

UNIVERSITY OF KWAZULU-NATAL

The impact of corporate culture on employees' performance

by

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DECLARATION

I, NOSISEKELO BONGEKA GABELA declare that;

The research reported in this dissertation/thesis, except where otherwise indicated, is my original research.

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“For I know the plans I have for you,’ declares the Lord, ‘plans to prosper you and not to harm you, plans to give you a hope and a future” – Jeremiah 29:11

ABSTRACT

The main objective of this study was to examine the impact of corporate culture on employees' performance at UKZN HR and Finance departments, explore how employees, adjust to developing and/or new culture and identify the sort of authoritative culture fit for improving employee execution in the UKZN HR and Finance departments. One of the more important operational recommendations for organizational culture have to do with the decision-making process. Hiring employees whose ideals differ from the organization's is likely to deceive employees who need motivation and dedication and are dissatisfied with their jobs. They must also take socialization's influence on a representative execution into consideration. This is an example of how management typically considers itself to be more important than their subordinates in most organizations. Because of this, they avoid socializing with them, and even if they did, they would talk to them in an unclean manner. Some members of the administrative staff do not always commend employees when they perform well in their particular position.

It has been acknowledged that execution depends on the affiliation's way of life, thought regarding corporate culture has steadily evolved over the past ten years into a fundamental component of common dynamic operating. Additionally, the board challenge's presentation has sparked internal inspectors' interest. Examining the culture within the organization reveals that professionals share similar viewpoints and benefit from comparisons with other industries. Corporate culture may be used to examine an organization's financial performance; every organization wants to ensure productivity, and evaluating the work culture of the organization is likely the greatest place to start making changes.

The approach pursued in this study was the quantitative research approach, guided by questionnaires, distributed to UKZN staff members under the HR and Finance Department at the Westville campus. In order to reach the objectives of this study, the researcher was dependent on primary data from the targeted population.

Managers and professionals in the Human Resources and Finance departments should consider the findings of this study, which highlight the importance of adopting a more authoritative organizational culture. The insights gained from this research can aid them in selecting and implementing an enhanced hierarchical culture, thereby facilitating improved employee performance and organizational effectiveness.

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List of Acronyms

UKZN	University of KwaZulu-Natal
HRM	Human Resource Management
KPIs	Key Performance Indicators
PM	Performance Management
SPSS	Statistical Package for Social Sciences
CVF	Competing Value Framework

CHAPTER 1 - INTRODUCTION AND BACKGROUND

1.1 Introduction

Culture has a significant influence on how employees perform inside an organization and shapes the work environment. The common beliefs, norms, behaviors, and standards that define an office setting are all part of the organizational culture. It acts as a guiding constraint, influencing how representatives interact, make decisions, and support the organization's overall goals. Comprehending how culture influences representative performance is essential for companies trying to create a productive and happy work environment. There is a reciprocal relationship between worker execution and company culture. On the one side, representatives use their actions, mindsets, and intuition to influence and mold the culture. However, the winning culture ultimately determines how representatives engage with colleagues, approach their task, and respond to obstacles. Bhamornsathit and Katawandee (2016) states that several execution measures are used by inner and outside partners of associations to evaluate hierarchical execution. An organization should choose execution frameworks that degrade typically hierarchical execution. The crucial execution measures include financial benefit conveyance networks, annual review hypotheses, and money-related execution measures. Following that, authoritative culture has been the focus of numerous past researches, books, and essays.

According to Barnes & Spangenburg (2018) without altering the frameworks, structures, innovation, and skills that support it, change in authoritative culture cannot occur effectively. As a result, quality pioneers who can manage across boundaries are essential to creating tall performing societies, which call for increased information, participation, arrangement, viable communication, advancement, inventiveness, and excellent leadership. Excellent interpersonal skills, willingness to share, flexibility, adaptability, and never-ending learning are essential to this underutilized hierarchical mentality. This entails dismantling hierarchical barriers, creating effective businesses, interacting with computers, and connecting people in order to empower the transformation of antiquated into obsolete cultures.

According to Browaeys and Cost (2008), continuous success within an organization is expected of a suitably defined corporate culture or flexible culture. According to Kotter and Heskett (2002), corporate culture has evolved into the shared values and customs of every corporate division, especially the senior organization. Two critical scholars who have focused on corporate culture,

Carmeli and Tishler (2004), argue that corporate culture fundamentally affects how an association's capacities. Businesses that understand corporate culture will undoubtedly view their family as valuable assets or resources.

According to Al-Matari & Omira (2017) efficiency, engagement, and improved employees' experiences are all enhanced by a positive workplace culture. A hostile workplace atmosphere, in contrast, can affect productivity levels, increase attrition rates, and make employees feel disengaged from their jobs and surroundings.

This study fills in the gap by exploring the domain UKZN – HR & Finance Departments (Westville Campus) and offering further trial information on the impact of corporate culture on agent execution.

1.2 Background

Culture refers to the way of life of groups of people, encompassing the methods and customs they use to accomplish things (Cherian, et al, 2021). The business environment has a significant impact on both worker well-being and mental health (Monteiro, et al, 2023). Assessment of organizational culture is seen as vital for commercial organizations run by global chains since it is connected to the capacity for cross-cultural acculturation. Administration must manage diverse workforce to create excellent administration for clients around the country (Al-Sada et al, 2017). Organisational culture, which serves as a shared identity and yardstick for employees, muffs and discrepancies in attitudes, values, and behavior resulting from altered societal roots.

Organizations live in a specific culture or socio-cultural milieu, not in a vacuum. The collection of fundamental assumptions that members of an organization consistently hold in common is known as the organizational culture. Convictions and values are the two major presumptions that are shared. Convictions are assumptions about reality that are implied by and strengthened by experience. Values are hypotheses about ideas that are desirable and deserving of effort. A corporate culture is created when beliefs and values are communicated throughout an organization (Azhar, 2003). According to Aryani, et al, (2021) corporate culture management aims to enhance business performance by improving employee performance. In a strong culture, the organization's core principles are widely shared and highly valued.

The researcher sought to understand to comprehend the nature of the current cultural system and makes a creative and integrative show proposal to actualize change and improve hierarchical culture in higher educational institutes. Pillay (2021) demonstrates that hierarchical organizational change forms have implications for the culture that emerges as a result, with associations' authority playing a crucial role in creating the hierarchical culture. Additionally, the underused association's culture is crucial to ensuring its success. The analyst endeavored to understand the influence of the UKZN culture and intellectual display in order to improve and realize the corporate culture in higher education.

1.3 RESEARCH PROBLEM STATEMENT

One of the foundations to an organization's success is effective implementation. The effectiveness of employees can have a significant impact on the entire department/ organisation. The environment of an organisation will be influenced by the values, behaviors, and shared vision that make up its organisational culture. People within an organisation eventually develop a sense of its culture. Different people within the same organisation may recognize the organisation's culture in various ways. Organisational culture needs to contribute to job satisfaction. This study was initiated to examine how employees' performance is influenced by the organizational culture; and it aims to explore and analyze the impact of corporate culture on employees' performance. Specifically, it seeks to identify which aspects of corporate culture, such as communication styles, leadership approaches, value systems, and norms in the workplace. All these aspects have the most substantial influence on employee productivity, job satisfaction, engagement, and overall performance.

By examining various organizational settings and employee experiences, this research will provide insights into how positive or negative corporate cultures affect employees' behavior and performance. Understanding these dynamics is crucial for organizations aiming to foster a supportive and high-performance work environment. The findings could offer valuable guidance for organizational leaders and Finance & HR professionals in developing strategies to enhance corporate culture and, consequently, employee performance.

1.4 RESEARCH AIMS AND OBJECTIVES

Aim on the study:

The aim of this study is to analyse the impact of corporate culture on employee's performance at UKZN HR and Finance Departments.

The objectives of the study are:

- To examine the impact of corporate culture on employees' performance at UKZN HR and Finance departments.
- To explore how employees, adjust to developing and/or new culture at UZKN HR and Finance departments.
- To identify the sort of authoritative culture fit for improving employee execution in the UKZN HR and Finance departments.

1.5 RESEARCH QUESTIONS

The key research questions are as follows:

1. How much does corporate culture impact employee performance at the UZKN HR and Finance departments?
2. How do employees cope and adjust to the progressions of corporate culture UZKN HR and Finance departments?
3. What are the types of authoritative culture fit for improving employee execution in the HR and Finance departments?

1.6 SIGNIFICANCE OF THE STUDY

Managers and all other employees within financial and human resource sector will learn from this study nearly all of the requirements for an exceptional authoritative culture, and the disclosures will help them select and implement a leading progressive culture for advanced produced agent execution.

This study will contribute to the body of knowledge regarding the influence of a defined culture on the operation of UKZN (HR and Fund Divisions) and serve as an experiment for upcoming research in this area.

1.7 LITERATURE REVIEW

The influence of organizational culture on employees' performance is a complex interplay that extends beyond the individual level. Cross-cultural studies have highlighted the significance of understanding cultural diversity within the workplace and its impact on performance outcomes. Differences in communication styles, leadership preferences, and work values across cultures contribute to variations in employee performance. As organizations continue to globalize, acknowledging and leveraging the impact of culture on employees' performance becomes essential for creating inclusive, adaptive, and high-performing work environments.

Literature review is going to focus and discuss on corporate culture, job fulfillment, culture expansion and how to adapt of cultural change. The researcher considered theoretical literature review.

1.8 Theoretical Framework

1.8.1 The concept of organizational cultural and culture change

One of the most valuable elements of an organisation is organisational culture, whether it's private or public (Cera and Kusaku, 2020). The shared values and goals within an organization's culture can foster a creative approach and facilitate changes within the company. According to Muriithi (2021), the values framework established by a hierarchical culture shapes behavior, communication, processes, pace, and the overall effectiveness and competitiveness of an organization. In reality, corporate culture doesn't develop instantly but evolves over night, but this culture arises from the core assumptions, beliefs, values, and perspectives ingrained in the leadership and the founders of the organization or business.

Intezari & Pauleen (2018) states that organizational cultural change involves a thorough examination of an organization's existing culture. This process includes identifying the desired culture, implementing changes to achieve it, and continuously reinforcing and sustaining these changes for as long as necessary. A shift in organizational culture is seen as a crucial strategy for achieving successful change and enhancing performance in the public sector (Vargas and Negro, 2019). Thus, analyzing an organization's culture is recommended as a strategy for managing

effective and sustainable change, enabling the organization to thrive in a contemporary world marked by constant evolution.

1.8.2 Competing Value Framework

The Competing Values Framework (CVF) is a widely recognized model for identifying the types of culture present within an organization (Hutchison et al., 2019). According to Fairs (2016), this framework was designed to differentiate between various dimensions or theories of organizational culture. This study utilized the CVF and it was chosen as the framework for this investigation due to its ability to identify the existing culture, differentiate between current and ideal cultures, classify the cultures of various organizational subunits, and highlight cultural strengths. The hierarchy culture was found to exist at the UKZN HR and Finance departments, it was examined in terms of its impact on employee performance.

1.9 RESEARCH METHODOLOGY

The research method of this study is quantitative, which outlines the systematic process employed to collect, analyze, and interpret numerical data to answer the research questions. It includes a description of information for the study's replicability and credibility. The researcher employed structured surveys to gather quantitative data, and statistical tools like descriptive statistics and inferential statistics are utilized to draw meaningful conclusions.

1.10 DATA ANALYSIS

Data analysis gives the analyst the ability to organize and give sense to the vast amount of information. In essence, one could argue that information analysis aids the analyst in scrutinizing the data gathered and ensuring that the outcomes acquired satisfy the study's objectives (Sekaran, 2006).

In this review, to analyse the data acquired from the surveys, SPSS will be used. The segments that follow will go into greater detail regarding these tactics.

1.10 LIMITATIONS

The number of populations in this study was examined from UKZN HR and Finance Departments only, subsequently it can't be summed up to UKZN as a whole.

The poll's scope was limited to differentiating the elements of UKZN's corporate culture model; nonetheless, employees from two departments on one campus participated in an analysis of the influence of corporate culture on representational execution. The HR department does not have a lot of employees, there are 22 employees; and therefore, even while the experiences may be comparable but not necessarily same, it may not depict the same encounters that other employees in other departments have gone through or experienced. The study was using quantitative research approach.

1.11 CONCLUSION

This chapter systematically delineates the study's key components, including its overarching objective, specific goals, methodological approach, sampling techniques, the intricacies of data collection, the nuanced process of data analysis, and the carefully defined scope of the study. By researching into these facets, the research aims to furnish valuable insights for strategy developers, analysts, and human resources specialists, fostering a deeper comprehension of the intricate interplay between corporate culture and employee performance within the workplace.

Furthermore, the discourse in this section goes beyond the technicalities, addressing moral considerations integral to the research process. This inclusion serves as a compass, guiding the study to adhere meticulously to ethical standards, thus ensuring the integrity and validity of the work.

In the subsequent portion, the findings of the review, meticulously synthesized through critical techniques, are presented. This unveiling serves as the culmination of the comprehensive exploration, offering a synthesized narrative that encapsulates the essence of the study's outcomes.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Organization's culture has a significant impact on how its employees behave, collaborate, and make decisions. The study focuses at how much business culture affects employee performance and how it may be used to boost productivity and overall organizational success, not just the departments. The literature separates several organizational culture elements, such as management techniques, organizational ideals, communication strategies, and the application of practices and standards. Practically every one of these elements has an impact on how workers perform. This chapter reviews relevant literature to explore the intricate relationship between organizational culture and employee performance.

Several theoretical frameworks have been proposed to understand the impact of culture on employee performance. Each culture type is associated with distinct values and practices, shaping how organizations approach tasks, collaborate, and adapt to change. In this study, the Hofstede Cultural Dimensions Theory will be discussed, which identifies cultural dimensions such as power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, and long-term orientation. These dimensions offer insights into how cultural variations impact employee behaviour and performance across different national and organizational contexts.

2.2 Corporate Culture

A corporate culture is a fundamental element that has been the subject of numerous researches to determine and establish its relationship to organizational execution and maintainability. It has long been widely believed to have a significant impact on organizational planning, personnel decisions, and execution. It also serves as a key link connecting various business societies inside the corporate group structure (Kenny, 2012). According to Childress (2013) the word "culture" originates from the concept of "cultivation," which refers to developmental patterns. The term "corporate culture" is occasionally employed.

In the meantime, it has been acknowledged that execution depends on the affiliation's way of life, thought regarding corporate culture has steadily evolved over the past ten years into a fundamental component of common dynamic operating. Additionally, the board challenge's presentation has sparked internal inspectors' interest. Examining the culture within the organization reveals that

professionals share similar viewpoints and benefit from comparisons with other industries. Corporate culture may be utilized to review an organization's financial performance; every corporation wants to ensure efficiency, and evaluating the work culture of the organization is supposedly the best place to start making changes. Håkansson (2013) explained that culture is the social glue that maintains control and coordination within companies through informal, non-structural suggestion, shared values, feelings, understandings, and norms.

Since accomplishment has been found to depend on the organization's culture, a focus on corporate culture has progressively been a significant part of regular organizational working over the past years. Analysts in management have been drawn in by the execution management difficulty.

A crucial role for leadership in shaping business culture. According to Limaj & Bernroider (2019) the term “corporate culture” refers to the fundamental beliefs and misgivings that the organization's representatives had at the time, developed and transmitted to address challenges with both internal and external integration. Leaders must be accountable for their actions and those of others. Leaders who demonstrate responsibility inspire followers to demand accountability for their work and activities, resulting in a more dependable and responsible culture.

According to Shein (1992), in order to flourish as a group or organization, leadership involves planning your course of action. It is strong, energizing, and persuasive. However, while innovators set the course, they must also use management abilities to guide those they lead in a smooth and efficient manner without any bumps in the road. According to theory of organizational greatness by Peters, T. & Waterman, R. (2014), a great organization is distinguished by a biased idea inclining toward its achievement, being focused on the client, self-sufficiency, and trade abilities. By laying out the groundwork, defining core values, communicating a vision, inspiring employees, fostering responsibility, organizing the workforce, managing change, identifying and addressing desired behaviors, and ensuring alignment with the organization's strategy, authority has a significant impact on corporate culture. Leaders may create a healthy and flourishing work environment that is advantageous to both employees, departments and the organization as a whole by successfully developing and maintaining the corporate culture.

According to Flamholtz and Randle's (2014) research, corporate culture refers to the values, morals, and behavioural norms that define an organization. Through the way that people interact and mix, stories that are told and myths that will exist, behavioural standards can be conveyed.

Corporate leadership and management have an unbreakable connection to organizational culture (O'Connor & Byrne, 2015). An organizational culture is the rope that links its technology to its computer programs in order to foster cooperation and excellent performance. According to Palovaara (2017), one of the many strategies for gaining a competitive edge in the industry in which it operates is to establish a suitable authoritative culture.

2.2.1 Corporate Culture Effectiveness

According to Alyammahi et al. (2020) and Kabrilyants et al. (2021), the organizational culture literature sheds light on how managers leverage a successful organizational culture to enhance execution and efficiency. A thriving work environment necessitates dynamism, creativity, and an entrepreneurial spirit. Leaders are expected to embrace risk-taking and pioneer trends. The bedrock of organizational cohesion lies in a steadfast commitment to fostering creativity and exploring untapped potentials.

The overarching objective for any organization should be the cultivation and accumulation of underutilized resources. This involves not only creating innovative products but also strategically marketing recognized services. The pivotal role of product and service pioneers becomes evident, underscoring their critical impact on an organization's success. Ultimately, the long-term success of a business is intricately tied to its ability to develop and harness underused resources effectively.

Flamholtz and Randle's (2014) stated that a combination of strong and positive culture can provide for an effective organizational culture. When a company has a strong culture, the employees behave in a way that is consistent with its core values. Representatives who share the organization's goals and values are said to have a positive organizational culture (Flamholtz & Randle, 2012). (Inabinett & Ballaro, 2014) further explains that to improve execution and efficiency inside the company, trade supervisors can create a successful organizational culture.

2.2.2 Culture and job fulfillment

There are behavioral and cognitive signs of hierarchical culture. According to Longman et al. (2018), the definition of authoritative culture is not universally agreed upon by those who create government. Organizational culture is known as the social enchantment that unites an organization

and conveys common doubts, values, and emotions. A set of norms that specify how people must behave could be considered a strong culture. Employees at an organization with a strong culture possess common traits and leadership standards that must help them achieve their goals and missions. By completing the tasks assigned to them by the company, agents can get job satisfaction and validation.

A worker's perception of success and fulfillment at work could be considered. In general, it is believed to be especially linked to both efficiency and personal wellbeing. Job satisfaction refers to doing work that one enjoys, doing it effectively, and getting paid for one's efforts. Assisting with work fulfillment implies pleasure and delight at one's job. The essential element for achieving recognition, pay, progress, and other goals that result in a sense of fulfillment at work is work fulfillment. (Bhamornsathit and Katawandee, 2016). Furthermore, he draws attention to the fact that the findings of Deshpande, Farley, and Webster Jr. (1993) regarding the arrangement of lifestyle types concerning commerce execution (showcase, adhocracy, gather, and ask) are not necessarily correlated with a higher degree of job fulfillment. He thus advises directors to focus on certain aspects of adhocracy and family culture in order to raise workers' levels of job satisfaction.

2.2.3 Culture expansion

In a developing culture, the association develops exercises and programs to improve research in hierarchical growth. Culture expansion refers to many developments and breakthroughs that have to do with the growth and dispersal of social elements within a society or across several social orders. Every company aims to employ the best employees. Experts then again require organizations that will assist them in fulfilling their personal desires. Therefore, the association might be described as an idealized natural framework that unites all people, institutions, and social events (Stephen, 2013). The commercial culture that motivates the execution of workers does not impose its will on this communication. It is possible to determine that UKZN has a developmental culture that influences employee performance. This organizational culture fosters an environment where individuals can successfully achieve their goals within the company, all while enjoying remarkable and enriching experiences along the way.

2.2.4 Organizational Commitment

Establishing a strong bond between a representative and an organization, known as commitment, serves as a catalyst for fostering employee retention. According to Spanuth and Wald (2017), organizational commitment is characterized as a mental and passionate state that signifies an employee's distinctive sense of connection with a company. This reflects the depth of a representative's dedication to their organization. The significance of organizational commitment cannot be overstated, as it plays a pivotal role in unlocking optimal performance from employees. It is imperative that the goals and needs of employees align seamlessly with those of the business to ensure mutual success.

In the pursuit of maximizing employee output, organizational commitment emerges as a linchpin, shaping the landscape where individual aspirations harmonize with organizational objectives. Building on this, Yao *et al.* (2019) assert that the positive dimensions of organizational commitment and its profound impact on work productivity, motivation, turnover intention, and absenteeism have undergone thorough exploration by researchers. They contend that organizational commitment stands as a valuable tool for both representatives and organizations, serving to enhance overall efficiency and viability.

2.2.5 Performance Management (PM)

Performance management can be thought of as a collection of indicators and data that are used to increase the degree of optimal use of resources and offices in order to achieve goals effectively and profitably. According to Robbins (2011) the main goal of performance management is to create a wonderful culture where everybody can take ownership of the development of their own skills and of their businesses.

2.3 Creating a positive culture

Bakker & Schaufeli (2008) states that positive organizational societies create the foundation for a positive workplace culture that necessitates the development of social institutions for success based on the principles of conviction, engagement, and commitment. Organizational leaders and executives integrate their positive habits and a positive organizational culture successfully. Organizational leaders primarily affect employees' mental health, which affects their performance

and efficiency. Positive organizational culture integration has become a significant trend in the corporate world, and many organizations are working hard to become well-coordinated.

(Schneider et al., 2013) states that the standards that members of an organization participate in and represent in their working environments are incorporated into organizational culture. These norms influence how people behave and respond to demands made by the organization. Also, Simoneaux & Stroud (2014) clarify that how employees interacted with one another and other partners is referred to as organizational culture. Managers and co-workers may prioritize well-being of one another, offer support in all levels within the department or organisation, to form the positivity and that may also lead in the positive productivity.

According to Anderson & Pulich (2002), selecting representatives to act as guides requires competence on the part of the management. A poor coach who lacks moral principles and exhibits unethical behaviour is likely to make the contemporary representative leave. Since they are typically the first to deal with a modern representation, excellent tutors are crucial. The manager frequently conveys the most important impression of what the organization is almost. Additionally, the mentor frequently provides cohesion between the representative and the company when an underutilized representative is having issues or is unsure of his or her place within the organization.

2.4 Elements of organisational culture

Managing organizational culture is critical for both leaders and members because it affects employee morale, productivity, innovation, and overall organizational performance.

According to Klosowska's (2007) defines elements of organisational culture as values, standards, and social designs generated and communicated within the social community can be regarded as core elements of culture. This collective, which is founded on a group of shared values, norms, and social constructs, is the organization in terms of organizational culture. Cabistan (2020) states that individuals must understand the significance of ethics, standards, morals, standards, and values in order to carry out their work obligations in a well-organized manner, produce the necessary results, accomplish the objectives and targets, and form sincere and pleasant terms and relationships with others. This is true regardless of whether they are highly qualified, gifted, and competent.

2.4.1 Accountability

According to Wigmore (2014), accountability is the assurance that a person or organization will be judged on how well they execute a task for which they are qualified. He further explains that the concept of "accountability" is connected to duty but is viewed primarily from the perspective of oversight. Authority can be both personal and organisational. Any organization or institution that wants to function well needs to have accountability because it makes sure that people and things are held accountable for their actions and must meet specific requirements. Although authoritative cultures can offer a well-defined structure and duties, their influence on accountability is contingent upon a number of elements, such as the values of the company, the nature of communication, and the leaders' desire to be open and take accountability for their actions.

2.4.2 Leadership

Essentially, leadership may be described as a relationship where a skilled individual or group impacts the actions and behaviour of others (Moorcroft, 2005). Additionally, it entails persuading others to follow (Mauri, 2017). Without taking the followers into account, leadership is ineffective (Hollander, 1980). The social trade hypothesis can be examined as a key theory for defining the nature of the administrative relationship and its effects on adherents' habits and activities. There are those in positions of leadership in educational institutions of all levels as well as in other businesses. Giving precise information, guiding others in the right direction, providing solutions to various issues and problems, ensuring there is access to adequate foundation, materials, equipment, and offices, ensuring the people can develop their skills and capacities, implementing peaceful strife resolution strategies, and creating an attractive environment within the workplace are all aspects of how the leaders carry out their responsibilities at work. However, important research has been conducted on the behavioural category of leadership, emphasizing the importance of authoritative approaches. According to Mullins & Christy (2013), these actions are ways that authority functions are used, and they stem from the way directors regularly deal with their subordinates.

2.4.3 Sustainability

As an element of organizational culture, sustainability is the assimilation of socially and ecologically conscious practices into a company's basic beliefs, values, and activities. It entails

actively working to reduce adverse effects on society, the environment, and future generations while simultaneously making beneficial contributions to all of these areas. The discussion below is going to unpack the vision and mission, strategy and communication:

I. Vision and Mission

The organisations and departments as well should ensure that the guiding principles of the organization support social responsibility and environmental care. According to Cormican & O'sullivan (2004), the organizational structure may highlight specific advancement ideals when the goal and mission are problem-solving and market-oriented, enabling effective advancement management.

II. Strategy

Organizational culture is significantly shaped and influenced by strategy. On the other hand, on the strategies and measures that organization use to meet its objectives. According to (Martins & Martins, 2003) it incorporates the fundamental goals and principles of the company, is viewed as an encouragement for progress since it promotes the development and implementation of contemporary services

III. Communication

The way people interact and work inside an organization is greatly influenced by communication, which is a fundamental component of organizational culture. The structure, encouragement, and implementation of communication practices have a big impact on an organization's culture as a whole. Dombrowski, *et al*, (2007) argue that in order to attract and retain talented people who are vital to the interests of experimentation and growth, organizations must create a culture of fair and equal communication. They also say that communication barriers need to be eliminated.

2.5 Classifications of Organisational Cultures

Understanding a typical organizational culture will help one improve areas where a broken culture is apparent.

2.5.1 Geert Hofstede

Geert Hofstede, a pivotal figure in the study of organizational culture, has profoundly shaped our understanding of hierarchical cultures. His research has identified distinct local and national cultural groups that significantly influence organizational behaviour. According to Hofstede (2003), employees within an individualistic culture are anticipated to execute tasks aligned with both their personal interests and those of their employer. Understanding cultural variations in business, management, and intercultural communication has been made easier with the help of Hofstede's framework. It is a useful instrument for evaluating and negotiating cultural difference in a range of settings. In contrast, in a collectivist culture, individuals and their association are likely to share a connection founded on a sense of binding commitment

2.5.2 Five Cultural Dimensions

In his studies, Hofstede also identified five cultural dimensions, that is:

- I. *Power Distance*: According to Jan, *et al.* (2024), This relates to people's knowledge of power dynamics between individuals because it demonstrates attitudes and societal conventions surrounding authority and power. A high control removal score suggests that there is belief that certain persons apply greater amounts of control than others (Hofstede 2003). A fair score, on the other hand, replicates the idea that everyone should have equal rights. It argues that the level of imbalance in a society is influenced by both leaders and employees. Anybody with a minimum of experience will know that power and imbalance are fundamental aspects of any civilization, and that while all social orders are uneven, some are more so than others.
- II. *Uncertainty Avoidance*: This measurement unavoidably relates to man's search for truth by trading a society's strength for helplessness and weakness. It shows how much a society teaches its individuals to feel comfortable in unstructured situations or out of balance. Avoiding instability is a cultural response to unfamiliarity and danger that reflects people's awareness of chance and instability.

- III. *Individualism versus Collectivism*: According to Hofstede (2003), it refers to the extent to which people are expected to protect themselves and it illustrates how a worker interacts with the collective. In other words, this measurement pertains to how much an individual's style of life is controlled by them as opposed to bunch targets. The mark to which people in a society are integrated into groups is reflected in this dimension. Individual objectives, self-actualization, and independence are valued in individualistic cultures. Conversely, collective cultures prioritize group cohesion, collaboration, and an emphasis on the group's well-being.
- IV. *Masculinity versus Femininity*: Minkov & Kaasa (2020) noted that the value of accomplishment and progress over interpersonal peace and harmonious groups is what defines masculinity and femininity. However, Hofstede linked this dimension to gender roles and conventions by referencing the concepts of "femininity" and "masculinity". For instance, the accumulation of wealth and emphasis on attire align more closely with traditional male values, often contributing to the formation of influential societal groups. Conversely, societies characterized by feminine attributes prioritize nurturing strong relationships with their leaders and unequivocally endorse collective decision-making processes (Chhokar *et al.*, 2001).
- V. *Long versus Short-term Orientation*: This refers to importance associated with the long term as opposed to the past and display. People value investment capital and assurance in long-term introductory social arrangements, while convention, favouritism, and gift-receiving behaviour are valued in short-term situated social orders.

According to Hofstede's extensive measurements, there are important contrasts that led people from different communities to have different viewpoints. In his essay from 2003, Hofstede expresses his worry that an improvement in social environment awareness would be beneficial.

2.6 Streamlining organisational performance through departments

Streamlining organizational performance through departments is a process that involves maximizing a company's many functional areas' productivity, effectiveness, and collaboration. According to Ahmed (2017), departmentalization helps to create modern supervisors and managers by giving them the freedom to pursue their own interests and activities. These dynamic

fosters an atmosphere where exceptionally skilled employees are afforded opportunities to ascend the ranks of management. According to Ahmed (2017), when the capacity of a department increases, strategic measures can be implemented to efficiently partition tasks, ensuring a more equitable and effective distribution of responsibilities. In such cases, assigning specific accountability to individuals becomes particularly relevant and conducive to organizational success. The sole source of responsibility is trustworthy for ensuring that the department's execution meets the required standard when execution is evaluated as one of the key execution pointers. Additionally, it appears that departmentalization can be used to speed up the operation within the organisation.

2.6.1 Key Performance Indicators (KPIs)

KPIs are an unexpectedly important component of company strategy for identifying, assessing, and scheduling trade (Virginia, *et al*, 2015). Clear performance measures and KPIs should be established by organizations for every department. It is significant to identify areas for development and recognize accomplishments, routinely track and evaluate these measures.

2.6.2 Leadership and Management

Each department should provide competent leadership that is aware of the organization's overarching plan; and ascertain that departmental supervisors has strong communication and motivational skills. Trivisonno and Barling (2016) states that the quality leadership guides firms and their employees to meet goals on time. Creating a culture of innovation, constant development, and a dedication to providing the best possible goods and services are all components of quality leadership. For any business or organization to succeed and last, having strong leadership is essential. Leadership influences management because managers have the opportunity to make use of agency resources in order to successfully guide their teams to mission success. It is the responsibility of management to promote organizational and individual excellence through the use of policies that provide frameworks and mechanisms for organizing and managing office capabilities (Androniceanu, 2017).

2.6.3 Cross-functional teams

A cross-functional team is a group of people with a variety of responsibilities, specialties, and abilities who collaborate to complete a project or goal. Within a company, cross-functional teams bring together individuals from various departments, disciplines, or areas of specialization, in contrast to traditional teams, where members may have similar backgrounds or functions.

2.7 Adapting to cultural change

Cultural change occurs when a company makes the decision to align its internal culture with its mission and core values. According to Karthikeyan (2019) the change process can be difficult when an organization lacks a strong culture or needs to make some form of organizational culture change. The fact that organized societies and the organizational structures in which they are implanted frequently mirror the "engrave" of earlier periods in a diligent way and show exceptionally high degrees of inactivity is one of the main reasons why such change is problematic. Both the organization and the individuals within it must be open and in agreement with one another, and the supervisors must have a strong desire to bring about change. Organizational culture and change among the representatives alone, or organization certification and change among the supervisors, are insufficient. Social change necessitates common attention to underutilized ideas, ideals, and implications. Management needs to understand that the employees will carry out the change, thus they must agree that it is essential. Despite the fact that best management prioritized planned organizational culture change, Ogbonna & Wilkinson (2018) found that middle directors related this to other additional and structural changes and reacted in light of the combined effects of social forms and organizational rebuilding.

2.8 Strategy Execution

Maina (2019) states that management has increasingly shifted in recent years to emphasize the development of key management skills. This reality has forced firms to look for critical directors who can not only develop important plans but also supervise their implementation. By doing this, the organization not only follows the desired organizational direction but also guarantees improved organizational performance as proof of a safe future. Organizational culture in the context of key management indicates its significance not just in terms of handling execution but also in terms of

strategy definition. Kipkemboi & Mugambi (2014) further explains that organizational management is essential to the day-to-day operations of an organization since it determines the reason of activity, how operations will be carried out, and how decisions will be made. By management, a culture is created in which both staff and management comprehend and carry out their duties in a manner that is problem-solving, client-serving, and managing the external and internal environment in order to effect the necessary change within an organization.

Reddy (2016) illustrates that strategy execution is the next step in important administration's preparation. It is referred to as the hardest, most difficult, and time-consuming arrangement by researchers and experts in key management. Whether an organization performs effectively, endures, or moves on depends in part on the way procedures are used. Organizations face challenging periods, and during these times, the organization's ability to survive depends entirely on how quickly it can implement novel strategies in an effort to create a contrast that would prevent defeat and usher in success.

2.8.1 Authoritative culture fit for improving employee execution

Barakat, *et al* (2018) states that educational institutions serve as self-centred hubs for preserving and advancing cultural principles in subsequent generations. The appropriateness of authority has been discussed in the past from many different angles. They believe that without active cooperation and the blossoming of employees in the workplace, which is promoted by the employing company authority way, the dream of sustainable advancement stays impractical. Furthermore, Arshad, *et al* (2021) believes that organisations needed to grow and thrive in highly and stay competitive, in this context, in the educational environment. In this situation, the manager's style of driving has a role in how inspired and productive the staff members are at work. Their leadership style has an impact on their employees' motivation. An organisation/ department with a mission and a culture of values provides its employees with the conditions for inspiration and growth.

2.8.2 Authoritative Leadership

Khuwaja, *et al* (2020) explains that authoritative leadership refers to any situation in which a leader tries to maintain as much control and expertise as is humanly possible. True leaders occasionally discuss decision-making processes with others and do not seek the opinions or advice of their

group members. By using strict and rigid norms and techniques, a certain leader encourages representation. It is used in situations where absolute adherence is necessary and mistakes cannot be tolerated. Influences representational thriving at work is compelling definitive authority style.

2.9 Types of Organisational Culture

The four organizational culture types are blended uniquely within each organization, with one culture typically predominating. The likelihood that there may be multiple cultures present inside an organization increases with size. Having a unified culture in a geographically and inclusively dispersed business may be difficult or demanding, even if it is advantageous to the organization.

2.9.1 Clan Culture

Cohesiveness, cooperation, and partnership are all characteristics of clan culture. According to (Fiordelisi, 2014), human alliance, collaboration, connection, believe, dedication, and support are values of clan culture. This culture emphasizes group collaboration by ensuring that everyone feels empowered to succeed. They are at ease offering frank and direct criticism. As skills and ideals are transmitted from one age to the next, there may be a strong emphasis on mentorship and apprenticeship separate from collaboration. Miguel (2015) adds with that directors in clan cultures have to act democratically to rouse and inspire workers to establish a culture of greatness within the company.

2.9.2 Adhocracy Culture

In this culture, workers are fully aware of their place in the organization, including who is accountable to them, to whom they report, and what their responsibilities are. Doing the right thing is fundamental to this culture. Sok, *et al.* (2014) emphasize that business managers provide more funds for research and development and encourage employee participation in innovative and creative research activities. Research has shown that there is a correlation between adhocracy culture and creative entrepreneurial initiative in the area of organizational culture (Engelen *et al.*, 2014). The values in this culture includes diversity, growth, risk taking, creativity, adaptability and independence.

2.9.3 Hierarchy Culture

Trade directors contribute to the establishment of effective control frameworks across the entire organization in a hierarchy culture. Organizational members follow the rules and directives, and every movement is governed by pre-established procedures and guidelines. According to (Cao *et al.*, 2015), there is a bad correlation between the hierarchy of power culture and financial execution. Other research findings included the existence of a bad association between different cultural levels and client integration.

2.9.4 Market/Competitive Culture

Market culture is all about gaining an advantage over competitors and maintaining that advantage. It is goal-oriented and has a strong outside centre to ensure that clients are satisfied. Organizational people have specific goals for increasing their pay through advertising success (Han, 2012). Competition culture includes acquiring information about customers and rivals, defining appropriate goals, planning and making decisions, and having responsibility over the task centre. Competition culture often includes displays of tenacity and success. Eaton and Kilby (2015), stated that the proper balance of fair competition and the satisfaction of stakeholders is essential for the sustainability of organizational culture.

According to Shahid (2019), Human Resource Management is concerned with integrating managers and employees into the established culture, creating a sense of being responsible for that culture, and sustaining accountability at all stages throughout the organization. Therefore, HR must train and prepare leaders and managers to uphold societal ideals and play their roles in fostering the necessary culture.

2.10 UKZN Structure and organisational culture

It is important to highlight that the impact of organizational culture on symbolic execution might vary based on the sector, level of organization, region, and other relevant aspects. Furthermore, not every aspect of culture will affect workers in the same way. Despite the fact that many employees may thrive in various social contexts, others may find them problematic.

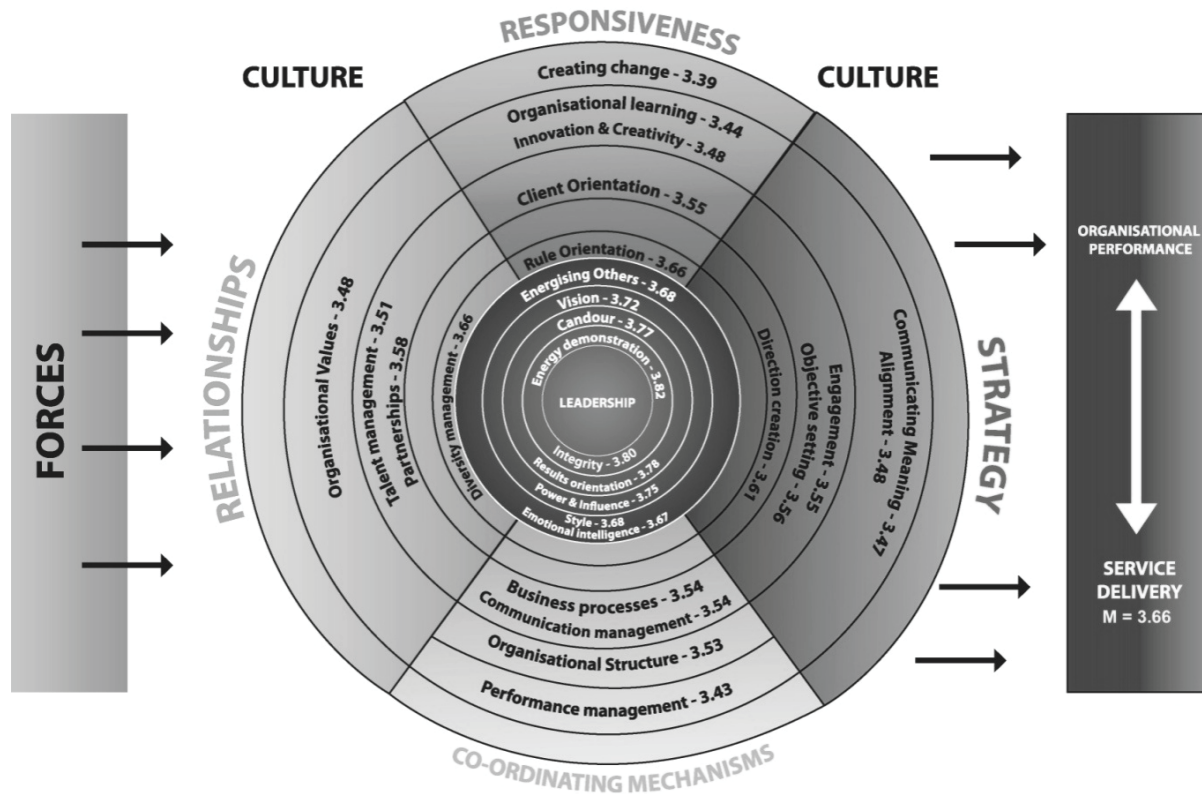


Figure 2-1 Saloschini & Pregala (2012)

According to Pillay (2012) in Figure 2. The X Model shows main aspects and supporting components that promote authoritative culture are displayed in the circular profile. Each of the parts speaks to a central perfect almost the factors that determine the effectiveness and execution of hierarchical structures. The outline of the profile highlights values that are crucial, speaking to traits and areas that need improvement to achieve the desired culture at UKZN.

The graph shows how UKZN responds to changes in natural powers by emphasizing and carrying out rules. While 'rules' direct the alter and enlighten the culture, it would appear that the culture will be better by creating ordered and organizing alter administration programs and forms that lock in the entire campus community (Pillay, 2012). Control and Impact is crucial in shaping the university culture. The authority of the university can advance by energizing delegates and emphasizing the style of authority and passionate insights.

2.11 Impact of Covid-19 on higher education institutions

The Covid-19 widespread has had a huge impact on social, financial, and social life globally. The management in the higher education institutions had to apply the new normal, to be able to continue with the daily duties of its employees. The measurement has also had an impact on how the UKZN as an organisation conducts its regular business. Further work is clearly the factor that has increased. This factor has maybe had the most impact on education. In addition to email activity, the need for preparation and a lack of appropriate support, the modern further working environment poses a challenge in terms of building trust and advancing representative work fulfillment and hierarchical structures (Camp, *et al*, 2022).

The culture of teaching and learning had changed from physical/ face-to-face to online learning. This transformation had affected many academics and students as well, especially the first year's students. In this situation, e-learning solutions are making teaching and learning possible, but one major problem that may arise from e-learning is engagement (Tarkar, (2020).

Bond, *et al*, (2020) has emphasized that a sense of belonging and good reactions to the learning environment, students, and teachers are indicators of emotional involvement, which is the passionate speculation in learning tasks. The use of virtual communication spaces like social media, chat rooms, and discourse sheets, as well as group tasks and peer evaluation are highlighting that foster student-student intelligence in online learning environments.

The UKZN departments used the structure and strategies that will work best for the employees and the organisation as a whole. In response to the unique circumstances facing the education system (Crawford *et al.*, 2020; Shoba, 2020) emphasised that institutions of learning are compelled to adapt their curriculum contents and delivery methods, undergoing necessary evolution. The HR and Finance departments may not be learning offices but they were also affected by the pandemic and the strategies used was best for the organisation.

2.12 Conclusion

This literature review provides a comprehensive overview of the impact of culture on employee performance, drawing on key theoretical frameworks. As organizations continue to navigate an ever-changing business landscape, understanding the intricacies of organizational culture becomes increasingly critical for optimizing employee performance and achieving sustained success.

Although significant research has been given to organizational culture and execution. According to the theory, employees' attitudes and behaviors are influenced by an authoritative culture, which in turn affects performance. Literature generally supports the notion that elucidating hierarchical execution requires a strong authoritative culture and how it is arranged with protocol and structure. The higher education institutions still managed to maintain the level of learning and daily operations with an advance leading innovation in online learning resources because to the sudden nature of inaccessible learning during the COVID outbreak. A shared authoritative culture influences employee and provides the opportunity to create and exchange information, enabling them to advance and develop their skills and experiences and allowing these ideas to be shared.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The aim of this study is to analyse the impact of corporate culture on employee's performance at UKZN HR and Finance Departments. A research strategy chosen for this study helped to achieve the research objectives. A description of the study's methodology is provided in this chapter. This section covers all methods, tools, target populations, and strategies used to ensure the validity of the data collected.

3.2 Research Design

Research design refers to the general framework or structure that a researcher uses to investigate a particular research question or problem. It outlines the methodologies and techniques that will be used to obtain and analyse data, ultimately guiding the entire investigation plan. McCombes (2019) explains the research design as the research strategy that responds to the investigation process. It is also a system that combines methods for gathering, analysing, and interpreting data. Below the research designs will be discussed:

- Explanatory research

The explanatory research is the type of research strategy which aims to study the relationships between factors causes and effects. This type of research is carried out when analysts want to understand why a certain phenomenon occurs or the reason there is a connection between two or more components. Grades (2019) stated that the analyst must put all biases aside and adapt to new information or discoveries while conducting the investigation. This could not always be immediately obvious when putting forth the inquiry or it may not have recently received a thorough examination.

- Exploratory Research

Explanatory research involves exploring the research topic in an effort to find something novel and intriguing (Swedberg, 2020). The primary goal of this type of research is to gather knowledge, formulate hypotheses, and gather background data that might guide future research or serve as a foundation for further in-depth investigation. Zikmund *et al.* (2013) states that this research

strategy focuses more on presenting a situation or a problem to encourage a deeper explanation of the connections between the various builds.

- Causal-comparative research

In the fields of social sciences, education, and brain research, a casual - comparative investigation strategy is used to look at relationships between variables. The researcher investigates the cause-and-effect link between variables that have already occurred and cannot be changed or controlled in a causal-comparative investigation. According to Azalea (2022), in causal-comparative inquiry, researchers endeavour to uncover the origins or significance of existing differences among groups of individuals. This method investigates situations that are already in place, similar to both associational and correlational research.

- Descriptive research

This research strategy type aims to accurately describe a marvel, situation, or subject of consideration without changing or altering it. Zikmund *et al.* (2013) explains descriptive research as a clear investigation could be a type of investigation strategy that focuses primarily on presenting, summarizing, and interpreting facts or wonders as they actually are.

This research adopts an exploratory approach, chosen for its suitability in light of the unprecedented nature of the study, which specifically delves into the departments of the University of KwaZulu-Natal (UKZN), a subject that has not been previously investigated. The rationale behind employing an exploratory research design lies in its emphasis on delving deeply into a particular situation or problem, aiming to provide a comprehensive understanding of the relationships between culture and performance. In this context, the exploratory method involves the utilization of a survey as a tool to probe and unveil the current situation within the UKZN departments.

3.3 The Research Philosophy

Research philosophy refers to the collection of beliefs, norms, and suspicions that guide researcher's work approaches and ways of thinking about the nature of data and the subjects of their investigations. It provides the fundamental framework for the research strategy and

methodology. Zukauskas *et al*, (2018) states that research philosophy is demonstrated as the context of expectations and principles that almost matches information development.

Figure 3-1 explains the research philosophy as demonstrated on the research onion, as labelled by Saunders, *et al*, (2007). It outlines the stages included within the progression of the study. The research onion refers to an image that is often used in research strategy to highlight the different layers or stages of research that need to be carefully examined when performing a study. Raithatha (2017) further explains that the research onion provides a detailed and sometimes a demanding representation of all the levels or phases that must be completed in order to create an argumentative method. There are two main research philosophies, which are positivist philosophy and interpretivist philosophy. Positivism emphasizes the utilize of quantitative information and the logical strategy to think about an objective reality, whereas the interpretivist places a strong emphasis on using qualitative research to look into the subjective consequences and the social construction of reality.

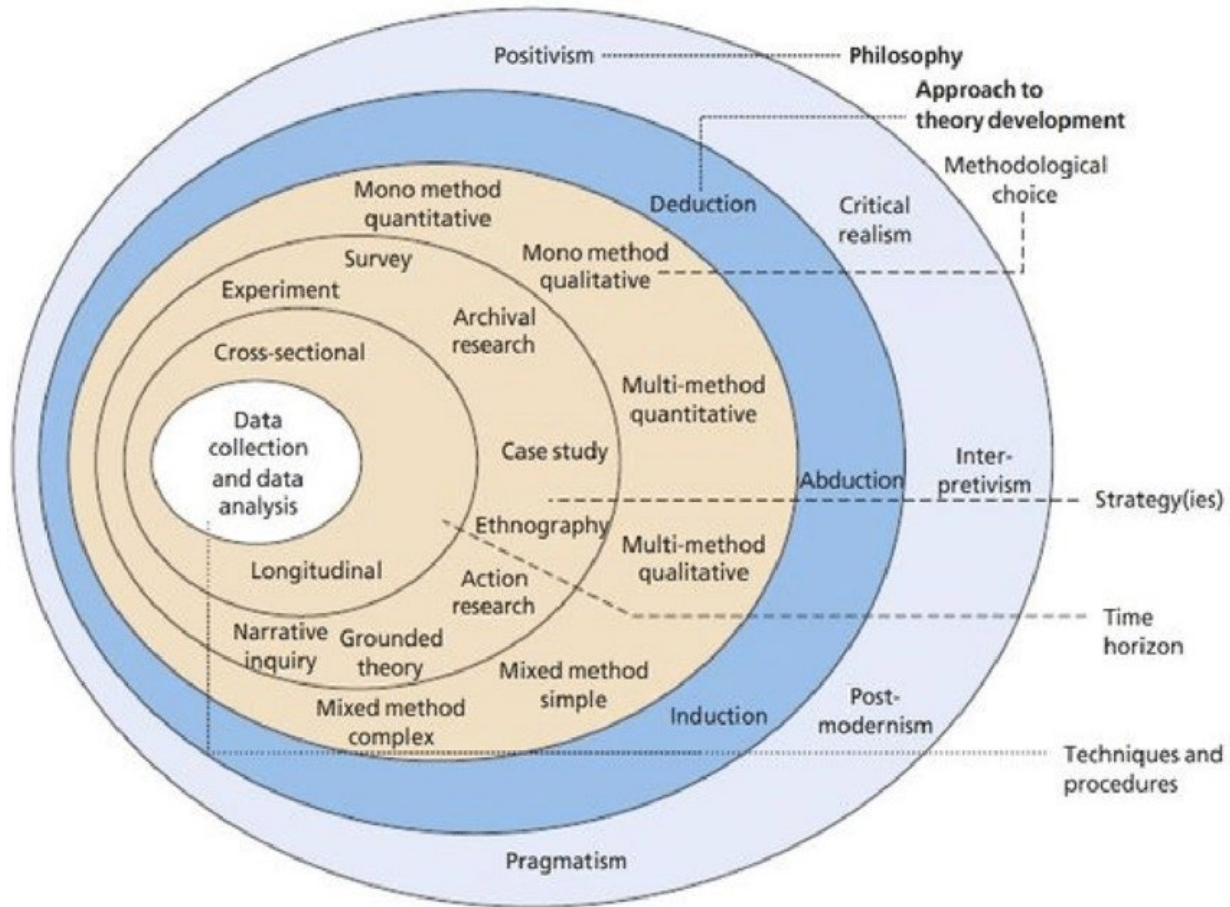


Figure 3-1 Source Adapted from Saunders, Lewis, et al, (2016)

3.3.1 The research philosophy of this study

This study has employed quantitative research method approach over the qualitative research method approach. The researcher used the survey format for closed questions. The reason of using the quantitative research method is to help the researcher be able to compare the responses from the multiple groups or population, and be able to determine what impact corporate culture has on employees' performance, and also to determine whether the problem exist.

3.4 Research strategies

Badke (2017) defined research strategy as the broad framework and structure that guides a research project. It outlines the approaches and tactics that will be applied to get and evaluate data in order to respond to particular questions. The research strategy and research design are closely

components, they are essential in determining the general approach and methodology of a research study. In quantitative research method, researcher employ techniques which includes questionnaires, systematic observations and experiments, whereas in qualitative the researcher collect data by conducting interviews into the focus group (Opie, 2019)

3.4.1 Applicable strategy for this study

In this study the researcher employed the quantitative approach by developing questionnaires for a survey-based study, the questions were guided by the objectives of the study. The participants were given the suitable time to respond to the questionnaires.

3.5 Target population

The target population refers to the specific group or individuals whom a researcher is interested in studying or doing analysis of (Alvi, 2016). This is where researcher draw the sample from. The population of this study was 67 Human Resource department and Finance department employees at the Westville Campus, which includes executive directors, managers, consultants, accounting officer, cashiers, creditors and administrators. The UKZN HR department has different divisions, such as HR Office of the Executive Director, HR Development, HR Professional Services, HR Rewards Services, HR Strategic Partnering Group and HR Employee Relations. Whereas the divisions of Finance departments have Office of the Chief Finance, Help desk, Procurement and Insurance, Creditors, Professional Services, Cashiers, Fees and Debts, Taxations and Systems, and Research Financial Services. The table below demonstrates participants from different units as listed below:

Human Resource Department	Number of employees
HR Managers (Executive directions, PA's and)	11
HR Administrators (Consultants and Officers)	17
Finance Departments	
Finance Managers (CFO, PA's and Directors)	8
HR Administrators (Cashiers, procurement, creditors officers, accounting officers, systems controllers and interns)	31

Cast eel & Bridier (2021) emphasizes that a target population must be carefully chosen to avoid having members who do and represent the needs that can distort the population of interested parties.

The researcher understands sampling as a procedure used in insights and information research where a subset of data is selected from a larger population or dataset in order to gather and draw conclusions about the entire population. Cash *et al*, (2022) emphasizes that there's a crucial link between ideas about information development, research methodologies, and research affect that is shaped by the sampling design. The research objectives, the characteristics of the population or dataset under research, the resources at hand, and the level of accuracy and precision needed should all be taken into consideration while selecting a method. There are two major categories of sampling methods, probability sampling technique and non-probability sampling technique (Omair, 2014; Tyrer & Heyman, 2016).

In this particular study there is no need to sample because the researcher can access the entire 67 employees that are in the HR and Finance departments. Furthermore, each employee in these departments has the opportunity to actively partake in the study, rendering the utilization of a census approach.

3.6 Data Collection

The data can be collected from primary or secondary data collection method. This study uses primary data collection method. According to (Kabir, 2016; Taherdoost, 2021) surveys, interviews, research, tests, and other unique sources can be used to identify important information. The primary data was gathered by using questionnaires that were designed to ask questions to the participants. Primary data is valuable for research and it is specific to the objectives and can offer new insights. The researcher used questionnaire survey with 19 questions. The survey was sent via email to the total of 67 participants, and the responses received was 51.

3.6.1 Questionnaires

A questionnaire is a standardized data collecting tool used in surveys and research to elicit information from respondents/ focus group. (Bhandari, 2023). According to The Oxford Dictionary (2017) defines questionnaire as a series of questions, written or printed with multiple choice answers, designed for a summary or factual consideration. A variety of formats, such as

paper and pencil, online surveys, in-person interviews, and telephone interviews, can be used to deliver questionnaires. They are a popular technique for gathering information that is both qualitative and quantitative.

The researcher can use open-ended or closed-ended questions. According to Babbie (2017) an open-ended survey is a type of investigation tool used to gather data that consists of questions or prompts that allow participants to provide detailed, free-form responses to the claims made. Whereas the in closed-ended questions respondents are asked to choose from an established set of possible answers (Taherdoost, 2016b), such as “strongly agree”, “agree”, “disagree”, “yes” or “no”.

For the purpose of this study, a closed-ended questionnaire was chosen as the suitable data collection method. All questions are typed in English on Microsoft forms.

3.6.2 Construction of the Questionnaires

Questionnaire construction is creating a set of questions to collect data and information from respondents is a methodical process. There are several ways to classify surveys, including question types and organizational structures. This study’s questionnaire survey is structured in two section:

Section A: Socio-demographic characteristics which includes age, gender, race and department.

Section B: The impact of corporate culture on employees' performance.

Section C: Adjusting to developing and/or new culture

Section D: Authoritative culture fit for improving employee execution in the department

Generally regarding questionnaire construction, according to Taherdoost (2021):

- Keep the questions understandable and short,
- Use clear and understandable statements and language that will be suitable to the focus group,
- Make use of affirmative phrases,
- Try to increase persistent quality by choosing the right words; and
- Remain strategically detached from assuming anything about the responders (Kabir,2016).

Creating a questionnaire is a crucial step in conducting a survey and doing research. Using a well-crafted questionnaire will enable you to collect accurate and pertinent data. For the purpose of this study, it was also noted that questions about partiality were carefully considered.

3.6.3 Administration of Questionnaires

Questionnaire administration is the process of distributing and gathering organized question sets to individuals or groups with the aim of gathering data or information. A popular instrument for research, surveys, evaluations, and other data gathering tasks is the questionnaire. The various administration method that can be used to collect data:

- **Email/ Online Survey**

An email/online survey combines online survey tools with straight email to gather information or comments from a group of respondents. By using this strategy, you can reach a larger audience and accommodate a range of survey participation preferences. This method is fast and simple, on the body of the email you can briefly describe the goal of the survey. Wardropper *et al.*, (2021) emphasized that a few researchers are now gathering data online while traditional phone and postal surveys are yielding lower response rates.

- **Face-to-face survey**

Face-to-face data collection is a type of research methodology where study participants and researchers engage directly and personally to collect data. Face-to-face methods of gathering data include surveys, experiments, observations, and interviews. Face-to-face interviews involve direct questioning and recording of participant responses by a researcher or interviewer. This approach can be unstructured, allowing for more free-form discussion, or structured, employing a present list of questions. (Al-Yateem, 2012; Deakin & Wakefield, 2014; Irani, 2019; Roberts *et al.*, 2021; Sedgwick & Spiers, 2009) further agrees that without innovation, traditional face-to-face interviews continue to be a popular and well-respected method that is, in some ways, "a gold standard" in terms of the validity and care with which the quality of the information is gathered.

- **Telephone survey**

This data collection method is most appropriate for qualitative research study, which will be conducting interview. A consent should be given for a researcher to collect data using this method, which means the respondent should be available to attend the interview. Interviews conducted over the phone have several advantages, especially when you need to quickly reach a large number of people in various locations.

For the purpose of achieving the objectives of this study, the questionnaire was first piloted with the departments before circulating with an email to respondents. The researcher did follow ups to fast track the process of collection of data.

3.7 Data Analysis

Data Analysis is a process that involves cleaning, working, and extracting relevant facts from unrefined information so that it adds value and informed decisions can be made. information inspection involves evaluating, purifying, altering, and modelling information (Hair *et al*, 2019). The primary data will be presented with secondary data concurrently.

In this study, the Statistical Package for Social Sciences (SPSS) and Excel software was used. The analysis technique is using quantifiable tests to assess recurrence, significance, relationship, etc. (Field, 2013). Excel software was used to export responses from the online survey conducted. SPSS was used to run descriptive statistics, frequency tables, to draw bar graphs, with inferential statistics used included T-test.

3.8 Validity

Validity refers to the degree to which a study appropriately evaluates or represents the idea it is meant to explore (Souza *et. al.*, 2017). It could be a key component of the plan and strategy for the investigation, ensuring the validity and significance of the findings and conclusions. The concurrent and content validity of the study were designed.

3.8.1 Concurrent Validity

Concurrent validity evaluates the relationship between the results of a recently developed or commonly used measure and the results of the last ran concurrently. The effectiveness of the new test in measuring the same construct as the old measure can be ascertained with the aid of this kind

of validity. According to Heale & Twycross (2015) the survey's direct or summary approach may have been a tried-and-true method for undertaking a quantitative study

3.8.2 Content Validity

According to Bush (2018), a test's content validity is determined by how well it covers all pertinent angles on the idea, topic, or behaviour it is trying to measure. For the purpose of this study, a researcher randomly asked one of the respondents in one of the departments to measure whether the set of questions asked are addressing the objectives.

3.9 Reliability

In the context of research, measurements and outcomes are considered reliable if they are consistent, stable, and dependable. It is an essential component of high-quality research because researchers want to generate reliable and repeatable results. Revelle & Condon (2019) stated that if an investigative tool were flawless, it would produce the same results regardless of the circumstances surrounding its use. The researcher self-administered the questionnaire to managers in both departments, via email, to verify the reliability of the data gathered for this study, and made sure that the questionnaires were completed in a timely manner to prepare for data analysis.

3.10 Ethical consideration

The ethical approval for research was granted by the University of KwaZulu-Natal ethics office, as well as the gatekeeper's letter from the registrar of the University. The ethical clearance letter and gate keeper's letter are attached in the appendices. Zegwaard (2015) emphasizes that the research is necessary to provide an authoritative proof base, to advance understanding, and to support informed decision-making in order to improve.

For this study, a permission was obtained from participants, before they attempt the questionnaire survey they give consent to demonstrate their voluntarily part taking in the study. During the data collection process, participants did not experience any harm. The information obtained was exactly what was needed for this study, and since the participants' responses were compiled, their identities remained unknown.

3.11 Conclusion

This chapter addressed different staged of data collection. The research strategy used, different philosophies and the approaches the research undertaken, population and sample size were identified. The data collection tool that was used for the research was established and made clear, including the manner in which the material would be examined. The ethical considerations were observed and demonstrated. Overall, the chosen methodology was effective in achieving the research objectives and contributed significantly to the understanding of corporate culture in an organisation.

CHAPTER 4 – DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

In the previous chapter was presented, this chapter focuses on the data analysis, interpretation and discussions. The data was collected from the HR and Finance departments, at the University of KwaZulu-Natal. The purpose of this study is to determine the impact of corporate culture on employee's performance.

To ensure the participants take part in the study, objectives of the survey were expressed and the value of participant input in order to ensure they participate in the survey. Participants were aware of the importance of their responses, they were more willing to participate. Additionally, they were aware that their responses will be kept confidential and, if at all feasible, make the survey anonymous. Participants may feel more at ease offering honest and forthcoming criticism as a result.

The captured data was from the set of quantitative questionnaires. The completed survey was coded and captured in Statistical Package for Social Sciences (SPSS) Version 29, for Windows and the descriptive analysis was used.

Nineteen set of questionnaires were disseminated to two departments, HR and Finance, for their responses. A total of 76.12% responded to the survey. The questionnaire was divided into four sections, section A for socio-demographic data, section B, C and D had more questions aimed to achieve the objectives of the study. The information was analysed, converted to percentage form, and shown using tables, graphs, and figures. The results were analysed in accordance with the sections that were listed on the questionnaire.

4.2 Method for analysis and presentation of data

All responded who took part on the survey answered all question clearly and the results of the analysis will be the reflection of the total number of staff members who responded to the questions. In this research endeavour, the researcher employed descriptive statistical analysis to extract key metrics, including percentages, frequencies, mean, and median values.

4.3 Discussion of the results

A total of 51 participants responded in the quantitative questionnaire survey, which translate to 76.12% rate of the participant. The participants of the study were everyone working in both departments, which includes managers, consultants and administrators.

According to the data collected, Section A has the demographic data which demonstrate the descriptive variables of the selected sample.

Age category

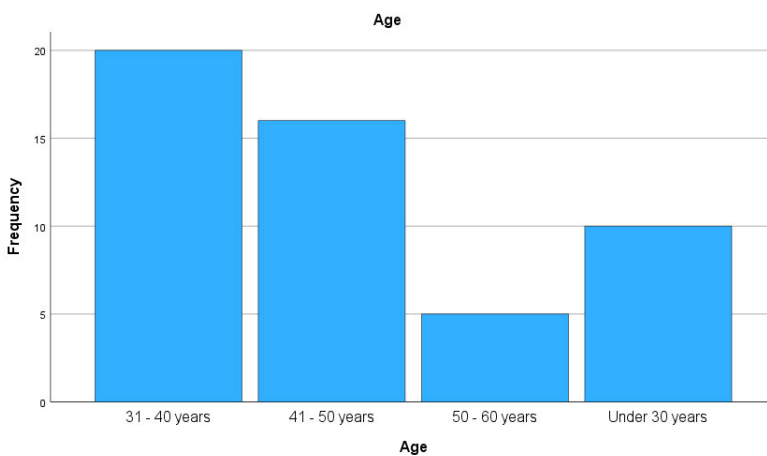


Figure 4-1 Age Category

The diagram and table above illustrate the age of the respondents. The percentage of respondents in each age category relative to the total number of respondents. The majority of respondents 39.2% fall in the 31 - 40 years age group. The second-largest group is 41 - 50 years, with the percentage of 31.4% of the respondents. The 50 - 60 years category has 9.8% of the respondents. The "Under 30 years" category comprises 19.6% of the respondents. The total number of respondents is 51, and the percentages add up to 100%, indicating that all respondents are accounted for in the table.

Gender

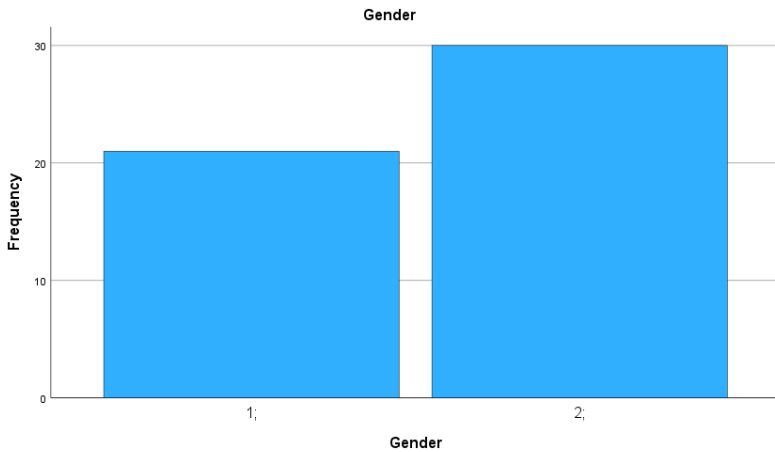


Figure 4-2 Gender

This diagram represents the percentage of each gender category out of the total valid responses. Category 1 are males and category 2 are females. Males has a frequency of 21, making up 41.2% of the valid responses; and females has a frequency of 30, making up 58.8% of the valid responses.

Race

The respondents we asked to select their race. According to the responses there were two race categories, Indians and Africans; as shown in the diagram below:

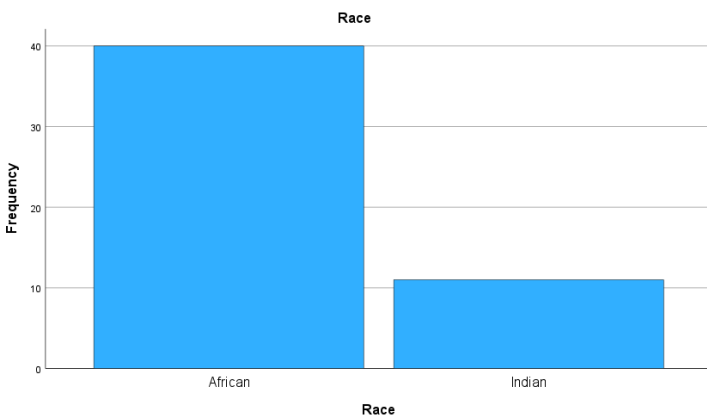


Figure 4-3 Race

This table shows that 78.4% of the population falls under the African category, 21.6% falls under the Indian category, and the table accounts for 100% of the responses.

Department

For this study, the data was collected from the two departments, HRM and Finance.

		Section	
		Frequency	Percent
Valid	Human Resource Management	22	43.1
	Finance	29	56.9
	Total	51	100.0

Table 4-1 Section (Department)

The HRM has 22 responses which equals to 43.1% and the Finance department has 29 responses with 56.9%.

Years of experience

		Experience		
		Frequency	Percent	Valid Percent
Valid	0 > 1 year	5	9.8	9.8
	1 > 3 years	8	15.7	15.7
	3 > 5 years	13	25.5	25.5
	5 years or more	25	49.0	49.0
	Total	51	100.0	100.0

Table 4-2 Years of experience

Here's an interpretation of the data above:

0 > 1 year: 5 (9.8% of the total) have experience between 0 and 1 year.

1 > 3 years: 8 (15.7% of the total) have experience between 1 and 3 years.

3 > 5 years: 13 (25.5% of the total) have experience between 3 and 5 years.

5 years or more: 25 (49.0% of the total) have 5 or more years of experience.

4.4 Results of primary research

SPSS software was used to achieve the objectives of this study, to test the impact the corporate culture has on the employees' performance. The researcher used the descriptive analysis to explain the information provided by the data. The discussion that follows explains the values that were produced.

4.4.1 The impact of corporate culture on employees' performance

4.4.1.1 Describe the corporate culture within the department

Corpulture				
		Frequency	Percent	Valid Percent
Valid	Above average	21	41.2	41.2
	Average	10	19.6	19.6
	Below average	3	5.9	5.9
	Excellent	15	29.4	29.4
	Very poor	2	3.9	3.9
	Total	51	100.0	100.0

Table 4-3 (a) Corporate Culture

Statistics		
Corpulture		
N	Valid	51
	Missing	0
Mean		3.86
Median		4.00
Mode		4

Table 4-3 (b) Corporate Culture

The respondents were asked to describe the impact of corporate culture in their department using a scale of excellent, 15 (29.4%), above average, 21 (41.2), average, 10 (19.6%), below average, 3 (5.9%) and very poor, 2 (3.9%). The mode is 4 (above average). The majority stated that the culture in their departments is excellent. Within these two departments, the majority stated that the corporate culture is excellent in their departments. It's said that corporate culture plays a significant role in determining a company's value (Graham, *et al*, 2022). Corporate culture is important in order to recruit and retain talent, promote innovation, create a happy and productive work environment, and support an organization's overall success and sustainability.

4.4.1.2 To what extent to do you picture yourself in the culture of the University?

PicCulture				
		Frequency	Percent	Valid Percent
Valid	Not at all	4	7.8	7.8
	To a little extent	5	9.8	9.8
	To a very large extent	13	25.5	25.5
	To some extent	29	56.9	56.9
	Total	51	100.0	100.0

Table 4-4 (a) Where you picture yourself in the culture of the University

Statistics		
Pic_culture		
N	Valid	51
	Missing	0
Mean		3.00
Median		3.00
Mode		3

Table 4-4 (b) Where you picture yourself in the culture of the University

The respondents were asked to what extent do they picture themselves in the culture of the university. In a scale of to a large extent, 13 (25.5%), to some extent, 29 (56.9%), to a little extent, 5 (9.8%), and not at all, 4 (7.8%). The mode is 3 (to some extent). Majority of employees picture themselves to some extent in the culture of the university, this indicates that employees recognize themselves in the corporate culture, there's usually a good fit between their own values and the culture of the university. According to Mallinger, *et al* (2009), employee motivation and commitment to accomplishing company objectives are higher when they share common values with the corporation. This alignment contributes to the accomplishment of strategic goals and improves organizational effectiveness. In this study, most employees in HR and Finance departments, fit in the culture of the university. The management build effective teams, encouraging employee happiness and engagement, aligning with organizational values, encouraging creativity, and assisting in long-term organizational success.

4.4.1.3 In what ways has corporate culture impacted on your performance?

Performance				
		Frequency	Percent	Valid Percent
Valid	Extremely	9	17.6	17.6
	Moderately	37	72.5	72.5
	Not at all	4	7.8	7.8
	Performance	1	2.0	2.0
	Total	51	100.0	100.0

Table 4-5 (a) Performance

Statistics		
Performance		
N	Valid	51
	Missing	0
Mean		2.12
Median		2.00
Mode		2

Table 4-5 (b) Performance

Participants were asked how corporate culture impacted their performance, 10 respondents (19.6%) extremely, 37 (72.5%) moderately and 4 (7.8%) not at all. The mode is 2 (moderately). This implies that the organization's principles, customs, and general culture are having a noticeable but moderate impact on employee's work. A moderately positive influence can indicate that productivity is generally encouraged and supported by the corporate culture. It might promote teamwork, creativity, and worker happiness, which would improve your output as a whole. On the other hand, a moderately negative effect can indicate that specific elements of the company culture are impeding employee's productivity. This could involve elements like a demanding work

environment, inadequate communication, or a lack of openness. Hamann & Frank (2021) indicates that effectiveness is a key concept in organizational performance; in particular, it is seen as a viability measurement. Impact of corporate culture on performance can vary from one individual to another and from one organization to another. In these departments, the management have a way of doing things that has a positive impact on employees, that encourage them to be more productive, and enjoy the workplace.

4.4.1.4 The corporate culture affects job satisfaction and its impact on employee's performance?

Satisfaction				
		Frequency	Percent	Valid Percent
Valid	Agree	24	47.1	47.1
	Neutral	4	7.8	7.8
	Strongly Agree	22	43.1	43.1
	Strongly disagree	1	2.0	2.0
	Total	51	100.0	100.0

Table 4-6 (a) The corporate culture affects job satisfaction and its impact on employee's performance

Statistics		
Satisfaction		
N	Valid	51
	Missing	0
Mean		4.29
Median		4.00
Mode		4

Table 4-6 (b) The corporate culture affects job satisfaction and its impact on employee's performance

Participants were asked if the corporate culture affects job satisfaction and impact their performance, as illustrated in figure 4-7 below, 22 (43.1%) strongly agree, 24 (47.1%) agree, 4 (7.8%) neutral, and 1 (2.0%) strongly disagree. The mode is 4 (agree). According to the statistics, a significant majority of participants either strongly agree or agree that business culture influences employees' work happiness and performance. It's interesting to see that very few respondents are indifferent, and even less strongly disagree. Based on the data, it is possible to conclude that participants at UKZN, in these two departments agree about how corporate culture affects their working environment. According to Mappamiring, *et al.* (2020) professional human resource

management requires effort to strike a balance between employees' needs and desires, the organization's needs and capabilities, and the value of excellent human resources for the company's growth.

4.4.2 Adjust to developing and/or new culture

4.4.2.1 In your department, do employees fully adjust and adapt the new or developing corporate culture?

		Adjustment		
		Frequency	Percent	Valid Percent
Valid	Most of the time	6	11.8	11.8
	Never	2	3.9	3.9
	Not often	5	9.8	9.8
	Some of the time	38	74.5	74.5
	Total	51	100.0	100.0

Table 4-7 (a) In your department, do employees fully adjust and adapt the new or developing corporate culture?

Statistics		
Adjustment		
N	Valid	51
	Missing	0
Mean		2.94
Median		3.00
Mode		3

Table 4-7 (b) In your department, do employees fully adjust and adapt the new or developing corporate culture?

Respondents were asked if they fully adjust and adapt on new or developing corporate culture, 38 (74.5%) some of the time, 6 (11.8%) most of the time, 5 (9.0%) not often, and 2 (3.9%) never. The mode score is 3 (not often). These statistics shows the significant portion of the respondents adapt to the corporate culture to some extent, while a smaller percentage either adjust most of the time, do not adjust often, or never adjust, at the UKZN departments (HR and Finance). Understanding how employees perceive and respond to changes in corporate culture can provide valuable insights for organizations aiming to enhance workplace dynamics and adaptability. Using COVID-19 outbreak as an example, many organisations, including UKZN, had to implement new change, departments has to quickly learn to adapt to new change, and works remotely. This covers platforms for communication, project management software, and video conferencing applications.

In many industries, this greater reliance on technology has spurred innovation and the digital transformation. Data and communication technologies in this context allow workers to work anywhere, at any time (Müller and Niessen, 2019). It is difficult to establish a strong corporate culture when workers are spread out. Leadership must make a conscious effort to promote a feeling of belonging, shared values, and friendship among distant workers.

4.4.2.2 My department is very particular about meeting the customer needs, as results are more important than following the correct organizational procedure

		Procedure		
		Frequency	Percent	Valid Percent
Valid	Agree	26	51.0	51.0
	Disagree	7	13.7	13.7
	Neutral	8	15.7	15.7
	Strongly agree	8	15.7	15.7
	Strongly disagree	2	3.9	3.9
	Total	51	100.0	100.0

Table 4-8 (a) My department is very particular about meeting the customer needs, as results are more important than following the correct organizational procedure.

Statistics		
Procedure		
N	Valid	51
	Missing	0
Mean		3.61
Median		4.00
Mode		4

Table 4-8 (b) My department is very particular about meeting the customer needs, as results are more important than following the correct organizational procedure.

Respondents were asked about customer needs, namely, 8 (15.7%) strongly agree, 26 (51.0%) agree, 8 (15.7%) neutral, 7 (13.7%) disagree, and 2 (3.9%) strongly disagree. The mode score is 4 (agree). Therefore, the majority of respondents either agreed or strongly agreed with the statement about customer needs, with a smaller proportion holding a neutral or negative opinion. A high percentage of respondents (67.7% - the sum of strongly agree and agree) expressed a positive stance toward the statement about customer needs. A notable percentage (15.7%) chose a neutral position, indicating neither agreement nor disagreement. A smaller percentage (17.6% - the sum of disagree and strongly disagree) expressed a negative stance. The management team of the HR

and Finance departments adopt a customer-centric approach by conduct thorough market research to understand customer preferences and expectations. Invest in training programs that focus on customer service skills and empathy. Ensure that employees are well-versed in understanding and responding to customer needs. Also, the management show a strong commitment to customer satisfaction and should align organisational and department values with a customer-centric mindset.

4.4.2.3 My working environment is friendly and cooperative. Almost everyone would fit into it and new employees need few days to feel at home.

New_Employees				
		Frequency	Percent	Valid Percent
Valid	Agree	34	66.7	66.7
	Disagree	4	7.8	7.8
	Neutral	5	9.8	9.8
	Strongly agree	8	15.7	15.7
	Total	51	100.0	100.0

Table 4-9 (a) My working environment is friendly and cooperative. Almost everyone would fit into it and new employees need few days to feel at home.

Statistics		
NewEmployees		
N	Valid	51
	Missing	0
Mean		3.90
Median		4.00
Mode		4

Table 4-9 (b) My working environment is friendly and cooperative. Almost everyone would fit into it and new employees need few days to feel at home.

Participants were asked to indicate if the department is friendly and if it's easy for new employees to feel at home. They indicated their level of agreement as, 8 (15.7%) strongly agree, 34 (66.7%) agree, 5 (9.8%) neutral, and 4 (7.8%) disagree. The median score is 4 (agree). This data shows that a majority of participants either strongly agree or agree that the department is friendly and that it's easy for new employees to feel at home. The number of neutral responses is relatively low, and a small percentage of participants disagree with the statement. Overall, the feedback indicates a

positive perception of the department's friendliness and welcoming atmosphere for new employees. Feeling at home at work encourages employees to share their original ideas and ingenuity. People are more inclined to think creatively in an environment that is encouraging and inclusive, which promotes an innovative culture within the department. A welcoming and comfortable work environment can help the department's reputation.

4.4.2.4 My department is very particular about meeting the customer needs

		CustomerNeeds		
		Frequency	Percent	Valid Percent
Valid	Agree	16	31.4	31.4
	Disagree	2	3.9	3.9
	Neutral	5	9.8	9.8
	Strongly agree	28	54.9	54.9
	Total	51	100.0	100.0

Statistics		
CustomerNeeds		
N	Valid	51
	Missing	0
Mean		4.37
Median		5.00
Mode		5

Table 4-10 (a) Customer needs

Table 4-10 (b) Customer needs

Respondents were asked to indicate if their department is particular in meeting customer needs, their level of agreement is, 28 (54.9%) strongly agree, 16 (31.4%) agree, 5 (9.8%) neutral, and 2 (3.9%) disagree. The department express a positive stance regarding their commitment to meeting customer needs. The median is 5 (strongly agree). This shows that the departments are successful in comprehending and meeting the needs and expectations. Meeting customer needs on a regular basis suggests that the department provides high-calibre goods or services. This frequently results in very high levels of client satisfaction. According to Krugman & Obstfeld (2012), managing client relationships is more important than ever in today's dynamic business and innovation environment since it may ultimately determine one's ability to thrive, compete, and profit.

4.4.3 Authoritative culture fit for improving employee execution in the department

4.4.3.1 I feel respected by my team and the co-workers in the department

		Respect		
		Frequency	Percent	Valid Percent
Valid	Agree	20	39.2	39.2
	Disagree	3	5.9	5.9
	Neutral	7	13.7	13.7
	Strongly agree	20	39.2	39.2
	Strongly disagree	1	2.0	2.0
Total		51	100.0	100.0

Statistics		
Respect		
N	Valid	51
	Missing	0
Mean		4.08
Median		4.00
Mode		4 ^a

Table 4-11 (a) I feel respected by my team and the co-workers in the department

Respondents were asked to indicate their level of agreement in the statement that they feel respected by their co-workers in the department, that is, 20 (39.2%) strongly agree, 20 (39.3%) agree, 7 (13.7%) neutral, 3 (5.9%) disagree, and 1(2.0%) strongly disagree. The median is 4 (agree). The analysis provides insights into the overall perception of workplace respect within the department and potentially guide efforts to improve or maintain a positive work environment. Respect among co-workers in a department lays the groundwork for a positive and effective workplace culture. In the end, it promotes successful communication, teamwork, trust, and a feeling of belonging, which benefits each member of the company individually as well as collectively.

4.4.3.2 My superior provides me with timely feedback about my work

Feedback				
		Frequency	Percent	Valid Percent
Valid	Most of the time	19	37.3	37.3
	Never	4	7.8	7.8
	Not often	7	13.7	13.7
	Some of the time	21	41.2	41.2
	Total	51	100.0	100.0

Table 4-12 (a) My superior provides me with timely feedback about my work

Statistics		
Feedback		
N	Valid	51
	Missing	0
Mean		3.08
Median		3.00
Mode		3

Table 4-12 (b) My superior provides me with timely feedback about my work.

Participants were asked to indicate their level of agreement if they receive the feedback from the supervisors about their work, 19 (37.3%) most of the time, 21 (41.2%) some of the time, 7 (13.7%) not often, and 4 (7.8%) never. The mode is 3 (some of the time). The percentages indicate how participants feel about receiving feedback from their superiors on a regular basis. While a lesser minority of participants said they receive feedback sometimes or never, the majority of participants appear to receive it either most of the time or occasionally. Gaunt, *et al*, (2017) states that effective feedback needs thorough consideration of the source, recipient, and surrounding context. For

criticism to be effective, it is crucial to ensure that a sincere and compassionate interpersonal relationship has been established.

4.4.3.3 Do you understand how your work impacts the department's business goals?

BusinessGoals				
		Frequency	Percent	Valid Percent
Valid	Most of the time	25	49.0	49.0
	Never	1	2.0	2.0
	Not often	4	7.8	7.8
	Some of the time	21	41.2	41.2
	Total	51	100.0	100.0

Table 4-13 (a) Understanding how work impacts the department's business goals

Statistics		
BusinessGoals		
N	Valid	51
	Missing	0
Mean		3.37
Median		3.00
Mode		4

Table 4-13 (a) Understanding how work impacts the department's business goals

Participants were asked to indicate if they understand the impact of their work into departments business goals, 25 (49.0%) most of the time, 21 (41.2%) some of the time, 4 (7.8%) not often, and 1 (2.0%) never. The mode score is 4 (most of the time). The majority of participants from both departments have a good understanding of this impact, indicating a good level of awareness and understanding of how individual work aligns with the overall business goals; with a smaller percentage indicating changing levels of uncertainty or lack of understanding. According to Pabundu (2006) the job is performed and coordinated in a way that enables the company to meet its goals within a specific time frame.

4.4.3.4 Do you agree or disagree that an increase in productivity is as a result of organizational culture which also act as a source of motivation?

Productivity				
		Frequency	Percent	Valid Percent
Valid	Agree	27	52.9	52.9
	Disagree	1	2.0	2.0
	Neutral	5	9.8	9.8
	Strongly agree	18	35.3	35.3
	Total	51	100.0	100.0

Table 4-14 (a) Productivity

Statistics		
Productivity		
N	Valid	51
	Missing	0
Mean		4.22
Median		4.00
Mode		4

Table 4-14 (b) Productivity

Respondents were asked to indicate the level of agreement if productivity is a result of organisational culture which also act as a source of motivation. The responses were namely, 18 (35.3%) strongly agree, 27 (52.9%) agree, 5 (9.8%) neutral, and 1 (2.0%) disagree. The mode score is 4 (agree). The majority of participants either strongly agree or agree with the statement, while a small percentage remains neutral or disagrees. These findings suggest that, from the respondents' point of view, an effective company culture is essential for inspiring workers and, as a result, raising productivity.

4.4.3.5 Most employees are giving the mandate to make real contribution to the success of the department

Contribution				
		Frequency	Percent	Valid Percent
Valid	Agree	31	60.8	60.8
	Disagree	3	5.9	5.9
	Neutral	8	15.7	15.7
	Strongly agree	8	15.7	15.7
	Strongly disagree	1	2.0	2.0
	Total	51	100.0	100.0

Statistics		
Contribution		
N	Valid	51
	Missing	0
Mean		3.82
Median		4.00
Mode		4

Table 4-15 (a) Contribution to the success of the department

Table 4-15 (a) Contribution to the success of the department

Participants were asked to indicate the level of agreement about most employees are giving mandate to make real contribution to the success of the department, 8 (15.7%) strongly agree, 31 (60.8%) agree, 8 (15.7%) neutral, 3 (5.9%) disagree, and 1 (2.0%) strongly disagree. The median and mode score is 4 (agree). The majority of participants have positive opinions on the statement, suggesting that they think it has a beneficial impact for employees being given the mandate to contribute to the success of the department. Maryani, *et al*, (2021) stated that if employee efficiency is essentially dependent on generating machines without taking human factors into account, it will not be optimal. It is imperative to keep in mind that within an organizational setting, a skilled, capable, and conscientious worker is an organizational asset that is vital to the organization's continued existence. He further explains that the extent to which employees give the organization life and consideration in exchange for accepting their responsibilities is known as their commitment to the organization.

4.4.3.6 Rate the impact of corporate culture on your performance at your job

Impact				
		Frequency	Percent	Valid Percent
Valid	0 - 10%	2	3.9	3.9
	11 - 20%	3	5.9	5.9
	21 - 49%	2	3.9	3.9
	50 - 60%	18	35.3	35.3
	61% and above	26	51.0	51.0
	Total	51	100.0	100.0

Table 4-16 Impact of corporate culture rate

Participants were asked to rate the impact of corporate culture on their job performance, 26 (51.0%) 61% & and above, 18 (35.3%) 50-60%, 2 (3.9%) 21-49%, 3 (5.9%) 11-20%, and 2 (3.9%) 0-10%. According to the findings, most participants believe that company culture has a substantial impact on how well they perform at work, with a large share falling between 50 and 60 percent. The perceived influence of the remaining participants varies, with smaller percentages in the lower levels.

4.5 T-Test

The main objective of conducting the t-test is to assess whether the observed difference between the means of the groups is due to actual differences in the population means or if it is simply due to random variability. In this study, most participants agree that organisational culture is important and plays vital role in the organisations and within departments. Some participants test the probability of the study. The responses are representing the views of population, and the p- value is less than 0.5.

4.5.1 Independent Samples test (Gender)

Independent Samples Test											
Levene's Test for Equality of Variances				t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Gender	Equal variances assumed	7.105	.010	1.777	49	.041	.082	.245	.138	-.032	.521
	Equal variances not assumed			1.804	47.571	.039	.078	.245	.136	-.028	.517

Table 4-17 Independent Sample Test - Gender

The t-test was performed for gender, assuming equal variances and not assuming equal variances. The two-sided p-value is 0.041 and the t-statistic, with 49 degrees of freedom, is 1.777 when equal variances are assumed. The two-sided p-value is 0.039 and the t-statistic is 1.804 with 47.571 degrees of freedom when equal variances are not assumed. The two groups' mean differences are 0.078, with a standard error of 0.245.

This shows that since both examples' p-values are less than 0.05, there may be evidence to refute the null hypothesis that the means are equal. This suggests that the means of the two groups differ in a way that is statistically significant.

The 95% confidence interval for the mean difference is presented as (-0.028, 0.517) when not assuming equal variances. The confidence interval provides a range of values for the true mean difference between the two groups. In this case, it suggests that, with 95% confidence, the true difference lies between -0.028 and 0.517.

4.5.2 Independent Samples test (Department)

Independent Samples Test											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Section	Equal variances assumed	5.925	.019	1.777	49	.041	.082	.248	.139	-.032	.528
	Equal variances not assumed			1.807	45.563	.039	.077	.248	.137	-.028	.524

Table 4-18 Independent Sample Test - Section (Departments)

Above are the T-test results of the HR and Finance departments. According to the Levene's test, the assumption of equal variances appears to be broken both when it is assumed and when it is not. Both equal and unequal variance are used when performing the t-test for equality of means.

The P-values are less than the significance level (0.05) in both situations, suggesting that the null hypothesis of equal means is not supported by the data. Further details regarding the size and accuracy of the observed differences between the groups are given by the mean difference and confidence intervals.

4.5.3 One Sample Test

One-Sample Test							
Test Value = 0							
	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
Corpculture	26,535	50	<,001	<,001	3,863	3,57	4,16
Pic_culture	25,981	50	<,001	<,001	3,000	2,77	3,23
Performance	29,329	50	<,001	<,001	2,118	1,97	2,26
Satisfaction	39,207	50	<,001	<,001	4,294	4,07	4,51
Adjustment	34,233	50	<,001	<,001	2,941	2,77	3,11
Procedure	24,757	50	<,001	<,001	3,608	3,32	3,90
NewEmployees	36,903	50	<,001	<,001	3,902	3,69	4,11
CustomerNeeds	37,911	50	<,001	<,001	4,373	4,14	4,60
Respect	29,824	50	<,001	<,001	4,078	3,80	4,35
Feedback	24,077	50	<,001	<,001	3,078	2,82	3,34
Bus_goals	33,450	50	<,001	<,001	3,373	3,17	3,58
Productivity	42,897	50	<,001	<,001	4,216	4,02	4,41
Contribution	32,446	50	<,001	<,001	3,824	3,59	4,06

Table 4-19 One Sample Test

The 95% confidence interval provides a range within which is certainly the true difference between the population is likely to diminish. To take into consideration the instability that comes with using a test rather than the entire population, the t-value and degrees of opportunity are employed. The mean difference is the best estimate based on the sample data.

4.6 Discussion of findings

The data is unveiling that at the University of KwaZulu-Natal, at HR and Finance departments the most employees falls under the 31-40 years category. The most employees who participated in these departments are females with 58.8%. Both departments have different races and those who participated are Africans (78.4%) and Indians (21.6%). The majority of these employees have 5 years or more of working experience within their respected department. Experimentation and workplace culture have a major relationship that can affect many different areas of a business, like employee engagement and adaptability. Organizations that encourage experimentation are typically more flexible. Employees are used to experimenting with new ideas and modifying their plans in response to outcomes, so they can react to changes in the external world more skilfully. It motivates staff members to exchange ideas, and add to the organization's success as a whole.

4.6.1 Objective 1: To examine the impact of corporate culture on employees' performance at UKZN HR and Finance departments.

Data revealed that most employees understand corporate culture and the culture within their departments, they know the importance of their best performance and they are mostly satisfied with their organisational culture. A pleasant and healthy work environment is typically indicated if the majority of employees are aware of the company culture as well as the culture inside their departments, value giving their best effort, and express pleasure with the organizational culture. According to Akob, *et al*, (2020) individual performance is essential for organizational performance; given in another context, its production will support organizational execution. At UKZN, the data shows that employees understand the impact of corporate culture in their performance. How they perform in the workplace also has an impact in their performance management.

4.6.2 Objective 2: To explore how employees, adjust to developing and/or new culture

Management plays a significant role in making sure employees adjust to new and developing corporate culture. Employees are more likely to adopt the new culture if they observe their leaders actively engaging in it and modelling it. Effective communication is necessary between management and employees to explain the rationale for the corporate culture changes, the anticipated results, and how these changes support the objectives of the company. Employee trust and understanding are fostered by transparency. Employees who are flexible enough to adjust to changing corporate cultures enhance the organization's overall creative thinking, resilience, and success. Flexible employees are better able to flourish in fast-paced work situations and have a favourable effect on the expansion and competitiveness of the organization. According to Collins & Clark (2018), organizations must provide a welcoming atmosphere that motivates staff members to learn about and interact in different cultures. Employees are more likely to actively participate and favourably influence the emerging cultural norms when they feel appreciated and involved in the process of cultural evolution.

Data shows that at UKZN some of the time employees can fully adjust to new and developing corporate culture. It shows the leadership communicates with employees and they are transparent. It also shows that superiors provide feedback to their employees, not most of the time but some of

the time. The data also unveil that the UKZN is a friendly workplace. A friendly environment fosters creativity and productivity. Employees are more willing to work together, exchange ideas, and support creativity and problem-solving when they feel respected and at ease.

4.6.3 Objective 3: To identify the sort of authoritative culture fit for improving employee execution in the UKZN HR and Finance departments

A number of factors were examined to identify the sort of authoritative culture fit for improving employee at UKZN departments (HR and Finance). According to data, it is noticeable that the UKZN employees understand their duties and how their work impacts the department's business goals. This generally indicates a number of favourable features of the organization's culture and work environment. It increases motivation, cultivates a positive work atmosphere, and advances the organization's success as a whole. By aligning individual efforts with corporate objectives, it fosters a workforce that is more productive and efficient.

Employees who are well-informed about their responsibilities and how they fit into the organization's overall objectives are frequently more satisfied with their jobs. Their understanding of the importance of their position within the company is aided by this clarity.

4.7 CONCLUSION

This chapter has provided a significant overview of the primary research results. The findings were analysed using SPSS, with the purpose of answering research questions of this study. It was presented in graphs and tables, then discussed. The findings concluded that in HR and Finance departments at the University of KwaZulu-Natal, indeed the corporate culture has a significant impact on employees' performance. In some sections, it shows that the management of both departments need to give staff more support to improve their performance and increase productivity within the organisation. Lack of support may have an impact on innovation and creativity. If employees don't feel encouraged, they might not come up with new concepts or use their creativity as much. Multiple perspectives and creativity are encouraged in a friendly work environment. The next chapter (chapter 5) of the study will present recommendations and conclusion.

CHAPTER 5 – CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The previous chapters provided the detailed discussions on the topic of this study, and the findings on the previous chapter (chapter 4) showed findings received from the analysis. In this chapter the researcher starts by giving an overview of the previous chapters, discussion of the objective and the findings from the primary research. Lastly, recommendations based on the results are given.

5.2 Overview of the previous chapters

In **chapter 1**, the problem statement was discussed to show the significance value of the corporate culture and its impact of employees and how they perform their daily duties, which also affects productivity within departments and organisation as a whole. Research has proven that employee engagement and a sense of belonging are enhanced by a positive corporate culture. Employee motivation and commitment to their work are higher when they identify with the company's values and mission. Work-life balance, mental health, and employee well-being are priorities for corporate cultures that can improve performance. Employees are more likely to be engaged and productive at work when they feel supported in both their personal and professional life.

The background of the study highlights that the organization needs to have a clear purpose statement and fundamental values that serve as guidelines for behaviour and decision-making at all levels. promotes free and honest communication among all parties. Employees are free to voice their opinions, worries, and criticism without worrying about repercussions. Diversity and inclusivity should be encouraged inside an organization, and the contributions and distinct viewpoints of workers from different backgrounds should be valued. By nurturing these elements, an organization may develop a healthy corporate culture that draws in top talent and keeps it engaged and inspired, which promotes sustainability and long-term success.

Chapter 2 gave better understanding of corporate culture, as the topic of this study. It provided different views and arguments on how to apply strategy execution, types of organisational culture and the alignment between organisational performance through departments. Most importantly in this chapter, it was shown how to adapt into cultural change, which is the most important factor for individuals, groups, and employees to adjust to changing conditions, stay relevant, and confront

new issues, they must comprehend and manage cultural change. The combination of a strong leadership team, excellent communication skills, and an openness to accepting and learning from different viewpoints is frequently necessary for successful cultural change.

Chapter 3 gave direction on which instruments will be used to conduct data collection. The researcher collected data at the HR and Finance departments, at University of KwaZulu-Natal (Westville Campus), using the quantitative research method, by distributing a set of questionnaires. The population of this study was 67 ($n = 67$) from both departments, which includes managers, consultants and administrators. A total of 51 responses were received. The gate keepers' letter was received from the registrar of the university, and the ethical approval for research was granted by the UKZN ethics office.

In **chapter 4** the researcher provided the results of primary data that was collected using SPSS and Microsoft Excel, with the aim to achieve the objectives of this study. The findings showed the impact of the corporate culture towards employees, and the alignment of departments and the organisation as a whole.

Chapter 5 provides the summary of results shown in previous chapter, overviews of study objectives, and the recommendations of the study, which forms the significant part of this dissertation.

5.3 Results of the primary research

5.3.1 Demographic features

A total number of 51 responses staff member who took part in the survey. The majority of respondents are between 31 – 40 years (39.3%). The study is focusing on two departments, HR and Finance, most respondents are from the Finance department with 56.9%, the majority respondent of participants are females with 58.8%. Looking at the years of experience, majority has 5 years or more (49.0%), at the UKZN.

5.3.2 Objective 1: To examine the impact of corporate culture on employees' performance at UKZN HR and Finance departments

Based on the findings received from the analysis, the researcher concluded that employees from these departments at UKZN Westville campus, their performance is indeed impacted by the corporate culture. The impact can be either positive or negative, based on these results employees have above average corporate culture in their departments, and it positively affect their job satisfaction. Employee performance and overall organizational success are often improved by a positive and encouraging company culture. The findings showed that the employees shared values, beliefs, attitudes, and practices that characterize a department.

Additionally, there are rules, regulations and procedures that are followed by the university, they have a vital role for maintaining order and security, guaranteeing equity and safety, boosting efficiency and communication, and encouraging moral behaviour in a variety of settings.

5.3.3 Objective 2: To explore how employees, adjust to developing and/or new culture

By looking at the descriptive analysis, 74.5% of employees who can adjust in developing or new culture within the department or organisation, followed by 11.8% of employees who easily adjust in new developments. This indicates how well the new culture fits both their own and the organization's ideals. A higher level of engagement and job satisfaction may result from this alignment. Also, the departments follow organisational procedures, the 66.7% agrees that the procedure is followed in their departments, the 33.3% that does not follow procedure in their department, and this is a concern to the management, because it may negatively affect production, efficiency, and the general functioning of the organization.

The findings also revealed that 82.4% of employees agree that the environment is friendly and corporative, it is easy for new employees to get used and feel at home. This presents that UKZN builds a solid reputation that will attract new employees and make the organization an appealing place to work. The departments at UKZN are committed to providing their students and other staff members with a positive and stimulating environment.

5.3.4 Objective 3: To identify the sort of authoritative culture fit for improving employee execution in the UKZN HR and Finance departments.

The findings present that these two department at UKZN do have the strong leadership which is effective for improving performance, organisations and even departments have different cultures, but for these departments their culture is working positively for them. The results have shown that employees in authoritative cultures at UKZN can adapt to changing conditions and offer innovative concepts to enhance performance because they have structure and guidance. The 78.4% agree that employees feel respected by their co-workers. Respect is one of the UKZN values, and employees are living by that value as well.

Results also showed the 90.2% of employees who agreed that they understand their department's goals. This shows that these employees are recognizing their key performance indicators (KPIs). This present that employees are interacting with group members to achieve shared objectives. To effectively collaborate and accomplish the department's goals, team members should have a common understanding of what has to be done. This is also proven by the 88.2% of employees indicated that they agree/ strongly agree that increase in productivity is a result of organisational culture which is also a source of motivation. Knowing the goals of the department can help motivate staff members. Employee engagement and work satisfaction can be increased when they understand how their efforts benefit the department and, ultimately, the company.

Therefore, the findings of this study show that the corporate culture at HR and Finance departments, in UKZN has an impact on employee's performance. By analysing and discussing the results, it shows the positive impact. However, the 13.7% of employees expressed that they do not affected by the corporate culture in their departments. There may be misalignment of values, lack of awareness or understanding or some of external factors.

5.4 Recommendation

The positive impact of corporate culture on employee's performance have been proved on the findings of the study. However, the following recommendations have been made, to enhance the positive impact on employees:

- **Training & development:** the management of these departments should ensure to provide training to their employees, teach them about rules, regulations and procedures of the organisation. In order to improve employee skills and competencies, an authoritative culture might place a strong emphasis on the value of ongoing learning and development. This may help to increase performance over time.
- **UKZN departments should open the communication channels and always provide feedback to their employees.** According to findings, 78.4% of respondents that they receive feedback some/ most of the time. All employees should always receive feedback with their work. Prompt feedback makes it possible to recognize issues and address them before they get worse. Problems that are dealt with early on can keep them from growing into bigger problems that impair the team's or organization's performance as a whole. Feedback makes expectations clear and aids in goal-setting and achievement for staff members. It makes it possible for corporate and individual goals to be in line, which promotes success all around.
- **Ineffective Culture Implementation:** 13.7% of participants indicated that they are less affected by corporate culture (between 0 -20%). Even when the company has declared its corporate culture, it might not be successfully integrated or applied to day-to-day activities. Employee performance is unlikely to be affected by cultural values if they are not experiencing or embodying them. Failing to implement effective culture may lead to communication breakdown, limited creativity, lack of employee engagement, resistance to change and poor performance. UKZN departments should put time and effort into creating a pleasant and productive workplace culture that supports employee engagement and well-being and is consistent with their values in order to prevent these undesirable outcomes.

5.5 Limitations of the study

The study was done only at UKZN Westville Campus, targeting only two departments. The research can be extended to other campuses and other departments. Not all population took part in the survey of this study, therefore, the findings cannot be generalized to the whole population of these departments. However, they might give useful details.

Therefore, the results of this study cannot be assumed it will give the same results as other departments or campuses because they are not having the same experience and the culture may not be the same.

5.6 Conclusion of the study

This dissertation has explored the complex relationship that exists between employee performance and corporate culture, providing insight into the various factors that influence an organization's ability to succeed. It has become clear that effective leadership is essential to creating and maintaining a positive workplace culture. It has been discovered that the attitudes and actions of workers at all levels are influenced by the beliefs and behaviors displayed by organizational leaders as they move down the hierarchy. In addition to fostering a positive work environment, effective leadership techniques that are consistent with the organization's values also act as a catalyst for high-performance results.

Although significant research has been given to authoritative culture and execution, it primarily focuses on the private sector. According to the concept, employees' mental and behavioural states are influenced by a hierarchical culture, which ultimately affects execution. Writing frequently supports the notion that elucidating hierarchical execution requires a strong authoritative culture and how it is arranged with method and structure.

A positive organisational culture is strongly correlated with improved employee performance, according to the findings of the study. It has been discovered that UKZN place a high priority on principles like openness, cooperation, and worker welfare create an environment at work that encourages engagement, motivation, and eventually increased production.

It is significant for employees to feel free in an organization, be able to adapt to new and developing culture. At some point the management may need to provide trainings to assist employees to be able to learn to adapt change. In order to remain competitive, organizations must adapt, particularly in the fast-paced and dynamic corporate climate of today. This frequently entails adjusting corporate culture to conform to new technological advancements, commercial plans, or consumer preferences.

The Covid-19 outbreak has taught organizations, including higher education institutions the important of learning to adapt to change and the necessity of working remotely brought attention to how crucial digital change is. Businesses came to understand how important it was to spend money on technology in order to improve communication, expedite procedures, and enable distant cooperation.

Recognizing and supporting a positive corporation culture becomes essential for long-term success as well as a competitive advantage for organisation navigating the complexity of today's business environment.

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APPENDIX A: INFORMED CONSENT

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL

For research with human participants

Information Sheet and Consent to Participate in Research

Date:

Dear Respondent,

My name is Nosisekelo Gabela from The School of Management, IT and Governance, University of KwaZulu-Natal pursuing Master of Commerce in Management studies. My cell number: [REDACTED]; email address 209528710@stu.ukzn.ac.za

You are being invited to consider participating in a study that involves researching the
“The impact of corporate culture on employees’ performance.”

The aim and purpose of this research is to examine the impact of corporate culture on employees' performance, explore how to adjust to new culture and how culture fit for improving employee execution in HR and Finance departments at the University of KwaZulu-Natal. The study is expected to enroll 50 participants in the UKZN Campuses. It will involve the instrument that is used to collect data is a Microsoft Forms questionnaire. The duration of your participation if you choose to enroll and remain in the study is expected to be 10 minutes.

The study may involve the following risks and/or discomforts in providing information about your age, ethnic group and gender.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee approval number [REDACTED]

In the event of any problems or concerns/questions you may contact the researcher at [REDACTED] or email: 209528710@stu.ukzn.ac.za or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001
Durban
4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Your participation in this research is voluntary and you may withdraw participation at any point, in the event of withdrawal of participation you will not incur penalty or loss of treatment or other benefit to which they are normally entitled.

Please note that all information collected is for research purposes only. Participation is voluntary and your identity will be kept strictly confidential. There will be no monetary gain from participating in this research project.

Confidentiality and anonymity of records will be maintained by the researcher and the school of Management, IT and Governance, UKZN. All collected data will be used solely for research purposes and will be locked away and not shared with any third party and will be destroyed after five years.

CONSENT (Edit as required)

I (name) have been informed about the study entitled (provide details) by (provide name of researcher/fieldworker).

I understand the purpose and procedures of the study (add these again if appropriate).

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at (provide details).

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion	YES / NO
Video-record my interview / focus group discussion	YES / NO
Use of my photographs for research purposes	YES / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

APPENDIX B – Questionnaire Survey

The impact of corporate culture on employees' performance.

This questionnaire would take no longer than 10 minutes of your time to complete.

Please answer the questions to the best of your knowledge.

Your participation in this study is greatly appreciated.

SECTION A – Demographics

1. Age

- Under 30 years
- 31 – 40 years
- 41 – 50 years
- 50 – 60 years
- 61 and above

2. Gender:

- Male
- Female
- Prefer not to disclose

3. Race

- African
- White
- Indian
- Coloured
- Other

4. What is your department?

- Human Resources Management
- Finance

5. How long have you been working for UKZN?

- 0 – 1 year
- 1 – 3 years
- 3 – 5 years
- 5 years or more

SECTION B - The impact of corporate culture on employees' performance

6. How could you please describe your corporate culture within the department?

- Excellent
- Above average
- Average
- Below average
- Very poor

7. To what extent do you picture yourself in the culture of the University?

- To a very large extent
- To some extent
- To a little extent
- Not at all

8. In what ways has the corporate culture impacted on your performance?

- Extremely
- Moderately
- Not at all

9. The corporate culture affect job satisfaction and its impact on employee performance?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Section C – Adjusting to developing and/or new culture

10. In your department, do employees fully adjust and adapt the new or developing corporate culture?

- Most of the time
- Some of the time
- Not often
- Never

11. My department is very particular about meeting the customer needs, as results are more important than following the correct organizational procedure.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. My working environment is friendly and cooperative. Almost everyone would fit into it and new employees need few days to feel at home.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. My department is very particular about meeting the customer needs.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Section D - Authoritative culture fit for improving employee execution in the department

14. I feel respected by my team and the coworkers in the department.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

15. My superior provide me with timely feedback about my work.

- Most of the time
- Some of the time
- Not often
- Never

16. Do you understand how your work impacts the department's business goals?

- Most of the time
- Some of the time
- Not often
- Never

17. Do you agree or disagree that an increase in productivity is as a result of organizational culture which also act as a source of motivation?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. Most employees are giving the mandate to make real contribution to the success of the department.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. Rate the impact of corporate culture on your performance at your job

- 0 - 10%
- 11 - 20%
- 21 - 49%
- 50 - 60%
- 61% and above

Thank you for your participation!



22 May 2023

Nosisekelo Bongeka Gabela
School of Management, IT & Governance
College of Law and Management Studies
Westville Campus UKZN
Email: 209528710@stu.ukzn.ac.za

Dear Nosisekelo

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted for you to conduct research at the University of KwaZulu-Natal (UKZN), towards your postgraduate degree, provided Ethical clearance has been obtained. We note the title of your research project is:

"The impact of corporate culture on employees' performance."

It is noted that you will be constituting your sample by handing out questionnaires to HR and Finance Departments employees and Managers on the Westville campus.

Please ensure that the following appears on your notice/questionnaire:

- Ethical clearance number;
- Research title and details of the research, the researcher and the supervisor;
- Consent form is attached to the notice/questionnaire and to be signed by user before he/she fills in questionnaire;
- gatekeepers approval by the Registrar.

You are not authorized to contact staff and students using the 'Microsoft Outlook' address book. Identity numbers and email addresses of individuals are not a matter of public record and are protected according to Section 14 of the South African Constitution, as well as the Protection of Public Information Act. For the release of such information over to yourself for research purposes, the University of KwaZulu -Natal will need express consent from the relevant data subjects. Data collected must be treated with due confidentiality and anonymity.

Yours sincerely

Dr KE CLELAND: REGISTRAR

Office of the Registrar

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 7971 Email: registrar@ukzn.ac.za Website: www.ukzn.ac.za



CERTIFICATE OF COMPLETION

This is to certify that

Nosisekelo Gabela

Has successfully completed the

**UNDERSTANDING PLAGIARISM
ONLINE SHORT COURSE**

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Professor Rubby Dhunpath
Director: Teaching and Learning



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INSPIRING GREATNESS



06 September 2024

Nosisekelo Bongeka Gabela (209528710)
School of Man Info Tech & Gov
Westville Campus

Dear NB Gabela,

Protocol reference number: HSSREC/00007609/2024
Project title: The impact of corporate culture on employees' performance
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 03 September 2024 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

Incidents of adverse events and serious adverse events (AEs and SAEs) should be reported in writing to HSSREC, the study sponsors, and any regulatory authority (where appropriate), within 7 working days of the occurrence for local sites and 14 days for all other South African sites.

This approval is valid until 06 September 2025.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 **Email:** hssrec@ukzn.ac.za **Website:** <http://research.ukzn.ac.za/Research-Ethics>

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