

**EXPLORING THE IMPACT OF ORGANIZATIONAL CULTURE ON OR-
GANIZATIONAL PERFORMANCE: THE CASE OF THE MINISTRY OF
PUBLIC SERVICE, SWAZILAND**

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ABSTRACT

The study aimed at assessing the impact of organizational culture on organizational performance in Swaziland using the Ministry of Public Service as a case study. The key objectives of the study were to evaluate the existing organizational culture and its impact within the Ministry of Public Service, and to determine the organizational culture that is most effective for the Ministry of Public Service so that this informs human resource management strategies and policy. A mixed method approach that allows the use of both quantitative and qualitative methods was adopted with the aim of enhancing the robustness of the research findings. The study revealed that currently the Ministry of Public Service is characterized by a hierarchical leadership style which was rigid in terms of innovation and provision of customized solutions for its customers, particularly within government ministries. Further to that, the study also reveals that there is the absence of a roadmap that will collectively attain the ministry's objectives. The study recommends that a match of the organizational culture with business strategy should be designed and implemented with the intent of delivering superior performance within the Ministry of Public Service. Finally, the study also recommends that leadership within Ministry of Public Service develops a strategic plan to articulate the business objectives and the indicators that will effectively reflect the organizational goals.

Key words: Organisational culture, Ministry of Public Service, Organisational Performance, Corporate Strategy

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List of Abbreviations and Acronyms

CVF	Competing Values Framework
HoD	Head of Department
MoPS	Ministry of Public Service
NPM	New Public Management
OCAI	Organizational Culture Assessment Instrument
PMS	Performance Management System
PPCU	Policy & Program Coordinating Unit

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DEDICATION

To my beloved daughter Khethwelihle Nthabiseng Langeni Dlamini, whom I will always be indebted to for the unconditional love and support during this journey.

DECLARATION

I, Gcinaphi Simelane, hereby declare that this study is my own work, that it is a true reflection of my research, and that this work, or any part thereof, has not been submitted for a degree at any other institution.

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Name of Student	Signature	Date

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter presents the background of the problem, statement of the problem, objectives, research questions, and significance of the study, scope of the study, definition of terms and limitations of the study.

1.2 Background of the study

According to Kandula (2006), the key to good performance is a strong culture. The aforementioned author further states that the differences in organizational cultures can result in the same strategy producing different results for two separate organizations. Denison (2011, p.9) refers to organizational culture as

“the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles”.

Kotter and Heskett (2010) concur with the claim that organizational culture is paramount to high and sustained organizational performance. In their study of 207 organizations over a period of 11 years, the scholars observed that organizations with a resilient and adaptive culture recorded financial and economic performance of over 600% in revenue, net income and stock prices respectively. Therefore, organizational culture is increasingly being identified as a key factor in organizational performance and it is against this backdrop that most organizations are rethinking what they do and how strategic goals and objectives can be optimally attained (Cameron & Quinn, 2011). An advocate of organizational effectiveness advances that transformation and improvement of organizational culture is largely dependent on the development and implementation of a culture measurement tool (Cameron & Quinn, 2006).

A strong culture can be characterized by a coherent set of beliefs, values, assumptions and practices embraced by most members of the organization. A weak culture can be described as one with core values that are not explicit and embraced by the public servants it had set out to do. The Programme and Policy Coordinating Unit (PPCU) measures the attainment of performance targets in Swaziland Government (Riley, 2014). In an effort to address inefficiencies emanating from weak organizational culture, governments in developing countries or first world states introduced the new reform agenda referred to as New Public Management (Beck & Bozeman, 2007). The latter scholars state that the global view of the New Public Management (NPM) reform agenda suggests that governments can benefit from working within the organizational culture to reap similar outcomes like those organizations in the private sector. The Ministry of Public Service (MoPS) can benefit from assessing the impact of the ministry's culture towards its performance with the intention of improving the perceived current low performance ratings (Swaziland. Prime Minister's Office, 2013). In this context, organizational performance refers to achieving the goals that the organization has set by using non-financial indicators such as timeliness (efficiency), quality of output and productivity level of the Ministry. A consideration as highlighted by Schein (2010) is that the growing interest in understanding organizational culture as a contributing factor to organizational performance has led to the conclusion that culture can be thought of as an organizations' DNA, which can be a powerful template that shapes what happens in the workplace.

MoPS is one of three central agencies in Swaziland Government and is mandated to create an enabling environment for all the Government Ministries to deliver quality public services in the most efficient and effective manner. The mandate is to be

achieved through the following objectives: To attain effective general public service management, to ensure performance improvement and to attain effective development and utilization of human resources (retrieved from <http://www.gov.sz>). In his ‘Speech from the throne 2013’, His Majesty King Mswati III directed government to start operating like a business, to be results oriented in its operations similar to the private sector (Swaziland. Prime Minister’s Office, 2013). This saw the formulation of the National Strategic Plan themed ‘Programme of Action 2013-2018’ where strategic performance targets for all Government Ministries were set to be implemented for the period of 5 years (Swaziland. Prime Minister’s Office, 2013). The five-year performance target for MoPS is ‘a productivity improvement programme embracing a healthy and effective public service and improved service delivery implemented and sustained by 2018’ (Swaziland. Prime Minister’s Office, 2013).

The aim of this study is to explore the impact of organizational culture towards performance in the MoPS, with focus on determining the significance of the role of culture efficacy in service delivery. It is anticipated that insight will inform leadership and management practices within the Ministry of Public Service and by extension all government Ministries in Swaziland. Furthermore, the findings of this study will allow for contributions to be made towards the implementation process of the Performance Management System (PMS) which is anticipated to commence in the financial year 2017/18.

1.3 Statement of the problem

MoPS is tasked with the function of formulating and implementing relevant human resource policies to foster optimal utilization of the human resource in the all government ministries with the aim of achieving organizational objectives effectively.

In 2009, the Government of Swaziland through the Prime Minister's Office introduced performance agreements for ministers and principal secretaries in Swaziland's Government. The terms contained in the agreement provides for a five-year performance program in which all principal secretaries are required to attain or exceed a target of 80%, with a performance review conducted on a quarterly basis. This five year programme is measured against the non-financial performance indicators highlighted above in the background of study. At the end of each financial year the four quarter ratings are collated to derive the overall performance for the Ministry of Public Service.

To ensure continuous monitoring and evaluation, the Prime Minister's Office established the Policy & Program Coordinating Unit (PPCU) that is responsible for the implementation of national development programs and policies. Since inception of this program MoPS has been receiving relatively low ratings, Swaziland. Prime Minister's Office, 2013. The PPCU Review revealed that the ministry received an average rating of 40% in 2015. The connotation that this underperformance within MoPS as stated in the PPCU reviews is likely to have detrimental effects to the overall performance of Swaziland Government Ministries. This is because the mandate of MoPS is mainly focused on ensuring that the relevant programmes and policies are in place to steer the human resources in government to deliver services effectively and efficiently. The underperformance of MoPS negatively affects the performance of all the other government ministries in terms of fully utilizing human capital in attaining organizational goals. Therefore, this implies how the government machinery would be affected. A recent study points out that the vision of the public service is achievable through significant change in the way people work. To be a

responsive organization a change in culture, structure and processes becomes imperative (Ireland Department of Public Expenditure and Reforms, 2014). Worth noting is that recent studies have been done on organizational culture and organizational performance (Migendi, 2010; Onyamu, 2013; Owino and Kibera, 2015). While there are various studies that explore the relationship between organizational culture and organizational performance (Denison, 2011; Kotter, 2011; Schein, 2010), there seems to exist a lack on research focusing on the correlation of the two constructs in the context of Government or Public Sector. Therefore, a gap exists in studies pertaining to the Swaziland context and this study therefore sought to fill this research gap. Furthermore, there exists a gap in knowledge that may provide remedial measures for the Ministry of Public Service in addressing these low ratings in organizational performance.

Given this background, the current study aimed at providing empirical evidence on the prevailing culture and its impact on the performance of the Ministry of Public Service in Swaziland, with the intent to inform strategies and policies geared towards performance improvement.

1.4 Research Objectives

The following primary objectives were designed in order to address the problem statement presented above:

- To assess the impact of organizational culture on organizational performance in the Ministry of Public Service.
- To evaluate the existing organizational culture within the Ministry of Public Service.

- To determine the organizational culture that is most effective for the Ministry of Public Service.

1.5 Significance of the study

The findings from this study are aimed at contributing to theory, practice and validating existing knowledge in studies of organizational culture. This research is particularly different because it is useful in the context of Swaziland where there has been no study that has been found by the researcher that has focused on the impact of organizational culture on organizational performance in the public sector in southern Africa. Concepts presented may be used in conducting further research when testing other related findings. The findings from this study are aimed at assisting human resource practitioners in Government on the role that is played by organizational culture in the attainment of the organizational goals and objectives. The findings and recommendations of this study can be informative in the development and review of human resource policies and programs, by extension embrace the impact of organizational culture in the performance of MoPS. It is anticipated that the findings will also serve as a template in the current process of rolling out the Performance Management System (PMS) in the Swaziland Government.

1.6 Limitations of the study

The main limitation of this study was the possibility that respondents may not have been truthful when responding to the questionnaires especially where the questions bordered on their responsibility and accountability, this was a limitation. Due to the nature of the questions in the interview schedule, some of them require the respondent to take responsibility of inefficiencies that may have resulted in their depart-

ments. However, in order to overcome this problem, the researcher probed participants using follow-on questions to validate responses. Another limitation pertained to the generalizability of the findings to other government ministries. Since the other ministries were not part of this study, the analysis, results and recommendations of this research cannot be generic. In addressing the limitation, the researcher made recommendations to explore further research with a wider scope of the government ministries.

1.7 Delimitation of the study

The scope of the study was limited to the Ministry of Public Service in Swaziland and the findings of the study may not be applicable in the other government ministries. This scope of the study was necessitated by the timelines allocated for the thesis; a broader scope would not be achievable.

1.8 Structure of the study

The current study consists of five chapters, with Chapter One presenting an overview of this study. The first chapter has discussed the construct of organisational culture and highlighted the problem that exists in the case of MoPS and the objectives of the research. In addition, its significance was argued in terms of contributing to the body of knowledge. Lastly, limitations and delimitations of the study were highlighted.

Chapter Two provides a review of the literature available on topic. The chapter presents an overview of concepts on organisational culture and its association to organisational performance, as well as reviewing the empirical and academic literature on the tools utilised for assessment of organisational culture.

Chapter Three focuses on the research methods of the study, which comprises of the research design, procedures for data collection and analysis procedures, and efforts employed to ensure adherence to ethical issues.

Chapter Four presents the results of the study and further discusses implications of these findings. Chapter Five provides a summary and conclusion based on the results of the study, and finally makes recommendations and possible considerations for further research on the subject.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter extensively reviews and discusses published (empirical, theoretical and academic) literature pertaining on the impact of organizational culture on organizational performance. The review of literature in this exploratory study includes syntheses of existing literature to provide the fundamentals of the concept as well as to support the findings. The secondary data for this study was sourced from peer reviewed academic journals, books and Government reports. What are the key issues covered in the chapter?

2.2 Definitions of Key Terms

The terms in the study included those that are relevant to organizational culture and organizational performance. Definitions benefit the reader of this research so that the meaning derived is within the context of the study.

Organizational Culture: these are the core values, assumptions and beliefs that embody the organization and the people working within it (Schein, 2010).

Organizational Performance: refers to achieving the goals that the organization had set out to do (Kotter and Heskett, 2010).

Organizational Climate: is a concept that precedes the notion of organization culture, it is how members of the organization experience the culture in the workplace (Denison, 2011).

Business Excellence: the term is used to describe outstanding practice that achieves organizational results (Eaton & Kilby, 2015).

Corporate Strategy: this refers to the organization-wide plan to achieving its goals. It involves stating the scope and direction of all operations in the business (Kotter, 2007).

2.3 Organisational culture

Recently there has been an increase in interest from scholars to decode organizational culture and the impact it has on organizational performance (Kotter and Heskett, 2011; Denison 2011; Schein 2010). This concept has been examined to attribute optimal organizational performance of business and governments in developed countries like Japan and United States of America. Notably the researcher did not find published literature in the context of developing countries, in particular those with similarities to Southern Africa or Swaziland. Whilst there may exist studies on the impact of organizational culture on organizational performance in developed countries, they lacked the homogeneity aspect of the similarity in the socialization pattern of most the Southern African Development Community (SADC). Hofstede 2007 was found that the socialization pattern forms an essential component in the concept of organizational culture. In this case as the above mentioned author states, SADC exhibits similarities in its national socialization pattern which is translated to the workplace. Hofstede, Hofstede and Minkov (2010) suggest that organizational culture also provides the fundamentals of understanding the distinction that may exist in successful organizations which operate in the same national culture. The aforementioned author further asserts that a distinct correlation exists between the national and organizational culture traits. Hofstede, Hofstede and Minkov (2010) posit that the employees form part of the broader community and therefore their val-

ue system is transmitted into the workplace because people carry their values, beliefs and assumptions.

In other words, the culture in the external environment influences the organizational culture. This calls for an assessment of the values that embody the organization and evaluate them against the value system of the larger community (Wagner and Hollenbeck, 2010; Boonstra, 2013). Moreover, this assessment requires an alignment with the identified culture so that this is synchronized with the organizational objectives to ensure a fit exists.

Yilmaz and Ergun (2008) hold the view that organizational culture is a collection process where members of one organization are differentiated from another. Therefore, organizational culture is a construct that may be used to gain competitive advantage as well to align employees toward the achievement of the corporate strategy. Furthermore, the construct is described as the glue, the net that keeps people in the organization hooked in and engaged (Robbins and Sanghi, 2007). Notwithstanding the above, research points out that there are instances where the market environment may not be receptive to the organizational culture and this rejection is illustrated to that of a human body where an organ transplant may not be receptive to the new organ (Gilley, Godeck and Gilley, 2009). For example, when a transplanted heart is rejected by the body; the system fails. In a similar manner, while it is argued that organizational culture can be a powerful tool and may positively impact organizational performance, there are instances where the market may not adapt well to a certain organizational culture (Hofstede, Hofstede and Minkov 2010). Unsuccessful mergers are one example, wherein the market environment may not recognize the

new entrant due to a conflict or the misalignment between the market and the values the organization upholds. The business environment requires alignment with its people and values; in this regard leaders are viewed as influential to an extent that they transfer the organization's personality to new entrants in the organization as the accepted conduct.

Ouchi (2009) cites organizational culture as an evasive phenomenon because of its underlying features like core beliefs and assumptions which may be taken for granted or overlooked, and yet as stated by Wagner and Hollenbeck (2010), this construct requires organizational leadership to employ an intentional approach and effort in diagnosing organizational culture. The aforementioned authors further state that while there may be no right or wrong organizational cultures, behavioral scientists have submitted that successful organizations have been found to have a strong culture which is characterized by common understanding of the corporate strategy, organizational objectives and the role of employees in the realization of those objectives (Drucker and Maciariello, 2008; Porter, 2010).

Organizational culture is the character of the organization that has been formed overtime not only by the leaders but by the members in the workplace. It has further been described as the software of the organization's mind (Denison, 2011), however not easily changed. The research of Schein (2010) on this concept has been used to illustrate its intricacies and its importance in organizational performance. The author advises that leaders and managers need to peel away at the layers that are manifested to understand what is at the heart of the organization. The first most visible layer is the often stated values. For example, in the Ministry of Public Service (MoPS) the

core values include; Professionalism, Equity and Integrity (Swaziland Prime Minister's Office Report, 2009). From this it may become apparent the beliefs that may influence MoPS and also include how employees discuss issues that are faced by the organization (Schein, 2010).

The next deeper layer in this model is the behaviors which relate to the day to day activities in the operations of an organization similar to MoPS. Lastly, the most deep-rooted layer of the model is the paradigm or set of assumptions. These could relate to the assumptions held in common and although taken for granted, this aspect is deeply embedded in the organization but largely determines how the organization operates (Korte and Chemack, 2007).

While there are studies that have been conducted on organizational culture and organizational performance (Kotter, 2007; Denison, 2011; Schein, 2010), there are fewer studies that have examined the causal effect of the two constructs in the context of public sector (Cameron and Quinn, 2011). Few studies have been published in the context of developed countries like Australia, New Zealand and Ireland; however, the researcher has not identified similar studies in the context of developing countries in particular sub-Saharan Africa in particular Southern Africa (Abu-Jared, Yusof and Nikbon, 2010).

2.3.1 Strong culture vs. weak culture

According to Kotter (2007) in an organization with a strong culture the following features may be identified; firstly, the employees understand and are responsive to the culture. Secondly, there is clarity on the roles and goal attainment that leads to optimal organizational performance, therefore research suggests that there is mini-

mal requirement for policies and procedures (Boonstra, 2013). And lastly, there is consistency in behavior of the employees and customers (Cameron and Quinn, 2011). On the other hand, a weak culture is characterized by minimal alignment of business values and employee behavior and to a large extent is not consistent to the objectives of the organization. Ouchi (2009) indicates the need for procedures and bureaucracy that are beneficial for business effectiveness in such an instance. Since Hofstede, Hofstede & Minkov (2010) mention that organizational culture is similar to national culture, one can only attempt to influence and not change everything about the culture no matter how weak a culture it is. The aforementioned authors reiterate that organizational culture develops overtime and therefore there are no quick fixes, leaders need to be aware of the weaknesses in the future and influence it, steering it to a more performance focused culture.

The current organizational performance in the Ministry of Public Service is not satisfactory (Swaziland Prime Minister's Office, 2016) the leadership may initiate intentional efforts to transform the current culture to one that can drive and improve performance. This may be a vital ingredient towards unified goal attainment leading to optimal organizational performance (Schein, 2010) and recording an increase in the current rating of its annual performance within the Prime Minister's Office. Eaton and Kilby (2015) affirm this by stating that the absence of a strong and effective culture has been attributed to poor performance in organizations. As Wagner and Hollenbeck (2010) state, this therefore implies imperativeness to the managers and organization leaders to understand and leverage on this key driver to organizational performance. Successful multinational corporations attest to the notion of organizational culture being an essential factor in the excellence of their businesses,

these including Howard Shultz the founder of Starbucks Coffee Company and Founder the of Apple, Steve Jobs (Childress, 2013).

2.3.2 Private vs. public sector organizational culture

Cameron and Quinn (2011) submit that while profit making enterprises may vary from nonprofit organizations such as MoPS, similarities exist with regard to their organizational culture and its impact to organizational performance. These scholars observe that in larger organizations like governments, sub cultures exist to a noticeable degree at the level of departments and teams. Sub cultures can be defined as the mini cultures that are found in units, sections or departments in organizations. In other words, these mini cultures are the components that can be seen as the building blocks which constitute the overall organization's culture Schein, 2010. This difference between private and public organizations may be propelled by the type of organizational structure in the sense that most public organizations are characterized by bureaucracy and yet most private organizations opt for a flat structure that enables more efficiency in its processes. While this study is aimed at exploring the construct by analyzing the most dominant culture type, an acknowledgement of the findings in literature about sub cultures remains relevant in the discussions and findings of this research.

Cameron and Quinn (2011) further observe that another difference may occur between private and public, where the latter may be influenced by political control while the private organizations may be influenced by market controls. Anheier (2014) adds that the political authority and its activities can become a limitation when managers plan and facilitate strategy.

2.4 Development of organizational culture

In relation to culture, Denison (2011) suggests that an organization can be illustrated by an 'iceberg' where about 10% of it is normally visible and tangible above the water surface. These, according to the scholar are the norms and behaviors of employees. The remaining 90% that is below the water is what sinks the ship when a collision takes place, and similarly the scholar postulates, the deep rooted features of organizational culture may have a larger impact in business success or failure. In the analogy of the 'iceberg' the level below the water are the personal values and attitudes which tend to be less visible but can be spoken of (Schein, 2010). Cultural values and assumptions form the deepest part of the 'iceberg' and can be observed in the manner in which day to day operations are run. Subconsciously, leaders develop the culture by influencing and steering the organization towards a certain direction, creating an unwritten code that is powerful to the extent that the employees emulate the leader in the subconscious manner. The personality of the organization develops overtime and this template develops the shared values to represent the common traits of the workplace (Cameron and Quinn, 2011; Hofstede, Hofstede and Minkov, 2010).

Leaders in organizations play a pivotal role in the development of culture, therefore critical continuous awareness of their own values may provide insight into the factors hindering or propelling organizational performance.

2.5 Measurement of organizational culture

Research highlights two broad approaches that have been used to study this phenomenon; process-oriented (Schein, 2010) and classification approach Hofstede, Hofstede and Minkov (2010).

2.5.1 Process-oriented approach

According to Schein (2010) process-oriented approach adopts the view that shared values developed overtime help groups within the organization deal with challenges from its external adaptation and internal integration. In this regard the process of socialization requires an enquiry that is qualitative in nature. The motivation for this approach is on the basis that the meaning behind this process is sought to contribute to existing knowledge (Singh, 2007).

A limitation observed in this approach as stated by Yilmaz and Ergun (2008), is that it lacks a systematic comparison between similar studies, and in addition, is its inability to contribute towards theory building and hypothesis testing. To counteract this shortfall a large sample would suffice, however worth noting is that small and more focused groups is an innate feature to this qualitative approach (Anheier, 2014).

2.5.2 Classification approach

Hofstede, Hofstede and Minkov (2010) state that this is a quantitative approach conducted to contribute to theory by drawing a comparative analysis, the aforementioned author also collected data from IBM employees in more than 40 countries. His assessment focused on these four dimensions' power distance, uncertainty

avoidance, individualism/collectivism and masculinity/femininity. The main objective was to determine the differences between the country's cultures in relation to organizational performance. The aim of his study was to identify contributing factors towards business excellence so that the information could be used in the study of organizations. Hofstede, Hofstede and Minkov (2010) found that a strong connection exists between societal and organizational culture.

A review of these approaches has led Schein (2010) to the assertion that the use of questionnaires was not effective in highlighting the deep rooted assumptions in the construct of organizational culture. The shortcoming of questionnaires in similar studies has led to the suggestion that a combination of approaches would increase the reliability of results on organization culture (Yilmaz and Ergun, 2008). The above mentioned author therefore advises the use of mixed approaches and methodological triangulation to provide validity to this phenomenon.

2.6 Organizational culture assessment models

Literature indicates that there are validated assessment models of the organizational culture construct that have been developed, and architects of these tools share the common goal of diagnosing the organizational culture of companies in both the for-profit and not-for-profit sectors (Mathew, 2007; Ricardo, 2006; Yilmaz and Ergun, 2008). While variances have been sighted in these tools with regard to its paradigm, its usability has been recorded to be applicable for both qualitative and quantitative approaches and a mixed method (Denison, 2011).

2.6.1 Organizational Culture Assessment Instrument (OCAI)

Developed by Professors Cameron and Quinn of the University of Michigan, the OCAI is a tool that is used to provide an overview of the organization's culture and starting point for change. This tool has been validated as an ideal culture assessment instrument and has been used by over 10,000 organizations worldwide (Cameron and Quinn, 2011). These authors found that there are six factors that determine organizational culture which form the foundation of this instrument. The OCAI allows for a visual image of the current culture as well as the preferred culture taking cognizance of the mission of the organization. According to Cameron and Quinn (2011), the assessment tool further highlights the gap between the current and preferred cultures outlining the remedial approach to close the gap.

The aforementioned authors suggest that the objective of the tool is to diagnose and change the culture to improve performance. The theory underlying this tool can be attributed to extensive studies and a series of research that has been done, the scholars found that only two dimensions' impact of influence organizational performance these being; internally focused and valuing integration or having an externally focused plan and differentiation, and the second dimension is either the organization values stability and control or the value are based on flexibility and discretion. These values are plotted on the diagram to represent Competing Values Framework (CVF). The authors emphasize that this is the basis of the organizational assessment. In addition, Cameron and Quinn (2011) cite that there are four basic cultures namely; clan, adhocracy, hierarchy and market. The developers of the OCAI found that these factors determine a culture. These are; the dominant characteristics of an organization; organizational leadership; management of employees; organizational

glue for example; loyalty and friendship; strategic emphasis, and lastly, criteria of success.

The tool assesses these characteristics, for instance in the management of employees the assessment observes the management style to determine whether (i) it is one where teamwork is encouraged linking this to clan culture (ii) risk taking which can lean towards adhocracy culture. Another management style may stimulate hard-driving competitiveness which in the OCAI identify with the market culture (iii) a management style that is inclined towards predictability and conformity identifies with the hierarchy culture (Cameron and Quinn, 2011). The six factors found in the OCAI are assessed twice; firstly, for the current culture and then for the preferred culture. This effective in instances where employees have been in the organization at least five years to have a sense of what the current culture looks like. The authors also suggest that the basis for the preferred culture applies for employees who are acclimatized enough to understand the mandate of the organization and its objectives. An example of the plotted OCAI is below,

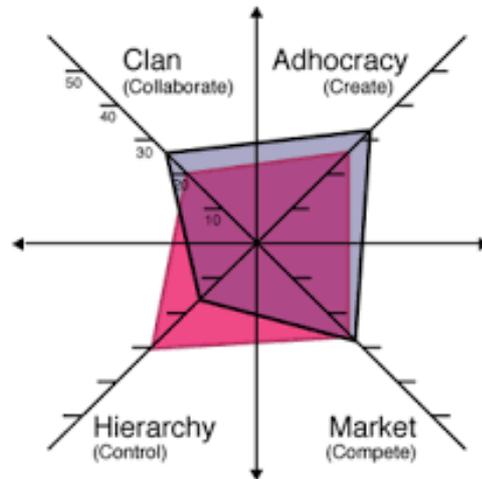


Figure 2.1: organizational Culture Assessment Instrument

Source: Cameron and Quinn (2011) Diagnosing and changing organizational culture: based on the competing values framework.

Figure 2.1 displays the plot of both the current and preferred culture, worth noting is the discrepancy between the two plots. This depicts the gap between the two cultures and to what extent change needs to be implemented to align to the preferred culture.

2.6.1.1 Clan culture

According to research, valuing flexibility and teamwork may be seen in people-oriented and friendly workplaces where the leader is inclined towards being a facilitator and mentors' employees. Value drivers of this culture type include commitment, communication and intention of developing employees and teams.

2.6.1.2 Adhocracy culture

Similar to the clan culture, adhocracy values flexibility although instead of teamwork, its focus is on dynamism and an entrepreneurial workplace where the leader is a visionary and innovator. Their values are centered on innovation, agility and transformation (Cameron and Quinn, 2011). This theory submits that innovativeness, vision and new resources produce the most results in organizational performance.

2.6.1.3 Market culture

This culture type is externally focused, results-driven and competitive. Its major focus is on customers and leaders of this type of culture. This culture type is driven to produce and is competitive as well as hard working. Its value is on market share, profitability and goal attainment. Successful organizational performance is equated to being aggressively competitive and customer focused (Quinn and Rohrbaugh, 1983 as cited in Cameron and Quinn, 2011)

2.6.1.4 Hierarchy culture

Cameron and Quinn (2006) assert that this last but not least culture centers its values on internal focus and integration. This may be seen in a culture with these features; a controlled and structured work environment where the leaders work as coordinators, monitors and organizers. Their objective is to have an organization that is running smoothly and systematically, and their value is in efficiency, consistency, timeliness and uniformity leading to standardized outcomes that are controllable leaders. This type of culture holds the view that success in organizational performance comes from having controls, capable processes and efficiency.

Worth noting is that Cameroon and Quinn (2011) suggest that organizational culture types are neither good nor bad in themselves, instead a culture is deemed good or a poor fit by the conditions of the market within which it operates. These authors posit that for organizational culture to have a positive impact on organizational performance, a mix of the four culture types is necessary. Cameroon and Quinn (2011) further argue that for optimal organizational performance to be achieved various skills are required and these may not necessarily be found in one set of the culture type. The variety thereof is represented in varying degrees as the organization's needs changes in the four culture types.

2.6.2 Denison organizational culture model

According to Denison (2011) the soft side of the organization has an impact on business performance and this has been at the center of organizational studies pursued by Denison (2011). The research that has been conducted has led to the design of a model that emphasizes four factors which have been found to be closely related to organizational performance. These factors are; mission, adaptability, consistency and involvement these traits are discussed and illustrated further.

The Denison Organizational Culture Model

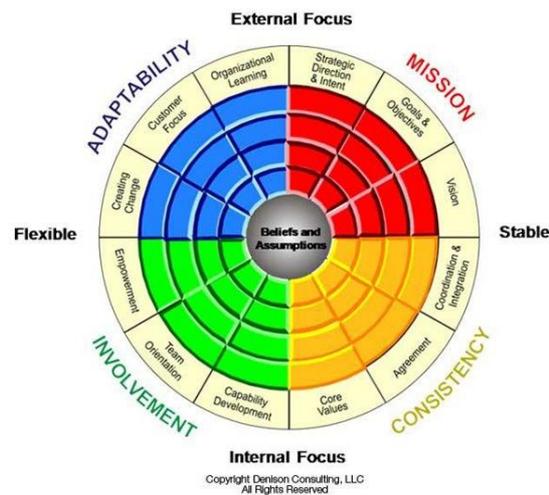


Figure 2.2 Denison organizational culture model

Source: Denison, D (2011), organizational culture: Can it be a key driver for driving organizational change?

Figure 2.2 is a visual of the four factors that according to Denison, 2011 are closely linked to organizational performance. At the center of this diagram are the underlying factors of organizational culture namely beliefs and assumptions. The assessment tool is aimed at diagnosing organizational culture and its impact to organizational performance.

Denison (2011) further states that mission defines where the organization is going; it interrogates aspects that comprise of strategy, vision, goals and objectives of the business. Whereas adaptability provides feedback on how well the organization is allowing the demands of the business architecture or external environment to influence operations. For instance, focusing on the customer and creating change propels growth as well survival and this links to a learning organization that pursues sustain-

ability by its level of adaptability. The third trait of involvement is focused on the assessment of alignment, whether the employees in the organization are engaged, and teamwork is centered on continuous empowerment where efficacy and developing capabilities at the core of business. Finally, the last trait refers to consistency. This is focused on the core values of the organization as the foundation and ensures that the well-coordinated system get things done.

Denison (2011) echoes that at the center of this model are the aspects of an organization that may be overlooked and somewhat difficult to measure, these are the beliefs and assumptions. While there is a level of difficulty in its measurement, the Denison culture model has been designed to draw some attention and as organizational diagnosis take place, consideration to the soft traits should be highlighted in the culture and performance assessment. An example would be when an organization has a relatively low rating on empowerment under the involvement trait; a discussion within the leadership team may deduce that employees require training on empowerment. The Denison model points out that while logic may validate this assumption made by organization leaders, further analysis and diagnosis may inform the team more precisely when a beyond the surface introspection is done. This submission by Denison argues that in this instance, training employees on empowerment may not produce the desired results due to other underlying influencing factors to the issue. Denison (2011) suggests that the low rating on empowerment may be attributed to low morale, lack of trust from employees to management and this is a finding that may only be identified through further and deeper interrogation to the performance problem initially identified.

2.6.3 Schein's three-level model

Schein (2010) submits that ethnographic approaches to the concept of organizational culture should be considered because these studies focus on the deeper aspects of culture which may not be necessarily understood without intensive, extensive observations and interactions with those operating in that culture. The aforementioned author continues to argue that organizational culture is a phenomenon that is to be observed through the study of behavior of the members of the culture.

While there has been no uniformity in the definition of organizational culture (Yilmaz and Ergun, 2008; Anheier, 2014), scholars are of the view that this phenomenon comprises levels that require an in-depth assessment (Gilley, Godek and Gilley, 2009; Korte and Chermack, 2007; Wagner and Hollenbeck, 2010). To this end the consensus surrounding the three levels definition submitted by Schein (2010) comprises of artifacts, values and underlying assumptions as depicted below:

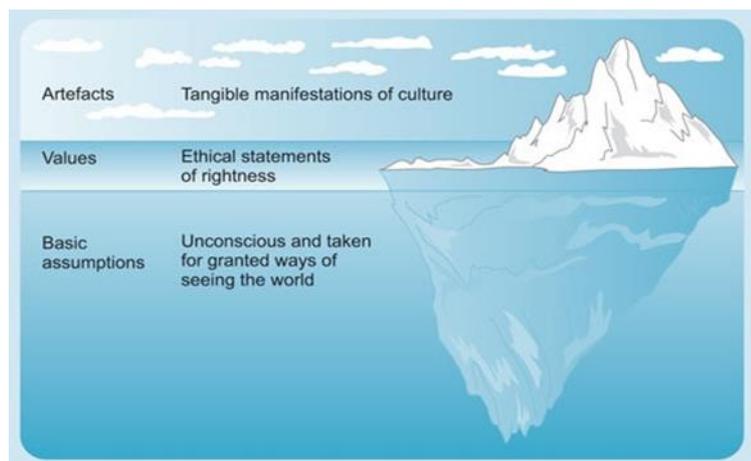


Figure 3.3: Schein's three level model of organizational culture

Source: Schein, E.H (2010) organizational Culture and Leadership.

Figure 3.3 depicts the three level model authored by Schein, 2010 and it illustrates the levels or components of organizational culture from the most visible to that which is deep or not so easy to identify which is level three basic assumptions.

Artifacts are for instance the visible organisational structure and process that can be seen, but may be difficult to decipher to what exactly these features in the organization mean with regard to its culture. The author therefore points out that artifacts may not have an apparent meaning in the assessment process. Values are the strategies, goals and philosophies of the organization. Features in this level unpack why an organization may be driven towards a certain direction. For example, in an organization where efficiency is of primary value, this may be a factor that shapes the organization in a certain way. Underlying assumptions account for factors that are taken for granted and often ignored aspects of organisational culture (Schein, 2010), which comprise of beliefs, habits of perception and feelings. The aforementioned author motivates the idea that these features in this third level require some time to determine or identify exactly what underlying assumptions exists in one's organization.

2.7 Organisational performance

Organisational performance is continuous, organic and is not static (Mathew, 2007). For organizations to identify that there is optimal organisational performance, a need arises to demystify the concept into identifiable and measurable components. For instance, Kotter (2007) highlights examples of performance measures; the organisational structure, the hierarchical architecture of operations to get processes done.

Similarly, in profit making organization the focus may be on the financial success, talent management, low labor turnover and being a leader in the market.

In other words, organisational performance can be defined as achieving what the business had aimed to achieve, in the most efficient and effective way possible (Porter, 2010).

2.7.1 Measuring organisational performance

Collins (2010), Kotter (2007) and Korte and Chermack (2007) suggest that the measurement of organisational performance seems to vary across organization types. The metrics used from one company to another may be influenced by the line of business a company is in, for instance, research points out that profit making organizations are mostly driven by the bottom-line. Therefore, financial performance measures like Return on Assets (ROA) (Kotter and Heskett, 2010) seem a more appropriate measure. On the other hand, non-profit making organizations like government may subscribe for non-financial performance indicators which comprise of efficiency, customer satisfaction or quality. Studies validate this variation on the account that performance measures employed should link to the goals and objectives relevant to each and every organization (Yilmaz and Ergun, 2008; Mathew, 2007; Wagner and Hollenbeck, 2010). In the case of the Swaziland Government, the Prime Minister's Office in Swaziland measures organisational performance by using non-financial measures which comprise of Timeliness, Quality, Efficiency (Swaziland Prime Minister's Office, 2009).

2.8 Impact of organization culture on performance

Literature indicates that organisational culture as a social construct influences behavior of employees in the workplace (Schein, 2010). Therefore, where a strong culture exists, scholars observed a positive correlation between organisational culture and organisational performance (Peter and Waterman, 2004 as cited in Cameron and Quinn, 2011); Denison, 2011; Yilmaz and Ergun, 2008; Robbins and Sanghi, 2007).

Recent research in organisational studies account for reasonable evidence to suggest that organisational performance may be significantly impacted by a strong culture (Boonstra, 2013; Gilley, Godek and Gilley, 2009). Kotter and Heskett (2010) submitted findings of a study that has contributed to the body of knowledge as well as towards theory building, which present that organisational culture has significant positive impact on organisational performance. Kotter and Heskett (2010) conducted a study of 207 companies over a period of 11 years to examine the correlation of the two constructs. The organizations that were identified to have consistent business excellence had similar traits such as; adaptability, innovative and customer oriented. These organizations had a more adaptive culture, which was intentional about remaining relevant in the market environment (Cameron and Quinn, 2011).

McKinsey's 7's Framework submits that shared values are one of the 7 S's that contribute to organisational performance (Porter, 2010). These shared values are traits of organisational culture (Schein, 2010) and interconnects all the other aspects that propel optimal organization performance.

On another note, there have been studies that refute an existence of a positive relationship between the two constructs (Flamholtz and Randle, 2011; Ricardo, 2006). According to Cameron and Quinn (2011) there have been submissions of mixed results to the extent that a claim of no existing relationship between organisational culture and performance has been recorded (Ricardo, 2006).

2.9 Conclusion

This chapter presented the synthesized studies relevant to the two constructs; organisational culture and organisational performance. The review was guided by the research objectives and topic. The evaluation of past published research includes approaches and models that are applied by scholars and practitioners in the assessment of organisational culture.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology used and procedures for data collection as well as data analysis to respond to the research objectives of this study. It also presents a description of the sampling procedure, questionnaire design and survey administration.

3.2 Location of the study

The investigation was conducted in the Ministry of Public Service located in the capital city of the Kingdom of Swaziland; Mbabane. MoPS is situated at the center of the old ministerial offices adjacent to Hospital Hill south west of the city of Mbabane. The participant pool comprised of a sample of employees for the quantitative study and Heads of Departments (HoDs) for the qualitative study.

3.3 Research design

A research design refers to the blueprint that the researcher chooses to use to address the research problem incorporating all the vital elements which comprise of the population, sample, data collection, and data analysis (Saunders, Lewis & Thornhill, 2009). According to Yin (2014), factors that influence the selection of research methods are mostly determined by the research objectives and problem being studied. The goal of this research was to gain more understanding on the impact of the existing culture of MoPS on its performance and to identify how MoPS can achieve its corporate strategy through leveraging on its organisational culture. In order to gain in-depth understanding, an exploratory investigation was conducted using both qual-

itative and quantitative analysis (Kumar, 2011). A mixed method approach that allows the use of both quantitative and qualitative methods was employed by the researcher with the aim of enhancing the robustness of the research findings and further ensuring incorporation of crucial elements of organizational culture (Creswell, 2013).

Exploratory research aims to explore and surface key issues from the subject and form a basic understanding as a starting point for further research. Creswell (2013) extends this viewpoint and claims that the mixed method approach has emerged as the most preferred research technique for assessing organisational culture as a concept and allows for more depth in data analysis. In outlining the administering of the mixed methods approach, Creswell (2013) states that the sequencing of data collection in an exploratory single case study using a mixed method approach requires that the investigator conducts the qualitative study before the quantitative approach. This is done so that the results of the quantitative findings do not influence in-depth information gathered through the qualitative research Creswell (2013). The above mentioned author submits that since an exploratory study aims to explore and form basis for further research, the quantitative data helps to explain the qualitative findings. Whereas in an explanatory study the opposite would be the case, explanatory studies using a mixed method approach starts collecting data through the quantitative method and explains those findings through the qualitative results.

The qualitative approach for this study entailed the use of an exploratory study to capture in-depth information about corporate values, organisational performance and strategy alignment in tandem with the existing organisational culture (Schein, 2010). The quantitative aspect of the study was done in two parts; through conducting a

survey to determine the current organisational culture of the MoPS, and; through the use of data extracted from quarterly performance target reviews on the MoPS in the Policy and Programme Coordinating Unit (PPCU) reports for the period 2009 to 2015. Methodological triangulation was used to increase credibility and validity of the results in the analysis to determine the link between the performance ratings and organisational culture (Azilia and Rankin, 2012) at MoPS.

3.4 Population

Kumar (2011) defines population as the entire set of the objects being studied. The target population for the quantitative approach comprised of employees in MoPS which is the focus Ministry of the study. Specific focus was made to employees who had at least five years in the organization and therefore possessed institutional memory. This target group was viewed as having been acclimatized to the work culture (Schein, 2010). According to human resource records MoPS has a staff complement of N=83 employees. Heads of Departments (HoDs) were identified as the most suitable respondents for providing 'rich' information about the culture of the organization based on their level of responsibility in providing direction in the implementation of annual performance targets. The total population for this group was N=10.

3.5 Sample

The sample for the quantitative data was drawn using the simple random sampling technique. All MoPS employee positions were assigned consecutive numbers from 1 to 83 and a random number generator was used to select the sample size. Saunders,

Lewis and Thornhill (2009) advise that a sample should have as many aspects of the population so that it is indicative of the population. Kumar (2011) defines a sample as the subset of observations from the population. The aforementioned author further notes that using a sample makes research manageable and cost effective in that it saves the researcher time and money as opposed to a study involving the whole population. The Slovene's formula was used to determine the sample size for this study;

Where: $N = 83$; $e = (1-0.95)^2 = 0.05^2 = 0.025$

$$\begin{aligned}n &= N / (1 + N(e^2)) \\ &= 83 / (1 + 83(0.025)) \\ &= 83 / 3.075 \\ &= 26.9919 \\ &\approx 27\end{aligned}$$

For the qualitative data, expert judgment sampling technique was used for the Heads of Departments. This was a non-probability sampling technique also known as purposive sampling. There is no random sampling involved and some elements in the sampling frame having a zero probability to be selected (Kumar, 2012). In this instance the elements are specifically chosen based on the judgment of the researcher. The investigator required participants who were experts in the implementation process of the annual performance targets, and these were noted to be the HoDs because of the special knowledge that they possess (Creswell, 2013; Yin, 2014; Saunders, Lewis and Thornhill, 2009). The population size for HoDs was noted to be relatively

small thus discarding a need to determine a sample for the interviews. However, preliminary engagements with the HoDs revealed that 4 of the 10 Heads had worked for less than 5 years in the Ministry. The criteria for qualification as a respondent for this research required an employee to have worked for at least 5 years at MoPS and an eventual sample size of $n=6$ was determined for this category.

3.6 Research Instruments

The study used primary and secondary data. Primary data was collected through the use of semi-structured interviews for qualitative data. The questions were designed in such a way that they addressed the research objectives with the intent to assess the impact of organisational culture on performance. A face-to-face interview was conducted for the Heads of Departments using a semi-structured questionnaire where the respondents were allowed to express their opinions (Andish, Yousefipour, Shahsavaripour and Ghorbanipour, 2013). In addition, primary data was also collected from MoPS employees through the use of a questionnaire designed in line with the Organisational Culture Assessment Instrument (OCAI) which draws the aspects of culture. The latter questionnaire is a validated and the quantitative instrument based on the Competing Values Framework (CVP) developed by Robert Quinn and Kim Cameron (Cameron and Quinn, 2011).

For secondary data, document review was adopted for this study. Reports, policies and strategies from both PPCU and MoPS were analyzed and relevant information documented. In addition, particular focus was given to examination of PPCU reports on the performance targets and ratings of the Ministry of Public Service for extraction of data on performance by MoPS. Moreover, academic or theoretical and empirical literature within the Sub-Saharan Africa region on the impact of organisa-

tional culture on organisational performance formed party of the secondary data collected for this study.

3.6.1 Pilot Study

Yin (2014) describes a pilot study as a research study conducted before the intended study which tends to be done on a smaller scale. A pilot is normally executed for to test the questionnaire administration processes, question sequencing and clarity and further inform the investigator on the efficacy of the research instruments and protocols (Kumar, 2011). In undertaking this study, the researcher conducted a pilot study to a group of seven human resource practitioners posted within the Ministry of Public Service to test the OCAI as these formed part of target population for the study. The instrument was generally found to be unambiguous. However, certain sections required use of more lucid grammar, and these included Sections B questions 6 and 10 which seemed to be unclear and were inquiring opinions on the same idea.

A pilot study was also conducted for the semi-structured interview schedule which involved four deputy heads of departments in MoPS who were well versed with performance targets and had been attached to the Ministry for over five years. Upon completion of the pilot study, the researcher was required to rephrase the questions for better clarity and uniform understanding to address issues of opposing responses noted from a majority of the respondents.

3.6.2 Questionnaire Design

The questionnaire was designed to provide a comprehensive image of the most dominant culture and performance at MoPS based on the OCAI framework. Cameron

and Quinn (2011) designed the tool to include six aspects, namely Dominant Characteristics, Organisational Leadership, Management of Employees, Organisational Glue, Strategic Emphases and Criteria of Success. This OCAI has been found to be a predictor of organisational performance (Cameron and Quinn, 2011) and was therefore used to assist the researcher in identifying the culture that MoPS employees perceive to be the most appropriate to meet the future demands within the environment that MoPS operates in.

The interview schedule was designed by the researcher to capture in-depth information about organisational culture, organisational performance and strategy alignment within MoPS. The interview schedule comprised of five sections which comprised of Section A included background information of the respondent with regards to prior work experience and duties. According to Schein (2010), organisational culture is reflective of the kind of leader as well as the leadership style of the respective HoDs. The researcher therefore utilized this section to capture in-depth information from the drivers and influencers of the work culture at MoPS.

Section B comprised of open-ended questions on organisational performance with specific attention to the performance targets of MoPS as monitored by PPCU. Section C comprised of questions relating to the perceptions of HoDs on the existing organisational culture at MoPS. Section D related to corporate strategy alignment and the level of awareness about the corporate values that guide the Ministry's activities. Finally, Section E detailed other additional information that the respondents may deem necessary to be mentioned with regard to MoPS culture and performance.

3.7 Data Collection Procedure

A letter of permission to conduct this research was endorsed by the Principal Secretary at MoPS. A sample of the Heads of Departments in MoPS was interviewed face-to-face and results were recorded in writing. The interviews were administered after appointments were secured and consent forms signed. The OCAI was used as the questionnaire with closed-ended questions which were hand distributed to the sampled staff members who had consented to participate in the survey.

3.8 Data Analysis

The Statistical Package for Social Science (SPSS) was used to analyze descriptive statistics on the quantitative findings gathered from PPCU performance targets reports on MoPS. The researcher used an ipsative scale to assess data captured using the OCAI. Saunders, Lewis and Thornhill (2009) describe the ipsative approach as the most suitable tool for assessment of attitude surveys as it presents the advantage of a ranking scale that allows for more options in the interpretation of results. Cameron and Quinn (2011) reiterate that while most researchers may use the likert scale for its simplicity, in this instance, it may not be the most appropriate approach since it has limitations in interpreting outcomes mainly due to its reliance on the use of the ordinal scale. The data captured through the OCAI was used to plot out both the existing and the most desired organisational culture at MoPS.

The aspect of qualitative data was analyzed and presented according to thematic areas and codes relevant to the study of organisational culture. Methodological triangulation was used to increase credibility and validity of the quantitative results in the analysis so as to determine the relationship between the performance ratings and or-

organisational culture at MoPS. Azilia and Rankin (2012) highlight that triangulation can strengthen the results of the research by combining and analyzing multiple data sources. Data points can be validated thereby elevating the confidence of the final results. The researcher adopted triangulation as a strategy of analyzing data to allow for a deeper understanding and robust interpretation of the findings (Kumar, 2012). Organisational culture as a construct is complex due to its qualitative nature; the phenomenon requires an approach with an ability to reveal underlying assumptions that will heighten confidence in the research results and conclusion. Consequently, the researcher identified this analysis technique as most relevant for increasing the credibility of the study results.

3.9 Reliability

Kumar (2012) defines reliability as the consistency of the results overtime as well as accurate representation of the population. Various scholars (Cameron and Quinn, 2011; Denison, 2011; Schein, 2010; Eaton and Kilby, 2015) have tested the reliability of the OCAI in diagnosing an organization's culture. In affirmation, Quinn and Spritzer (1991, as cited in Cameron and Quinn 2011, p.117) tested the reliability of the OCAI in assessment of organizational culture as part of their analysis on the Psychometric of the Competitive Values Culture Instrument and analysis of the impact of organisational culture on research or study area. Computation of Cronbachs alpha coefficients was undertaken using the data to test the reliability of the OCAI. According to these researchers, the findings revealed a statistically significant coefficient of 0.74, implying that the result was acceptable and therefore the OCAI was a reliable tool.

3.10 Validity

Validity refers to what the instrument claims to measure, in other words it should measure the important aspects of organisational culture (Yin, 2014). The OCAI has been noted to measure four types of cultures namely; Clan, Adhocracy, Market and Hierarchy. In their investigation of ‘the relationship between congruence, strength and type of organisational culture and organisational effectiveness’ Cameron and Freeman (1991, as cited in Cameron and Quinn 2011, p.26) submitted evidence for the validity of the OCAI in a study comprising of 334 higher education institutions. It was revealed and matched with the domain of optimal performance in organizations. According to Cameron and Quinn (2011) strong evidence for concurrent validity was produced.

3.11 Research Ethics

Newman and Glass (2014) state that researchers need to make an intentional effort to protect the rights of human participants in a study. Consent forms which detailed the research objectives, rights of the respondent and obligations of the researcher were given to all participants. Signed consent forms were received from participants and this served as an agreement of willingness to be subjects in this study. Participants were informed that their identities would not be disclosed and that they had a right to terminate the interview at any time. The researcher was intentional about not subjecting the participants to undue discomfort and therefore participants were given the option to choose a place convenient to them to conduct the interviews. Data acquired for this study has been kept in a secured cabinet under lock and key and will be destroyed after five years. Lastly, all sources included in this research were acknowledged to avoid both plagiarisms (American Psychological Association, 2012).

3.12 Conclusion

This chapter outlined the research strategy to be used in the study of exploring the impact of organisational culture on organisational performance at MoPS. The design combined the qualitative and quantitative data. This exploratory single-case study collected data through semi-structured interviews for the qualitative study. Questionnaires were administered for the quantitative data. The researcher was intentional in ensuring validity; therefore, triangulation was employed to increase the confidence of the conclusion. The chapter also discussed efforts that were employed to protect participants on potential unethical issues.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This section presents the results of the two assessment tools that were employed by the researcher that were found to be appropriate for the study of organisational culture construct. Considering the exploratory nature of this mixed method, the interview was first conducted and analyzed, the survey was then administered. This deliberate order of events was done so that there was minimized researcher bias (Cresswell, 2013). Methodological triangulation was used to ensure validity and the confidence of this study.

4.2 Results

4.2.1 Interview with Heads of Departments

In total, 6 individuals participated in the interview schedule representing 60% of the HoDs segment. These findings represent the information gathered by the researcher from the semi-structured interviews conducted. The exploratory study first sought the qualitative data and analyzed it before pursuing the quantitative data.

Since this is a study of the impact of organizational culture on performance, it is more appropriate to identify the cultural issues, and then explore how they link with organizational performance. Discussing performance independently of the cultural aspects is a topsy-turvy way of analyzing the issues that falls short of what you set out to do in the objectives.

4.2.1.1 Organizational Performance

The researcher found that Heads of Departments (HoDs) were conversant with the process of developing annual performance targets. Four of the six HoDs reported to have participated in this process since the launch of performance targets in 2009. The 5 out of 6 HoDs narrated that the development targets at MoPS was delegated to senior management therefore employees were not engaged in this process, but rather a team was assigned to work on the implementation of the targets. It was at the discretion of the department head how that team was identified thereby introducing scope for personal preference biases instead of using functional positions for selection. This was particularly the case in instances where attainment of some performance targets required inter-departmental interactions. HoDs recorded that this had never been applied, departments work independently from each other. In instances where the information was needed from other departments to complete department tasks on the performance targets, a written communication was submitted through the office of the principal secretary for endorsement.

The Programme and Policy Coordination Unit (PPCU) initiates the process of setting performance targets by engaging government ministries in identifying at least one ministry-wide goal that will feed into the national vision 'Vision 2022'. The vision states that, by the year 2022 the Kingdom of Swaziland will be in the top 10 % of the human development group of countries founded on sustainable development, social justice and political stability. PPCU evaluated the relevance of the targets based on the ministry's mandate and they also considered if the goal was Specific, Measurable, Attainable, Realistic and Time bound (SMART). HoDs narrated that from this point on the ministries were left to implement, monitor and evaluate the

progress without the technical guidance from PPCU. This absence of technical guidance resulted in varying understanding on requirements for development of outcome and output targets between MoPS and PPCU. And by extension, the assessment tool and rating criterion were interpreted differently with only the reviews and ratings being shared. The researcher also found that there was no initiative taken from either MoPS or PPCU to periodically gauge the performance towards the attainment of the set organisational performance targets. An officer from MoPS was assigned to be the focal person that works on consolidating the department performance targets which addresses the overall ministry performance target developed. The officer was not in the executive of the ministry, the researcher found that the employee reported to one of the HoD's in this study and was not directly accountable to the other department heads.

There are instances where the whole department or the majority thereof was involved in the implementation of the performance targets. For example, one of the HoDs stated that his department held monthly meetings and key to the agenda was the progress of set targets. The attitude of the employees was a positive one when all the required resources were available to achieve goals. However, when there were no sufficient resources in terms of finances and human resources the attitude of the employees tended to disengagement in Ministry activities. In total 2 of the 6 heads implemented performance targets through involvement of all the department employees. HoDs responded positively to the productivity levels displayed by employees with regard to achieving performance targets, although, few incidences were recorded where other employees needed to be coerced and closely supervised to de-

liver. This was also the case in the efficiency rating of the employees, with 2 HoDs rating them Good, 1 rating Excellent and 3 rating above average.

Five main challenges that were submitted by HoDs in the interviews were; (i) Silo mentality execution from departments, (ii) lack of results based systems and managing (iii) lack of effective leadership on performance targets (iv) Ineffective communication within departments and the executive team of the MoPS (v) Lack of Strategic plan to guide implementation of activities.

4.2.1.2 Organisational Culture

HoDs narrated that the current culture in the ministry was one where the left hand was not aware of what the right hand was doing; this pertained to the departments' implementation plan and activities. Each department seemed to work in isolation of the others; indicating that HoDs did not have a platform for information sharing. One HoD highlighted that there have been incidences where the developments in other departments would be known through media or annual performance reports. The respondent further stated that this information known by the other HoDs once it had been publicized to the external stakeholders of Government.

Four of the six HoDs indicated to have previously worked in other government ministries prior to joining MoPS. Explaining the variation in work practices, one of the HoDs narrated that in the previous ministry internal engagements were more visible and encouraged. While instances existed where each department needed to work independently, there was a clear structure that enabled interdepartmental engagement and in other instances collaboration.

HoD 4 narrated that there was clear indication that departments at MoPS had become accustomed to doing operations from start to end without the other department's knowledge. The respondent continued to state that MoPS was a ministry that was responsible for ensuring optimal performance across government employees and the human resource functions were distributed among all these departments. In this regard, the respondent highlighted that this culture negatively affected their overall effectiveness as a ministry.

The discussion of the culture of the organization is rather inadequate, and there is no attempt to link it with the literature that you reviewed above.

4.2.1.3 Strategy Alignment

HoDs stated that a majority of the employees under their supervision were generally aware of the core values, mission and vision of MoPS. However, there were employees who did not emulate these in their work. In other words, the researcher found that the core values are not impressed in operational policies, guidelines and procedures. HoDs narrated that their employees were not aware of the strategic priority areas of government as stipulated in the Allocation of Portfolios Responsibilities of 2009 that established MoPS. These priorities inform the mandates of MoPS as well as all other ministries in terms of the operational strategies.

The researcher found that there was an absence of platforms for heads and employees to review and/ or align departmental towards ensuring attainment of Ministerial

goals.

Hindrances to strategy alignment were attributed to; (i) the limitations of the current organisational structure, HoDs labeled it an authoritarian governance model that was not favorable in the contemporary era and way of doing business. (ii) The absence of an internal monitoring and evaluating mechanism, which the respondents stated that this would enable self-correction and re-directing of efforts to meet organisational targets (iii) the current culture was not aligned to the new government development agenda, which impressed that there was no longer room for laxity and unaccountability in this new administration says HoD 1 and 2. However, this finding revealed that there were some employees are still not embracing this factor.

4.2.2 OCAI Survey

The OCAI survey was sent to 23 employees of MoPS and all of them responded, making the response and completion rate at 100%. The main success contributing factor to the high response rate was the endorsement from the Ministry's controlling officer. Further to that, the researcher presented a summary of the objectives of the study and how MoPS may benefit from this study. Consequently, the Principal Secretary commissioned the Heads of Departments to facilitate and communicate with employees so that the intentions of the study would be achieved. It is also critical to mention that the researcher adhered to the research ethics standards and individually engaged the participants to receive consent.

Over and above, it was further emphasized that declining to participate in the study would not result in any victimization or being reported to their principals.

4.2.2.1 OCAI Instrument

OCAI uses six dimensions that Cameron & Quinn (2011) claim have the fundamental aspects of culture within an organization. The dimensions are Dominant Characteristics, Organisational Leadership, Management of Employees, Organisational Glue, Strategic Emphasis, and Criteria for Success. Each dimension was analyzed in detail to ensure that more insight is provided that would otherwise not be possible in the overall analysis of the organisational culture. Table 4.1 below illustrates the scores of each sub dimension expressing both the current and preferred ratings.

Table 4.1: OCAI Sub-dimensions between now and preferred

Dominant characteristic			
	Now		Preferred
D (Hierarchy Culture)	35.0	C(Market Culture)	31.3
C(Market Culture)	26.5	B(Adhocracy Culture)	23.7
A(Clan Culture)	24.0	A(Clan Culture)	22.0
B(Adhocracy Culture)	14.0	D(Hierarchy Culture)	14.8
Organisational Leadership			
	Now		Preferred
D(Hierarchy Culture)	27.2	D(Hierarchy Culture)	26.3
A(Clan Culture)	23.0	B(Adhocracy Culture)	25.9
C(Market Culture)	23.0	A(Clan Culture)	25.0
B(Adhocracy Culture)	16.7	C(Market Culture)	14.1

Management Employees			
	Now		Preferred
D(Hierarchy Culture)	32.8	A(Clan Culture)	35.0
A(Clan Culture)	29.0	B(Adhocracy Culture)	22.0
C(Market Culture)	22.8	C(Market Culture)	19.3
B(Adhocracy Culture)	15.4	D(Hierarchy Culture)	11.1
Organisational Glue			
	Now		Preferred
D(Hierarchy Culture)	41.7	B(Adhocracy Culture)	30.7
C((Adhocracy Culture)	22.0	A(Clan Culture)	26.0
B(Adhocracy Culture)	18.7	C(Market Culture)	21.1
A(Clan Culture)	15.0	D(Hierarchy Culture)	12.8
Strategic Emphasis			
	Now		Preferred
D(Hierarchy Culture)	41.7	A(Clan Culture)	28.0
A(Clan Culture)	24.0	B(Adhocracy Culture)	23.7
C(Adhocracy Culture)	22.0	D(Hierarchy Culture)	21.1
B(Adhocracy Culture)	18.5	C(Market Culture)	18.9
Criteria for Success			

	Now		Preferred
D(Hierarchy Culture)	35.2	A(Clan Culture)	34.0
A(Clan Culture)	31.0	D(Hierarchy Culture)	23.7
C(Market Culture)	16.5	B(Adhocracy Culture)	22.2
B(Adhocracy Culture)	14.1	C(Market Culture)	11.7

N.B. Using the average of each class

Table 4.1 illustrates the scores of the sub-dimensions as contained in the OCAI. The scores of “now” and “preferred” reflect the discrepancies that should inform the culture changes initiatives where needed. Each sub-dimension has been displayed in Table 4.1 according to the highest scoring to the lowest. The researcher did this for ease of understanding in the comparison of the now and preferred ratings.

Table 4.2: Discrepancies in overall culture and sub-dimensions between now and preferred

All Dimensions	Now	Preferred	Difference
Clan - Average of all A responses	25.5	29.5	4.0 (+)
Adhocracy - Average of all B responses	17.0	25.8	8.8 (+)
Market - Average for all C responses	22.9	20.3	2.6 (-)
Hierarchy - Average of all D responses	35.5	19.1	16.4 (-)
Dominant Characteristics	1. Now	7. Preferred	Difference

A. Clan	24.0	22.0	2.0 (-)
B. Adhocracy	14.0	23.7	9.7 (+)
C. Market	26.5	31.3	4.8 (+)
D. Hierarchy	35.0	14.8	20.2 (-)
Organisational Leadership	2. Now	8. Preferred	Difference
A. Clan	23.0	25.0	2.0 (+)
B. Adhocracy	16.7	25.9	9.2 (+)
C. Market	23.0	14.1	8.9 (-)
D. Hierarchy	27.2	26.3	0.9 (-)
Management of Employees	3. Now	9. Preferred	Difference
A. Clan	29.0	35.0	6.0 (+)
B. Adhocracy	15.4	22.0	6.6 (+)
C. Market	22.8	19.3	3.5 (-)
D. Hierarchy	32.8	11.1	21.7 (-)
Organisational Glue	4. Now	10. Preferred	Difference
A. Clan	15.0	26.0	11.0 (+)
B. Adhocracy	18.7	30.7	12.0 (+)
C. Market	22.0	21.1	0.9 (-)
D. Hierarchy	41.7	12.8	28.9 (-)

Strategic Emphasis	5. Now	11. Preferred	Difference
A. Clan	24.0	28.0	4.0 (+)
B. Adhocracy	18.5	23.7	5.2 (+)
C. Market	22.0	18.9	3.1 (-)
D. Hierarchy	41.7	21.1	20.6 (-)
Criteria of Success	6. Now	12. Preferred	Difference
A. Clan	31.0	34.0	3.0 (+)
B. Adhocracy	14.1	22.2	8.1 (+)
C. Market	16.5	11.7	4.8 (-)
D. Hierarchy	35.2	23.7	11.5 (-)

Table 4.2 makes a visual of the level of contrast between the ‘now’ and ‘preferred’. In particular, the researcher intended to highlight these discrepancies and its significance so that reasonable discussion may give indication on the level of change management intervention that may be needed. On the other hand, in the instances where the level of contrasts or discrepancies is minimal it is also indication that the MoPS may not need extensive efforts to align culture to strategy.

4.2.2.1.1 Sub-Dimensions of OCAI

Dominant Characteristics

The results in Figure 4.1 reveal that MoPS consists of a combination of the four cultures with the scores of each culture varying in strength. The highest point for the

present dominant culture was Hierarchy culture with a score of 35.0 points, implying that the work environment was mostly formal and structured. The Market culture, where employees tend to be results-driven, was registered as second highest score for the “now” item with 26.5 points. The Clan culture recorded a close third score of 24.0 points signaling the existence of a family style atmosphere within the Ministry. The attributes of the Adhocracy culture were noted to be the least visible, with a score of 14.0 points indicating minimal existence of creativity and innovative in the Ministry’s activities.

The Clan culture with 29.5 points was scored highest as the “preferred” dominant culture. This reflected a discrepancy of 4.0 points between the current and desired culture which is relatively not a substantial difference. However, MoPS may consider investing in this area. The second highest score of a preferred culture was the Adhocracy culture with 25.8 points. The Adhocracy culture was recorded as accounting the least score in the present culture, thus requiring an 8.8 points increase from the now to the preferred culture at MoPS. The closeness in the preference of the Clan and Adhocracy cultures is suggestive that the respondents desire a work environment that is both entrepreneurial and innovative in nature while allowing for relatedness engagements. The Market culture and Hierarchy culture accounted of the lowest scores of 20.3 points and 19.1 points, respectively. The implication of the latter scores signals that respondents preferred a work environment that offers more flexibility and was less focused on outcomes.

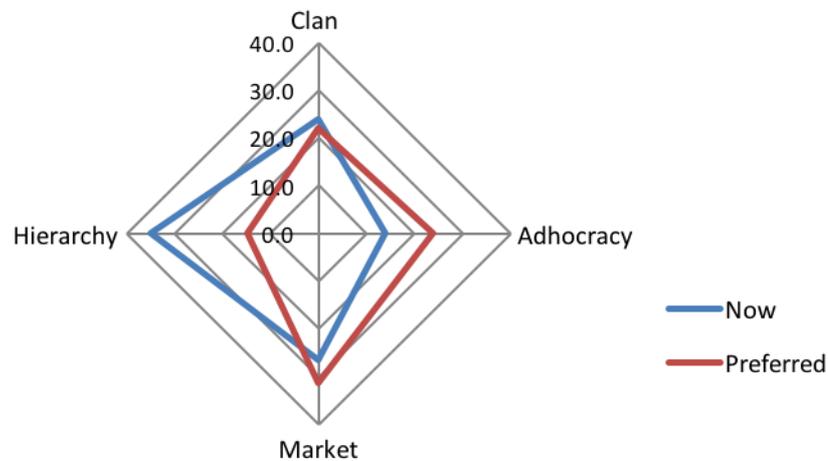


Figure 4.1: OCAI plot for dominant characteristics

Organizational Leadership

Figure 4.2 below presents the findings of the sub-dimension of organisational leadership which was aimed at ascertaining employees' perceptions on the leadership style at MoPS. The Hierarchy culture, with a score of 27.2 points, recorded the highest scores indicating that the current leadership within the Ministry was viewed as being driven by efficiency through coordination and monitoring. Individual scores of 23.0 points for both the Clan culture and Market culture registered the second highest scores, suggesting that employees within MoPS perceived the existing leadership style as also incorporating traits of mentorship and competitiveness.

Figure 4.2 shows that employees scored Hierarchy culture as the most preferred leadership style for the Ministry. Opportunely, the Hierarchy culture scores for both the existing and preferred leadership style were noted have the highest scores of 27.2 points and 26.3 points respectively. While a decrease of 0.9 points was noted between the “now” and “preferred” scores, the results suggest that employees at MoPS perceive the existing leadership as being satisfactory. The Adhocracy culture registered the second highest score of 25.9 points and was closely followed by the

Clan culture with 25.0 points, as the next preferred leadership styles. The Adhocracy culture was characterized by the largest discrepancy in this sub-dimension with an increase of 9.2 points. The noted 2.0 points between the now and preferred scores of the Clan culture suggests that there may not be a need for any actions to be taken.

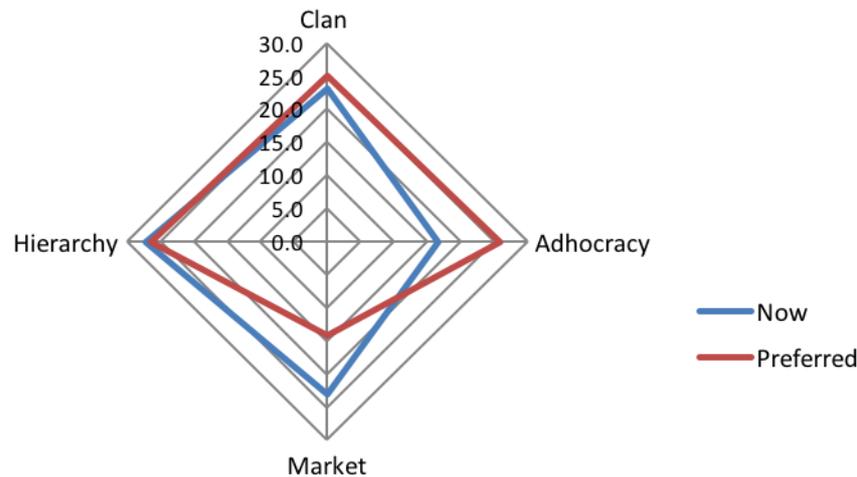


Figure 4.2: Scores for organisational leadership

Management of Employees

The findings of the study as displayed in Figure 4.3 revealed the views of employees regarding the prevailing management style within MoPS. A high score of 32.8 points was registered for the Hierarchy culture suggesting the existence bureaucratic management style. The Clan culture was recorded with the second highest score of 29.0 points and was followed by the Market culture with a score of 22.8 points. The former score implies that the current style of managing employees at MoPS was also characterized by team involvement whilst the latter score indicates the existence of rigorous and competitive attributes. Adhocracy culture was scored the lowest with 15.4 points in this sub-dimension signaling lesser features of creativity.

In the preferred scenario, respondents registered the Clan culture as the most preferred style of employee management with a score of 35.0 points, reflecting a discrepancy of 6.0 points increase in the scores of the “now” and “preferred” scenarios.

The Adhocracy culture and Market culture were the next preferred types of management styles recording 22.0 points and 19.3 points, respectively. An increase of 6.6 points was noted between the prevailing and preferred Adhocracy culture, whilst a decrease of 3.5 points was registered for the Market culture. The Hierarchy culture was the least preferred culture, with a significant discrepancy of 21.7 points from a “now” of 32.8 points to a “preferred” state of 11.1 points. The results of the preferred culture in the style of management indicate that employees desire a Clan culture that encourages team involvement and participation. Furthermore, there is desire for a decline in a Hierarchy culture which tends to be predictable and controlling.

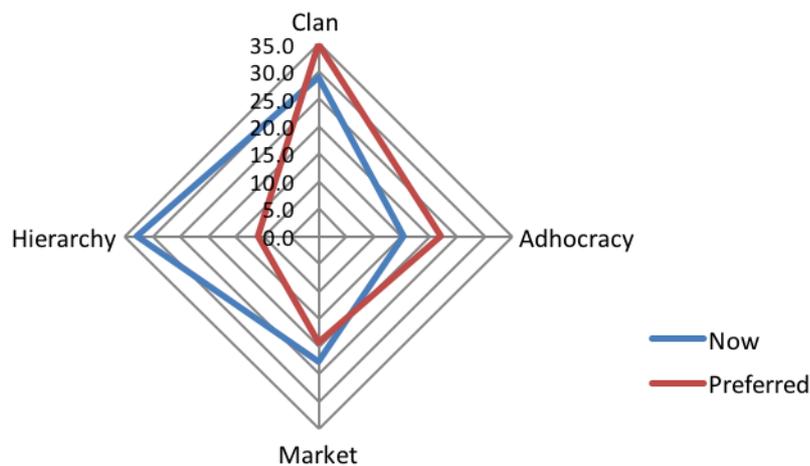


Figure 4.3: Scores for management of employees

Organizational Glue

This sub-dimension was focused on identifying attributes that result in the integration of MoPS. The Hierarchy culture as revealed in Figure 4.4 below was recorded as being dominant in this sub-dimension with a high score of 41.7 points, suggesting the use of policies and rules as the main characteristics. The Market culture registered a score of 22.0 points, while the Adhocracy culture and Clan culture accounted

for the bottom scores of 18.7 points and 15.0 points, respectively in this sub-dimension. The results for the Market culture indicate reasonable application of assertiveness towards attainment of the Ministry's goals. A lesser score for the Adhocracy culture suggests that currently there exist minimal visibility of creativity and innovation in the unification of employees. Similarly, features of dependability and commitment were noted to a lesser extent for this purpose.

The Adhocracy culture was recorded as the most preferred culture with 30.7 points, representing an increase of 12.0 points from the prevailing Adhocracy culture. These findings suggest that employees had a stronger preference for innovation and development as techniques to unify the Ministry. The Clan culture was registered as having the lowest score in the "now" scenario, however employees reported this culture as the second highest desired culture with 26.0 points with elevation of loyalty and tradition as the glue of MoPS. The Market culture and Hierarchy culture both decreased by 0.9 points from 22.2 points to 21.1 points, and 28.9 points from 41.7 points to 12.8 points respectively. The latter results suggest a lesser preference on Ministry achievement and emphasis on policies and procedures as techniques to hold the Ministry together.

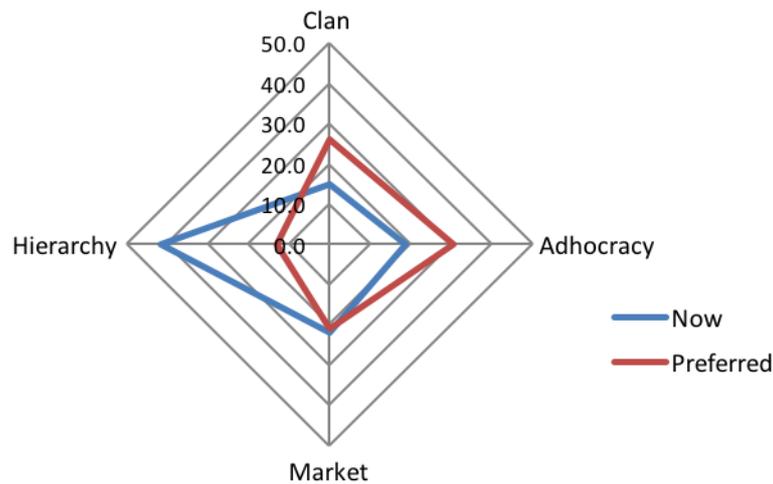


Figure 4.4: Scores for organisational glue

Strategic Emphasis

The research also explored the findings of the study as displayed in Figure 4.5. This shows that currently the Ministry focuses on long-term stability and efficiency as displayed by attributes of the Hierarchy culture with a record of 41.7 points. Respondents rated the Clan culture as second highest with 24.0 points, which exhibits traits of human resources development and employee morale. The Market culture was scored 22.0 points signaling lesser strategic focus on attainment of measurable goals and targets. The least score of 18.5 points was awarded to the Adhocracy culture which tends to be characterized by acquisition of up-to-date resources.

The Clan culture was reported to be the most preferred strategic emphasis, reflecting an increase of 4.0 points from 24.0 points to 28.0 points. Closely knitted, the Adhocracy culture and Hierarchy culture recorded scores of 23.7 points and 21.1 points, respectively. While an increase of 4.0 points was noted for the Clan culture, respondents reported to prefer a decline of 20.6 points for the Hierarchy culture which emphasizes concern for smooth operations, stability and efficient performance. The least preferred culture for strategic emphasis was the Market culture with a score of

18.9 points. A decrease of 3.1 points from the current to the preferred scenario was observed for the latter culture, implying a lesser emphasis on competitiveness and attainment of goals and targets in comparison to the other three cultures.

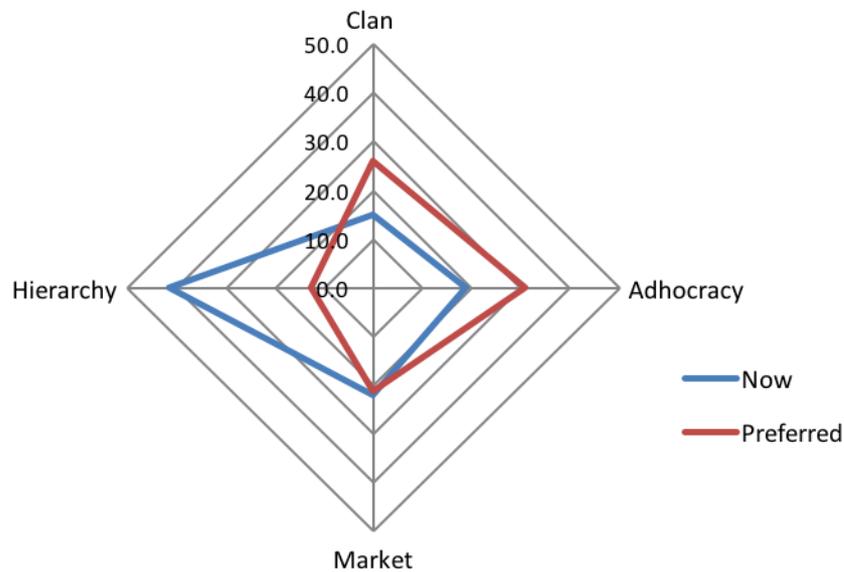


Figure 4.5: Scores for strategic emphasis

Criteria of Success

The respondents rated the Hierarchy culture which had attributes of dependable delivery and low cost as the current dominant criteria for success within the Ministry with 35.2 points as depicted in Figure 4.6. The Clan culture registered a score of 31.0 points, reflecting a view that the Ministry defined its success based its sensitivity and concerns for its customers. The Market culture and Adhocracy culture recorded the least scores of 16.5 points and 14.1 points, respectively, signaling that market leadership and development of new products and services were less emphasized.

The findings of the study reveal that the Clan culture was recorded as the most preferred criteria for defining the Ministry's success, registering an increase of 3.0

points from the current position to a score of 34.0 points. The difference between the current and preferred success criteria for the Hierarchy culture was denoted by a sharp decline of 11.5 points, to a record a preferred level of 23.7 points. Similarly, the Market culture was marked by a downward discrepancy of 4.8 points between the existing criteria score and the desired score of 11.7 points. Whilst the Adhocracy culture was rated lowest in the current level, a preferred score of 22.2 points was registered reflecting an increase 8.1 point to the desired level. These findings suggest that employees place higher value in sensitivity to the needs of its customers and lesser value on market penetration as success criterion.

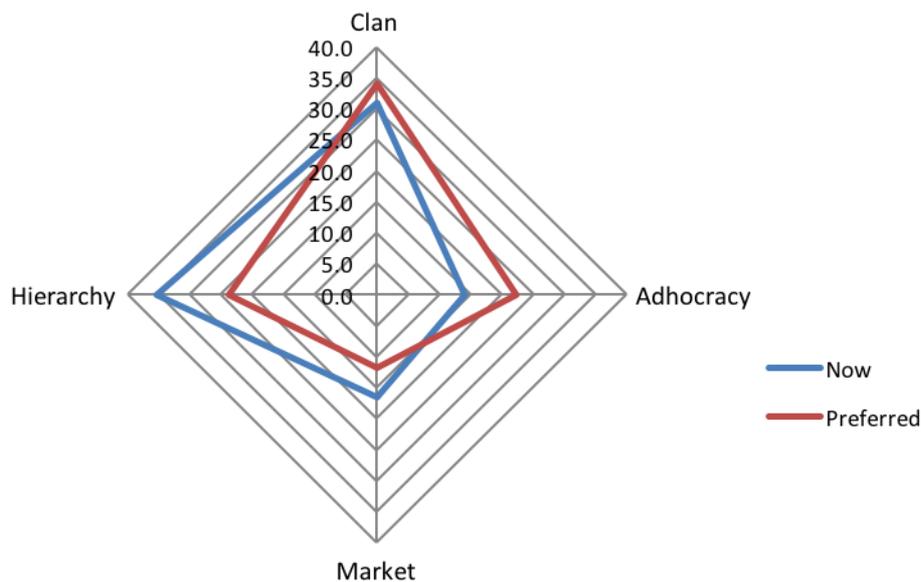


Figure 4.6: Scores for criteria of success

All Dimensions

Figure 7 demonstrates the overall scores of all the dimensions for each type of culture and the current and desired levels as perceived by employees at the MoPS. On average, the Hierarchy culture was recorded as the most dominant with a score of 35.5 points indicating the existence of a formalized workplace that is governed by procedures, with focus on efficiency and stability. A friendly workplace where men-

torship, loyalty and human resource development are the focus for Clan culture was rated second highest with an overall average of 25.5 points. The Market culture recorded a close 22.9 points reflective the existence of competitiveness and assertiveness in delivery of goals and targets. The least average score of 17.0 points was registered for the Adhocracy culture reflecting existence of minimal traits of creativity, risk taking and acquiring of new services.

These results of Figure 4.7 reveal that the Clan culture is overall preferred type at the MoPS with a score of 29.5 points, reflecting an increase of 4.0 points from the current level. Respondents scored the Adhocracy culture as the second preferred culture type with a significant increase of 8.8 points from the existing level to 25.8 points. On the adverse, the scores of both the Market culture and the Hierarchy culture recorded a decrease of 2.6 points to 20.3 points and a sizeable 16.4 points to 19.1 points, respectively. These findings imply that employees at MoPS desire a work environment that is characterized by improved team collaboration, flexibility to be innovative and a less governed structure.

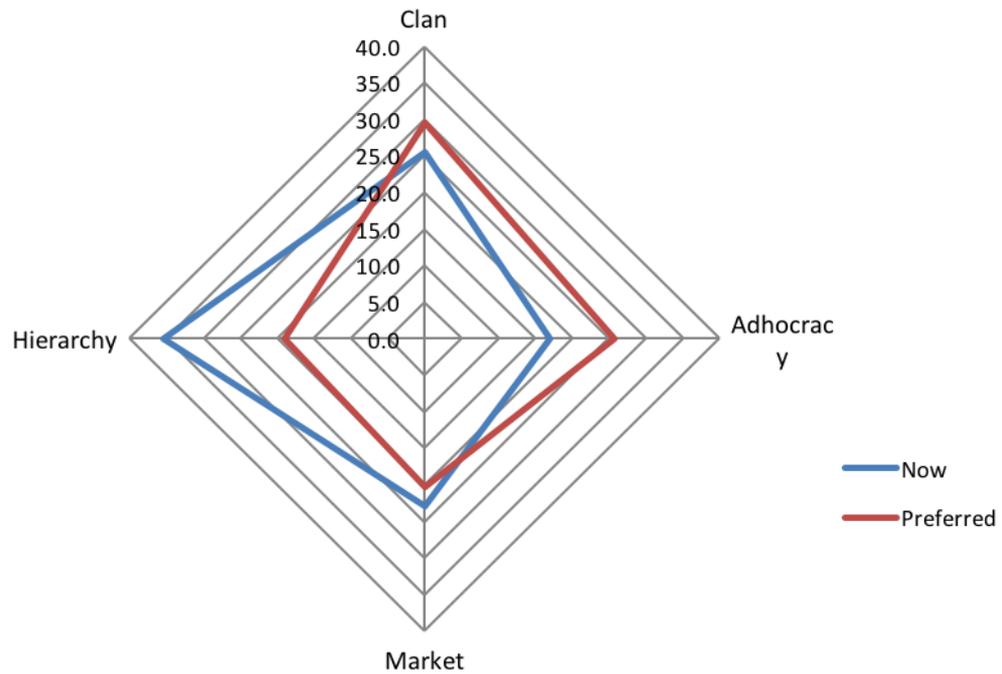


Figure 4.7: Scores for all dimensions

4.2.3 Dominant Organisational Culture

The basic assumptions, styles, values that predominate the usefulness of knowing MoPS culture is because organisational success depends on the extent to which an organization's culture matches the demands of the competitive or external environment. For example, Cameron & Quinn (2011) demonstrate that an organization with a strong clan culture and a weak market culture operating in a fiercely competitive environment, highly aggressive industry may find it very difficult to survive because of the mismatch between culture and environment.

As MoPS pursues to achieve its annual performance targets, in a broader sense as it focuses on the National Development Goals (NDG's), MoPS needs to consider its leadership attributes and the kind of management style preferred or most relevant to accomplish organisational goals. Cameron & Quinn (2011), further posit that MoPS needs to be deliberate on deciding if the current culture is fitting to the industry en-

vironment, and if it is aligned to the goal that was launched by government in 2009 and revised in 2013 to date. The performance targets launched in 2009 require MoPS to continually scan its environment and adapt to change. In essence, the compatibility of the long term goals of Government and MoPS need to be reflective in the culture, in the style of managing and leading the organization.

4.2.3.1 Discrepancies

This refers to the difference between the current organisational culture and what the scoring of preference indicates. Worth noting is that the preference was informed by what the respondent perceive as aspects of the culture that are needed for MoPS to remain relevant to its mandate. In essence, preference does not imply 'likes' that have no bearing to the reason for MoPS existence (Mission and Vision). The discrepancies between the two states paint a picture and gives direction on the change needed. This roadmap to the identified change can be identified in differences of more than ten points. The results revealed a 16.4 differentiate between the current hierarch culture and the preferred clan culture.

The authors of this OCAI caution that the results of the instrument should not mean important aspects of the current culture type should be abandoned. An analysis at level would profit MoPS because this is where the huge gaps exceeding 10 points would be identified and discrepancies below that would imply that there is change required in those dimensions of organisational culture.

In summary, Cameron & Quinn (2011) signal that the data showing discrepancies are of most value to reflect the change needed or areas where change needs to be implemented.

4.2.3.2 Strengths

The strength relates to the number of points awarded to a particular culture type. The dominant culture is identified with the highest score. Research reveals that the dominant culture type is associated with homogeneity of effort and clear focus in areas where there is shared vision. Cameron & Quinn (2011) allude to the fact that the caliber of challenges may be a determining factor of which type of culture is strongest and by extension reveals opportunity to pursue the aspects missing in the culture that can enhance the performance. Cameron & Quinn (2011) emphasize that while there is no perfect culture plot that exists, MoPS can determine which degree of the cultural strength is needed for success in organisational performance.

Considering the core values of Mops which include transparency, creativity, fairness and integrity, its cultural strength can come from its values which is aligned to its directional statements. The latter authors illustrate that an organization could have a strong hierarchy culture, whereas the external environment it operates in demands innovation, creativity and flexibility. In this light, a strong adhocracy culture could be most relevant to ensure its survival.

4.2.3.3 Congruence

Congruence refers to the alignment of different aspects of organizational culture. On the other hand, incongruent culture is illustrated by having different shapes of profiles for individual items on the OCAI as reflected in figures 4.1 to 4.6. This would reveal that no particular order or pattern exists. Scholars such as O'Donnell & Boyle (2008); Denison (2011); Hofstede (2011) and Schein (2010) argue that typical high performing organizations have been found to have congruent cultures. This implies shared values and sharing similar assumptions. Cameron & Quinn (2011) argue that sharing the same corporate value system minimizes silos, disconnects, lack of inte-

gration and all other related aspects that hinder effective organisational performance. The latter authors further state that the presence of cultural incongruence normally is a symptom that an awareness of change is needed. Schein (2010) emphasizes that incongruence normally leads to differences in goals and strategies within the same organization as the results indicate in the case of MoPS. This disorients the delivery of the mandate of MoPS and affects its core business and key performance areas. Hofstede, Hofstede and Minco (2010) and Denison (2011) caution that incongruence in long term goals stifles the ability to perform effectively.

Worth noting is that since 2009 PPCU has rated MoPS at an average of 60% against the annual target of attaining at least 80% or above as articulated in the performance arguments with the Prime Minister's Office. This implies that Mops has recorded low ratings in organisational performance consecutively for the past seven years.

4.3 Discussion of the results

This section presents a discussion on the findings presented above based on the findings from the employees' survey and Hoods interviews. Despite the unavailability of such studies on the impact of organizational culture on organizational performance in the public sector within the Southern Africa region, this study attempted to link the findings to recent literature and theoretical views of scholars. This section is organized according to the following subsections: the existing culture within MoPS; the impact of organizational culture on organizational performance in MoPS, and; the most effective organizational culture for MoPS. The link between organizational culture and performance is rather weak, and this is a serious limitation of your work so far.

4.3.1 The existing culture within MoPS

This current study considered the underlying dominant characteristics that were viewed as being prevalent within MoPS. The results gathered from the qualitative data revealed that the existing main dominant trait of MoPS was that of a hierarchy culture. The implication of this finding was that the dominant features of Ministry were comprised of a rigid structure, control and conformity. This finding was noted to be in line with an analysis of the data gathered in the qualitative responses, where the HoD's pointed to lack of flexibility as a consequential stumbling block. This was particularly because implementation of performance targets called for MoPS to re-route its processes to be relevant to the current and future demands of the environment. Denison (2011) , advances that the existence of such a culture is likely to be a bottleneck to effective delivery of output. The MoPS is tasked with creating an enabling environment for all government ministries through delivery of effective human resource services to its customers. The drivers of performance within these ministries remain its human capital, and therefore the role and presence of MoPS within government ministries becomes pivotal towards successful attainment of annual performance targets. It therefore becomes imperative for MoPS to invest in practices and systems that will facilitate and encourage optimal performance instead of being primarily focused on rule-bound procedures that are inflexible and frustrate adaptation to change. In agreement with the view expressed by Denison (2011), Schein (2010) and Yin (2014) argue that a work environment characterized by rigid systems, policies and procedures has the repercussion of delays in effective implementation and consequently stifles overall performance.

This study also revealed the presence of a high level of conformity to processes and procedures within MoPS which had the effect of stifling out of bounds thinking. While this seemed to bring consistency and order in the daily operations, it however was noted to be a hindrance to creativity. This was particularly the case in instances where MoPS was required to deliver a customized and differentiated service. In addition, this focus on conformity resulted in discouraging innovation in processes and ultimately negatively impacting on the drive for continuous process improvement. Government ministries that required support and guidance on human resource planning tended to be advised in accordance to the existing policies and procedures irrespective of whether the issue was provided for in these reference documents. According to the current study findings, in such instances the applicability of the eventual solution provided by the ministry seemed not to take into account whether the request was relevant and aligned to the mandate of MoPS. This illustration therefore highlights how MoPS was viewed as being ineffective in its daily operations as a result of being rigid to the point of not creating an enabling environment to other government ministries in the delivery of the services.

The study further revealed the existence of a silo culture, where internal departments within MoPS worked in isolation of the other. In the interviews with HoDs there was consistency in the submission of this argument, these Heads also admitted to being victims as well as perpetrators of this unconstructive work culture. Managers from successful multinational enterprises invest both time and resources to ensure that information flows freely between section, units and departments (Porter, 2010). This then ensures that all aspects of the organization are functioning effectively. Boyle (2008) states that this is another contributing factor on how silo culture enters

the organization. Schein (2010) further concurs that departments especially in a large organization tend to work in isolation. As a result, there are no platforms for the other departments to appreciate what the interdepartmental roles are towards the attainment of the overall ministry or organizational goal. This view is strengthened by Denison (2011) that in the absence of teamwork silo cultures may crop up. The aforementioned author further cautions that in recent years the silo culture has been recorded as one of the leading causes of organizational ineffectiveness.

Over and above the effects of silo cultures on organizational performance, ineffective communication was also highlighted as another aspect that had infiltrated the current management style of the leadership. HoDs attested to the existence of non-formalized and well-structured platforms to ensure information flow. It was noted that the Ministry lacked an internal communication plan and departmental sharing platforms. Consequently, ministry meeting forum were in reaction to customer external stakeholder needs. Platforms such as monthly meetings for discussions on strategic issues and progress on implementation of activities were noted to be rare occurrences. The scarceness of such platforms limited opportunities to engage and input in activities undertaken in other departments within the ministry and further diminished possibilities for internal collaborations and teamwork that could break the observed silo culture.

The current study also strove to identify aspects of organizational culture that unite both management and employees within MoPS. These results from the OCAI for this sub dimension of organisational culture indicated a relatively low score on current assessment compared to the preferred score, with a difference of 29 between the

two scores. The conclusion drawn from this result was that employees at MoPS were of the view that the ministry was currently fixated on bureaucratic processes depicted by formal rules and stringent policies. This, these employees understood to be MoPS method of ensuring smooth running of the organization.

The study findings as reflected in the OCAI indicated that the main strategic emphasis of MoPS were efficiency, controls and stability. The scores noted for each of the three aspects displayed minimal variance. This implied the characteristics of all the four culture types and was represented within MoPS although in varying degrees. This conclusion was supported by HoDs interview findings which highlighted the existence of misalignment in the strategy being effected. This was noted to be mainly attributed to the fact that currently MoPS did not have a strategic plan, and hence the practice was that internal departments used their discretion in the design of activities based on their respective that understanding of MoPS.

4.3.2 The impact of organizational culture on organizational performance in MoPS

Core values are the foundation for an organization's vision and therefore frame the culture of that organization (Schein, 2010). The findings of this study reveal that MoPS core values were for the most part not known to the employees. While there were instances where employees exhibited some understanding, there seemed to be no deliberate efforts made to infuse these values in the operations as per the definition of MoPS. The importance of comprehension of core values within an organization is highlighted by Cameron and Quinn (2011). The scholars advance that a distinct feature of successful organizations is that they tend to place strategic emphasis in those aspects that are linked to the strategic objectives.

The results also indicate that employees seem not to be cognizant with the set annual performance targets for MoPS. The development process of the targets was undertaken exclusive of employees and efforts were not made to articulate the provisions of these targets. As such, employees remained oblivious to the ministry's performance targets and their expected roles towards feeding to the targets implementation matrix. The exception was noted to be employees that were specifically assigned within various departments to ensure the achievement of these targets. According to Schein (2010), to ensure effectiveness and efficiency it is paramount for both managers and employees to invest in uniform interpretation and application of core values in the organization.

The study findings further highlighted that MoPS's definition of achieving success relies on dependable delivery and consistent provision of services to its customers. Criteria of success are rightly placed when aligned to the strategic objectives so that organizational performance measures can reflect such milestones. Drucker and Maciariello (2008) state that organizations benefit from continuously scanning the environment within which they operate, as this allows the organization to define its success in line with the demands of the market. In light of this view, it seems MoPS does not benefit from this argument by the latter authors because this ministry is from time to time required to adapt to succeed and yet has been using the same operating system amid the dynamics of the demands from the market.

In a similar tone, the study reveals that the performance of MoPS in relation to effective delivery of services has tended to be negatively impacted by the existing in-adaptable and rigid hierarchical culture. Reference is made to the findings of a study

that was done by Kotter and Heskett (2010), organizations that were found to record high organizational performance were adaptable and customer focused in nature. These organizations in addition shared similar values and goals. The bureaucratic feature of this culture within MoPS is supported by rigid policies and procedures which were noted to frustrate timely delivery of services particularly for human resource personnel stationed in other government ministries. The effect of these constraints as noted in the interview responses includes flouting of procedures by officials within government ministries in a bid to meet the respective ministerial set annual performance targets with the Prime Minister's Office. A head of department indicated that this has now become part of the process in submitting performance targets. This implies further that there is no ownership of these performance targets and that these do not form part of their daily duties and responsibilities. Ultimately, MoPS was viewed as being inefficient and susceptible to law suits in the event legislation was contravened.

This undesired impact therefore points to the need for better ordered and organized processes to ensure consistency in service delivery. Further, there is signal for incorporation of measurable results which is likely to have an encouraging effect and sense of achievement to employees that may fuel job satisfaction. Cameron and Quinn (2011) put forward that there should be an effort of striking a balance that gets things done in an organization, and these things would need to be aligned to its mission and vision.

The existence of a silo culture was another finding revealed from this study, with both HoDs submitting to be contributors to this culture. Denison (2011) posits that

for employees to remain motivated silos need to be broken down. The aforementioned author signals that silos can result in a huge dent on organizational performance as seen when the chain of command conducts work in vacuum of one another.

Attesting to this view, Schein (2010) describes the development of organisational culture as the unwritten code of cultural values and assumptions. The scholar further explains that silos form the deepest part of the 'iceberg' and can be observed in the manner in which day to day operations are run. Subconsciously leaders develop the culture by influencing and steering the organization towards a certain direction, creating an unwritten code that is powerful to the extent that the employees emulate the leader in the subconscious manner. The consequence of this trait as cautioned by these scholars suggests the need for MoPS to be intentional about creating systems that encourage and facilitate communication and information sharing, which is anticipated to lead to improved collaboration and teamwork.

McKinsey's 7 S's outline the need for organizations to continually develop skills and systems as an underlying feature that contributes to organizational performance (Kotter, 2007). The MoPS, according to the study findings, has remained passive in relation to adapting to recent trends in systems and skills development. This is despite that MoPS moved away from personal management and evolved to the formation of a human resources cadre which was viewed as being all encompassing in the critical aspects of managing employees from entrance to exit in the organization. The seemingly non-proactive approach in acquainting employees with the relevant

and up-to-date tools and expertise is likely to result in low rating of MoPS in the PPCU annual performance reviews and performance targets.

4.3.3 The most effective organizational culture for MoPS

The current study utilized the OCAI to determine the desired culture within MoPS that would result in the organization being most effective in performance. The findings of this research were that employees view that the preferred organizational leadership was one that took a triangular shape. Equivalent scores attracting the highest were recorded for hierarchical, clan and adhocracy cultures. Worth noting is that the score for the sub dimension of organizational leadership reflected a discrepancy of 1 point between the now and preferred state, signaling that the current state in terms of leadership was satisfactory. Cameron and Quinn (2011) report that a difference between the now and preferred that is less than 10 points is minimal and therefore informs an organization that a change intervention is not required. However, the equivalent score in the sub dimensions of clan and adhocracy cultures imply that the leadership style envisaged by employees is characterized by mentoring, innovation and coordination. A combination of these features should contribute to smoother functioning of programmes and ultimately organisational success. In line with this view, the HoDs interview findings revealed that the status core of a hierarchical culture style of leadership was not conducive for effective performance.

These findings seem to correspond with the findings of Schein (2010). The scholar concurs that in any organization, the leadership style serves as an indicator of the type of organisational culture that exists. The aforementioned author continues to state that leadership in an organization needs to be aware and strategic about the direction provided to departments and should be informed on its mandate. In consider-

ation of these findings, there seems to a need to synchronize the current hierarchy culture with aspects of mentoring and facilitation, of innovation and creativity in this public sector organization. Yin (2014) impresses this by highlighting that this is one of the aspects that in the recent decades have been introduced to public sector in order to ensure relevance to the demands of the changing environment. The author adds that most public sector organizations in developed countries have adopted the New Public Management (NPM) agenda whereby attributes of a private sector organization that propel organisational performance are evident.

Attributes noted to be prevalent in the organizational culture of private sector institutions include innovation, entrepreneurship, teamwork, coordination, and results-orientation. Contributing to this discussion, Cameron and Quinn (2011) reiterate that organizational performance dynamics have since changed whereby public sector organizations are now expected to be accountable to their customers. The expectation for excellence in delivery of the organizational mandate has led to employment of tools such as customer satisfaction surveys that allow for feedback and inform the organization on the level of its relevance and performance.

The findings from the OCAI and HoDs interviews also indicated that the need for MoPS to adopt a leadership style that was more aligned to be responsive to the current national development agenda. The ‘development unusual’ theme launched in 2013 by the Prime Minister’s Office communicated to all Government Ministries that there was need for an accelerated rate of change. The policy expressed urgency in the need for Government not only to achieve its agenda on development but also the international agenda (Boonstra, 2013). Interpretation of the current study findings suggests that the element of predictability, conformity and stability associated

with a hierarchical culture within MoPS should be minimized and replaced with a work environment characterized by teamwork and participation, as well as adhocra-
cy culture elements comprising of innovation and freedom.

Interrogation of study findings on aspects that foster unity between management and employees indicated a desire for enhanced elements of loyalty and trust. This was noted to be common aspiration from both employees and HoDs. Employees further expressed the desire for improved commitment towards development of employees and openness to innovation. Incorporation of these attributes is likely to better ‘glue’ the organization and encourages a spirit of togetherness. As a ministry responsible for creating a positive work environment for all the government ministries, it is argued by scholars that a united front when dealing with business objectives becomes a pinnacle for success (Hofstede, Hofstede & Minkov, 2010; Childress, 2013; Yilmaz and Ergun, 2008; Gilley, Godek & Gilley, 2009). Based on the mandate and role of MoPS within government, there is evident need to maintain efficient processes through ensuring policies and processes are formalized. However, a balance can be made to encompass an organization-wide effort to incorporate other elements needed in the organization to remain relevant and effective to its mandate.

A positive change is the level of continuous development in skills and systems that takes into account the generational demographics is likely to improve attainment of MoPS annual targets. The existence of an environment which embraces these demographic dynamics will encourage improvement in efficiency and achievement of the ministry’s shared goals. Also importantly, it will be indicative of an organization that grows with its people that is likely to better unite the ministry.

In relation to strategic emphasis, the study findings revealed a desire by employees to see more emphasis on a clan culture. This then points towards an increase in transparency, communication, human development and high level of trust within MoPS. The absence of a strategic plan document for MoPS has resulted in a blurred ministerial direction, and consequently interpretation of the ministry's strategic goals has been left to the respective internal departments. In his article titled 'what is strategy' Porter (2010) points out that a strategic plan serves as a blue print and road map of where the organization intends to reach, how it will get there and how it will know that it has reached the desired state. The author further advises that the absence of this critical plan leaves an organization vulnerable to meaningless and costly. The implication therefore for MoPS is that the current state where strategic goals are developed individually at departmental level exposes the ministry to a discord in implementation of activities and ultimately failure to achieve the ministry's objectives as dictated by its mandate. The findings of the research in this regard point towards a desire by employees for an adoption that moves towards openness to change and increased teamwork.

In determining essential elements that form the criteria of success within MoPS, the main identified aspects revealed in the study findings of the OCAI were comprised of employee commitment, human resource development and teamwork. This therefore indicates that employees' desire improved internal focus from MoPS to its employees and systems. The attributes of employee commitment, human resource development and teamwork have been noted to be core in the advancement of continuous and sustained performance (Denison, 2011; Porter, 2010). The signing of a per-

formance agreement by MoPS to achieve a target of at least 80%, signals an urgent need for the ministry to revisit its annual performance targets with a view to incorporate strategies and initiatives that will ensure achievement of the set targets.

There has been reference to ‘performance’, but without in-depth analysis of how the performance is measured, and how the culture explored above impacts on the performance. The title of the research highlights this (impact), but there is no convincing discussion of how the identified culture impacts on performance. In consequence, specific objective 1 has not been achieved.

4.4 Conclusion

This chapter has presented what the study has identified in terms of major findings. First, the critical aspects from the submissions of the HoD’s was presented and discussed, these highlighted the impact of organisational culture on the performance of MoPS. The major highlight in these findings was the strategy misalignment. Secondly, the findings for the OCAI were deliberated in an effort to provide insight and validity of the study. The different cultures that exist within MoPS were identified, through the results; a relationship was made known between the existent culture types and the level of MoPS performance. Finally, these findings have provided direction on the remedial interventions to pursue organization-wide change that may assist the ministry in realizing its organisational effectiveness.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Motivation for conducting this research was influenced by the limited existing research about the impact of organizational culture on organizational performance in public sector organizations, and particularly for the case of the Swaziland Government. The intention of this study was to contribute to this sector by increasing knowledge on the empirical and theoretical implications of organizational culture on performance. Furthermore, the research sought to discuss the potential implications of the practice of human resource management. This chapter outlines the summary, conclusion and recommendations drawn from the findings of this research.

5.2 Summary of the findings

The study has presented several major findings. First the critical aspects from the submissions of HoD's were discussed, which highlighted the impact of organizational culture on the ministry's performance linking these two constructs with the importance of strategy alignment. Secondly, the findings from the OCAI were deliberated in an effort to provide insight and validity between the qualitative and quantitative data. The different features of organizational culture that coexist in MoPS were identified and explained the relationship between the culture type and MoPS performance. These findings have provided direction on the remedial interventions to pursue organization-wide change that should enable compatibility between the organizational culture and MoPS strategy.

5.2.1 Specific conclusions

The aim of this study was to (i) to assess the impact of organizational culture on organizational performance in the Ministry of Public Service, (ii) to evaluate the existing organizational culture within the Ministry of Public Service, and (iii) to determine the organizational culture that is most effective for the Ministry of Public Service.

The objectives were achieved by conducting a qualitative and quantitative approach to enable methodological triangulation and ensuring validity of the findings. The research findings support theory development in that organizational culture has been found to be a significant factor in organizational performance. This research contributes to theory in the following ways; firstly, it confirms that core values translate into the norms, beliefs and assumptions, and by extension these form the employee behavior and secondly, that the absence of communicated values leads to disintegration in employee attitudes towards organizational goals.

The findings of this study led to three specific conclusions that respond to the research objectives. The first objective of the study was to assess the impact of organizational culture on organizational performance in the Ministry of Public Service. The study results revealed that the Ministry is functioning without the guidance of a strategic plan and as a result there was discord in the ministry's activities towards achieving performance targets. This finding implies that internal departments at MoPS pursued disjointed goals with minimal reference from a broader ministry vision, with the ultimately consequence of inefficient use of resources and failure to meet ministry targets. Porter (2010) highlights that the strategic direction should be

driven at executive level so as to ensure ownership and integration in all organization-wide efforts and towards achieving organizational objectives. Additionally, this research showed a rife existence of a silo culture where departments worked in isolation of other internal departments. The effect of the minimal or non-communication was noted to stifle the overall performance of MoPS and consequently was leading to disintegration in teamwork and collaboration. Silo cultures within organizations, according to Denison (2011), have been found to be destructive towards having a coordinated and integrated front; it has been found to hinder growth and a competitive advantage. Also of importance, the study revealed that employees were oblivious of the ministry's core values and the ministry's set annual performance targets. It may therefore be drawn that in addition to the above findings, this pronounced unawareness relating to MoPS annual performance targets is the major contributor to the continued failure of MoPS to meet its PPCU performance targets as indicated in their annual review report.

In relation to evaluating the existing organizational culture within MoPS, a significant discrepancy was noted between the current management style and the preferred type in accordance to the mission and vision of MoPS, as well to the recent demands from the national development agenda. The study results revealed a 21.4 points gap between the current status and preferred state in the sub-dimension of management of employees. This therefore signals that there exists a need for the ministry's executive to ensure that the management styles are in sync with the ministry objectives. Secondly, the finding of a significant level of a silo culture in the ministry was an indication that there is need for initiation of unifying practices led by management that will 'glue' together employees within MoPS. Thirdly, this research re-

vealed that the ministry did not have a strategic plan in place. As such, internal departments were left to develop and implement action plans independently with the ultimate result of blurred objectives and incoherence in implementation of programmes. Lastly, it was found that the mechanism to manage the performance targets lacks consideration to the significant factors that impact on ministries performance such as MoPS. In the development of the annual performance targets by the Prime Minister's Office it was noted that there was no consideration to the impact of organizational development in sustaining change. This finding therefore suggests that the process of developing performance targets from the Prime Minister's office does not consider management science theoretical and empirical perspectives, yet the targets have to be delivered through human resource.

The final objective was aimed at determining an organizational culture that is most effective for MoPS. The study revealed that currently MoPS was characterized by a hierarchical leadership style which was rigid in terms of innovation and provision of customized solutions for MoPS customers, particularly within government ministries. The pivotal role of the ministry in government's agenda was based on the study results being compromised, and consequently the ministry being viewed as ineffective. The implication of this result is that the performance of MoPS particularly from the perspective of its customers is likely to be compromised and therefore viewed as ineffective. Another area revealed by this research is the desire of employees to see more emphasis of a clan culture. The results revealed that currently there exists a silo culture amongst and within departments and HoDs, and this was negatively affecting the effectiveness and efficiency in delivery of the ministry's mandate. This finding therefore points out that the seemingly unstructured commu-

nication at MoPS was being viewed as indicating lack of transparency from management perspective and diminishing trust and morale amongst the employees. Further to that, the unclear communication structures bring forth another conclusion that employee development and systems enhancements/ updating informed by the needs of MoPS customers and stakeholders are likely to be secondary in the ministry's agenda.

These findings lend support to the importance of balancing strategy with organizational culture that profits MoPS objectives. The opinion of the researchers is that organizational culture impacts MoPS performance. This research found evidence in literature to support this view, as supported by Kotter (2007) that an organization with a strong culture the following features may be identified:

1. the employees understand and are responsive to the culture
2. there is clarity on the roles and goal attainment that lead to optimal organizational performance

Therefore, research suggests that there is minimal requirement for policies and procedures a strong culture must be in place for MoPS to be effective.

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5.3 Recommendations to policy and practice

A match of the organizational culture with business strategy is recommended because this match is associated with superior performance. While it is critical to note that all four culture types can co-exist in this continually changing business environment, it should be noted that some values may be more dominant than others. In consideration of these findings, it is recommended that MoPS reinstates clan-like and adhocracy-like attributes in the current culture so that MoPS can be relevant in the current demands of the market. This will also facilitate the implementation of an effective business system that is organized for the purpose of continuous improvement.

Further to that, the findings of this study revealed the absence of a roadmap that will collectively attain the ministry's objectives. In light of this finding, it is recommended that leadership within MoPS develops a strategic plan to articulate the business objectives and the indicators that will effectively reflect the organizational goals. This will also assist MoPS in scanning its environment to be relevant in the constant

changing market demands. In addition, this will aid in communicating the organization's values to its employees. This recommendation is in line with the findings on the lack of common understanding of shared values.

Overall MoPS shared goals need to be embedded in the employees and leadership, so that activities and plans are all focused on the same goal. Values and beliefs drive attitude, which leads to behaviors and ultimately behaviors become habits. Scholars highlighted that core values reflect where an organization will spend time and energy in and further determine an organization's priorities.

Silos are a corporate challenge and it is acknowledged that silos are rarely completely eliminated in organizations. It is therefore recommended that executive leadership at MoPS should develop and reinforce inter and intradepartmental communication framework. To be an effective organization, MoPS should define and communicate where it is going and how it will get there. Communicating this message will be a shift in the organizational culture to the entire organization which is an integral part to successful and sustained change (Cameron and Quinn, 2011).

5.3.1 Scope for further research

This thesis explored an assessment strategy which was focused on only one particular organization at one specific timeframe. Considering the growing interest in research to study the impact of organizational culture on organizational performance there are some opportunities for future research. Areas for further research include creating a longitudinal study to examine trends, replicate the assessment strategy with other organizations, or use a completely different assessment strategy.

Another area for future study may be to explore the impact of organizational culture types on leadership styles. The researcher identified an opportunity for further research in this area, more especially because these were factors that had to a large extent influenced and the effectiveness of the organizational culture.

5.4 Conclusion

This chapter discussed the summary of findings, conclusions and recommendation of the data analyzed in chapter 4. This chapter further summarizes the key findings derived from the exploratory study. These were discussed in line with the research objectives of this study. Lastly, opportunities for future related studies were also presented.

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APPENDIX A

Letter of Request for Respondent Permission



Faculty of Management Sciences

Honors Research Project

Researcher: GCINAPHI SIMELANE
Contacts: E-mail: gcinaphisimelane@gmail.com
Cell: +268 7603 7186

Supervisor: Dr. Stewart Kaupa
Contact: +264 61 207 2678

Dear Respondent,

I, GCINAPHI SIMELANE, am an MBA student in the faculty of Economics and Management Sciences, at the University of Namibia. You are invited to participate in a research project entitled: **EXPLORING THE IMPACT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL PERFORMANCE: THE CASE STUDY OF THE MINISTRY OF PUBLIC SERVICE, SWAZILAND**

The aim of this study is to:

- To assess the impact of organisational culture on organisational performance in the Ministry of Public Service.
- To evaluate the existing organisational culture within the Ministry of Public Service using the Denison effective organisational culture model.
- To determine the organisational culture that is most effective for the Ministry of Public Service.

Through your participation I hope to understand: The impact of organisational culture on organisational performance: using the ministry of public service in Swaziland as a case study. This research is undertaken with the aim of contributing to the field of management and organisational performance. Your participation in this project is voluntary. You may withdraw from the project at any time. There will be no monetary gain from participating in this research project.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 30 minutes to complete the questionnaire. I hope you will take the time to complete the questionnaire.

Sincerely,

Investigator's signature_____

Date_____

APPENDIX B

Respondent Consent Form



Faculty of Economics and Management Sciences

MBA Research Project

Researcher: GCINAPHI SIMELANE

Contacts: E-mail: gcinaphisimelane@gmail.com
Cell: +268 760 7186

Supervisor: Dr. Stewart Kaupa

Contact: +264 61 207 2678

CONSENT

I _____ (full names of participant)
hereby confirm that I understand the contents of this document and the nature of the
research project, and I consent to participating in the research project. I understand
that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant

Date

APPENDIX C

Employee OCAI Questionnaire



Dear Respondent

Thank you for agreeing to take part in this survey. The purpose of this study is to explore the impact of organizational culture on the performance of the Ministry of Public Service. The questionnaire is consisting of six key questions which are designed in accordance to the organizational culture assessment instrument.

In completing the questionnaire, you will be providing a picture of how the Ministry of Public Service operates and the values that characterize it. No right or wrong answers exist for these questions, just as there is no right or wrong culture. Every organization will most likely produce a different set of responses. Therefore, be as accurate as you can in responding to the questions so that your resulting cultural diagnosis will be as precise as possible.

Completing this questionnaire will at most require only five minutes of your time. All information gathered from this form will be treated as **STRICTLY CONFIDENTIAL** and will be used only for academic purposes. To further protect your identity, there will be no questions on personal background information.

Organizational Culture Assessment at Ministry of Public Service

Each question or section is divided into four parts. You are required to rate each part by allocating a figure that demonstrates the extent to which the statement relates or is similar to the Ministry of Public Service. A statement that is most similar to Ministry of Public of Service should be allocated higher points. The points allocated to

each question should total to 100 points. For example, in question one, if you think alternative A is very similar to your organization, alternative B and C are somewhat similar, and alternative D is hardly similar at all, you might give 55 points to A, 20 points to B and C, and 5 points to D. Just be sure your total equals 100 points for each question.

Please also note the allocation of points is made for columns ‘Now’ and ‘Preferred’. Your answers for the ‘Now’ column should refer to the culture as it exists today. Similarly, your answers for the ‘Preferred’ column should be based on how you would like Ministry of Public Service to look five years from now.

1. Dominant Characteristics		Now	Preferred
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	10	0
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	20	30
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	35	35
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	35	35
Total		100	100
2. Organizational Leadership		Now	Preferred
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	20	25
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	20	25

C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	50	25
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	10	25
Total		100	100
3. Management of Employees		Now	Preferred
A	The management style in the organization is characterized by teamwork, consensus, and participation.	0	25
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	50	25
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	40	25
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	10	25
Total		100	100
4. Organization Glue		Now	Preferred
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	0	25
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	0	25
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	50	25
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	50	25

	Total	100	100
5. Strategic Emphases		Now	Preferred
A	The organization emphasizes human development. High trust, openness, and participation persist.	25	25
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	20	25
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	30	25
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	15	25
	Total	100	100
6. Criteria of Success		Now	Preferred
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	20	25
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	30	25
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	0	0
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	50	50
	Total	100	100

Thank you for completing the questionnaire.

APPENDIX D
Interview Schedule – Heads of Department



Dear Respondent

Thank you for agreeing to take part in this survey. The purpose of this study is to explore the impact of organizational culture on the performance of the Ministry of Public Service. The questionnaire is consisting of four main thematic areas which are designed to evaluate the perceived existing culture at MoPS.

In completing the questionnaire, you will be providing a picture of how the Ministry of Public Service operates and the values that characterize it. No right or wrong answers exist for these questions, just as there is no right or wrong culture. Every organization will most likely produce a different set of responses. Therefore, please be as accurate as you can in responding to the questions so that the resulting cultural diagnosis will be precise.

Completing this questionnaire will at most require only thirty minutes of your time. All information gathered from this form will be treated as **STRICTLY CONFIDENTIAL** and will be used only for academic purposes. To further protect your identity, there will be no questions on personal background information.

Exploring the Impact of Organisational Culture on Organisational Performance:
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Section A: Background of Respondent

This section of the questionnaire requires the respondent to provide a brief background on work experience and duties.

1. Please state the duration in your current position: Years _____ Months _____

2. Please state the number of employees that report to you: []

3. Please state your current job role and responsibilities

4. Please state the period you have been involved with Ministry of Public Service (MoPS) performance targets: Years _____ Months _____

Section B: Organizational Performance

This section of the questionnaire requires your assessment of MoPS functioning with regards to attainment of performance targets.

5. Please briefly share your experience with regards to development of performance targets within your department at MoPS.

6. Please state your understating of the required processes in developing targets within your department.

7. In your opinion how have the performance targets been received amongst your staff? Please elaborate.

8. Does your department have an Action Plan developed from the MoPS Corporate Strategy? Please elaborate.

Yes [] No []

9. Please describe the attitude displayed by employees within your department towards achievement of set targets.

10. Please indicate resources that has been required by staff to implement activities aimed at meeting performance targets.

11. Were the above-stated resources received? Yes [] No []

12. In your view, how productive are the employees with regards to achieving targets in your department. Please provide two examples to substantiate your opinion.

13. Please rate the efficiency of the officers in your department by circling the most appropriate answer:

1-Extremely poor 2-Poor 3-Below average 4-Average 5-Above average
6-Good 7-Excellent

14. Please state three main challenges (if any) that you have encountered in implementing departmental performance targets.

15. Please list proposed recommendations towards improvement of performance targets for MoPS.

Section C: Organizational Culture

This section of the questionnaire requires your perception of the existing organizational culture at MoPS.

16. Please describe the current work culture observed within your department.

17. Have you been employed elsewhere in a similar position before working at MoPS?

Yes [] No []

If No please proceed to Q20.

18. If yes, how would you contrast the way you do things at MoPS to the way you did things in your previous work place?

19. What factors between the two work cultures would you say add value in the corporate strategy?

Section D: Strategy Alignment

20. In your view, are the officers in your department knowledgeable about MoPS Vision, Mission and Core Values? Please elaborate.

Yes [] No []

21. Are the officers also aware of MoPS strategic priorities? Please elaborate.

Yes [] No []

22. Please indicate techniques and processes that are applied within your department to ensure attainment of your departmental goal with specific reference to your department's output targets and activities.

23. If yes, please rate the overall level of understanding of strategy implementation within your department by circling the most appropriate answer. Please also elaborate on your selection.

1-Extremely poor 2-Poor 3-Below average 4-Average 5-Above average
6-Good 7-Excellent

24. In your view, are there any other issues that hinder optimal performance at MoPS? Please elaborate.

Yes [] No []

Section E: Additional Information

25. Please state any additional information you want to express that has not been discussed regarding MoPS's culture and performance?

Thank you very much for participating in this survey.