific therefore making it difficult to emulate or replicate (Chan et al., 2004). Managers who understand this can utilise, information sharing - what some regard a simple business matter - to create a sustainable competitive advantage.

**6.1.2 DISCUSSION OF RESULTS: EFFECT OF ORGANISATIONAL CULTURE DIMENSIONS ON LEADERSHIP**



**Figure 21: Alternative hypothesis 2**

**Objective 1:** to determine the role/influence/effect of the dimensions of organisational culture on the dimensions of strategy execution

- H02: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of leadership.
- HA2: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of leadership.

It was concluded that the null hypothesis was rejected and the alternate hypothesis partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between eight of the nine organisational culture dimensions and the strategy execution dimension of leadership. There were six out of the eight associations that exhibited a medium to strong relationship i.e. uncertainty avoidance & leadership, in-group collectivism & leadership, humane orientation & leadership, future orientation & leadership, achievement orientation & leadership and power distance & leadership. The coefficient of correlation was calculated at a range of  $r = 0.351 - 0.686$ , with

a p value was  $<0.01$ , and implies that organisational culture can explain between 35% - 69% of the explain strategy execution dimension of leadership, and as such is notable.

These findings support the literature whereby the association between organisation culture and the strategy execution dimension of leadership can be explained through two standalone lenses. This first perspective relates to leadership's association with organisational culture. The literature from an organisational culture perspective, posits organisational leadership as the ability of an individual to influence, inspire, and empower others to contribute toward the effectiveness and success of the organisations of which they are members (R. House et al., 2001). In addition to this, the GLOBE research program found that leadership can impact the, "organisational form, culture, and practices" (R. House et al., 2001). Organisational culture is established, rooted and shaped by the founders of organisations and it is thereafter influenced and continually improved upon by the successive leaders of the organisational. Once organisational culture has been established and there is a definitive way with the manner in which the organisation does things; the overall organisational practices have a major impact on how leaders behave and what they do. Over time, successive leaders tend to change their behaviours and leadership styles to suit the organisational culture (Chatman & Cha, 2003).

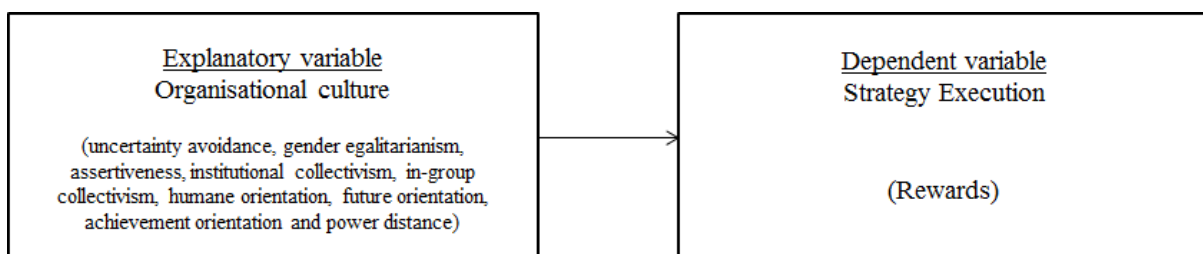
The literature on leadership, from a strategy execution perspective, posits that leadership must drive the organization to execution success. Leadership of an organisation must encourage employees/staff to take ownership of and exude commitment to the execution process. Leadership's decision on the strategy execution process generally affects how the employees/staff respond to all of the strategy execution challenges. Leaders that take accountability and use accurate information to make timeous decisions usually inspire the staff to behave in the same manner towards strategy execution. Leadership that is self-seeking and delays decisions for their own interests tend to encourage staff to look only at their own area and not focus of the strategy execution of the organisation as a whole (L. G. Hrebiniak, 2005).

In summary given that leadership is considered a building block of both organisational culture and strategy execution, it is expected that an association between organisational culture and strategy execution should be observed. This study confirms that there is a definite association between organisational culture and the strategy execution dimension of leadership. However, the results can also be explained by the simple consideration that each

of the Project Globe cultural dimensions have their own link to the strategy execution dimension of leadership. Uncertainty avoidance concerns the resistance of risk and unexpected events by emphasizing rules and norms. It can be perceived that in an environment where the strategy and execution thereof requires less risk and more policy making that a leader will be inclined to adapt their approach. In highly collectivistic organisations, where cohesiveness is critical, leaders may be impacted to take accountability of organisational strategy execution failures by stepping down from executive roles. With respect to organisations highly orientated towards future planning, humaneness, and achievement; leaders may be impacted to elevate these aspects in their leadership styles in order to successfully execute the organisational strategy. In organisations where power is unequally distributed, leaders who impact the organisation positively may be highly respected and in most cases their behaviour may be imitated by others in the organisation. This can be a key to successfully executing the organisation strategy.

The implications for these results are that companies need to understand the caveat that has been explained throughout this section which is that there is a definite association between organisational culture and the strategy execution dimension of leadership. Put simply this means that the organisational cultural dimensions that an organisation deems to value will impact the way leadership need to conduct themselves to achieve a successful strategy execution. It is important for organisations to understand that cultural dimensions play a role in defining leadership behaviours.

### ***6.1.3 DISCUSSION OF RESULTS: EFFECT OF ORGANISATIONAL CULTURE DIMENSIONS ON REWARDS***



**Figure 22: Alternative hypothesis 3**

**Objective 1:** to determine the role/influence/effect of the dimensions of organisational culture on the dimensions of strategy execution

- H03: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of rewards.
- HA3: There is an association between the culture dimensions (uncertainty avoidance, gender Egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of rewards.

It was concluded that the null hypothesis was rejected and the alternate hypothesis partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between seven out of the nine organisational culture dimensions and the strategy execution dimension of reward. There were five out of the seven associations that exhibited a medium to strong relationship i.e. assertiveness & rewards, in-group collectivism & rewards, humane orientation & rewards, future orientation & rewards, achievement orientation & rewards and power distance & rewards. The coefficient of correlation was calculated at a range of  $r = 0.336 - 0.691$ , with a p value was  $<0.01$ , and implies that organisational culture can explain between 34% - 69% of the strategy execution dimension of rewards, and as such is notable.

These findings support the literature, whereby in both organisational culture and strategy execution reward systems for employees are a critical aspect to drive behaviour and delivery of results (execution). From the culture literature explained in chapter two, the Cameron & Quinn (2006) competing values as well as the Denison & Mishra (1995) organisational culture frameworks highlight that rewarding employees for the right behaviour or display of values is an important part of building organisational culture. For example an organisation that places high emphasis on the value of customer management may reward employees that exhibit excellent customer service to external customers. From a successful strategy execution perspective, reward systems are an important part of strategy execution since it motivates employees to contribute their best. Reward systems role in developing, “commitment, loyalty and interest” in employees must not be underestimated. The effectiveness of a reward system can be judged on the willingness of employees to move

beyond their day-to-day jobs and voluntarily exert effort to implement strategic initiatives to the best of their abilities. Therefore this leads to the conclusion that, organizations tie rewards to both successful strategic plan implementation processes and organisational culture frameworks.

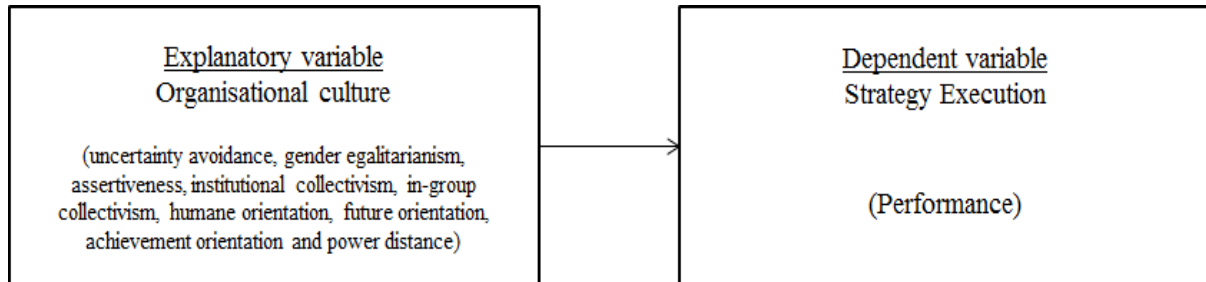
The contextual literature frameworks explained above are relatable to the results of this study. By nature of logic the associations between the cultural dimensions (in-group collectivism, humane orientation, achievement orientation, future orientation, assertiveness and power distance) and the strategy execution dimension of rewards can be explained as follows: it is understandable that in-group collectivism which promotes cohesiveness will seek to reward teamwork as opposed to individualistic goals. Human orientation which promotes fairness, will seek to ensure and reward that employees are treated in a manner that is fair when it comes to the implementation of the strategy. For example, when a strategy execution success is achieved by a team, fairness could mean that each team member is rewarded fairly and equally. Achievement and future orientation which promote excelling at goals and investing for the future are the two most common rewards that companies emphasise. In some organisations where there is a need for confrontational culture type due to the nature of the business example stock exchange companies, it may be necessary to reward an aggressive and confrontational approach in order to achieve success. Lastly it is unique that there is an association between the organisational culture dimension of power distance and the strategy execution dimension of rewards. However if one looks at the perspective of companies where power is unequally shared that is there is upper management team that holds greater power and lower management that holds little to no power then the reward system for strategy execution be aligned accordingly. In other words, the upper management possessing more power will receive higher rewards for strategy execution success in comparison to the lower management possessing little to no power. This can be viewed as unfair and derail the strategy execution success.

In summary it can be articulated that the little literature available provide sufficient evidence to show that organisational culture is linked to the rewards systems needed for successful strategy execution.

From the results of this study, it is clear that it is beneficial for companies to foster and develop an organisational culture that rewards employees for the successful execution of

strategy since it is this aspect that keeps employees motivated to create good processes for sustainable strategy execution.

#### ***6.1.4 DISCUSSION OF RESULTS: EFFECT OF ORGANISATIONAL CULTURE DIMENSIONS ON PERFORMANCE***



**Figure 23: Alternative hypothesis 4**

**Objective 1:** to determine the role/influence/effect of the dimensions of organisational culture on the dimensions of strategy execution

- H04: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of performance.
- HA4: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of performance.

It was concluded that the null hypothesis was rejected and the alternate hypothesis partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between seven out of the nine organisational culture dimensions and the strategy execution dimension of performance. There were six out of the seven associations that exhibited a medium to strong relationship i.e. assertiveness & performance, in-group collectivism & performance, humane orientation & performance, future orientation & performance, achievement orientation & performance and power distance & performance. The coefficient of correlation was calculated at a range of  $r = 0.297$

– 0.622, with a p value was  $<0.01$ , and implies that organisational culture can explain between 30% - 62% of the strategy execution dimension of performance, and as such is notable.

These findings support the literature whereby the association between organisation culture and strategy execution dimension of performance can be explained as follows. The literature from an organisational culture perspective, posits that performance is an important aspect of organisational culture that must be built into the DNA of the organisation's form, values and practices (R. House et al., 2001). It is for this reason that the Project GLOBE study found achievement orientation, in other words performance, to be a culture dimension worth further investigating. Achievement orientation refers to the extent by which an organisation supports and rewards group members for striving for continuous improvement and excellence in performance (R. House et al., 2001).

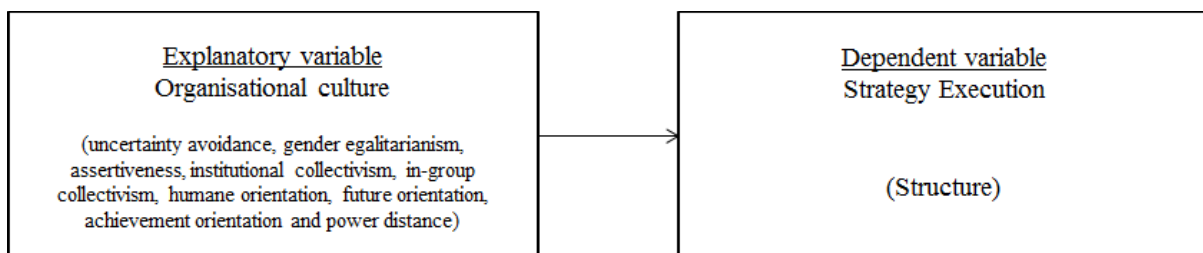
The literature from a strategy execution perspective, posits that successful strategy execution requires a performance process. A focus of setting goals and measuring those critical success factors that assures goal attainment and strategy execution. These performance goals need to stretch people reflecting the ever changing competitive landscape that organisations are expected to operate in (Schneider, Shaw & Beatty, 1991).

It is clear from the above excerpts from literature that the dimension of performance is an important building block in both organisational culture and strategy. Therefore by investigating the impact of the dimensions of organisational culture on the dimensions of strategy execution; it is almost an expectation that there would be an association and the outcomes of this research confirm that there is a definite association between organisational culture and the strategy execution dimension of performance. However, the results can also be explained by the simple consideration that each of the Project Globe cultural dimensions (excluding achievement orientation) have their own link to the strategy execution dimension of performance. Assertiveness concerns the degree confrontation among employees in the organisation. It can be perceived that a big part of good performance in strategy execution requires accountability and holding team members to task, this can often equate to having confrontational conversations within teams which are open and honest. In highly collectivistic organisations; cohesiveness among team members can be a make or break factor for excellent performance in strategy execution. With respect to organisations highly

orientated towards future planning and humaneness; investing for the future and demonstrating fairness within teams are key success factors for good performance in strategy execution. In organisations with a high distribution of power, there could be an opposite outcome on performance since strategy execution requires team effort from the organisation as a whole and power being unequally shared can sometimes have an effect on morale and have an adverse effect on performance.

The implications for these results are that companies need to understand that weaving the aspect of performance or achievement into its form, values and practice will play a big role in defining how they will perform with respect to executing their strategy. Put simply this means that the organisational cultural dimensions that an organisation deems of value will impact the way teams work to successfully execute the organisations strategy execution.

### ***6.1.5 DISCUSSION OF RESULTS: EFFECT OF ORGANISATIONAL CULTURE DIMENSIONS ON STRUCTURE***



**Figure 24: Alternative hypothesis 5**

**Objective 1:** to determine the role/influence/effect of the dimensions of organisational culture on the dimensions of strategy execution

- H05: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of structure.
- HA5: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of structure.

It was concluded that the null hypothesis was rejected and the alternate hypothesis partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between eight out of the nine organisational culture dimensions and the strategy execution dimension of structure. There were six out of the eight associations that exhibited a medium to strong relationship i.e. uncertainty avoidance & Structure, in-group collectivism & structure, humane orientation & structure, future orientation & structure, achievement orientation & structure and power distance & structure. The coefficient of correlation was calculated at a range of  $r = 0.358 - 0.574$ , with a p value was  $<0.01$ , and implies that organisational culture can explain between 36% - 57% of the strategy execution dimension of structure, and as such is notable.

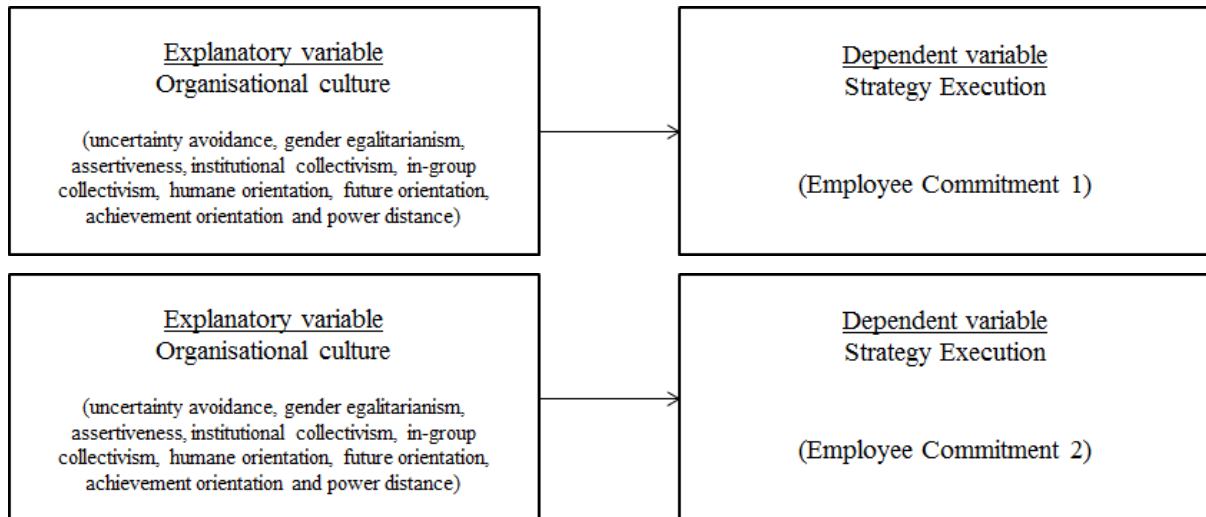
These findings support the literature whereby the association between organisation culture and strategy execution dimension of structure can be explained as follows. The literature from an organisational culture perspective, posits that structure is an important aspect of organisational culture which is decided upfront by the initial leaders of the organisation. R. House et al (2001) found that organisational form (structure) and practices are established by the founders of organisations when deciding upon the initial culture of their organisations. Thereafter subsequent leaders continue to influence the structure and may even institute an organisational change if necessary. The Cameron and Quinn competing values framework defines that culture types i.e. clan, adhocracy, hierarchy, and market which require that the organisation be structured in a manner that allows the dimensions of the culture type to be fostered. For example an organisation with a hierarchy culture type; will have a certain degree of power distance. As a result it will need to structure itself to have a fair amount management levels, controls and procedures in place that govern how people work and what they do.

The literature from a strategy execution perspective, posits that successful strategy implementation requires good organisational structures and managerial skills. Structural variables of an organisation include the actual design of the organisation, the management levels, controls and procedures, etc. These variables combined provide a framework in which companies operate effectively. Structural variables offer an execution toolkit for highlighting key levers that could affect the formulation-implementation process. Strategies are cascaded and implemented through the organisational structure (Bonoma & Crittenden, 1988).

It is clear from the above excerpts from literature that the dimension of structure is an important building block in both organisational culture and strategy. Therefore by investigating the impact of the dimensions of organisational culture on the dimensions of strategy execution; it is almost an expectation that there would be an association and the outcomes of this research confirm that there is a definite association between organisational culture and the strategy execution dimension of structure. However, the results can also be explained by the simple consideration that each of the Project Globe cultural dimensions have their own link to the strategy execution dimension of structure. Uncertainty avoidance refers to the extent by which members of an organisation rely on, “social norms, rituals, and bureaucratic practices” as a means to avoid uncertainty and the unpredictability of future events. In order to successfully execute on strategy; some type of formal structure is needed within the organisation which allows the organisation to operate effectively. Within this organisational structure for strategy execution there will be rules, norms and practices defined as part of both the culture and critical success factors for strategy execution. This is where the link between structure and uncertainty avoidance (culture dimension) is revealed since successful execution plans may require employees to avoid hiding behind the rules norms and practice of the structure. In highly collectivistic organisations; a structure (matrix structure) that promotes cohesiveness among team members can be a deciding factor for excellent performance in strategy execution. With respect to organisations highly orientated towards future planning, achievement and humaneness; having a structure in place that allows the company to seek trends for the future as well as good performance management and reward structure are the key ingredients for successful strategy execution. In organisations with a high degree of power distance, it can be expected that there would a large focus on structure to enable the different levels of power to work together towards delivering the goal of strategy execution.

The implications for these results are that companies need to understand that structure is an important aspect for both organisational culture and strategy execution. The type of cultures dimensions that an organisation wants to institute will be largely affect the type of structure that the organisation puts in place. In turn, the structure put in place largely impacts the ability to execute the strategy successfully since there are several aspects within a structure that create a framework for the organisation to operate effectively.

**6.1.6 DISCUSSION OF RESULTS: EFFECT OF ORGANISATIONAL CULTURE DIMENSIONS ON EMPLOYEE COMMITMENT**



**Figure 25: Alternative hypothesis 6 and 7**

**Objective 1:** to determine the role/influence/effect of the dimensions of organisational culture on the dimensions of strategy execution

- H06: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 1.
- HA6: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 1.
- H07: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 2.

- HA7: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of employee commitment 2.

### Employee Commitment 1

From hypothesis six outcomes, it was concluded that the null hypothesis was rejected and the alternate hypothesis partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between nine out of the nine organisational culture dimensions and the strategy execution dimension of employee commitment 1. There were five out of the nine associations that exhibited a medium relationship i.e. gender egalitarianism & employee commitment 1, in-group collectivism & employee commitment 1, humane orientation & employee commitment 1, future orientation & employee commitment 1, and power distance & employee commitment 1. The coefficient of correlation was calculated at a range of  $r = 0.237 - 0.385$ , with a p value was  $<0.01$ , and implies that organisational culture can explain between 24% - 39% of the strategy execution dimension of employee commitment 1, and as such is notable.

### Employee Commitment 2

From hypothesis seven outcomes, it was concluded that the null hypothesis was to be rejected and the alternate hypothesis was partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between seven out the nine organisational culture dimensions and the strategy execution dimension of information sharing. There were five out of the seven associations that exhibited a medium relationship i.e. in-group collectivism & employee commitment 2, humane orientation & employee commitment 2, future orientation & employee commitment 2, achievement orientation & employee commitment 2, and power distance & employee commitment 2. The coefficient of correlation was calculated at a range of  $r = 0.305 - 0.451$ , with a p value was  $<0.01$ , and implies that organisational culture can explain between 31% - 45% of the strategy execution dimension of employee commitment 2, and as such is notable.

These findings support the literature whereby the association between organisation culture and strategy execution dimension of employee commitment can be explained as follows. The literature from an organisational culture perspective, posits that employee commitment is an important aspect of organisational culture. R. House et al (2001) found that organisational values and practices impact the manner in which people behave and how they do things. Over time, it was found that leaders and employees in organisations respond to the organisational culture and alter their behaviours and styles. This is particularly evident in the Project Globe cultural dimensions of in-group collectivism which refers to the degree by which members of an organisation express pride, loyalty, cohesiveness and commitment in their organisations. In other words the culture of the organisation closely affects the way people behave and thus their commitment to the organisation which they express in the form of pride, loyalty and the way they do things.

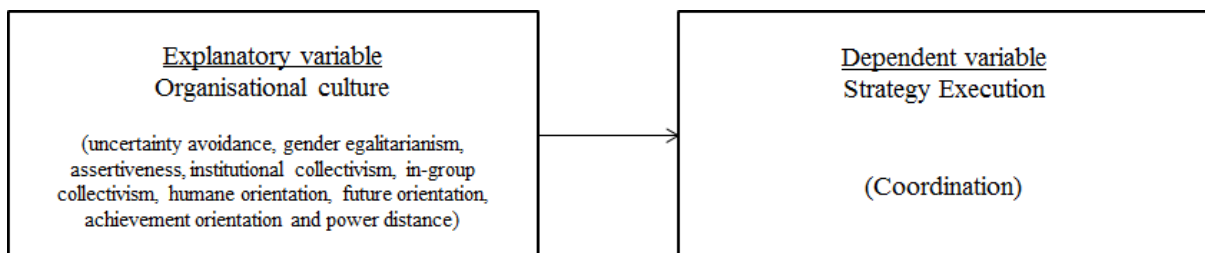
The literature from a strategy execution perspective, posits that successful strategy execution requires employee commitment regardless of management level. Employee commitment reflects the degree to which employees are determined to see the strategy effectively implemented, ultimately becoming part of the organization. In most organisations it has been observed that the emphasis with respect to employee commitment has been placed on gaining commitment to “how things are done”; little emphasis has been placed on gaining commitment to “what is done”(Parnell et al., 2002).

It is clear from the above excerpts from literature that the dimension of employee commitment is an important building block in both organisational culture and strategy. Therefore by investigating the impact of the dimensions of organisational culture on the dimensions of strategy execution; it is almost an expectation that there would be an association and the outcomes of this research confirm that there is a definite association between organisational culture and the strategy execution dimension of employee commitment. However, the results can also be explained by the simple consideration that each of the Project Globe cultural dimensions have their own link to the strategy execution dimension of employee commitment. In group collectivism as explained earlier refers to the degree by which members of an organisation express pride, loyalty, cohesiveness and commitment in their organisations. It is expected that there should be a direct association with employee commitment in strategy execution. With respect to organisations highly orientated towards future planning, achievement and humaneness; in order to successfully

plan for and invest in the future there must be commitment from employees to executing the project pipeline successfully. In addition to this, to foster an environment where there is fairness and concern for other employees and ensure goal attainment there must employee commitment. In organisations with a high degree of power distance, it can be tricky to achieve high levels of employee commitment since employees with a lower powerbase may feel disempowered to be 100% commitment to successful strategy execution.

The implications for these results are that companies need to understand that employee commitment is an important aspect for both organisational culture and strategy execution. Leaders of organisations need to be cognisant that the organisation form, culture and practices influence the way leaders and employees behave and what they do. This is a direct reflection of their commitment to the success of the organisation. This same commitment of leaders and employees is needed for the organisation to successfully execute their strategy.

**6.1.7 DISCUSSION OF RESULTS: EFFECT OF ORGANISATIONAL CULTURE DIMENSIONS ON COORDINATION**



**Figure 26: Alternative hypothesis 8**

**Objective 1:** to determine the role/influence/effect of the dimensions of organisational culture on the dimensions of strategy execution

- H08: There is no association (variables are independent) between culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of coordination.
- HA8: There is an association between the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism,

humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) and the strategy execution dimension of coordination.

It was concluded that the null hypothesis was rejected and the alternate hypothesis partially confirmed or accepted. It was therefore found, that for the sample group, a statistically significant correlation existed between seven out of the nine organisational culture dimensions and the strategy execution dimension of coordination. There were five out of the seven associations that exhibited a medium to strong relationship i.e. in-group collectivism & coordination, humane orientation & coordination, future orientation & coordination, achievement orientation & coordination and power distance & coordination. The coefficient of correlation was calculated at a range of  $r = 0.312 - 0.419$ , with a p value was  $<0.01$ , and implies that organisational culture can explain between 31% - 42% of the strategy execution dimension of coordination, and as such is notable.

These findings support the literature whereby the association between organisation culture and strategy execution dimension of coordination can be explained as follows. The literature from an organisational culture perspective, posits that coordination is an important aspect of organisational culture. R. House et al (2001) found that the ability to work together as a collective which requires a great deal of co-ordination impact the manner in which people do things (practices) within the organisation. This is particularly evident in the Project Globe cultural dimension of collectivism refers to the degree by which organisational practices and behaviour encourage team work and reward, “collective distribution of resources”.

The literature from a strategy execution perspective, posits that successful strategy implementation requires good coordination within the organisation. Coordination refers to the participation and collaboration between members within the organisation’s labour force, whether the implementation involves the expansion of a product line, new product development, or the merger and acquisition of a new company to enable the organisation to remain relevant in the marketplace (Crittenden & Crittenden, 2008). Achieving good coordination can be a complex matter for many organisations but is important for execution success (L. G. Hrebiniak, 2005).

It is clear from the above excerpts from literature that the dimension of employee commitment is an important building block in both organisational culture and strategy.

Therefore by investigating the impact of the dimensions of organisational culture on the dimensions of strategy execution; it is almost an expectation that there would be an association and the outcomes of this research confirm that there is a definite association between organisational culture and the strategy execution dimension of coordination. However, the results can also be explained by the simple consideration that each of the Project Globe cultural dimensions have their own link to the strategy execution dimension of coordination. In group collectivism as explained earlier concerns the degree to which individuals express pride, loyalty, and cohesiveness in their organisations. It is expected that there should be a direct association with the strategy execution dimension of coordination since in order to operate as a cohesive unit there needs to be a high level of coordination between employees, leaders and teams. With respect to organisations highly orientated towards future planning, achievement and humaneness; in order to successfully plan for and invest in the future there, to foster an environment where employees are concerned with each other's well-being and ensure goal attainment, there must be a high degree of coordination. This high degree of coordination will allow for teams to work together to aptly realise their synergies and make use of this as a competitive advantage for future planning. In addition to this, to successfully achieve goals, teams need to be able to coordinate the use of resources to maximise output and efficiency. In organisations with a high degree of power distance, it can be challenging to achieve high levels of co-ordination since employees with a lower powerbase may feel disempowered and maybe reluctant to coordinate as a result.

The implications for these results are that companies need to understand that coordination is an important aspect for both organisational culture and strategy execution. Leaders of organisations need to be cognisant that the organisation culture and practices influence the way leaders and employees behave and what they do. A large part of the "what they do" in the organisation involves streamlining resources as well as maximising output and profit; this is generally enabled by co-ordination between employees, teams, leaders and departments to achieve success. And in turn this co-ordination which is critical for success also leads to success from a strategy execution perspective.

### ***6.1.7 DISCUSSION OF RESULTS: ORGANISATIONAL CULTURE DIMENSION WITH THE HIGHEST EFFECT ON STRATEGY EXECUTION***

**Objective 2:** to investigate which dimension of culture was found to have the highest effect on strategy execution.

A canonical correlation analysis was conducted using the nine dimensions of culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (R. House et al., 2001) as predictors of the eight strategy execution variables to evaluate the multivariate shared relationship between the two variable sets (i.e., culture and strategy execution).

The canonical correlation showed that the full model across all functions was statistically significant using the Wilk's criterion. The dimension reduction analysis which tests the hierarchical arrangement of functions for statistical significance, showed that the full model (Functions 1 to 8) was statistically significant,  $F(72, 1534.35) = 7.09, p < .001$  and the Function 2 to 8 was also statistically significant,  $F(56, 1362.37) = 1.78, p < .001$ . These two functions were considered important on the context of the analysis in that it had a shared variance of .916 (.745 + .171), which is 91.6%. The regression equations for each dependent variable separately showed that achievement orientation is statistically significantly across all dimensions of strategy execution. This means that it had the greatest impact.

The above finding has not been explicitly proven in literature and has been relatively unexamined. As mentioned in chapter 2, there has been limited research into the effects of organisational culture dimensions on strategy execution dimensions. Therefore this finding adds to the body of knowledge on the relationships between the constructs of organisational culture and strategy execution, as well as the relationships between the dimensions of the organisational culture and strategy execution.

In addition to the canonical analysis, the researcher also conducted a control variable analysis which showed that management level has an influence on the organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, and power

distance) and the strategy execution of leadership. In addition to the organisation strategy (i.e. growth, low cost, innovation, etc.) influences the culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, and power distance) and the strategy execution dimension of employee commitment.

Similarly, the above finding has not been explicitly proven in literature and has been relatively unexamined. Therefore this finding adds to the body of knowledge on the relationship between the constructs of organisational culture and strategy execution, as well as the relationship between the dimensions of the main constructs (organisational culture and strategy execution).

## CHAPTER 7

### CONCLUSION

This chapter consolidates the findings of the previous chapters in order to highlight implications for management, avenues for future research, and the limitations of the research.

#### 7.1 PRINCIPAL FINDINGS

The purpose of this study was to examine the effect of organisational culture dimensions on strategy execution dimensions. The association between organisational culture and performance, which is regarded an outcome of good strategy execution, has been theoretically and empirically investigated in the past, and a positive impact has been found in these studies. The effects of organisational culture on performance ranging from employee satisfaction, financial performance, and market performance to innovation have been investigated; however the impact of organisational culture on other variations of strategy execution remains relatively unexplored.

From an overall perspective, the results from this study are similar and support the findings from the studies which have investigated the effect of organisational culture on performance. The overall outcome from this study has shown that the dimensions of organisational culture have a variation of strong, medium and weak associations to the dimensions of strategy execution.

There were eight associations tested between the organisational culture dimensions and the strategy execution dimensions. There was only one association where the alternative hypothesis was fully accepted and seven associations where the alternate hypothesis was partially accepted.

The association where the null hypothesis was rejected and the alternate hypothesis confirmed and where as follows:

- Hypotheses 6A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have an association with the strategy execution dimension of employee commitment 1.

The above is a full association since all nine organisational culture dimensions have a statistically significant association with the strategy execution dimension of employee commitment 1. There are four weak and five medium associations.

R. House et al (2001) found that the culture of the organisation closely affects the way people behave and thus their commitment to the organisation which they express in the form of pride, loyalty and the way they do things. This was encapsulated in their project globe study in form of an organisational culture dimension known as in-group collectivism which reflects the degree to which individuals express pride, loyalty, and commitment in their organisations. In summary this makes employee commitment an important aspect of organisational culture. It must be noted that for leaders to foster a good organisational culture, commitment is required from the employees. The literature from a strategy execution perspective, posits that successful strategy execution requires employee commitment regardless of management level. Employee commitment reflects the degree to which employees are determined to see the strategy effectively implemented, ultimately becoming part of the organization. In the behavioural literature, most of the emphasis on employee commitment has been placed on gaining commitment to how things are done (Parnell et al., 2002).

By virtue of the fact that the literature deems employee commitment to be critical aspects in both organisational culture and strategy execution, it is expected that there should be an association between the two constructs. The above findings, from this study, confirm the literature of (R. House et al., 2001; Parnell et al., 2002) and prove the association between all nine of the organisational culture dimensions and the employee commitment. From a practical perspective, it can be concluded from these findings for this sample group, that an increased focus on the organisational culture dimensions will have an increased impact on employee commitment to successfully execute on the organisations strategy. A possible explanation for all nine statistically significant associations could be linked to the nature of the questionnaire (survey) items under employee commitment relating to one's personal accountability and commitment to executing strategies for the organisation irrespective of their department, job and team. The sample group for this study is only management; managers have a psychological contract with the organisation and are expected to deal with cross functional execution and not be bound to their department, team, and job. It can be considered that this resonated with the sample group when responding to the questionnaire.

The objectives where the null hypothesis was rejected and the alternate hypothesis only partially confirmed and where as follows:

- Hypotheses 1A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have a partial association with the strategy execution dimension of information sharing.

The above is a partial association since only seven organisational culture dimensions have a statistically significant association with the strategy execution dimension of information sharing. There are one weak, two medium and four strong associations.

- Hypotheses 2A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have a partial association with the strategy execution dimension of leadership.

The above is a partial association since only eight organisational culture dimensions have a statistically significant association with the strategy execution dimension of leadership. There are two weak, two medium and four strong associations.

- Hypotheses 3A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have a partial association with the strategy execution dimension of rewards.

The above is a partial association since only seven organisational culture dimensions have a statistically significant association with the strategy execution dimension of rewards. There are one weak, three medium and three strong associations.

- Hypotheses 4A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have a partial association with the strategy execution dimension of performance.

The above is a partial association since only seven organisational culture dimensions have a statistically significant association with the strategy execution dimension of performance. There are one weak, four medium and two strong associations.

- Hypotheses 5A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have a partial association with the strategy execution dimension of structure.

The above is a partial association since only eight organisational culture dimensions have a statistically significant association with the strategy execution dimension of performance. There are two weak, four medium and two strong associations.

- Hypotheses 7A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have a partial association with the strategy execution dimension of employee commitment 2.

The above is a partial association since only seven organisational culture dimensions have a statistically significant association with the strategy execution dimension of employee commitment 2. There are two weak and five medium associations.

- Hypotheses 8A: Organisational culture dimensions (uncertainty avoidance, gender egalitarianism, assertiveness, institutional collectivism, in-group collectivism, humane orientation, future orientation, achievement orientation and power distance) (Minkov & Blagoev, 2012) have a partial association with the strategy execution dimension of coordination.

The above is a partial association since only seven organisational culture dimensions have a statistically significant association with the strategy execution dimension of coordination. There are two weak and five medium associations.

As mentioned above the study of the effect of organisational culture on strategy execution is still a relatively unexamined. There has also been limited research into the effects of organisational culture dimensions on strategy execution dimensions. This study adds to the body of knowledge on the relationship between the constructs of organisational culture and

strategy execution, as well as relationship between the dimensions of the main constructs (organisational culture and strategy execution), have not been examined before.

The partial acceptance of the alternate hypothesis and in particular the strength of the association means that from these findings for this sample group it can be concluded that an increased focus on the organisational culture dimensions will not in all cases have an increased impact on the strategy execution dimensions needed to successfully execute on the organisations strategy.

A possible explanation could be that the current study collected data from 281 employees from the same FMCG company, where all respondents were in management level and therefore very similar, resulting in less variety of responses. This can also be confirmed by the findings in this study which proved that management level has an influence on the organisational culture dimensions. The majority of the respondents (~50%) were from a junior management level which could have resulted in the similar responses whereby certain dimensions of organisational culture were undermined due to management level and hence their impact on the strategy execution dimensions under-estimated. The researcher recommends widening the scope of this study, to empirically investigate if the results are consistent when sampling respondents from different types of companies, and with more variety in employee roles and jobs.

## **7.2. IMPLICATIONS FOR MANAGEMENT**

This research study highlights numerous implications for management of organisations. These implications are discussed below:

- i. The literature on organizational culture and strategy execution revealed that organisation that understand how to cultivate good culture and operationalise the culture in an effective way; will stand to benefit the most in terms of employee productivity towards executing the organisational strategy.
- ii. It is important that employees embrace the organizational culture and absorb the shared values. In addition to this top management should provide precise guidelines and direction to encourage and gain commitment from the employees to achieve the company's objectives.

- iii. Organizational culture is considered to be inherently unique, complex and specific to an organisation therefore making it a major challenge to emulate or replicate (Chan et al., 2004). This is predominantly the reason why organizational culture is held in such high importance in both the academic and business world; it is valuable and if well understood can be utilised to create a sustainable competitive advantage. Therefore management need to focus on fostering and developing organisational culture dimensions, since organizational culture can have a direct impact on good strategy execution.
- iv. The organisational cultural dimensions that organisations deem to be valuable will impact the way leadership conduct themselves to achieve a successful strategy execution. It is important for management to understand that cultural dimensions play an important role in defining leadership behaviours.
- v. Management must foster and develop an organisational culture that rewards employees for the successful execution of strategy since it is this aspect that keeps employees motivated to create good processes for sustainable strategy execution and remain committed.
- vi. Weaving the aspect of performance or achievement into an organisation's form, values and practices will play a big role in defining its performance in strategy execution. Put simply this means that the organisational cultural dimensions that management believes holds value will impact the way teams work to successfully execute the organisations strategy execution.
- vii. The type of cultures dimensions that an organisation wants to institute will be largely affect the type of structure that the organisation puts in place. In turn, the structure put in place largely impacts the ability to execute the strategy successfully since there are several aspects within a structure that create a framework for the organisation to operate effectively.
- viii. Leaders of organisations need to be cognisant that the organisation culture and practices influence the way leaders and employees behave and what they do. A large part of the "what they do" in the organisation involves streamlining resources as well as maximising output and profit; this is generally enabled by co-ordination between employees, teams, leaders and departments to achieve success. And in turn this co-ordination which is critical for success also leads to success from a strategy execution perspective.
- ix. The way leaders and employees behave and what they do is a direct reflection of their commitment to the success of the organisation. This same commitment of leaders and employees is needed for the organisation to successfully execute their strategy. Therefore

management need to ensure that employee commitment is a building block in the organisational culture.

### **7.3. LIMITATIONS OF THE RESEARCH**

The limitation of the study which resulted from the process in which the study was conducted is discussed within the contents of the previous chapters.

At a higher level, one of the main limitations results from the broad nature of the concepts used in this investigation, namely organisational culture and strategy execution. This study focused on a specific link between these two concepts as per definitions provided within the study; however, perhaps much more insight can be gained by executing a similar study from different perspectives of the two concepts. For example considering the study across a variety of companies and not restricting it to one company. The sample was restricted to one FMCG company and therefore the findings will be limited for use as a guide for FMCG companies and could not be generalised to all companies. However due to cross-sectional nature of the study; there were time constraints which lead to a lack of depth in analysis when compared to a longitudinal study. There were also several biases at play in this study such as non-response bias primarily due to refusal to respond in this case and self-selection bias, whereby it is possible that the people who chose to respond are those who felt strongly about the subject, thereby skewing the result (Saunders & Lewis, 2012).

### **7.4. SUGGESTIONS FOR FUTURE RESEARCH**

It is suggested that further research focuses on broadening the scope of this study. In particular, the following can be investigated:

- i) A study across multiple organisations, sectors and countries in order to develop more generally applicable conclusions.
- ii) A study which takes into account other factors influencing strategy execution such as the strategy formulation itself.
- iii) A study which focuses on the particular aspects of organisational culture such as culture types specifically suited to allow for good strategy execution, as opposed to considering the dimensions that make up culture from a general perspective.

- iv) A study on the organisational culture types which are detrimental to strategy execution.
- v) A study that explores the types of organisational culture behaviours which would have the greatest impact on strategy execution. This would inform management of the particular behaviours to develop within its organisational culture.

## 7.5. CONCLUSION

History dating back to the 1940's has shown us that organisational culture remains a valid ideology that is here to stay. The question is, "How do we utilise organisational culture to create the best outcomes for strategy execution?" Strategy execution in itself has been a hot topic since the 1970's which many believe is one of the biggest areas that firms grapples with and this eventually leads to their demise. Organisational culture can no longer be considered to be a peripheral area of focus in companies that need to successfully execute their strategy for their survival, but rather, it needs to be addressed as a matter of priority. Management or leadership needs to place a considerable emphasis on developing organisational culture dimensions that have a positive impact on strategy execution and leads to the success thereof. This study provides some ground work to prove to companies that there is a definite association between the organisational culture dimensions and strategy execution dimensions. Therefore it is time for management to act on this finding, if they are to achieve the organisations objectives.

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## 9. APPENDIX A - Questionnaire Permission Letter

Dear Participant

You are herewith invited to participate in a research project. This research project aims to understand the effect of organisational culture on strategy execution.

Please note that participation in this survey is completely voluntary and anonymous. Should you wish to withdraw at any point please feel free to do so. Please note your responses will be treated with the highest confidentiality and is to be used solely for the purpose of research. The research findings will be available on request from Melissa Reddy ([mel0324@gmail.com](mailto:mel0324@gmail.com)).

By completing this research questionnaire, it is generally accepted that you give full consent to the researcher that you responses may be used for research purposes **ONLY** and that responses will be treated in an anonymous and confidential manner.

You will note that the research questionnaire contains 3 sub-questionnaires and a total of 62 questions that need to be completed. Please answer all the questions in the questionnaire. The questionnaire will only take between 35 - 45 minutes of your time to complete.

I sincerely appreciate your willingness to participate in this importance research project and the valuable time you are willing to commit in completing this research questionnaire.

Kind Regards

Melissa Reddy



## 10. APPENDIX B – Survey

### Effect of Organisational Culture on Strategy Execution

#### Introduction

**Thank you for taking time to complete this questionnaire. This questionnaire consists of three (3) sections. Each section is accompanied by instructions of how the questions need to be addressed.**

**Section A requires your demographic information.**

**Section B requires you to describe your organisational culture as you perceive it.**

**Section C requires you to describe your ability to execute your strategy as you perceive it.**

**Please answer all items on the answer sheet. You are required to complete all questions of each section please. In the event an item is irrelevant, or if you are unsure or do not know the answer, leave the question blank.**



## Effect of Organisational Culture on Strategy Execution

### Section A: Demographics

**This section requires you to define your demographic information.  
Please answer all questions by selecting the circle for the appropriate option.**

**\* 1. Age**

- 0 - 30 years
- 31 - 40 years
- 41 - 50 years
- 51 years and older

**\* 2. Gender**

- Female
- Male

**\* 3. Management Level**

- Junior Management
- Middle Management
- Senior Management
- Executive Management

**\* 4. Department**

**\* 5. How long have you been employed with the organisation?**

- 0 - 2 years
- 3 - 7 years
- 8 or more years



\* 6. Number of Employees that report to you

- 0 - 2 employees
- 3 - 7 employees
- 8 employees or more

\* 7. Number of years in Management

- 0 - 5 years
- 6 - 10 years
- 11 - 15 years
- 15 years or more

\* 8. Have you been involved in strategy implementation?

- Yes
- No

\* 9. How best would you describe your organisation's strategy?

- Growth
- Differentiation
- Innovation
- Low cost



## Effect of Organisational Culture on Strategy Execution

### Section B: Organisational Culture

**This section requires you to describe your organisational culture as you perceive it. Please answer all questions by selecting the circle for the appropriate option.**

- \* 10. In this organisation, orderliness and consistency are stressed, even at the expense of experimentation and innovation

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- \* 11. In this organisation, job requirements and instructions are clearly defined so employees know what is expected of them

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- \* 12. In this organisation, men are encouraged to participate in professional development activities more than women

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- \* 13. In this organisation, physically demanding tasks are usually performed by

Men	Mostly Men	Both Men and Women Equally	Mostly Women	Women
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- \* 14. In this organisation, people are generally

Assertive	Mostly Assertive	Neither Assertive nor Non-Assertive	Mostly Non-Assertive	Non-Assertive
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- \* 15. In this organisation, people are generally

Men	Mostly Men	Mostly Women	Women
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



\* 16. 16. In this organisation, managers encourage group loyalty even if individual goals suffer

Strongly Agree      Agree      Neither Agree or Disagree      Disagree      Strongly Disagree

\* 17. The remuneration (pay and bonus) system in this organisation is designed to maximize

Individual Interests      Collective Interests

\* 18. In this organisation, group members take pride in the individual accomplishments of their manager

Strongly Agree      Agree      Neither Agree or Disagree      Disagree      Strongly Disagree

\* 19. In this organisation, managers take pride in the individual accomplishments of their employees

Strongly Agree      Agree      Neither Agree or Disagree      Disagree      Strongly Disagree

\* 20. In this organisation, people are generally

Very concerned about others      Moderately concerned about others      Somewhat concerned about others      Not concerned about others

\* 21. In this organisation, people are generally

Very sensitive toward others      Moderately sensitive toward others      Somewhat sensitive toward others      Not sensitive toward others

\* 22. The way to be successful in this organisation is to

Plan Ahead      Take Events as they Occur

\* 23. In this organisation, the accepted norm is to

Plan for the Future      Accept the Status Quo



\* 24. In this organisation, employees are encouraged to strive for continuously improved performance

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 25. In this organisation, being innovative to improve performance is generally

Substantially Rewarded	Moderately Rewarded	Not Rewarded
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 26. In this organisation, a person's influence is based primarily on

One's ability and contribution to the organisation	Authority of one's position
<input type="radio"/>	<input type="radio"/>

\* 27. In this organisation, subordinates are expected to

Obey their boss without question	Question their boss when in disagreement
<input type="radio"/>	<input type="radio"/>



## Effect of Organisational Culture on Strategy Execution

### Section C: Strategy Execution

**This section requires you to describe your strategy execution style as you perceive it. Please answer all questions by selecting the circle for the appropriate option.**

\* 28. Coordination

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. We use teams only from within my own business unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. We use of cross-functional teams/groups from other business units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. We use informal communication (ie. Person-to-person contact)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. We foster company collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. We divide tasks and activities among and across business units in the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



\* 29. Information Sharing

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. We willing share information or knowledge with others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. We believe that our sources of information are reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Our managers trust information generated from sources outside their own departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Our information reaches people who need it within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Employees understand and evaluate the usefulness of available information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 30. Competence

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
11. We have a few competencies that are distinctive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. We have competencies that build a competitive advantage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. We have access to adequate resources/tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. We focus on improving the capability base in the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



\* 31. Employee's Commitment

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
15. I am committed to seeing our organisational strategy is effectively implemented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I don't worry about implementing strategy; I just do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I don't concern myself with implementing strategies if they are not beneficial to my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I tend to be less concerned with working together and more concerned with competing to be best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I believe that my organisation is most successful when everyone works to implement a common strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 32. Leadership

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
20. Our leaders clearly articulates the strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Our leaders provide a compelling vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Our leaders provide measurable objectives for implementing the vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Our leaders respond effectively to resistance to change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Our leaders personally inspire and motivate for us to change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



\* 33. Change

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
25. Our organisation is in a state of readiness to accept the changes that would be resulted by the strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Employees understand what the changes will be and why they are being undertaken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Our organisation can adapt to market conditions by moving funds and people where it is most needed to execute the strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Our organisation can adapt to market conditions by exiting a declining business that is inhibiting strategic goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Our leaders in the organisation seek to manage the on-going change portfolio, conflict resolution, resources and interdependencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



\* 34. Structure

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
30. Our organisational structure meets the requisite demands of the strategy. For example, if your strategy is to be a low cost provider - a structure that fosters low cost should be implemented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Our organisational structure encourages clear accountability for delivery of strategic initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Our organisational structure nurtures the few critical competencies for competitive advantage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Our organisational structure encourages both teamwork and individuality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



\* 35. Rewards

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
34. Our organisation rewards us for the successful implementation of the strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Our rewards motivate us to contribute our best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Our rewards motivate us to go the extra mile to implement strategic decisions to the best of our abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. We celebrate strategic execution success publicly/openly across all business units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. We recognise commitment and excellence in strategy execution in both teams and individuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 36. Performance

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
39. We have done what we have planned to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. We have accomplished our goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. We have adapted our business to maximise our goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. We have the best people and capability to sustain our success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. We have executed our strategy well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 11. APPENDIX C – Consent letter

STUDY TITLE: Effect of organisational culture on strategy execution  
Supervisor: Caren Scheepers (scheepersc@gibs.co.za)  
Principal Investigator: Melissa Naidoo (Melissa.naidoo@za.afrisam.com)  
Institution: University of Pretoria – Gordon Institute of Business  
Science

DAYTIME AND AFTER HOURS TELEPHONE NUMBER(S): 084 441 1014  
Daytime numbers: 084 441 1014  
Afterhours: 011 462 6615

DATE AND TIME OF FIRST INFORMED CONSENT DISCUSSION: 23 May 2016  
(13:00 – 14:30)

Dear Mr. SF Germishuizen

13 June 2016

### 1) INTRODUCTION

You have been invited to volunteer for a research study. This information leaflet is to formalise that you have verbally agreed to assist in this research study. If you have any questions, which are not fully explained in this leaflet, do not hesitate to ask the investigator.

### 2) THE NATURE AND PURPOSE OF THIS STUDY

You are invited to take part in a research study. The aim of this study is to understand “the effect of organisational culture on strategy execution”. By doing so we wish to learn more about the dimensions of culture and strategy execution within your organisation.

### 3) EXPLANATION OF PROCEDURES TO BE FOLLOWED

This study involves answering a formulated questionnaire with regard to your organisation culture and how the organisation executes strategy. The questionnaire will be targeted at your management team, since it is difficult to gain access to your entire employee population.

### 4) RISK AND DISCOMFORT INVOLVED.

The only possible risk and discomfort involved is the fact that this questionnaire will take time out of an employee's day to be answered.

### 5) POSSIBLE BENEFITS OF THIS STUDY.

This study will provide insights into the organisational culture through a global culture survey known as the GLOBE culture survey. This will allow the company to understand the dimensions of cultures that are driving behaviours, creating perceptions and moulding assumptions in how business is done. In addition to this the strategy execution part of the study will provide insights into the perception of strategy execution from an employee perspective. Lastly it will provide a view of how the dimensions of the culture effect the way employees are executing the strategy.

**6) I understand that if I do not want to participate in this study, I will not receive a globally tested view of my culture and strategy execution.**

**7) I may at any time withdraw from this study.**

**8) HAS THE STUDY RECEIVED ETHICAL APPROVAL?**

The Protocol of ethical clearance will be submitted to the Gordon Institute of Business Science, University of Pretoria, telephone numbers 012 3541677 / 012 3541330 and written approval will be granted over the next 3 weeks.

**9) INFORMATION** If I have any questions concerning this study, I should contact:  
Melissa Naidoo – 084 441 1014 or  
Dr Caren Scheepers - 082 922 7072

**10) CONFIDENTIALITY**

All records obtained whilst in this study will be regarded as confidential. Results will be published or presented in such a fashion that the organisation and employees remain unidentifiable.

**11) CONSENT TO PARTICIPATE IN THIS STUDY.**

I have read or had read to me in a language that I understand the above information before signing this consent form. The content and meaning of this information have been explained to me. I have been given opportunity to ask questions and am satisfied that they have been answered satisfactorily. I hereby volunteer, my organisation, to take part in this study.



SF Germishuizen  
Name

13 June 2016  
Date

Managing Executive: Human Resources  
Role in organisation

## 12. APPENDIX D – Ethical clearance

Dear Melissa Naidoo

Protocol Number: Temp2016-01195 Title: The effect of organisational culture on strategy execution

Please be advised that your application for Ethical Clearance has been APPROVED. You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

Adele Bekker

## 13. APPENDIX D – Originality report



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## The effect of organisational culture on strategy execution

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