Title

A critical review of the National Ports Authority of South Africa (NPASA) corporate values: perceptions of employees

By

Student's Name: **Tebogo Abia Mojafi**

201507737

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Graduate School of Business, Faculty of Management
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Supervisor: **Robin Martin Challenor**

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TO WHOM IT MAY CONCERN

Due to the strategic importance of this research it would be appreciated if the contents remain confidential and not be circulated for a period of three years.

Sincerely

TA MOJAFI

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DECLARATION

This research has not been previously accepted for any degree and is not being currently submitted in candidature for any degree.

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Date...16/08/2007...........

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ABSTRACT

National Ports Authority of South Africa (NPASA) adopted and declared its commitment to a set of eleven corporate values, included them in their performance management toolkit and regarded them as the organizational driving force. It was therefore important that a study to determine how these values have been embraced is conducted.

This is critical since the organization might think that having corporate values equates to being a value based organization. In most cases, senior leadership has an impression that all is well in the organization and most if not all employees are indeed committed to these corporate values.

The study was therefore aimed at critically reviewing the corporate values with the focus being on the perception of employees. The perception of employees is an ideal measure on determining whether NPASA is gaining ground on its strategic drive of being a value based organization. The perception held by employees has a bearing on the organizational performance. It is indeed critical that organizations communicate and listen honestly to the opinion of staff as they are integral in driving business.

A questionnaire on the set corporate values of NPASA was developed to allow the employees to choose whether they agree or disagree with the given statements. The statements in the questionnaire were linked to the research objectives.

The study has found that the employees do perceive NPASA as a value driven organization and are of the opinion that their experiences as staff members are in keeping with the professed corporate values. The employees have shown an understanding of the values and saw the enactment of corporate values as bringing positive developments to the organization. The employees have also indicated to NPASA what needs to be done so as to facilitate and encourage commitment to corporate values.

The study concludes that the majority of employees are generally identifying with the set corporate values. Although the employees are embracing and showing commitment to the current corporate values, it is still critical that NPASA continue to review, facilitate and encourage commitment from all its employees.

The employees of NPASA are of diverse background and the perception that their organization is driven by corporate values is a positive achievement for the organization. Corporate values bring these employees together and the belief that NPASA is value driven assist in building commitment to the organization which ultimately translates to better performance.

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1.1 Introduction

For an organisation to grow and flourish in this demanding, challenging and competitive global marketplace, it must be structured and managed in a co-ordinated manner that embraces, enhances and further develops flexibility, creativity and excellence. This is more important when the organisation's workforce is diverse in terms of age, race and gender.

In this age of increasing global competition, the ability of the organisation to build a culture that attracts and retains talented staff is rapidly emerging as the most important criterion for financial success. Many organisations are striving to become vision guided and values driven, focusing on employee fulfilment, customer care and leadership development.

The researcher Barret (1999) has shown on the basis of surveys involving many corporations, that when there is a match between business and employee values, especially when both sets are balanced between ego and spiritual values, businesses gain and its profit goes up. Employee retention which is a major concern in economically advanced countries is enhanced and so is customer satisfaction. The truth is a happy employee creates a happy product/ service which will make a customer happy.

Asked what organizational values an employer of choice have, Curtis (2005) asserted "Clearly defined values that are consistent with what the employees actually experience". This is because employers of choice tend to be able to clearly and accurately articulate what their values truly are. These are the values espoused to candidates, thereby enabling candidates to "self select" the

organization based upon the level of match that they perceive to exist with their own values.

1.2 Background of the study

Port of Durban is the busiest port which has a responsibility of facilitating trade in the Kwazulu-Natal Province as well as South Africa at large. The inefficiencies of the Port has a rippling effect on the economy of the city of Durban and the country at large and therefore it becomes important that proper service is delivered by the organisation.

Because of the diversity of the Port, National Ports Authority of South Africa (NPASA) had to come up with a way of ensuring that all its employees felt as part of the port community and are able to give all their best in their day to day activities. The adoption of values became a critical factor in ensuring focus and discipline of employees so as to reach the goals set by Transnet.

Transnet is a diversified organisation whose sole shareholder is the South African government. It operates and controls the major transport infrastructures within South Africa and is a holding company of NPASA, Spoornet, Petronet, Transwerk and South African Ports Operations (SAPO) subsidiaries.

Senior leadership of NPASA has publicly mentioned that the company is driven by values. However, it is true that although an organization is normally seen or projected positively by leadership, reality check can be found at the lower levels of employees. These are the people who experience and spend most of their time inside the organization and are better positioned to share their experience on how the business is being run.

NPASA developed a new performance management toolkit which is an extension of Kaplan and Norton's famous balanced scorecard. Whilst Kaplan's

scorecard is made up of four perspectives namely, financial, customer, learning and Internal business processes, NPASA leadership included a fifth perspective namely values. According to Phiyega (2002), this perspective was included as part of the performance management toolkit aimed at measuring the individual's performance in line with the corporate values.

Whilst corporate values are incorporated in this performance management toolkit used by NPASA, only five of the eleven values are listed in the document. The listed five values are human dignity and respect, open and honest communication, service excellence, integrity in business conduct and employee development. This does not offer a good measurement of how employees relate to such values as well as how they feel NPASA facilitates or is commitment to these values.

1.3 Motivation of the research

In their quest for making sure that they address issues relating to worker participation and creating a working community, many organizations have opted to stress values as a way of running their businesses. At the same time, such values provide a basis for strategy settings, clarification of objectives and energizing employees to focus and pride themselves as being part of the organization.

Whilst this has been the prerogative of leadership, it has not been clear as to whether having values in an organization translates into employees or even leadership embracing and identifying with the organization and ultimately affecting performance positively. According to Majer (2004) in recent years, the business world has experienced a disturbing decline in the expression of

positive values by some of its leaders which, in turn, led to difficulties and even collapses of several significant companies like Enron and WorldCom.

In 2002, NPASA took a decision that values should form part of managing performance process with the intention of motivating employees to live the values. This in itself meant that employees were going to start being observant of their behaviour and ensure that it is in line with the values.

Four years after the adoption of the values, it becomes imperative that a study to analyse the perception of the employees with regard to corporate values is undertaken to find out whether NPASA is gaining ground on this strategic drive. This is critical since the decline of values could have a far reaching impact on the survival of the organisation especially in these challenging times of moral degeneration.

Organisations exist as a result of its employees and whatever that is experienced by employees has a great bearing on the performance of the organisation. The perception and the experience of employees is therefore an important measure of what the organisation is. This is true considering that employees are the mirrors of the organisation and are what the clients see and come into contact with on a daily basis. They are the ones who get frustrated or motivated by rules governing the organisation in their daily activities.

The values of NPASA were determined by senior leadership and later communicated to the employees. These values were not developed by the employees themselves. It becomes important that a study is conducted to check employee's acceptance and commitment to the values. This study therefore aims to find out whether the employees of NPASA based in the Port of Durban identify with the corporate values.

A questionnaire on the 11 corporate values has been developed to allow the employees to measure themselves and the Port as to the extent that they believe organisational values are being lived or not. An analysis of employee response will be provided later so as to highlight the perceptions of employees and develop interventions based on the findings.

1.4 Value of the project

This study provides value in three fold i.e. for the organisation, the individual employees as well as the country of South Africa.

Firstly, the study will provide insight to the organisation as to the perception of its employees with regard to the corporate values. It will afford NPASA the opportunity to revisit their strategy and ensure that their initiatives are geared at addressing the corporate values.

Secondly, it is also an opportunity for employees to be heard as they participate in the shaping of the organisation. Having the opportunity to complete the questionnaire provides a moment of reflection for employees to think critically and honestly of the values and the important role that they play in everyday work.

Thirdly, the study influences and stimulate debate in the employees' communities on how to become a better value driven society.

1.5 Problem statement

- NPASA has adopted a set of values and declared its commitment to live by the values. However, their employees may not always see or believe in commiting to these values. Due to varying reasons at different levels, employees of NPASA may not identify with the organisation's commitment to corporate values.

- NPASA wants to be regarded as a truly valued based organisation. It considers its employees as being critical in driving business and has pledged itself to communicate and listen honestly to the opinion of staff. Their employees may have different perceptions and thinking on NPASA being regarded as a truly value based organisation.

1.6 Objectives of the study

- To determine the staff's understanding of values.

- To determine if, in the opinion of staff, their experiences as staff members are in keeping with the professed corporate values.

- To evaluate the extent to which employees think NPASA is a value driven organisation.

- To seek an indication of what NPASA needs to do to facilitate and encourage commitment to corporate values.

- To what do employees see from the enactment of values.

1.7 Research Methodology

The overall methodological approach that is adopted in this study is a survey.

The case on the history of the organisation was developed and informed by presentations made by senior leadership as well as past company reports on how NPASA ensures that corporate values are lived.

A questionnaire that focuses on the eleven adopted corporate values has been developed and distributed to the employees of NPASA (both Junior Officers and those at management level) for them to complete. This questionnaire is structured such that employees respond by ticking whether they agree or disagree based on the given corporate values statements.

1.8 Limitations of the project

NPASA manages and controls seven ports along the South African coast. The study is focused in the Port of Durban and therefore the findings are only valid for this port.

1.9 Structure of the research

The research report is structured as follows;

Chapter 2 - Literature review. The research is on the perceptions of employees with regard to the organisational / corporate values.

A literature review aimed at the values has been conducted with reference to:

- employee and organisation

- vision and mission

- organisational culture

- culture diversity

- leadership in instilling values

- communicating values

- Recruitment of employees

- Research on values

The second part of chapter 2 is on NPASA. A study is presented in providing NPASA profile and developments as they relate to the implementation of corporate values. This include the listing of the eleven values and some of the initiatives that senior leadership decided on as a matter of addressing these values.

Chapter 3 - Research Methodology. This chapter is aimed at discussing the research methods that has been used in study. It highlights the research design and procedure as well as explain why this is the relevant and good methodology for this study. The analysis of the data and the software package that has been used is also discussed in this chapter.

Chapter 4 - The findings of the study is presented in this chapter in the form of graphs and tables.

Chapter 5 - This is the last chapter of the study and presents discussions as they relate to the findings of chapter 4. The study is closed with the recommendations that have been drawn from the analysis.This will make sure that values that are being lived or not lived are highlighted and interventions and reinforcement strategies are put in place to inculcate and embrace such values.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

The previous chapter introduced the topic of the study and explained the process that has been followed in completing the study. It also managed to provide a map guide of the study. The aim of this chapter is to provide through selective reference some of the literature that has a strong and relevant bearing on values.

The chapter is divided into two parts. The first part concentrates and discusses the work that has been done by past researchers as it relates to their definition and views on the importance of values. This also covers the most important aspects of creating a value based organization. The second part of the chapter presents the history of the organization (NPASA) with relevance to corporate values.

2.2 Literature review

2.2.1 What are values?

According to Carlopio *et al.* (2001), values are often defined as an individual's basic standards and beliefs about what is good and bad, acceptable and not acceptable, moral and immoral. The Wikipedia encyclopedia (internet 1) distinguishes between two types of values. A terminal or intrinsic value is something that is fundamentally good, and is worth having for itself. Terminal values are distinguished from instrumental (or extrinsic) values, which are desired only because they help one get something else that is good.

Phiyega (2002) also brought three types of values namely strategic, business and ethical.

- Strategic describes the nature of business such as products and service, market, customers and technology. They encompass general business philosophy which is to be considered as important for long term survival
- Business values are values which direct the strategies to support the achievement of the vision, mission and goals of the organization.
- Ethical values are values which determine how we as individuals, managers and employees shall behave towards each other.

Some authors bring about other perspectives on types of values. For instance, Kerns (2004) described virtuous values as those values that help people to determine the difference between ethical and unethical behaviour. He maintains that as a subset of managerial leadership values, they help guide a leader's decisions and actions toward the ethical high ground.

In our lives, we tend to look for positive qualities from others around us. Browne *et al.* (2004) describes those positive abstractions that capture our sense of what is good or desirable as values. These values usually come to our attention through some human model like a person whom we trust and admire.

2.2.2 Are values important?

Values are an important part of a company image. Having a strong set of values and sticking by them can do more for your corporate image than thousands of dollars in a marketing campaign (internet 2).

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Other organisations take liberty in clarifying their thinking on values. At Abnamro they believe that " our values and principles also help us on our journey to sustainable development. By living according to our defined corporate values and business principles we can meet the needs of our organisation and stakeholders today, thus protecting, sustaining and enhancing human, natural and finacial capital for the future' (internet 3).

Holmes (in Bredenkamp 2002) argues that " ...... values are the building blocks of corporate character, and corporate character is the foundation on which reputation is built. Simply put, reputation is driven by behavior. Behavior is driven by character, character is driven by values.

Values are indeed the binder of the organisation. Onge and Armstrong (2004) argue that values are the foundation upon which an organization's vision, strategy, brand and culture are based. Sawhney (2002) also advocates that corporations must see values as the foundation upon which the edifice of value creation must rest.

Since organizations are made up of teams or groups, Adams (1998) believes that values manifest in everything that you do as a group, not only your public programs but also how you operate. This is shared by Peat (2003) who believes that values must be embedded organization wide so as to provide a platform for common purpose and promote an understanding of a company's strategic mission.

Values are the essence of who we are as human beings. "Our values influence every decision and every move we make, even to the point of how we choose to make decisions" (Rue 2001). One can therefore believe that these values if common in a team or organisation, could translate into team or organisational values.

It is obvious that organisations have different reasons on why they want to become value based. Paine (2002) points out that the paths to values are many and varied. Some managers arrive by way of a crisis or scandal, and others by way of personal conviction or a logical process of reasoning and analysis. And a few are motivated simply by the vision of a better and more humane way of conducting business. According to Slotte (2005), what really matters is that values are fundamental guidelines for action and organizations can use them to become more efficient.

According to Onge and Armstrong (2004), values are antecedents to behaviour. Therefore, it is important for businesses to understand and articulate their corporate values. Such shared core values influence the organization's decision making (i.e. strategy formulation and implementation), as well as its response to quickly changing business conditions and immediate crises.

Such thinking has led to Le Mon (2000) arguing that a clear and precise value statement can guide and motivate employee's work behaviour towards organisational objectives and assist in recruiting employees that share and can relate to the stated values of the organisation.

According to Browne *et al.* (2004), a declaration of core values is nothing more than an invitation to moral conversation, either within our own minds and consciences or with others affected by or interested in the prospective decision.

Ross Peat, MD of Microsoft New Zealand sums it properly by saying, "When it comes to an organisation's values, attitudes, gestures and everyday actions at all levels are as important as broader business initiatives. As values become

embedded in organisational behaviours then the platform is established to deliver real value to customers and to the community".

2.2.3 Mission, vision and values

"Organizational values are beliefs that support the organisation's management style and determine its attitude towards employees and shareholders, as well as its ethics" (Gerber *et al.* 1995). Campbell and Tawadey (in Gerber *et al.*1995) elaborate further on this aspect "In organisations with a sense of mission, values provide emotional logic for managers and employees. They are the justification for managers and employees to say their behaviour is not only good strategically but also good in itself: the right way to behave".

There is always a relationship between mission, vision and values of the organization. Adams (1998) asserts that the organization's mission, values and vision are the glue that holds an organization together and knowing them helps to keep it on track. According to Pollard (2000) a corporate mission cannot be viewed as a panacea, nor applied like a mathematical formula. It can, however, provide a foundation, a reference point of action. It offers a living set of principles that allows us to confront the difficulties and contradictions of work life.

Adams (1998) points out that mission, vision and values do not come neatly packaged in separate mental compartments, instead they are braided together in people's hearts and minds. This is supported by Roddick (2000) who believes that we perpetuate our vision and values by living them.

Although people are different, they sometimes share the same behaviors. As Gerber *et al.* (1995) puts it "employees with a sense of mission find it easier to

work together, to respect each other and to search for solutions that will benefit the organization as a whole, and not just individual departments". Adams (1998) points out that most people can relate to a personal vision, value and mission in life but when more people agree to work together, the difficulties of arriving at such articulations multiply.

Sharing values is important for an organization to fully function. Spurgeon (2001) points out that if the overall purpose or mission of an organization is not shared and people feel they do not "belong to the organization", then individuals may not identify with or feel responsible for dealing with any organizational difficulties. Consequently, they may distance themselves from the work values of others and becomes angry, resentful and resistant to new policies or directives.

Organizations are in business to create value and consequently prosper. Knowling (2000) assert that you cannot build value for customers, shareholders, or the community without a vision and values of your organization. You build value by becoming the leader in your field, the company that everybody wants to work for, buy from, or invest in. This is also shared by Kerns (2004) who believes that strategic goals linked to a set of core values can present an inviting and comforting picture to potential customers as well as employees.

Many researchers indicate the importance of shared organisational values and the role of the value statement (Sullivan *et al.* 2002; Dearlove & Coomber 1999; Lemon 2000; Kouzes 2003). Lencioni (2002) declares that empty value statements create cynical and dispirited employees, alienate customers, and undermine managerial credibility.

Employees are the people who ensure the organisation's survival and growth. Pollard (2000) warn that as we continue to define and refine that mission and

seek to lead in its fulfillment, we must not forget the people who are serving and making it happen since they are the soul of our organisations.

2.2.4 Organisational Culture

Culture is manifested in the form of norms, the unwritten rules of behaviour and values, what is regarded as important, expressed as beliefs on what is best or good for the organization and what ought to happen. Values can be explicit or articulated in value statements. The values set of an organization may only be recognized at the top level, or shared so that the enterprise could be described as value driven. In the 1990's organizational culture began to be understood in a different way - as a shared set of beliefs and assumptions rather than demonstrated behaviors.

According to Fowler (in Bredenkamp 2002), company culture - its structures and procedures, its communications, and the relationships between people within the organization - emerges as the single factor people now see as having the greatest potential both to effect improvements - or hold it back.

The workplace and the work need to encourage building the community and therefore culture. According to McLauglin (in Bredenkamp 2002) an important factor to recognize is that culture including organizational culture is not at all that easy to define and even more difficult to change.

Kerns (2004) believes that shaping and sustaining a strong ethical workplace culture is advanced when people throughout your organisation share a set of virtuous values. Values exert influence over our attitudes, and our attitudes influence our behaviour. Because ethical choices and behaviour are linked to values, it is important that virtue oriented values are strong as they will help drive ethical behaviour among an organisation's leadership and fellowship

After all, it would be naive to believe that a single culture exists in all organizations, or that cultural engineering will reflect the interests of all stakeholders within an organization. In any case, Parker (2000) has suggested that many of the assumptions of those putting forward theories of organizational culture are not new. They reflect a long-standing tension between cultural and structural (or informal and formal) versions of what organizations are. Further, it is perfectly reasonable to suggest that complex organizations might have many cultures, and that such sub-cultures might overlap and contradict each other.

What do we understand then when we use the concept organizational culture? Lynch (in Bredenkamp 2002) explains "... it's a set of beliefs, values and learned ways of managing - and this is reflected in its structures, system and approach to the development of corporate strategy. Its culture derives from its past, its present, its current people, technology and physical resources and from the aims, objectives and values of those who work in the organization".

Schein (2005) defines organizational culture as "the residue of success" within an organization. He believes that culture is the most difficult to change organizational attribute that exists, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. He argues that culture is the outcome of the shared experiences arising from an organization's attempts to resolve fundamental problems of adapting to the external world and achieving internal integration and consistency. This constructs a collective pool of knowledge that determines what is appropriate behavior, directs understanding and gives guidance on how to resolve problems.

A high performance orientated culture based on well defined values clearly provides business results (Peat 2003). According to Onge and Armstrong (2004),

in an age of increasing global and local competition, the ability of an organization to develop a corporate culture that attracts and retains talented people is rapidly emerging as the most important criterion for sustainable success.

How organisational knowledge is used and stored depend on the unspoken norms of behaviour that constitute organisational culture. This has led to Starovic and Marr (2003) believing that it is these, rather than formal systems, that guide many employees' interactions with customers, colleagues and other stakeholders.

2.2.5 Leadership in instilling values

No organisation can hope to achieve and maintain market leadership without human leaders who articulate and communicate a vision are backed by individuals with the management skills to make it happen. Roddick (2000) believes that the leader has to have a moral agenda or there is no leadership. He maintains that if your aspiration comes from the values of your culture or church, temple of mosque, you have something beyond your own livelihood.

Rue (2001) "for leaders, understanding their personal values gives them a great range of choices to make in shaping their organisational culture, whether that organisation is a family....or major corporation. Our values follow us more closely than our shadow. Our values are our very core".

"Leaders who exercise their personal values set a clear example. They are aware of why they make the decisions they make. They have an internal guiding beacon when they have to make tough choices. They understand the range of acceptable choices available to them. They judge others less harshly, while inspiring higher performance. They tend to find great satisfaction in their

work. They tend to form relationships of trust readily. They live healthier lives. They are comfortable with themselves. They suffer less stress" (Rue 2001).

Knowling (2000) asserts that our every day practices, not our espoused values define who we are. He believes that to align good intentions with effective practice, leaders need to define a vision, articulate values, and infuse both into every aspect of business.

According to Knowling (2000) most leaders love to make strategy, but it is vision and values that spawn strategic action. Further, the leader's ability to identify and articulate core values is an essential part of visioning that helps to build a strong company (Tetenbaum 1998). This has led to Kerns (2004) believing that business leaders who want to create an ethical work environment should first identify their own core values and commit to practicing them.

Knowling (2000) believes that for others to follow you through times of uncertainty require mutual trust and faith and that is what clarity of vision and commitment to values can bring. Hence we find Kerns (2004) attesting that managerial actions are indeed critical determinants in influencing employee ethical behaviour.

"I once thought that the test of personal leadership was the number of people that follow a leader when he or she moves to a new organisation. But what is more rewarding is to look across an organisation and see the number of leaders in place, people who share a common aspiration and have tools and wisdom – the vision and values- to achieve something great. That is any leader's greatest legacy" (Knowling 2000).

Pollard (2000) believes that the ultimate job of the leader is to be a champion of the mission of the firm and , more importantly to live that mission. It is about recognising that their values and characters will be tested in the process. He points out that unless leadership align the values of their people with the mission of the firm, and unless they continue to develop and care for people in the process, they will fail.

Sawhney (2002) points out the importance of having leaders who are able to harnes the emotions and spirit of every individual towards a common purpose that everyone understands while being authentic in their values and commitment to social responsibility. Pollard (2000) believes that it is a leader's responsibility to set the tone, to learn to accept the differences of people, and to foster an environment where different people can contribute as part of the whole and achieve unity in diversity.

Leaders also need to love their organizations in order for them to provide a better leadership. Berry (in Lovelock and Wirtz 2004) highlights love of the business to the extent that it combines natural enthusiasm with the right setting in which to express it. He argues that such enthusiasm motivates individuals to teach business to others and to pass on to them the secrets and craft of operating it.

He also stresses the importance for leaders to be driven by a set of core values they infuse into the organization arguing "a critical role of values driven leaders is cultivating this leadership qualities of others in the organization". And he notes that values driven leaders rely on their values to navigate their companies through difficult periods.

"Values, once they are made visible, enable the leadership team to compare employee values with the behaviors they feel are needed to implement

strategy. Where gaps are found, steps can be taken to carefully develop the shared set of values that align with strategy. Focusing on values is a necessary building block of high performance and strategic success" Onge and Armstrong (2004).

Few people will want to mimic the values and patterns of those they have learnt to distrust. Browne *et al.* (2004) cautions that when leadership treat others as objects or instruments for their own needs, they become the villainous characters that Hollywood so often portrays when business people are represented in films.

Paine (2002) also cautions managers against focusing only on the financial case for values "No matter how much evidence we amass for this case, the fact remains that moral indifference and even blatantly unethical behaviour can also be financially rewarding in many circumstances".

According to Pollard (2000), when we create alignment between mission of the firm and the cause of its people, we unleash a creative power that results in quality service to the customer and the growth and development of the people who do the serving.

According to Roddick (2000) many businesses are adopting almost a nonprofit agenda, in terms of defining their mission. They are not just looking at the enhancement of profits but how the business is perceived in the local community. Pollard (2000) believes that the mission becomes an organizing principle of effectiveness in an organisation.

Purcell *et al* (2004) asserts that successful organizations are characterized by strong values and a strong guiding vision that communicates what behavior is appropriate and what is not. They point out that if these values are widely shared across the organization and are reflected in the everyday actions of

employees at all levels, both individually and collectively, then there are a strong culture.

Knowling (2000) is of the opinion that the absence of a vision will doom any strategy-especially a strategy for change. He believes that a true vision shapes your hiring, assessment, and promotion of employees, and your behaviour towards customers, partners, and investors. This is an essential and integral aspect of every organization. Knowling (2000) therefore asserts that vision is a powerful tool for leading an organization than any other market analysis or spreadsheet and points out that defining your vision and articulating your values are not easy or painless.

As a way of building commitment to values, Knowling (2000) suggest to companies that new recruits must go though a workshop on values and vision of the organization so as to build and instill their values. It is also imperative that transparency is practiced through open and honest communication as far as values are concerned. Jack Welch (in Knowling 2000) suggested that companies should be public and act decisive about the consequences of breaching core values irrespective of the level of the employees. This implies that if companies are serious about their values, they should ensure that they apply to all irrespective of their level.

Knowling (2000) insists that leaders should always pay attention to both the core business deliverables and the distraction of vision and values and resists the temptation to focus on one over the other. He points out that a disciplined approach to vision and values helps employees understand what is important in the business. He also points out that leaders have no choice but to be fluid, to learn to deal with ambiguity and to be able to change their business model as a result of the ever changing market "new economy". He points out the importance of having an overarching vision and values to steer by.

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Knowling (2000) believes that the culture determines how people work together and how they respond to change. Therefore, no leader can succeed without understanding and shaping the norms at work. Purcell *et al* (2004) define organizational culture as a system of shared values and beliefs about what is important, what behaviors are appropriate and about feelings and relationships internally and externally.

Van den Berg *et al.* (2004) also define organizational culture as shared perceptions of organizational work practices within organizational units that may differ from organizational units. They believe that while values are typically not directly visible for employees, organizational values are expressed, in part, in organizational practices.

The development of an organization's culture looks to be slowly but surely shifting from a soft option to the real option, according to Peat (2003). He asserts that defining culture as a business fundamental balances an organization's management framework between the people focus and the product or service focus.

According to Smalley (2004), corporate culture is "the act of developing intellectual and moral faculties, especially through education. But in a broader sense, it is "the moral, social, and behavioral norms of an organization based on the beliefs, attitudes, and priorities of its members". Whilst Purcell *et al* (2004) admit that there is no single best culture, they believe that values and cultures need to be unique to the organization, widely shared and reflected in daily practice and relevant to the company purpose and strategy.

Purcell *et al* (2004) advise that it is important for organizations to create the kind of environment or culture where the positive managerial behaviors of listening, coaching, guiding, involving and problem solving are actively

encouraged and reinforced. They are of the opinion that an HR policy is critical as it reflects and reinforces organizational values and culture.

Purcell *et al* (2004) argue that to build commitment and drive improved performance, values needs to be:
- Embedded and understood across the organization
- Integrated into relationships between stakeholders
- Enduring , built around or on legacy of past success
- Habitual, with behaviors repeated, collective and routine

It is therefore imperative to manage the organizational culture. Bredenkamp (2002) points out that it is imperative for the leadership to foster and enhance the kind of organizational culture that will lead to excellence, to growth, to people and communal development, to capacity building, to internalizing positive values and a positive job orientation.

An important factor in analyzing organizational culture is to look for details. Brown (in Lynch 2000) assert that details provide evidence of the organizational culture almost like a guide on a hunting trip, it is to no avail only to know what a leopard looks like, its imperative to know the footprint of the leopard, to look for the broken twig, to look for evidence of the resting place, whether it is alone or with a pack. He points out the importance of analyzing the details "Analysis is important because culture influences every aspect of the organization and has an impact on the performance of organizations".

It is important that organizations practice what they preach. Purcell *et al* (2004) is in agreement that where shared values can be demonstrated, people are more likely to be satisfied, displaying higher levels of organizational commitment, lower quit rates, greater customer satisfaction, and lower levels of dissent or dissatisfaction over levels of pay.

2.2.6 Cultural Diversity

Diversity is something that organizations cannot ignore if they want their business to be sustainable. According to Bruhn (in Schauber 2001) a healthy organization is one in which an obvious effort is made to get people with different backgrounds, skills, and abilities to work together toward the goal or purpose of the organization.

An effective culturally diverse organization is defined by Schauber (2001) as the one whose culture is inclusive of all of the varying groups and constituencies it intends to serve. This implies that all cultures are regarded as important and given the respect needed.

According to Schauber (2001), organizational culture can be defined as an organization's values, beliefs, principles, practices and behaviors. He asserts that organizational culture changes very slowly.

People behave in certain ways without even realizing as they focus on getting their jobs done. Denison (in Schauber 2001) asserts that the deeper values and beliefs implied in the language of the organization's culture may not be within the conscious awareness of the organizational members and leaders.

According to Schauber (2001), organizational climate which is integral to and yet only a part of an organization's culture, is easier to change that its culture. This is found in the private language of the organization, such as the conversations about work among staff during the breaks. Climate is manifested in the observable routines and rewards of the organization. The routine are the events and practices of an organization, the rewards pertain to what behaviors get acknowledged, supported and rewarded.

Positive corporate culture is important in running a business. Adeyoyin (2006) believes that corporate culture shapes the way people act and interact and strongly influences how things get done. It encompasses the organization's goals, behavior norms, and dominant ideologies.

According to Pollard (2000), the job of the leader, then, is to articulate a mission that brings deeper meaning to work, and to assure that the organization's mission is in alignment with people's own growth and development. This is supported by Blagg and Young (2001) as they believe that a business leader has to keep her organization focused on the mission and help motivate potential partners to join the cause. They points out that this may sound far easy although in reality it is a tremendously challenging task in today's competitive and challenging business environment.

Management should always study the dynamics of their organizations especially as they live within the same corporate culture. Adeyoyin (2006) asserts that management should understand corporate culture and use it as a basis for diagnosing and solving problems and for developing new policies or procedures.

Research suggests that transformational leadership is the preferred style in achieving work outcomes since they operate on the basis of deeply held personal values and are able to change their followers' goals and beliefs and develop their followers' capacity to look beyond their self interest. This is achieved by using charisma, inspirational motivation, intellectual stimulation and individual consideration.

Paine (2002) asserts that the shift in our understanding of the corporate personality has profound implications for management. Among other things, it means that managers must develop more robust ethical reasoning skills and increasingly subject their decisions to ethical as well as financial analysis.

Khurana (in Lovelock and Wirtz 2004) warns against excessive emphasis on charisma when selecting top leadership arguing that it leads to unrealistic expectations. He also highlights the unethical behavior that may occur when charismatic but unprincipled leader induce blind obedience in their followers, citing the illegal behavior stimulated by the leadership of Enron, which eventually led to the company's financial collapse.

2.2.7 Employees and values

Research has found that employees who hold values that are congruent with their organisation's values are productive and satisfied (Kouzes 2003; Harris and Mossholder 1996). Curtis (2005) points out that the level of match or congruence between the organization's values and those of its employees has important outcomes for employees and ultimately the organization they work for. He is of the opinion that an employer of choice has clearly defined values that are consistent with what the employees actually experience.

"Core values cannot be forced on individuals. Core values are those things that people already are predisposed to holding and it is the businesses challenge to find, attract, and retain the people as employees" Collins (1996).

Slotte (2005) asserts that whatever internal values a business subscribes to, they only work if the management and workers are committed to them. The same thinking is shared by Campbell and Tawadey (in Gerber *et al.*1995) who believe that the most powerful source of this commitment is the link between behaviours, the organization's values and the employee's values.

They believe that if the behaviour standards in an organisation are value laden (can be justified in value terms) they can have meaning for employees. Furthermore, if the values are those close to the heart of the employee, then the employee feels a sense of mission about the activity. Costa (1998) warns

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that such commitment does not have to stem from employees being required to sign ethical contracts.

Many writers believe that a value statement, created by senior management for lower level of employees, is hard for employees to swallow (Sullivan *et al* 2002; Dearlove & Coomber 1999; Lemon 2000; Kouzes 2003). Curtis (2005) maintains that establishing a positive link between individual and organizational values is crucial in ensuring employee commitment to the organization.

According to Browne *et al.* (2004) Robert De Haas of Levi Strauss realised the importance of creating moral partnership between the company he leads and the employees who follow him. Moral partnership requires enough collaboration that employees should see fit between their personal values and the organisation's values.

Costa (in Slotte 2005) is in agreement that successful implementation of values requires constant but not forced internal reflection, dialogue and management example meaning that values are not something outside of work but part of it.

Lynch points out that people become disenchanted with the workplace when their work lacks meaning, clash between their personal values and priorities and the values and priorities of the organization (Internet 4).

2.2.8 Recruitment and values

According to Browne *et al.* (2004) when we go to work for a particular organisation, we do not enter the workplace as a blank slate waiting for the organisation to tell us what we believe and how we should behave. Rather we bring a lifetime of experiences with us and having strong ideas of what is good and right.

Curtis (2005) asserts that the changing values of current employees are impractical whilst selecting employees with congruent values is vital. Onge and Armstrong (2004) do not advocate changing values, as they believe that this does not deliver long-term, sustainable results.

They believe that recognizing the diversity of values in an organization and fostering alignment by leveraging the shared values in order to rapidly realize the implementation of strategy as crucial. In addition to this, Smalley (2004) suggest that companies should use insight to assess how the job candidate's character and personality and not just skills — will fit into the corporate culture.

According to Gerber *et al.* (1995), organizations with strong values find it easy to recruit, select, promote, train and develop employees of the right calibre. They believe that this is implicitly a self selection process, since prospective employees whose values and outlook on life do not agree with those of the organization, will prefer not to join the organization, or will resign at a very early stage.

Organisations should guard against overselling their values in attracting new employees. Cable *et al.* (2000) note..."firms may try to overstate desired values to applicants', and may be guilty of trying to attract as many applicants from competitors as possible rather than allowing applicants to self select on the basis of accurate culture transformation.

2.2.9 Communicating values

Communicating the values effectively to employees is critical when seeking consistent, value congruent employee behaviour (Gottsi and Wilson 2001; Nguyen and Leblanc 2002). It is therefore crucial that different ways are

determined to communicate these values. Van Riel (1995) suggested that this be done through organizational process like mentoring, recruiting guidelines as well as through role modeling. Swap *et al.* (2001) highlights that the success of this, depends on the skills and ability of the mentor and the recruiter.

A study by Klein and Weaver (2000) found that attending an induction programme positively influenced awareness and acceptance of values. It is in an induction programme where the company has to become transparent to the employee so as to enable the employee to understand fully the processes and procedures of the organisation. Peat (2003) believe that being transparent about the values and allowing customers, partners and employees to experience these values at every interaction, a company will distinguish itself from its competitors.

Lencioni (2002) asserts that there are a variety of HR processes that can be harnessed to further the socialisation process such as hiring methods, performance management systems, criteria for promotions and rewards, and dismissal policies. According to Peat (2003), for values systems to be entrenched in an organization, how we deliver becomes more important than perhaps it has been before.

Too often, even companies which subscribe strongly to value based management practices fail to incorporate their values as a core part of their business practices. They put their values on the periphery and exhibit those values only when they don't hinder the drive for results. Whilst Davidson (2002) notes the importance of linking appraisal and reward systems to the organisation's values, he accepts that this is often incomplete or inconsistent.

2.2.10 Values in general

In responding to George Bush (President of the United States)'s 10 point plan for corporate responsibility, Hinkley (2002) agrees that the strength of a country depends on the values of its citizens and that most of America's most powerful citizens, its large corporations, have no values at all. He points out that this lack of values is evident every time a corporation makes money at the expense of the dignity of human beings, the welfare of communities or the protection of the environment.

In South Africa, First National Bank, SABC and the Nelson Mandela Foundation sponsored a film intitiative "Heartlines" that looked at inculcating values into the South African country. Whilst the film deals with specific values, FNB CEO Michael Jordaan admits that no one has the right to impose a set of values on another hence the selected values act as a foundation to create debate for the nation.

A study by Dearlove and Coomber (1999) indicated that value led organisations resulted in higher level productivity than non values led organisation. This is supported by Paine (2002), who mentioned that research points out that some of the ways positive values can add to the bottom line is in the form of better access to talent, enhanced employee commitment, better information sharing, greater creativity, enhanced reputation.

Paine (2002) pointed out that the change in the character of the corporation through the introduction of values has affected how companies are thought about, what is expected of them, and how they are evaluated. Peat (2003) realised therefore that companies who are most successful over the long term are those who incorporate their cultural values at the core of their everyday business operations i.e. they implement value based management practices. Secondly, it is the basics that matter - comprised of both the business values

that underpin a company's culture and the business value proposition offered to customers and stakeholders.

Organisations worldwide are using value assessments to:
- Support leaders in building value based organisations
- Design, implement and monitor cultural transformation programmes
- Determine the organisation's current and desired cultural values
- Attract and retain the best employees
- Identify cultural strengths and gaps
- Design leadership development programmes
- Increase creativity and commitment
- Coach leaders and provide 360 degree feedback (internet 5)

In trying to determine whether values are lived or not, it becomes important that a survey on the perception of employees is undertaken. This is supported by Curtis (2005) "When I talk of corporate values, I'm not talking about what the mission statement on the wall or what the CEO eloquently states at corporate functions. It is more what the organization's employees collectively perceive or experience of the company in the nine to five hours of every day work".

According to Mentor (2004) with the move towards the realization of President Thabo Mbeki's vision of an African Renaissance, there is an increasing awareness that a commitment to management by acceptable values is needed to remove negativity around management processes and practices in South Africa. Muneri (2000) is also of the belief that values that are shared by most people in the organization provides a potential to competitive advantage, that can lift the organization to a superior position where its competitiveness is improved. This is a lesson that most South African companies can learn if they want to improve their efficiency and be regarded as value driven organizations.

According to Cha and Edmondson (in Lagace 2006), with the incredible speed and reach of modern communications, companies are now under precedented scrutiny, not only from their employees and shareholders, but also from advocacy groups, watchdog organizations and an ever savvier public especially if they act hypocritical of their adopted values.

In closing, South Africa's new public service principle of Bathopele is an effort to change the culture of public service at a fundamental level to answer the present needs of our society, and to reflect the values that were crystallized in the country's constitution. 3M South Africa, prides itself as being driven by the corporate values and has also developed a business conduct manual as testimony of their commitment to values.

2.2.11 Summary

This section provided literature on concepts relating to values. The next section provides a background information on the organisation that is being studied, NPASA.

2.3 BACKGROUND OF THE ORGANIZATION

2.3.1 Introduction

The previous section of this chapter provided a review of literature relating to corporate values. The next section focuses on the history of NPASA as well as information that relates to its quest of being a value driven organization.

Information on the background of NPASA has been sourced from the intranet of NPASA (Internet 6).

2.3.2 National Ports Authority of South Africa

Change brings with it great opportunities and the birth of NPASA from the divisionalisation of Portnet has brought a drive to make it a world class port. The result of embedding internal business processes, original innovations and learning components of NPASA business model has led to a renewal and revitalization of the company once regarded as hampering the efficiency of the country.

The business plan of the NPASA demands that the company achieve productivity gains (efficiently and effectively), while showing continued growth and economic viability. An important role and business function that is being played is that of managing the seven major commercial ports and harbours along the South African coastline thereby making their business very critical to the surrounding socio economic environment.

The NPASA is a division of Transnet Limited and is a port authority controlling and managing the seven major ports on the South African coast. Ports in operation are the ports of Richards Bay, Durban, East London, Port Elizabeth,

Mosselbay, Cape Town, Saldanha as well as the new Port of Ngqura and generates over R2.2 billion in profit annually.

South African ports are operating under the backdrop of rapidly increasing trade resulting from economic growth and globalization. Operational issues that ports have to contend with include constantly changing technology, the bargaining power of buyers and suppliers, the rise of global terminal operators and ever-changing distribution patterns.

Ports are the gateway into the South African economy and as such the NPASA stands as the facilitator and the primary indicator of trade. Its unique position provides it with the opportunity to embrace an increased public profile and role, and to demonstrate its leadership in transformation.

NPASA has the following as their vision, strategic intent, and mission statement:

NPASA's vision of being "Africa's undisputed world champion in transport and logistics solutions" is adopted from Transnet Limited.

Strategic Intent - To be a transformed, self sufficient Port Authority that facilitates and enables competitiveness in a world class port system

Mission statement - To facilitate economic growth in South Africa, by providing and sustaining port systems that are amongst the best in the world

NPASA decided on adopting eleven corporate values that would be used in the running of the organization. Perry and Associates (Marketing and strategy consultants) were therefore tasked with the process of facilitating the implementation of these values.

The NPASA subscribe to the following set of 11 corporate values:

- Strategic Values
  - Safe and secure environment
  - Employee development
  - Legislative and regulatory compliance
  - Employee participation and empowerment
- Business
  - Service excellence
  - Integrity in our business conduct
  - The well-being of communities in which we operate

- Ethical
  - Open and honest communication
  - Human dignity and respect
  - Recognition and reward for good behaviour and performance
  - Cultural diversity and inclusiveness

Like many other South African corporate, the NPASA's legacy was an inherent culture that was aimed at serving the needs of a specific minority to the detriment of the majority. Part of the company's resolve therefore encompasses the determination and commitment to change the organization internally, both to reflect the demographic and societal realities in the country, and to provide new opportunities for the previously disenfranchised.

NPASA has committed itself that the company's demographics and culture are normalized to reflect those of the society within which it conducts business, because apart from the moral rectitude of such corrective social action, the company believes diversity adds great value to the business by leveraging the many disparate skills the country has to offer.

It also recognizes the need to correct the imbalances that emanated from the previous political dispensation throughout its business practices. In order to ensure the involvement of previously disadvantaged suppliers, NPASA has developed a policy supporting the involvement of Black Economic Empowerment (BEE) suppliers in the procurement process.

There has been some notable initiatives of NPASA in their quest to ensure that values are inculcated and lived within the organization.

2.3.3 Performance Management

The NPASA's performance management strategy informing its compensation practices is modeled on the balanced scorecard approach. The non financial goals of the balanced scorecard entail a number of perspectives namely, customer, financial, internal business processes, learning and innovation. Specific deliverables pertaining to each perspective are contracted with each manager at the beginning of the performance management cycle and constant evaluation of achievement levels takes place throughout the year.

NPASA's compensation practice is two fold:
- Key Performance Areas - embodying the normal deliverables applicable to each executive's role
- Incentive Scheme - applicable to the stretch targets and deliverables over and above the normal key performance areas. Individual executive are incentivised upon achievement of these targets over and above the normal key performance area process.

The non financial targets form a significant portion of the performance management system for management. In certain cases they are a perquisite for achievement of the financial targets. Indicators include the Environmental Self Assessment Programme (ESAP) that gets transferred into

the relevant manager's key performance contracts and therefore forms part of the equation of determining performance levels of each business unit and its relevant managers. Auditing is done on an annual basis. There is also a strong element of linking performance of various depots and their managers, for example NOSA rating.

2.3.4 Empowerment

Over the past years the NPASA has invested heavily in the racial and gender normalization. From the strategic standpoint, diversity and employment equity have been addressed at the levels of governance, structure and process – both corporate wide and within the operational entities. According to the NPASA website, procurement from BEE companies has grown impressively over the years to a point where it represents almost 45% of the total.

2.3.5 Corporate Social Investment Initiatives

Corporate Social Investment Initiatives (CSI) is treated as a high priority at the NPA focus areas include:

- Education, training and development – supporting those projects that enhance marine awareness and development, education capacity and infrastructure
- Environment management – supporting coastal zone management programmes, sea rescue initiatives, pollution control and marine conservation.
- Arts and culture – with specific emphasis on utilizing port events to provide an opportunity for each local community to express the richness of its unique culture and
- Sports development- focused on support of those communities located close to the ports.

2.3.6 Transformation

In the spirit of good citizenship, the NPASA has become a member of the Proudly South African campaign, supporting and complying with the principles as set out in the campaign' marketing criteria of:

- Local content - more than 50% of costs locally procured
- Environmental responsibility - complying with, striving to comply with legislation
- Quality - committed to the highest standards in terms of internal management processes and customer service
- Labour - committed to fair labour practices and compliance with legislation.

2.4 Conclusion

This chapter provided the review of the literature based on the study. Both at macro and micro level, the review of literature in this chapter concentrated on scholars' definition of values, the importance thereof and how it links with the mission, vision and the organisational culture.

It created the foundation of understanding the most important aspects that facilitate the quest to being a value driven organisation. The last section of the chapter contained information on the background history of NPASA in relation to the study. Thus this research is indeed the next step in the debate on corporate values.

The next chapter will provide information as it relates to the research methodology that has been employed for this study.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter is aimed at discussing the research methods that will be used in this study. It highlights the research design and procedure as well as explain why this is the relevant and good methodology for this study. The analysis of the data and the software package that will used is also discussed in this chapter.

3.2 Data Collection Method

The study is aimed at gathering data on the perceptions of employees on critically reviewing the corporate values of NPASA. A survey strategy will be adopted in undertaking the study. According to Ragbar (2006), the most common method of generating primary data is through surveys. Saunders *et al.* (2003) define survey as a research strategy that involves the structured collection of data from a sizeable population. They point out that although the term 'survey" is often used to describe the collection of data using a questionnaire, it includes other techniques such as structured observation and structured interviews. They assent that a survey strategy gives the researcher more control over the research process.

In conducting this survey the following plan will be adhered to in ensuring a clear outline of the process that will be followed

- A questionnaire will be developed with statements based on the corporate values
- The statements will be structured such that it addresses the research objectives
- The questionnaire will be administered to at least 10 employees of NPASA with the intention to test its validity and reliability

- The questionnaire will also be sent to an expert to test its content validity
- It will be administered to employees of NPASA in line with the chosen sample population
- The collected data will be analysed and presented in line with the research objectives

3.3 Choice of questionnaire and its design

Upon evaluating all possible data collection methods, it is found that a questionnaire is more appropriate to the research objectives.

Saunders *et al*. (2003) asserts that questionnaires are usually not particularly good for exploratory or other research that requires large numbers of open ended questions. However, they work best with standardised questions that you can be confident will be interpreted the same way by all respondents.

Saunders *et al*. (2003) uses the term questionnaire as a general term to include all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order. They point out that this includes structured interviews and telephone questionnaires as well as those in which the questions are answered without an interviewer being present.

According to Saunders *et al*. (2003) because each respondent is asked to respond to the same set of questions, it provides an efficient way of collecting responses from a large sample prior to quantitative analysis. According to Zikmund (in Ragbar, 2006) the task of writing a questionnaire, determining the list of questions and designing the exact format of the written questionnaire is an essential aspect of the development of a survey research design.

A written questionnaire will be developed to collect information relating to NPASA employees' perception on the current eleven corporate values. The choice of questions that will be included in the questionnaire will be based on the need to collect data on respondent opinions and perception on corporate values. This is in line with Dillman (in Saunders *et al.* 2003) suggestion that opinion, behaviour or attribute data variable can be collected through questionnaires.

A Likert style rating where respondents will be given an option of ticking between strongly agree, agree, disagree and strongly disagree so as to get their feeling will be adopted. It is important that the same order of response categories is kept so as to avoid confusing respondents. According to the Wikipedia encyclopedia Likert scales may be subject to distortion from several causes.

Respondents may avoid using extreme response categories (central tendency bias), agree with statements as presented (acquiescence response bias), or try to portray themselves or their group in a more favourable light (social desirable bias). A forced choice Likert style rating method will be employed so as to ensure that respondents take a stand. This is a rating scale without the middle option of "neither agree nor disagree".

The structure of the questionnaire (a copy of which can be found as annexure 4) will be as follows:

- The first part of page 1 include the guidelines and explanation on completing the questionnaire
- Section 1 requires general personal information on the respondent. This is necessary for statistical purposes and classification of the results.
- Section 2 requires respondents to agree or disagree on statements that are determining their understanding of corporate values in general.

- Section 3 is established based on the 11 corporate values of NPASA determining the perception of the employees. This include on average 2 statements based on a particular corporate value.

3.4 Advantages and disadvantages of questionnaire

Using written questionnaires will provide the following advantages:

- Questionnaires are very cost effective when compared to face-to-face interviews. This is especially true for studies involving large sample sizes and large geographic areas. They become even more cost effective as the number of research questions increases.

- They are easy to analyze. Data entry and tabulation for nearly all surveys can be easily done with many computer software packages.

- They are familiar to most people. Nearly everyone has had some experience completing questionnaires and they generally do not make people apprehensive.

- They reduce bias. There is uniform question presentation and no middle-man bias. The researcher's own opinions will not influence the respondent to answer questions in a certain manner. There are no verbal or visual clues to influence the respondent.

- They are less intrusive than telephone or face-to-face surveys. When a respondent receives a questionnaire in the mail, he is free to complete the questionnaire on his own time-table. Unlike other research methods, the respondent is not interrupted by the research instrument. This in itself encourages participation of respondents.

3.5 Population and Sampling

The population in this research will comprise of fulltime employees of NPASA who have been working in the Port of Durban for least a minimum of one year. This process will be done to ensure that at least the respondents have experienced a working life with corporate values within the Port of Durban (NPASA) and that they are able to provide their perception based on experience. It will also be important that the respondents have an understanding of the corporate values and are aware of the customers of NPASA.

According to Zikmund (in Ragbar 2006) the process of sampling involves any procedure using a small number of items or parts of the whole population to make conclusions regarding the whole population. A total of 121 respondents will be used as a sample size for this particular project.

The employees from the following business units of NPASA in the Port of Durban will be taken as a sample for this study.
- Port Training Academy
- Dry-dock
- Dredging Services
- Administrative
- Engineering
- Pollution
- Marine Services

The above business units are also ideal since they are mainly operational and comprised of the lower grade levels of employees in the Port of Durban. A simple random sampling method will be used to select employees from these business units. In this method each individual will be chosen entirely by chance

and each member of the population will have an equal chance of being included in the sample. According to Saunders *et al.* (2003) every possible sample of a given size has the same chance of selection; i.e. each member of the population is equally likely to be chosen at any stage in the sampling process.

The level or title of the target respondent is one of the key drivers for the budget as well as the quality of any research study (Internet 7). The respondents will therefore include junior officers, middle managers and managers of NPASA in the Port of Durban.

3.6 Administration of questionnaire

The questionnaires will be distributed to the above various business units in the Port of Durban. This will be a self administered questionnaire and will be delivered to the respondents by hand. According to Dillman (in Saunders *et al.* 2003) respondents to self administered questionnaires are relatively unlikely to answer to please the researcher or because they believe certain responses are more socially desirable. It is also noted that they might also discuss their answers with others, thereby contaminating their response.

The purpose of the research and the procedure on how to complete the questionnaire will be clearly explained on the first page of the questionnaire. This will also provide the researcher's email address, office address and telephone number for delivery purposes. The purpose will also be telephonically explained to the business unit managers so as to allow the researcher access into their business areas.

According to Wikipedia encyclopedia, having self administered questionnaires provides the following advantages to the study:

- They can be administered in large numbers all at one place and time
- Anonymity and privacy encourage more candid and honest response
- Lack of interviewer bias
- Less pressure on respondents.

It also provided the following risks and disadvantages:

- the respondents are more likely to stop participating mid way though the survey (drop-offs)
- respondents cannot ask for clarification during the process
- there is no interviewer intervention available for probing or explanation
- Often respondents returning survey represent extremes of the population.

The researcher will orally explain the purpose of the research and the process of completing the questionnaire to the respondents. Issues relating to anonymity will also be clearly explained to the respondents.

In trying to increase the response rate, the questionnaire will not be too long but will cover all eleven NPASA corporate values. Several follow up requests with the respective business unit managers and shop stewards to encourage employees to return the questionnaires will be done. This will also be done with the respondents by convincing them that they can make a difference in terms of how NPASA is managed. Their responses would assist NPASA to review the corporate values and ensure that a better value based organization environment is nurtured.

3.7 What does the questionnaire entail?

NPASA has a total of 11 corporate values (refer to table below). It will therefore be essential that questionnaire statements are developed based on

these corporate values. In this manner, respondents will have an opportunity to present their perception on each one of the corporate values.

The statements are linked in the following manner:

Table 3.1 Linked questionnaire statements

No	Corporate Value	Statement Number
1	Open and honest communication	statement 10-12
2	Service excellence	statement 13-14
3	Employee development	statement 15-16
4	Safe and secure environment	statement 17-18
5	Human dignity and respect	statement 19-20
6	Legislative and regulatory compliance	statement 21-22
7	The well- being of communities in which the NPA operate	statement 23-24
8	Integrity in business conduct	statement 25-26
9	Employee participation and empowerment	statement 27-28
10	Cultural diversity and inclusiveness	statement 29-30
11	The recognition of good performance and behaviour	Statement 31

3.8   Process for data analysis

The collected raw data will be put in an excel spreadsheet in preparing for data analysis. Data from the study will be captured in line with the questionnaire structure and statements as linked to the different NPASA corporate values (refer to table 3.1). Since this is a quantitative study,

statistical calculations will be performed and analysed data presented in the form of tables and graphs with relevance to the objectives of the study.

3.9 Conclusion

This chapter provided the research methodology that will be adopted in this research. It detailed the processes that will be followed in collecting the data that is useful for this study. The collected data in the form of findings will be presented in the following chapter.

CHAPTER 4 RESULTS OF THE STUDY

4.1   Introduction

The previous chapter was focused on the research methodology that has been employed in executing this study. This chapter provides the results of the research and is based on the structured questionnaire that was designed to collect data. It provides information as it relates to the process followed in conducting the study and analyzing data.

Firstly, it highlights the link between the research objectives and the designed questionnaire. The second part of this chapter focuses on presenting results that follow analysis of completed questionnaires. The responses are also presented according to gender and employee level/grade.

4.2 Linking of research objectives

The research objectives were linked to the statements in the administered questionnaire in the following manner:

Objective One:

To determine the staff's understanding of values.

Mapped to the following questionnaire statements:

1,2,3,6,7,8,9

Objective Two:

To determine if, in the opinion of staff, their experiences as staff members are in keeping with the professed corporate values.

Mapped to the following questionnaire statements:

1,2,3,7,9,10, 11, 12, 13, 14, 15, 16, 17, 19, 20,21,22,23,25,27,28,29,30,31

Objective Three:

To evaluate the extent to which employees think NPASA is a value driven organisation.

Mapped to the following questionnaire statements:

6,10,12,13,14,15,16,17,18,19,21,23,25,27,28,29,30,31

Objective Four:

To seek from staff an indication of what NPASA needs to do to facilitate and encourage commitment to corporate values.

Mapped to the following questionnaire statements:

2,4,5,6,7,9,10,11,13,14,15,16,17,18,19,20,21,24,26,27,28,29,30,31

Objective Five:

To what do employees see from the enactment of values?

Mapped to the following questionnaire statements:

11,12,13,14,15,16,17,19,20,21,22,23,25,26,27,28,30,31

4.3 Pilot testing

Saunders *et al.* (2003) asserts that prior to using a questionnaire to collect data, it should be pilot tested. The purpose of which is to define the questionnaire so that respondents will have no problem in answering the questions and there will be no problems in recording the data. They argue that this process will enable the researcher to obtain some assessment of the question's validity and the likely reliability of the data that will be collected.

Fink (in Saunders *et al.*2003) suggests that the minimum number for a pilot is 10. Therefore, a total of 10 employees at the Port Academy were asked to complete the questionnaire before expert comment is sought. The purpose of this exercise was in line with what Fink (in Saunders *et al.*2003) advocated that the researcher should check each completed pilot questionnaire to ensure respondents did not have problems in understanding or answering questions and that they did follow the instructions correctly. The response provided the researcher with the idea of reliability and suitability of the questionnaire statements.

In addition to that, expert comment on the representativeness and suitability of the questionnaire was sought from the Senior Strategy lecturer at the University of Kwazulu Natal. This was done in line with what Mitchell (in Saunders *et al.* 2003) advocated that suggestions on the structure of the questionnaire be allowed in establishing content validity.

4.4 Reliability

Joppe (in Golafshani 2003) defines reliability as "the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability, and if the results of a study can be reproduced under similar methodology, then the research instrument is considered to be reliable". The above definition embodies the idea of replicability and repeatability of results or observations.

Golafshani (2003) also cites Kirk and Miller who identified three types of reliability referred to in quantitative research , which relate to : (1)the degree to which measurement, given repeatedly, remains the same (2) the stability of a measurement over time; and (3) the similarity of measurements within a given time period.

According to Ragbar (2006) an aspect of reliability that can be assessed is internal consistency. This is the degree to which the questions in the questionnaire that make up the study are all measuring the same attribute i.e. the extent to which the questions hang together. The statements in the questionnaires and the study in general are based on the corporate values and are measuring only the employee perception.

4.5 Validity

Joppe in Golafshani (2003) provides the following explanation of what validity is in quantitative research: "Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit the bull's eye of your research object? Researchers generally determine validity by

asking a series of questions, and will often look for the answers in the research of others".

Saunders *et al.* (2003) differentiates between two types of validity namely internal and external validity. Internal validity is the extent to which data collection method accurately measure what it is intended to measure whilst external validity is the extent to which research findings are really about what they profess to be about.

In an attempt to reduce bias, a structured questionnaire was used in collecting data from all the respondents. In making sure that external validity is achieved, the findings had to be generalisable, which implies that the sample is representative of the population. The NPASA has a large number of junior officers, middle managers and then managers and at the same time there are more males compared to females. The majority of the respondents were junior officers, followed by middle managers and a small number of managers. Based on the sample, the study was reliable.

During the process of data collection, the researcher made sure that data is accurately and fully collected so as to avoid exercising subjective selectivity in what is being recorded. The importance of this action relates to the validity and reliability of the work. Without objectively collected data, your ability to analyse and report your work accurately will also be impaired (Saunders *et al*, 2003).

4.6 Research Ethics

According to Saunders *et al.* (2003), in the context of research, ethics refers to the appropriateness of your behaviour in relation to the rights of those who become the subject of your work, or are affected by it. Wells and Zikmund (in Saunders *et al.* 2003) assert that the appropriateness or acceptability of our

behaviour as researchers will be affected by broader social norms of behaviour. Individuals have a right to privacy, which means that a researcher will have to accept any refusal to take part. The respondents were not forced to participate in the research process and no pressure was applied to the business unit managers to grant the researcher access.

The researcher had to remain within the aims of the research project that was shared with the participants in line with the suggestion of Zikmund (in Saunders *et al.* 2003). The respondents were assured of their confidentiality and anonymity in participating in the study and this was maintained in the research process. This was also done to protect those who participated in the research process in making sure that great care is exercised in ensuring that reporting data is not clearly attributed to a particular individual.

The research proposal of this study was also submitted to the research ethics committee and approval duly granted.

4.7 Collection of data

Some questionnaires were immediately completed at the presence of the researcher. Other questionnaires were sent back to the researcher by internal post whilst others were later collected at the respective offices.

4.8 Data Analysis

Saunders *et al.* 2003 warn that the maintenance of the researcher's objectivity will be vital during the analysis stage to make sure that the collected data is not misrepresented. They also highlight that the duty to represent data honestly extends to the analysis and reporting stage of the research. Every care was taken to ensure objectivity in analyzing and presenting the study.

In presenting the case, no individual or business unit were clearly quoted or directly highlighted so as to eradicate chances of tracing the respondents. This is in line with what Wells suggested (in Saunders *et al.* 2003) that ethical issues of confidentiality and anonymity should be maintained throughout. This was done with the main aim of protecting those who participated in the research.

The data from the questionnaire was captured on an excel spreadsheet for analytical purposes. It was produced based on the format of the administered questionnaire and presented according to the grading of the respondents and their gender (Refer to annexure 1 and 2).

The following steps were taken in order to analyse the compiled data:
1. The first part of the questionnaire i.e. first 9 statements (based on the respondents' understanding of the corporate values) was organized as per respondent grade and then per gender.
2. The second part of the questionnaire (based on the respondents' perception of NPASA corporate values) was also organized based on grade and per gender.
3. The data was perused on several occasions so as to get the bigger picture. What is also important is that the questionnaire was designed in such a way that the statements were already focused and presented per corporate value.
4. On further analyzing the data, the positive (strongly agree, agree) and negative (strongly disagree, disagree) options were later streamlined into two options:
   a. Strongly disagree and disagree was added together to mean Disagree
   b. Strongly agree and agree was added together to mean Agree
5. The data was organized and statistical calculations applied so as to make sense and present the findings.

6. In line with the definitions and recommendations provided by statistics glossary (internet 8), in presenting data, statistical approaches were adopted in the following manner:

a. Categorical data - A set of data is said to be categorical if the values or observations belonging to it can be sorted according to category. Each value is chosen from a set of non-overlapping categories. In this case, using the characteristic of gender the respondents were categorized according to male and female.

b. A pie chart is a way of summarizing a set of categorical data. It is a circle which is divided into segments. Each segment represents a particular category. The area of each segment is proportional to the number of cases in that category.

4.9 PRESENTATION OF THE RESULTS

In line with the job grading system at NPASA, a junior officer refers to all unskilled employees as well as all employees who are at a supervisory level. A middle manager is an equivalent to 610 whilst a manager is an equivalent to 109 management grades.

A total number of 121 employees from the different departments of NPASA Port of Durban participated in the research study and the results are presented in the following manner:

Table 4.1 Total number of participants

Level	Total	Female	Male
Junior Officer	68	25	43
Middle Managers(610)	36	19	17
Managers (109)	17	10	7
Total	121	54	67

4.9.1 Understanding of values

The results of the respondents on the general statements on values are presented as follows:

4.9.1.1 Understanding of values based on total respondents

The overall understanding of values based on the total sample is presented as follows:

Table 4.2 Perception of all respondents

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	20	73	25	3	121
	Percentage	16.5	60.3	20.7	2.5	100.0
2	NPASA values are in line with my personal values	19	66	35	1	121
	Percentage	15.7	54.5	28.9	0.8	100.0
3	Values drive the efficiency of business	24	65	30	2	121
	Percentage	19.8	53.7	24.8	1.7	100.0
4	I understand all the values of NPASA	24	65	32	0	121
	Percentage	19.8	53.7	26.4	0.0	100.0
5	We need to change some of our current values	25	55	40	1	121
	Percentage	20.7	45.5	33.1	0.8	100.0
6	Values should be adhered to at all times	39	68	14	0	121
	Percentage	32.2	56.2	11.6	0.0	100.0
7	Employees that are not practicing NPASA values should be punished	19	44	38	20	121
	Percentage	15.7	36.4	31.4	16.5	100.0
8	It is important for all organisations to have values	36	71	13	1	121
	Percentage	29.8	58.7	10.7	0.8	100.0
9	Values should be included in our Key Performance Areas (KPA) document	26	50	32	13	121
	Percentage	21.5	41.3	26.4	10.7	100.0

The above table can be graphically presented as follows:

Figure 4.1 Perception of all respondents

58
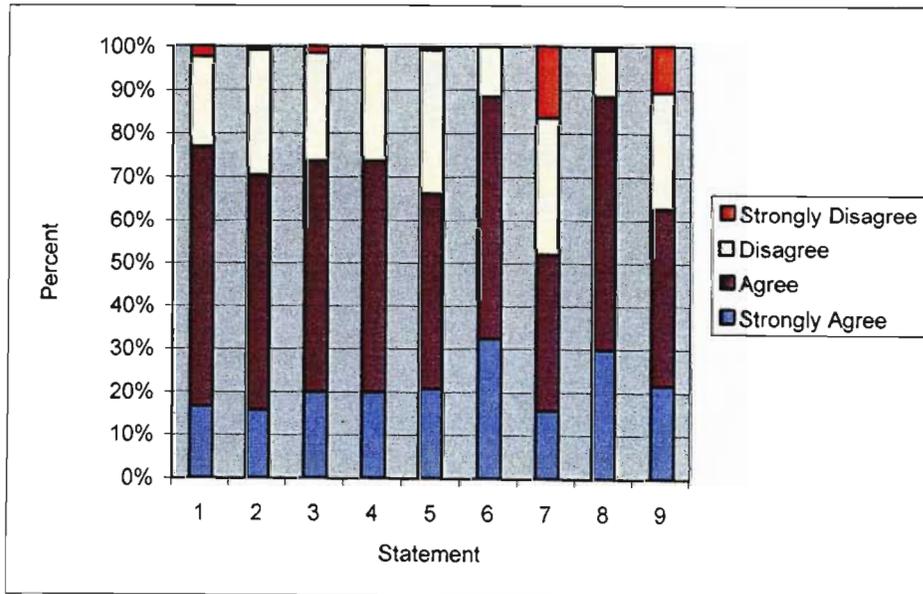
4.9.1.2 Understanding of values based on individual grade respondents

The following section is categorised based on grade and gender.

Table 4.3 Perception of Junior Officers on Values

	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	8	43	16	1	68
	Percentage	11.8	63.2	23.5	1.5	100.0
2	NPASA values are in line with my personal values	4	41	23	0	68
	Percentage	5.9	60.3	33.8	0.0	100.0
3	Values drive the efficiency of business	11	35	20	2	68
	Percentage	16.2	51.5	29.4	2.9	100.0
4	I understand all the values of NPASA	9	37	22	0	68
	Percentage	13.2	54.4	32.4	0.0	100.0
5	We need to change some of our current values	12	37	19	0	68
	Percentage	17.6	54.4	27.9	0.0	100.0
6	Values should be adhered to at all times	21	43	4	0	68
	Percentage	30.9	63.2	5.9	0.0	100.0
7	Employees that are not practicing NPASA values should be punished	8	21	25	14	68
	Percentage	11.8	30.9	36.8	20.6	100.0
8	It is important for all organisations to have values	17	43	7	1	68
	Percentage	25.0	63.2	10.3	1.5	100.0
9	Values should be included in our Key Performance Areas (KPA) document	8	30	21	9	68
	Percentage	11.8	44.1	30.9	13.2	100.0

The above table can be graphically presented as follows:

Figure 4.2 Perceptions of Junior Officers on Values
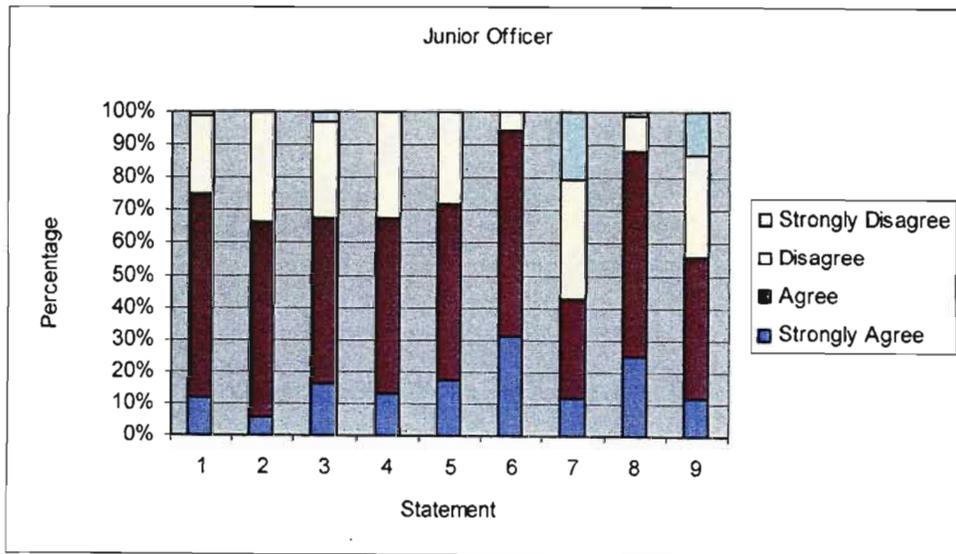
Table 4.4 Perceptions of Male Junior Officers on values

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	4	29	9	1	43
	Percent	9.3	67.4	20.9	2.3	100.0
2	NPASA values are in line with my personal values	2	26	15	0	43
	Percent	4.7	60.5	34.9	0.0	100.0
3	Values drive the efficiency of business	7	22	12	2	43
	Percent	16.3	51.2	27.9	4.7	100.0
4	I understand all the values of NPASA	3	24	16	0	43
	Percent	7.0	55.8	37.2	0.0	100.0
5	We need to change some of our current values	7	23	13	0	43
	Percent	16.3	53.5	30.2	0.0	100.0
6	Values should be adhered to at all times	15	25	3	0	43
	Percent	34.9	58.1	7.0	0.0	100.0
7	Employees that are not practicing NPASA values should be punished	7	11	17	8	43
	Percent	16.3	25.6	39.5	18.6	100.0
8	It is important for all organisations to have values	14	26	3	0	43
	Percent	32.6	60.5	7.0	0.0	100.0
9	Values should be included in our Key Performance Areas (KPA) document	6	16	16	5	43
	Percent	14.0	37.2	37.2	11.6	100.0

The above table can be graphically presented as follows:

Figure 4.3 Perceptions of Male Junior Officers on values
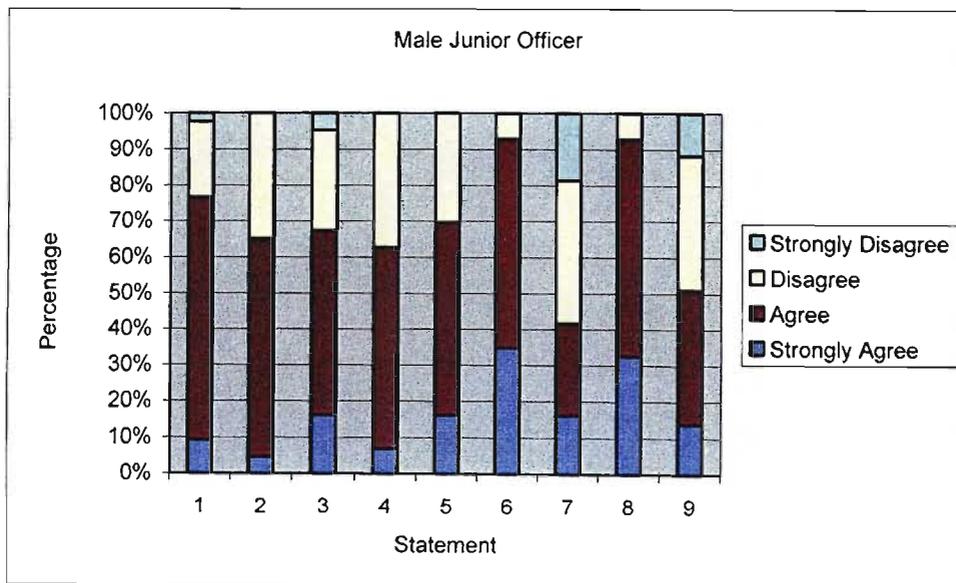
Table 4.5 Perceptions of Female Junior Officers on values

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	4	14	7	0	25
	Percent	16.0	56.0	28.0	0.0	100.0
2	NPASA values are in line with my personal values	2	15	8	0	25
	Percent	8.0	60.0	32.0	0.0	100.0
3	Values drive the efficiency of business	4	13	8	0	25
	Percent	16.0	52.0	32.0	0.0	100.0
4	I understand all the values of NPASA	6	13	6	0	25
	Percent	24.0	52.0	24.0	0.0	100.0
5	We need to change some of our current values	5	14	6	0	25
	Percent	20.0	56.0	24.0	0.0	100.0
6	Values should be adhered to at all times	6	18	1	0	25
	Percent	24.0	72.0	4.0	0.0	100.0
7	Employees that are not practicing NPASA values should be punished	1	10	8	6	25
	Percent	4.0	40.0	32.0	24.0	100.0
8	It is important for all organisations to have values	3	17	4	1	25
	Percent	12.0	68.0	16.0	4.0	100.0
9	Values should be included in our Key Performance Areas (KPA) document	2	14	5	4	25
	Percent	8.0	56.0	20.0	16.0	100.0

The above table can be graphically presented as follows:

Figure 4.4 Perception of Female Junior Officers on values

61
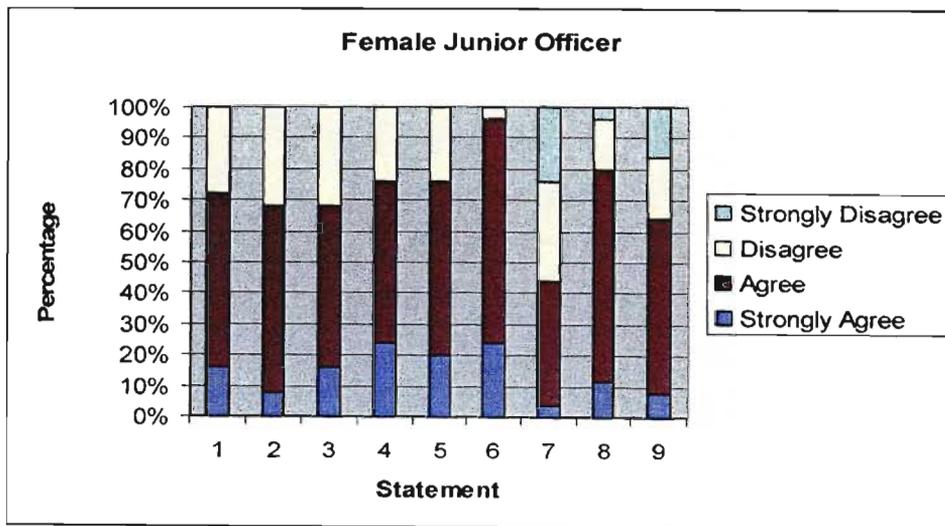
Table 4.6 Perceptions of Middle Managers (610) on values

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1 Values increase employee commitment to the organisation	9	20	7	0	36
Percentage	25.0	55.6	19.4	0.0	100
2 NPASA values are in line with my personal values	10	17	8	1	36
Percentage	27.8	47.2	22.2	2.8	100
3 Values drive the efficiency of business	11	19	6	0	36
Percentage	30.6	52.8	16.7	0.0	100
4 I understand all the values of NPASA	12	19	5	0	36
Percentage	33.3	52.8	13.9	0.0	100
5 We need to change some of our current values	10	11	15	0	36
Percentage	27.8	30.6	41.7	0.0	100
6 Values should be adhered to at all times	12	16	8	0	36
Percentage	33.3	44.4	22.2	0.0	100
7 Employees that are not practicing NPASA values should be punished	7	16	11	2	36
Percentage	19.4	44.4	30.6	5.6	100
8 It is important for all organisations to have values	13	19	4	0	36
Percentage	36.1	52.8	11.1	0.0	100
9 Values should be included in our Key Performance Areas (KPA) document	11	15	9	1	36
Percentage	30.6	41.7	25.0	2.8	100

The above table can be graphically presented as follows:

Figure 4.5 Perceptions of Middle Managers (610) on values
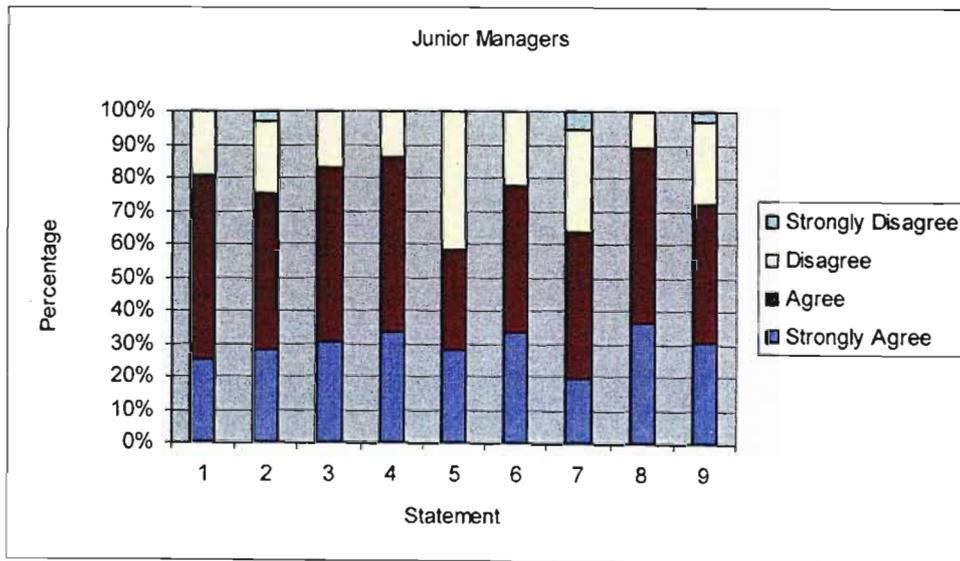
Table 4.7 Perceptions of Female Middle Managers (610) on values

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	6	8	5	0	19
	Percent	32	42	26	0	100
2	NPASA values are in line with my personal values	7	7	5	0	19
	Percent	37	37	26	0	100
3	Values drive the efficiency of business	7	8	4	0	19
	Percent	37	42	21	0	100
4	I understand all the values of NPASA	8	8	3	0	19
	Percent	42	42	16	0	100
5	We need to change some of our current values	5	5	9	0	19
	Percent	26	26	47	0	100
6	Values should be adhered to at all times	6	7	6	0	19
	Percent	32	37	32	0	100
7	Employees that are not practicing NPASA values should be punished	5	8	6	0	19
	Percent	26	42	32	0	100
8	It is important for all organisations to have values	6	9	4	0	19
	Percent	32	47	21	0	100
9	Values should be included in our Key Performance Areas (KPA) document	6	9	4	0	19
	Percent	32	47	21	0	100

The above table can be graphically presented as follows:

Figure 4.6 Perceptions of Female Middle Managers (610) on values

Female Junior Managers
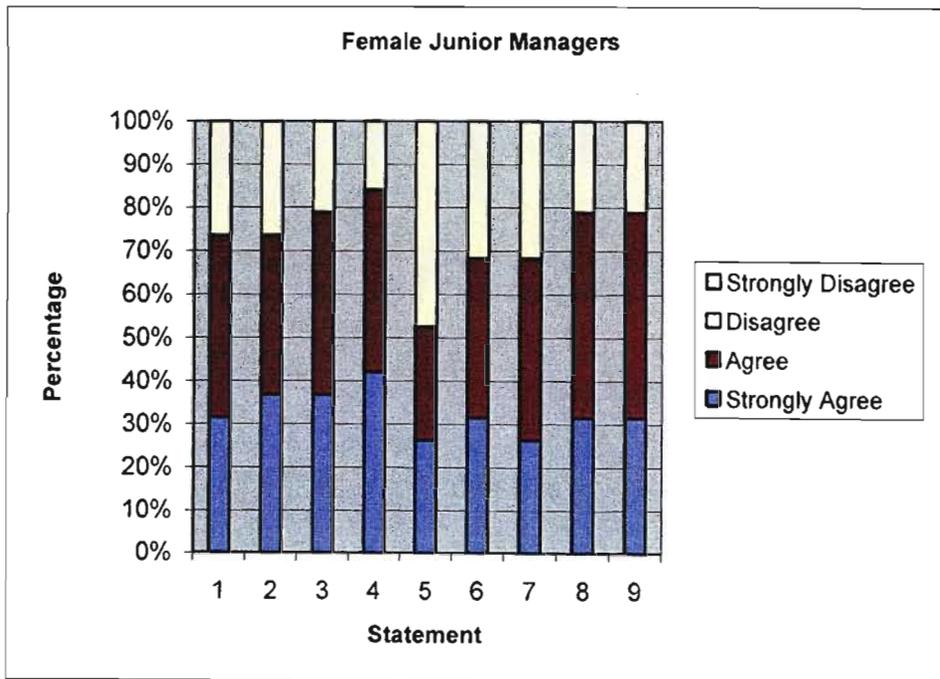
Table 4.8 Perceptions of Male Middle Managers (610) on values

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	3	12	2	0	17
	Percent	18	71	12	0	100
2	NPASA values are in line with my personal values	3	10	3	1	17
	Percent	18	59	18	6	100
3	Values drive the efficiency of business	4	11	2	0	17
	Percent	24	65	12	0	100
4	I understand all the values of NPASA	4	11	2	0	17
	Percent	24	65	12	0	100
5	We need to change some of our current values	5	6	6	0	17
	Percent	29	35	35	0	100
6	Values should be adhered to at all times	6	9	2	0	17
	Percent	35	53	12	0	100
7	Employees that are not practicing NPASA values should be punished	2	8	5	2	17
	Percent	12	47	29	12	100
8	It is important for all organisations to have values	7	10	0	0	17
	Percent	41	59	0	0	100
9	Values should be included in our Key Performance Areas (KPA) document	5	6	5	1	17
	Percent	29	35	29	6	100

The above table can be graphically presented as follows

Figure 4.7 Perceptions of Male Middle Managers (610) on values
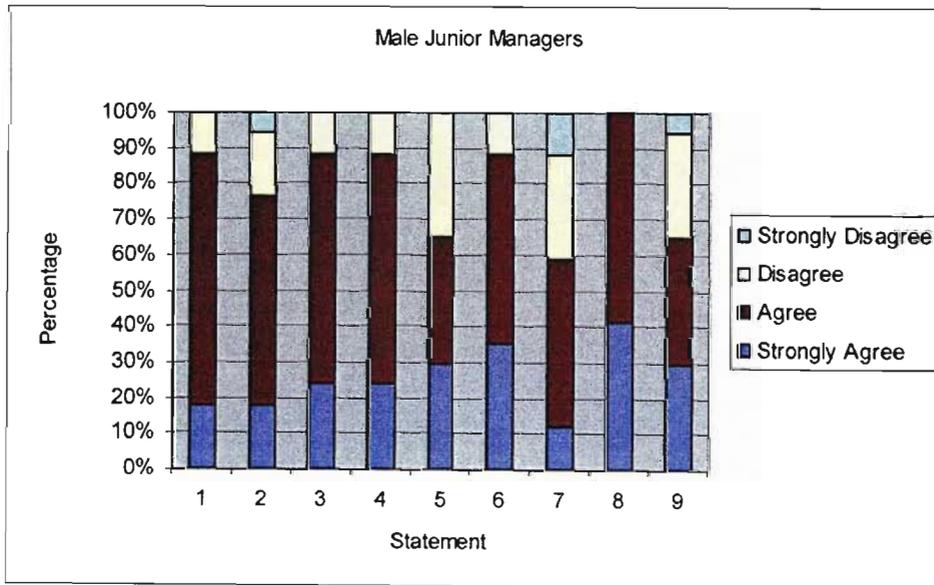
Table 4.9 Perceptions of Managers (109) on values

	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	3	10	2	2	17
	Percentage	17.6	58.8	11.8	11.8	100.0
2	NPASA values are in line with my personal values	5	8	4	0	17
	Percentage	29.4	47.1	23.5	0.0	100.0
3	Values drive the efficiency of business	2	11	4	0	17
	Percentage	11.8	64.7	23.5	0.0	100.0
4	I understand all the values of NPASA	3	9	5	0	17
	Percentage	17.6	52.9	29.4	0.0	100.0
5	We need to change some of our current values	3	7	6	1	17
	Percentage	17.6	41.2	35.3	5.9	100.0
6	Values should be adhered to at all times	6	9	2	0	17
	Percentage	35.3	52.9	11.8	0.0	100.0
7	Employees that are not practicing NPASA values should be punished	4	7	2	4	17
	Percentage	23.5	41.2	11.8	23.5	100.0
8	It is important for all organisations to have values	6	9	2	0	17
	Percentage	35.3	52.9	11.8	0.0	100.0
9	Values should be included in our Key Performance Areas (KPA) document	7	5	2	3	17
	Percentage	41.2	29.4	11.8	17.6	100.0

The above table can be graphically presented as follows:

Figure 4.8 Perceptions of Managers (109) on values
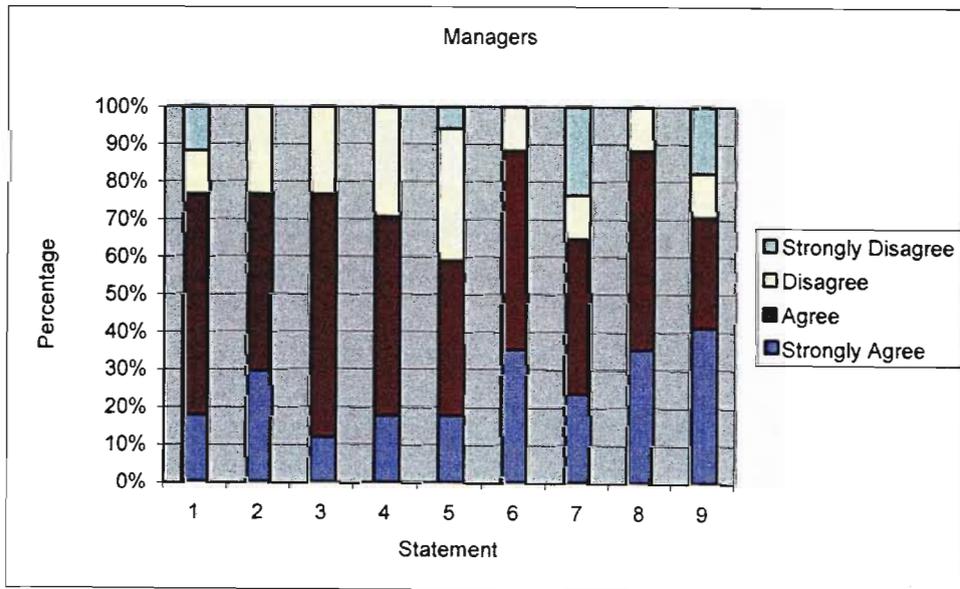
Table 4.10 Perceptions of Male Managers (109) on values

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	0	5	2	0	7
	Percent	0	71	29	0	100
2	NPASA values are in line with my personal values	0	5	2	0	7
	Percent	0	71	29	0	100
3	Values drive the efficiency of business	2	3	2	0	7
	Percent	29	43	29	0	100
4	I understand all the values of NPASA	0	4	3	0	7
	Percent	0	57	43	0	100
5	We need to change some of our current values	2	3	2	0	7
	Percent	29	43	29	0	100
6	Values should be adhered to at all times	2	3	2	0	7
	Percent	29	43	29	0	100
7	Employees that are not practicing NPASA values should be punished	0	5	2	0	7
	Percent	0	71	29	0	100
8	It is important for all organisations to have values	3	2	2	0	7
	Percent	43	29	29	0	100
9	Values should be included in our Key Performance Areas (KPA) document	3	2	2	0	7
	Percent	43	29	29	0	100

The above table can be graphically presented as follows

Figure 4.9 Perceptions of Male Managers (109) on values

66
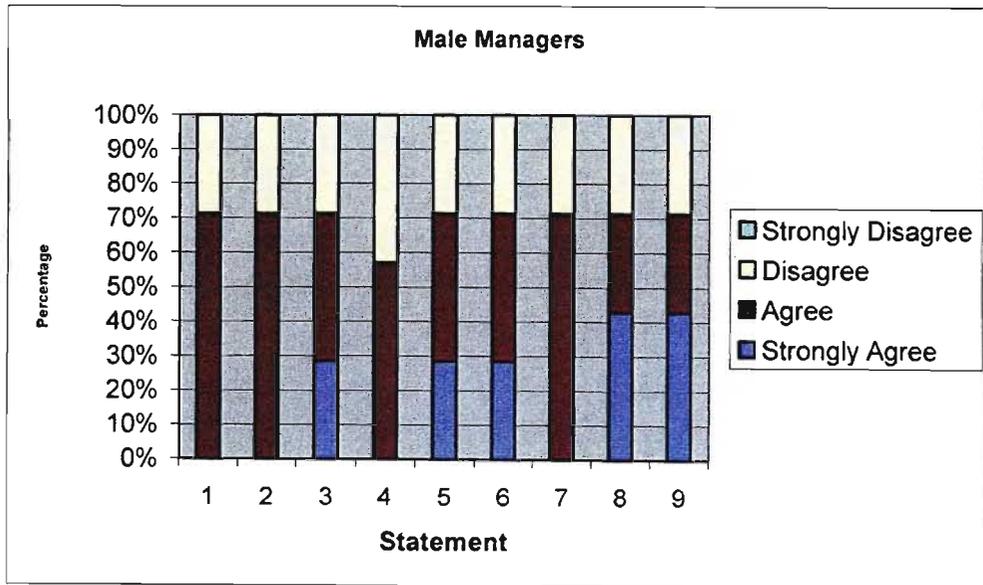
Table 4.11 Perception of Female Managers (109) on values

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	3	5	0	2	10
	Percent	30	50	0	20	100
2	NPASA values are in line with my personal values	5	3	2	0	10
	Percent	50	30	20	0	100
3	Values drive the efficiency of business	0	8	2	0	10
	Percent	0	80	20	0	100
4	I understand all the values of NPASA	3	5	2	0	10
	Percent	30	50	20	0	100
5	We need to change some of our current values	1	4	4	1	10
	Percent	10	40	40	10	100
6	Values should be adhered to at all times	4	6	0	0	10
	Percent	40	60	0	0	100
7	Employees that are not practicing NPASA values should be punished	4	2	0	4	10
	Percent	40	20	0	40	100
8	It is important for all organisations to have values	3	7	0	0	10
	Percent	30	70	0	0	100
9	Values should be included in our Key Performance Areas (KPA) document	4	3	0	3	10
	Percent	40	30	0	30	100

The above table can be graphically presented as follows

Figure 4.10 Perception of Female Managers (109) on values

67
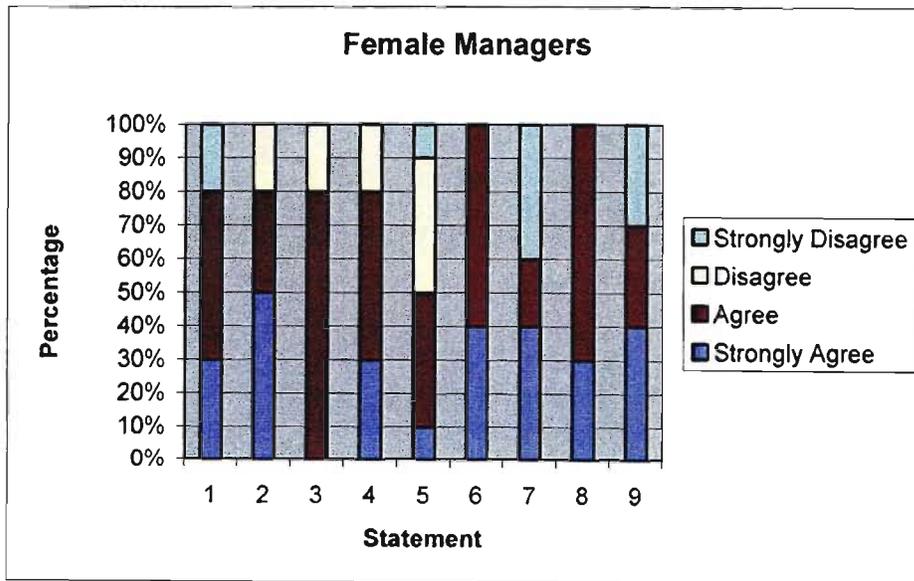
4.9.2 Understanding of values (Gender Comparison)

Notes:

a) **Agree** indicates a combined percentage for those who strongly agree and agree i.e. Strong agree + agree
b) **Disagree** indicates a combined percentage of those who strongly disagree and disagree i.e. Strongly disagree + disagree
c) The comparison is based on the total number of respondents

Table 4.12 a - c Perceptions of respondents on values (Gender comparison)

Table 4.12 a

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
1	Values increase employee commitment to the organisation	44	33	12	12	100
2	NPASA values are in line with my personal values	38	32	17	12	100
3	Values drive the efficiency of business	40	33	15	12	100

Figure 4.11 a
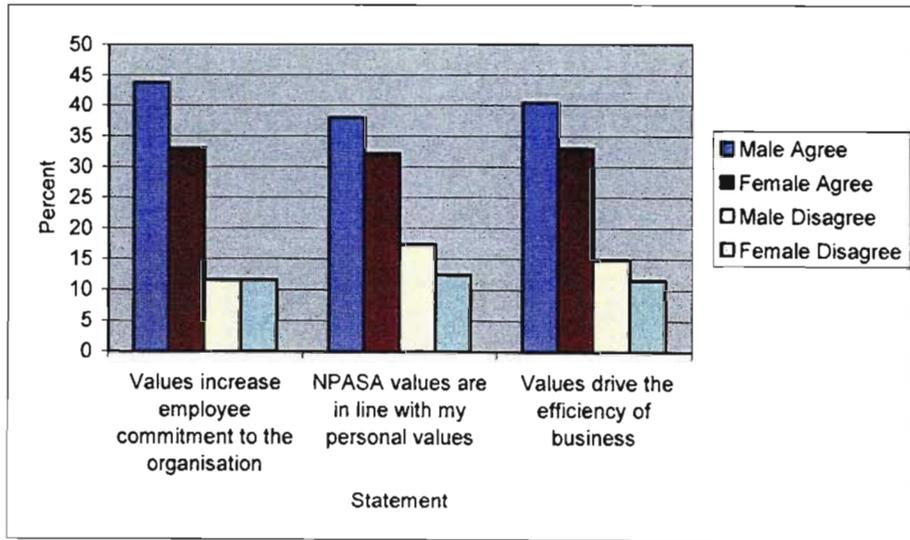
Table 4.12 b

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
4	I understand all the values of NPASA	38	36	17	9	100
5	We need to change some of our current values	38	28	17	17	100
6	Values should be adhered to at all times	50	39	6	6	100

Figure 4.11 b
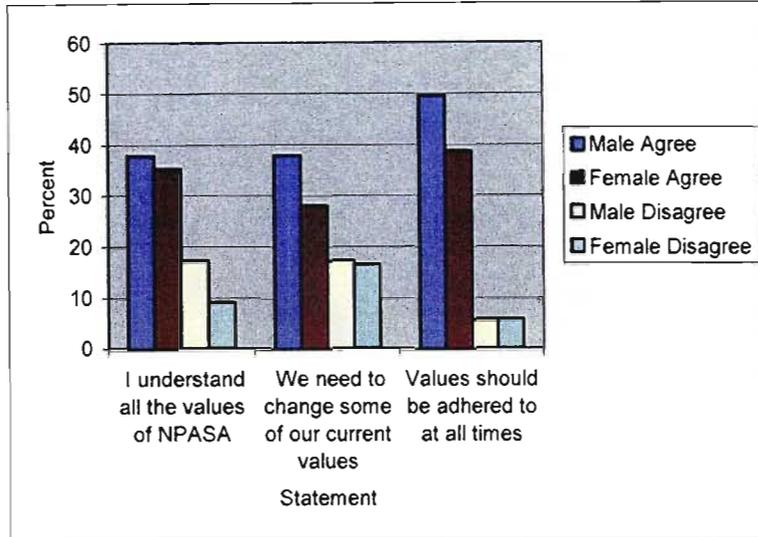
Table 4.12 c

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
7	Employees that are not practicing NPASA values should be punished	27	25	28	20	100
8	It is important for all organisations to have values	51	37	4	7	100
9	Values should be included in our Key Performance Areas (KPA) document	31	31	24	13	100

Figure 4.11 c
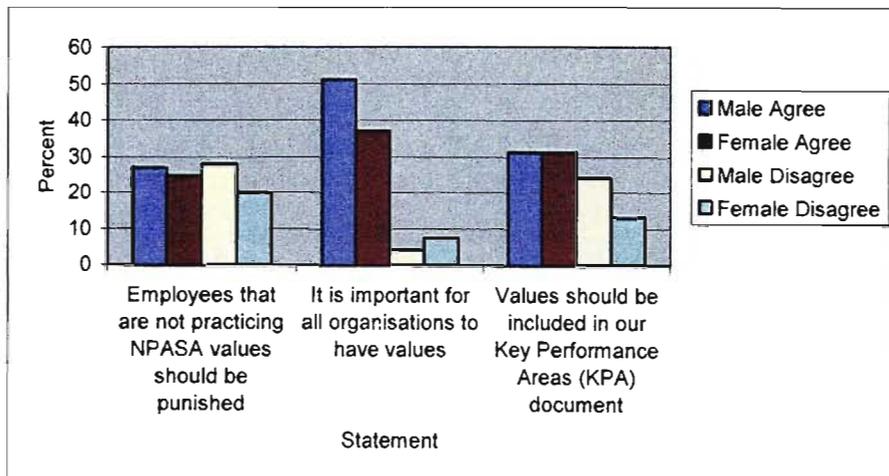
4.9.3 PERCEPTION ON CORPORATE VALUES

The following part of the presentation covers specifically the perceptions of employees on the eleven value of NPASA

Total number of employees who responded =121

Table 4.13 Respondents ratio

	610 male	610 female	Junior Officer Female	Junior Officer Male	109 Male	109 Female	Total
Number	17	19	25	43	7	10	121
Percent	14.0	15.7	20.7	35.5	5.8	8.3	100.0

Using a pie chart graph, the respondents' ratio can be presented as follows

Figure 4.12 Respondents ratio
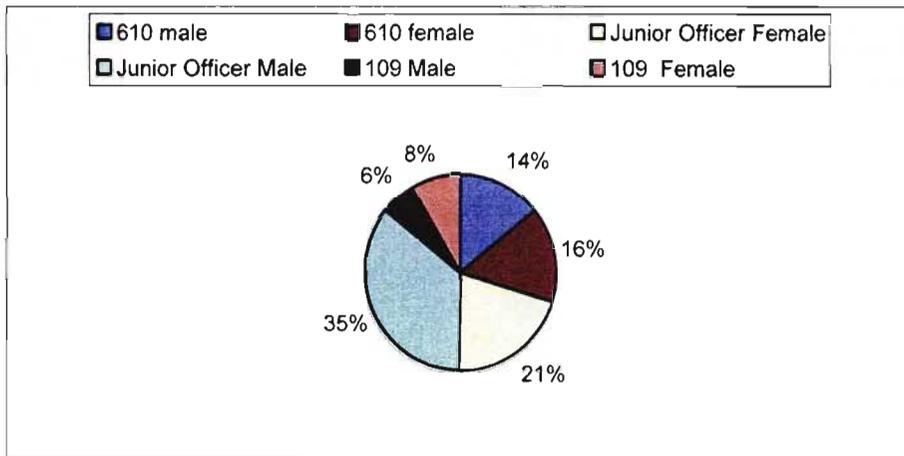
The ratio of the respondents in terms of their gender is hereby presented as follows:

Table 4.14 Respondents Gender Ratio

	Male	Female	Total
Number	67	54	121
Percent	55.4	44.6	100

The above information can be graphically presented in a pie chart

Figure 4.13 Respondents Gender Ratio

Male - Female Ratio

■ Male ■ Female

45%   55%
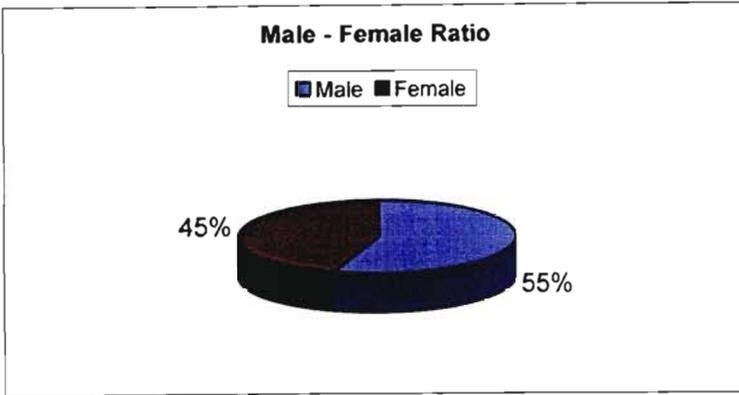
4.9.3.1 Perception on Corporate Values (Total Respondents)

The following presentations comprise of the total number of respondents i.e. 121 employees and include all gender and job level grade.

Table 4.15 Open and Honest Communication

Open and Honest Communication	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA practice open and honest communication	20	37	50	14
Percentage	16.5	30.6	41.3	11.6
It is important to communicate openly and honestly in life	60	48	12	1
Percentage	49.6	39.7	9.9	0.8
I have no difficulty in communicating with my manager	27	50	34	10
Percentage	22.3	41.3	28.1	8.3

Figure 4.14 Open and honest communication

Open and honest communication

■ Strongly Agree ■ Agree □ Disagree □ Strongly Disagree

NPASA practice open and honest communication | It is important to communicate openly and honestly in life | I have no difficulty in communicating with my manager
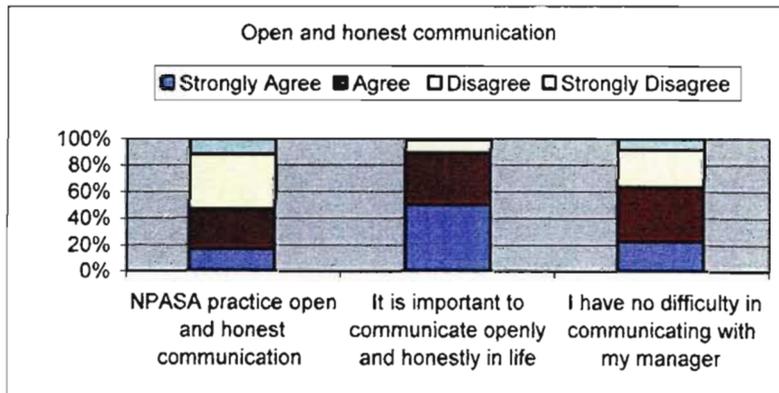
Table 4.16 Service Excellence

Service Excellence	Strongly Agree	Agree	Disagree	Strongly Disagree
Our clients are afforded an excellent service when doing business with NPASA	19	70	28	4
Percentage	15.7	57.9	23.1	3.3
I understand my role in ensuring excellent service for my clients	36	71	14	0
Percentage	29.8	58.7	11.6	0.0

Figure 4.15 Service Excellence
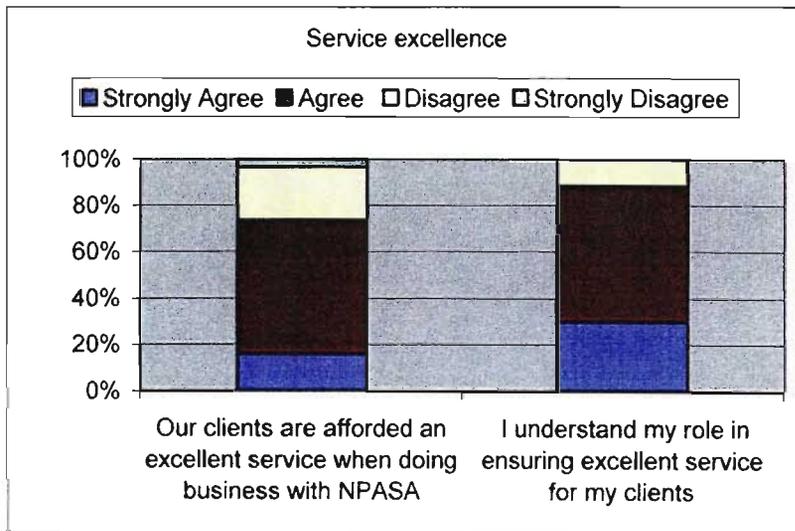
Table 4.17 Employee Development

Employee Development	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA is committed at developing employee skills	21	56	35	9
Percentage	17.4	46.3	28.9	7.4
There are adequate programmes to facilitate skills development in NPASA	22	55	37	7
Percentage	18.2	45.5	30.6	5.8

Figure 4.16 Employee Development

Employee development
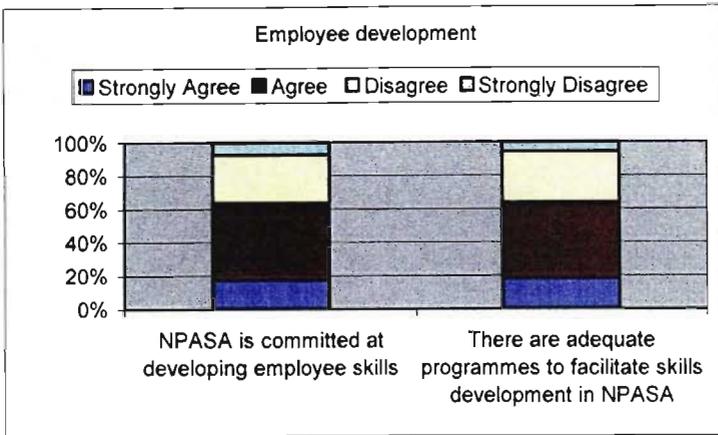
Table 4.18 Safe and Secure Environment

Safe and Secure Environment	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA ensures that I work in a safe and secure environment	29	71	18	3
Percentage	24.0	58.7	14.9	2.5
I understand my role in ensuring a safe and secure NPASA	30	68	21	2
Percentage	24.8	56.2	17.4	1.7

Figure 4.17 Safe and Secure environment

Safe and secure environment
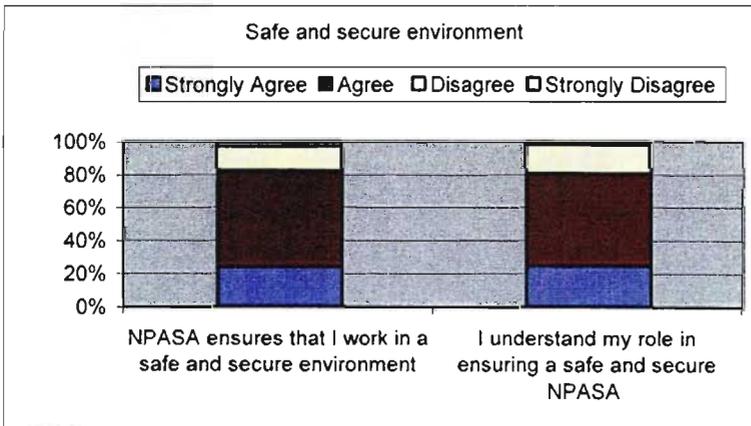
Table 4.19 Human Dignity and Respect

Human Dignity and Respect	Strongly Agree	Agree	Disagree	Strongly Disagree
I am treated with dignity and respect in my working environment	20	58	28	15
Percentage	16.5	47.9	23.1	12.4
I know the internal process that should be followed when I am not treated with dignity and respect	34	66	19	2
Percentage	28.1	54.5	15.7	1.7

Figure 4.18 Human Dignity and Respect
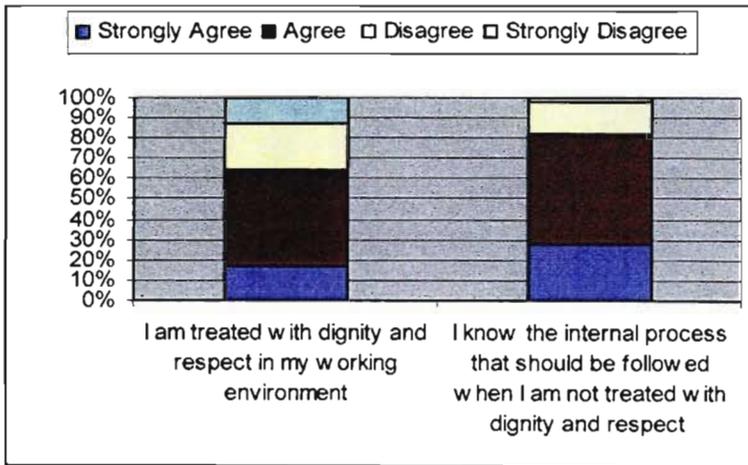
Table 4.20 Legislative and Regulatory Compliance

Legislative and regulatory compliance	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA complies with legislative and regulatory requirements	32	72	17	0
Percentage	26.4	59.5	14.0	0.0
It is important to comply with all legislative and regulatory requirements	39	62	15	5
Percentage	32.2	51.2	12.4	4.1

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Figure 4.19 Legislative and regulatory compliance

Figure 4.19 Legislative and regulatory compliance
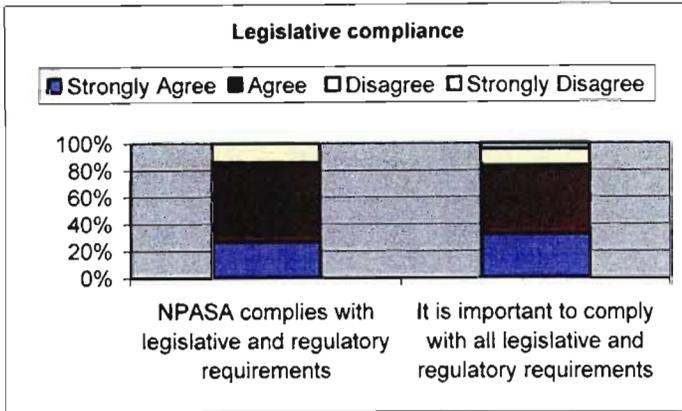
Table 4.21 The wellbeing of communities in which NPASA operate

Wellbeing in the welfare of the community	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA assist in the welfare of the communities where they operate	21	69	27	4
Percentage	17.4	57.0	22.3	3.3
It is important that an organisation assist the local communities where it operate	39	65	17	0
Percentage	32.2	53.7	14.0	0.0

Figure 4.20 The wellbeing of communities in which NPASA operate

Figure 4.20 The wellbeing of communities in which NPASA operate
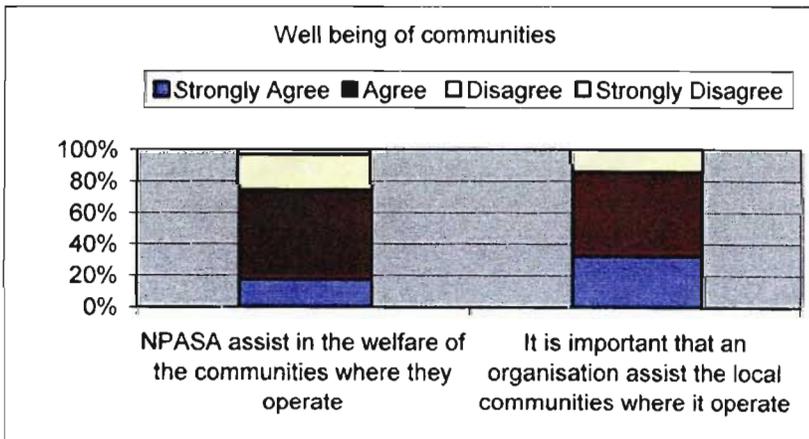
Table 4.22 Integrity in business conduct

Integrity in business conduct	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA conducts business with integrity and ethical manner	27	60	34	0
Percentage	22.3	49.6	28.1	0.0
All employees should commit themselves to being ethical and conducting business with integrity.	48	65	8	0
Percentage	39.7	53.7	6.6	0.0

Figure 4.21 Integrity in business conduct

Integrity in business conduct

■ Strongly Agree ■ Agree □ Disagree □ Strongly Disagree

NPASA conducts business with integrity and ethical manner

All employees should commit themselves to being ethical and conducting business with integrity.
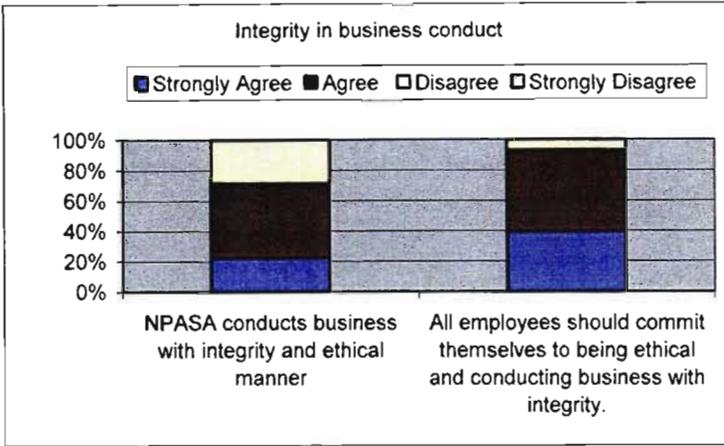
Table 4.23 Employee participation and empowerment

Employees participation and empowerment	Strongly Agree	Agree	Disagree	Strongly Disagree
Employees are empowered and encouraged to participate in running the business	15	50	44	12
Percentage	12.4	41.3	36.4	9.9
Employees have equal opportunities for empowerment and participating in running NPASA	16	39	45	21
Percentage	13.2	32.2	37.2	17.4

Figure 4.22 Employee participation and empowerment

Employee participation

■ Strongly Agree ■ Agree □ Disagree □ Strongly Disagree

Employees are empowered and encouraged to participate in running the business

Employees have equal opportunities for empowerment and participating in running NPASA
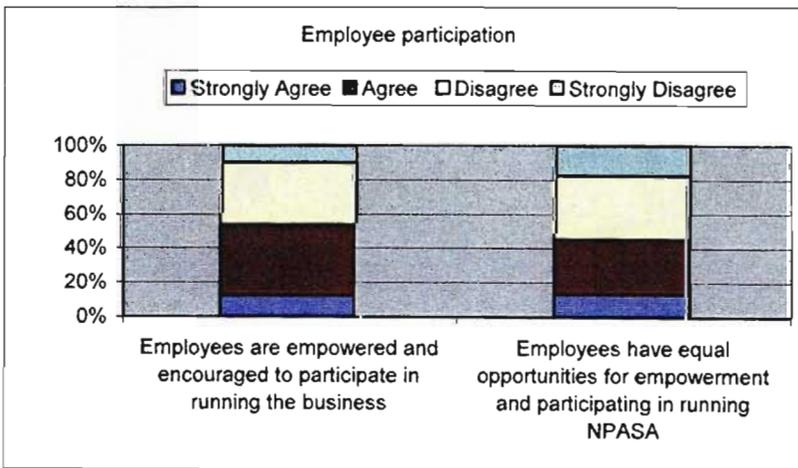
Table 4.24 Cultural diversity and inclusiveness

Cultural diversity and inclusiveness	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA values our cultural diversity and inclusiveness	25	47	37	12
Percentage	20.7	38.8	30.6	9.9
All employees are treated the same irrespective of their cultural background	22	39	45	15
Percentage	18.2	32.2	37.2	12.4

Figure 4.23 Cultural diversity and inclusiveness
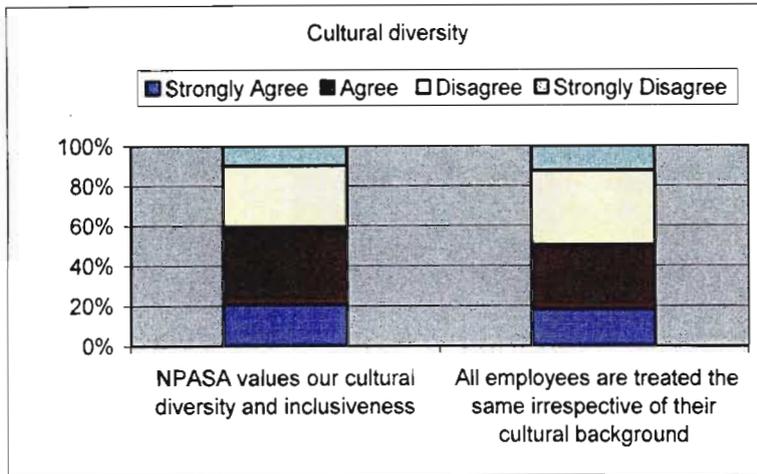
Table 4.25 The recognition of good performance and behaviour

Recognition of good performance	Strongly Agree	Agree	Disagree	Strongly Disagree
NPASA recognise good performance and behaviour	20	51	37	13
Percentage	16.5	42.1	30.6	10.7

Figure 4.24 The recognition of good performance and behaviour
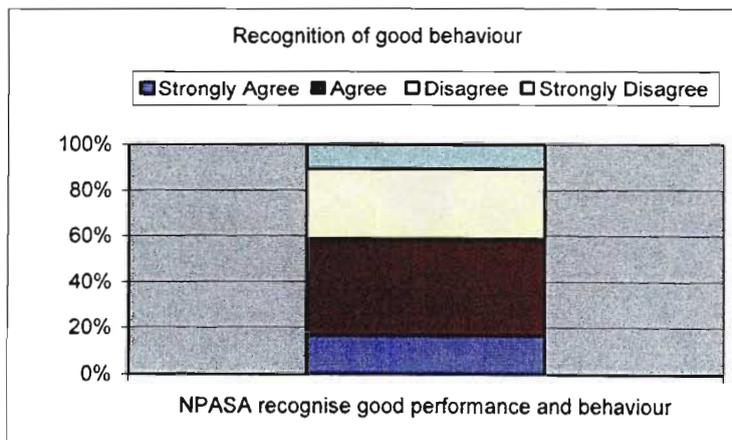
4.9.3.2 GENDER COMPARISON

Notes:

a) **Agree** indicates a combined percentage for those who strongly agree and agree i.e. Strong agree + agree
b) **Disagree** indicates a combined percentage of those who strongly disagree and disagree i.e. Strongly disagree + disagree
c) The following tables and graphs are based on Annexure 2 (Gender Comparison Worksheet)

Table 4.26 Open and honest communication

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
10	NPASA practice open and honest communication	22	25	33	20	100
11	It is important to communicate openly and honestly in life	53	36	2	8	100
12	I have no difficulty in communicating with my manager	36	27	19	17	100

Figure 4.25 Open and honest communication
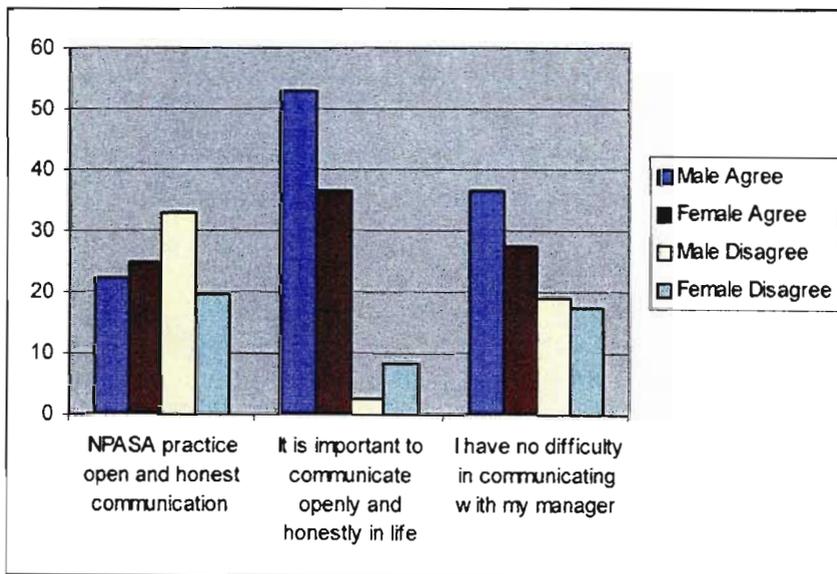
Table 4.27 Service excellence

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
	Service Excellence					
13	Our clients are afforded an excellent service when doing business with NPASA	40	34	16	11	100
14	I understand my role in ensuring excellent service for my clients	50	39	6	6	100

Figure 4.26 Service excellence
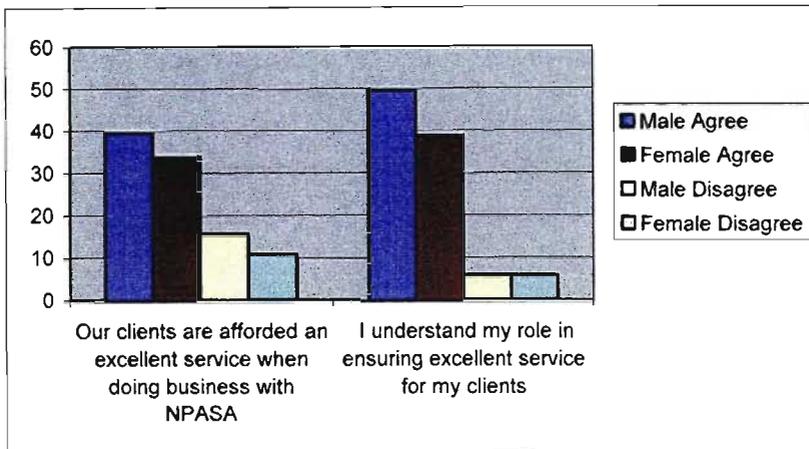
Table 4.28 Employee development

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
	Employee Development					
15	NPASA is committed at developing employee skills	37	26	18	18	100
16	There are adequate programmes to facilitate skills development in NPASA	33	31	22	14	100

Figure 4.27 Employee development
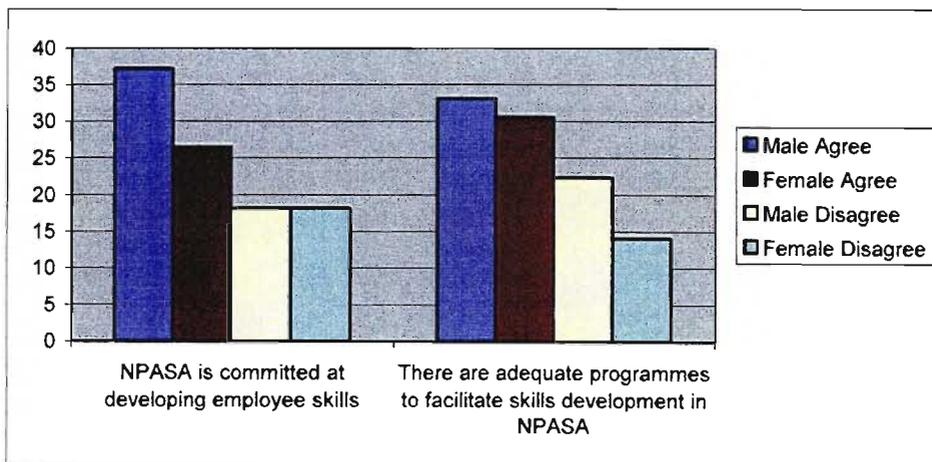
Table 4.29 Safe and secure environment

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
17	NPASA ensures that I work in a safe and secure environment	45	38	11	7	100
18	I understand my role in ensuring a safe and secure NPASA	46	35	9	10	100

Figure 4.28 Safe and secure environment
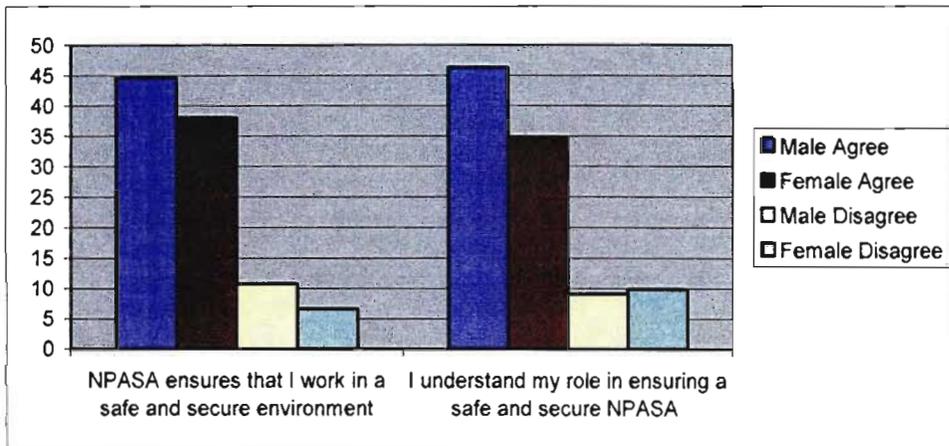
Table 4.30 Human dignity and respect

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
19	I am treated with dignity and respect in my working environment	33	31	22	13	100
20	I know the internal process that should be followed when I am not treated with dignity and respect	44	39	12	6	100

Figure 4.29 Human dignity and respect
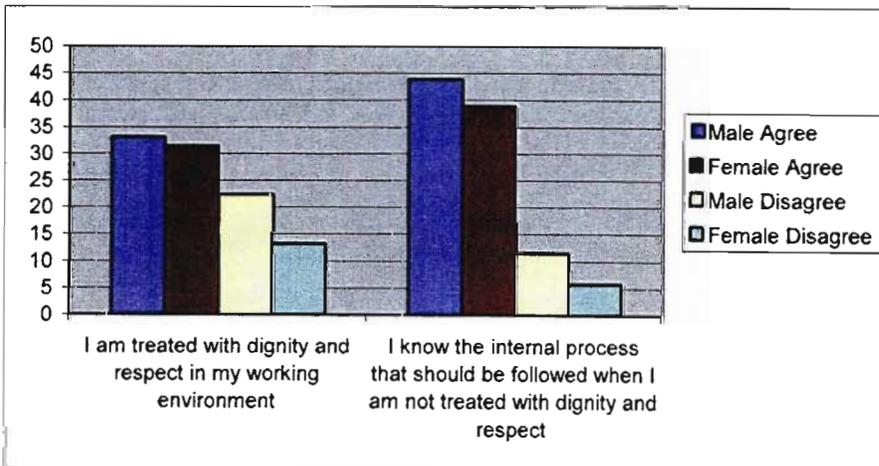
Table 4.31 Legislative and regulatory requirement

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
	Legislative and regulatory compliance					
21	NPASA complies with legislative and regulatory requirements	50	36	6	8	100
22	It is important to comply with all legislative and regulatory requirements	50	34	6	11	100

Figure 4.30 Legislative and regulatory requirement
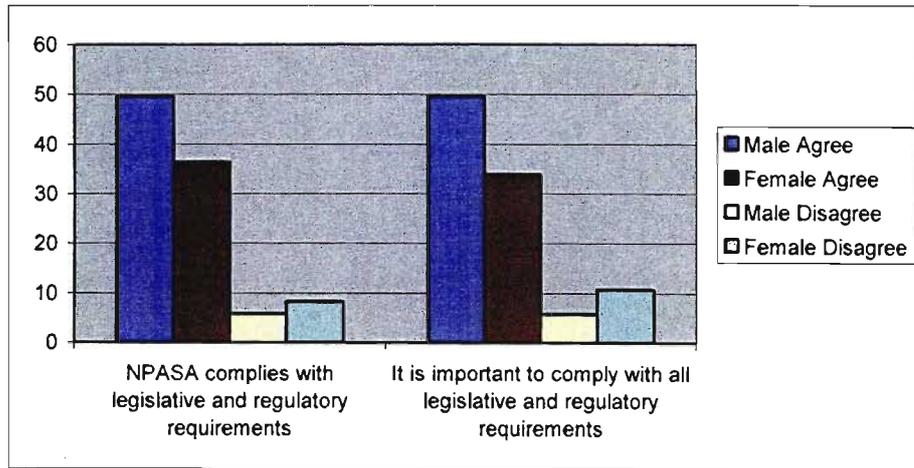
Table 4.32 Welfare of the communities

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
23	NPASA assist in the welfare of the communities where they operate	42	32	13	12	100
24	It is important that an organisation assist the local communities where it operate	49	37	7	7	100

Figure 4.31 Welfare of the communities

81
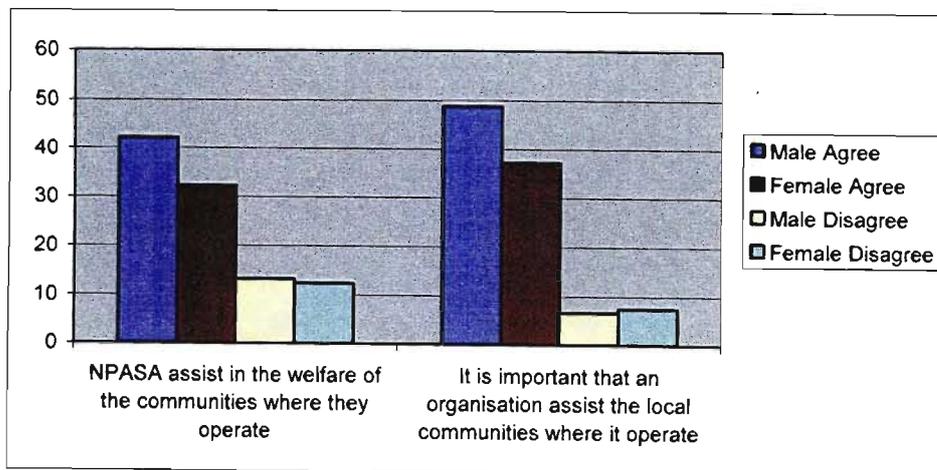
Table 4.33 Integrity in business conduct

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
	Integrity in business conduct					
25	NPASA conducts business with integrity and ethical manner	40	31	15	13	100
26	All employees should commit themselves to being ethical and conducting business with integrity.	53	40	2	4	100

Figure 4.32 Integrity in business conduct
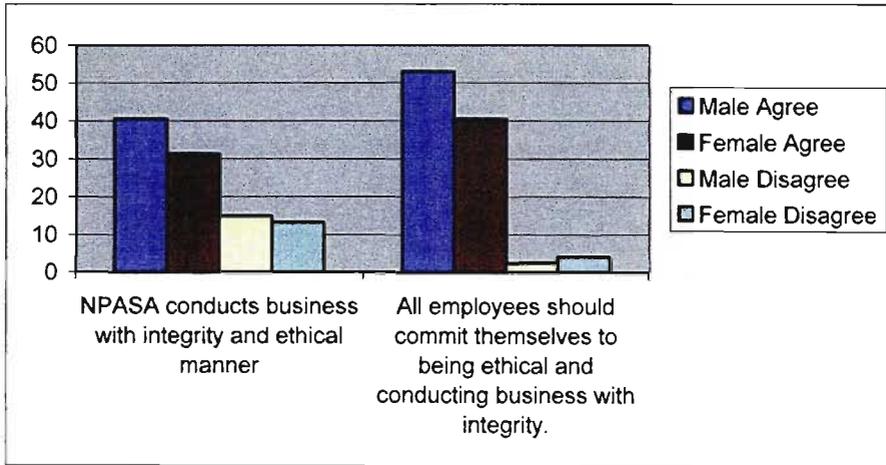
Table 4.34 Employee participation and empowerment

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
	Employees participation and empowerment					
27	Employees are empowered and encouraged to participate in running the business	28	26	27	19	100
28	Employees have equal opportunities for empowerment and participating in running NPASA	22	23	33	21	100

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Figure 4.33 Employee participation and empowerment
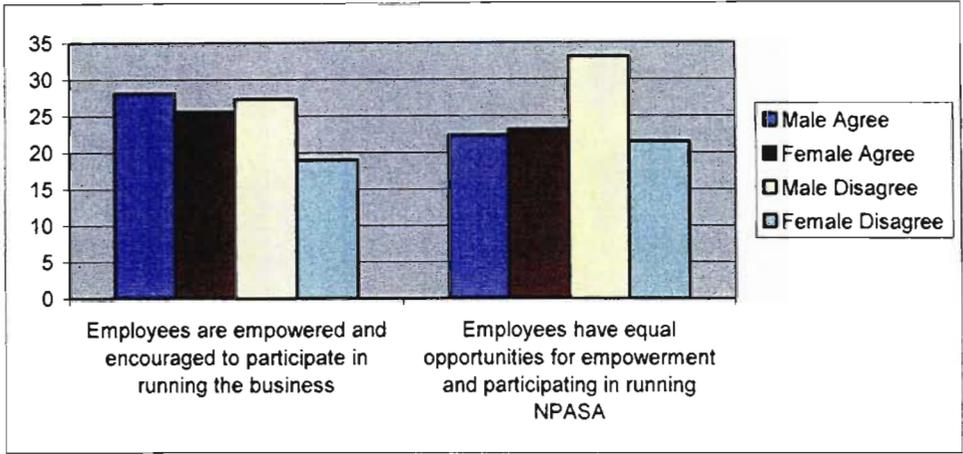
Table 4.35 Cultural diversity and inclusiveness

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
	Cultural diversity and inclusiveness					
29	NPASA values our cultural diversity and inclusiveness	33	26	22	18	100
30	All employees are treated the same irrespective of their cultural background	25	26	31	19	100

Figure 4.34 Cultural diversity and inclusiveness
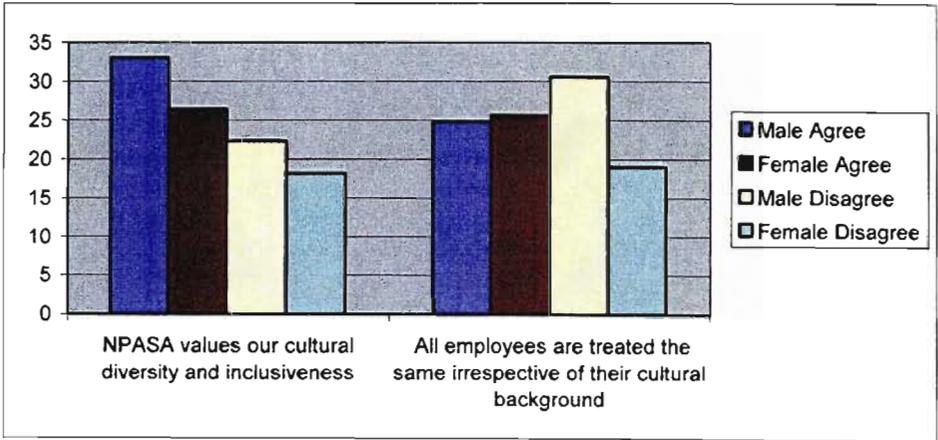
Table 4.36 Recognition of good performance

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
	Recognition of good performance					
31	NPASA recognise good performance and behaviour	33	26	22	19	100

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Figure 4.35 Recognition of good performance
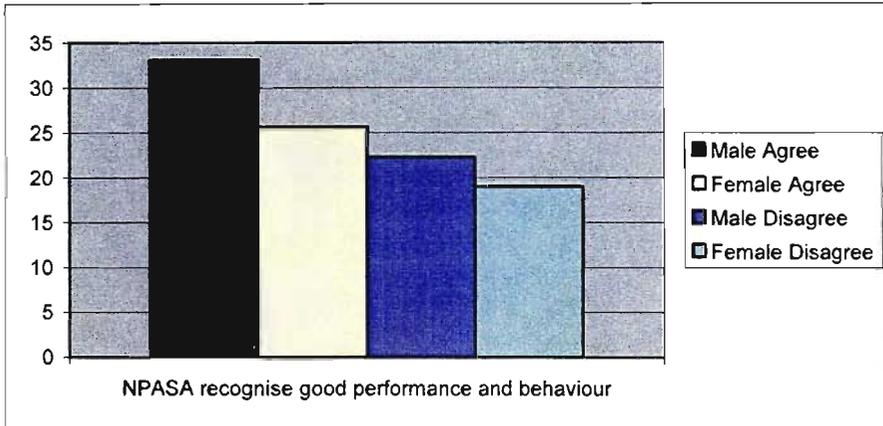
4.9.4 PERCEPTION BASED ON RESPONDENT GRADE (COMPARISON)

Notes:

a) The following table is based on Annexure 3 (Grade Comparison worksheet).

b) **Agree** implies the sum of strongly agree and agree response in percentage format.

c) The purpose of the table presentation is to compare the percentage positivism of respondents based on their grades.

4.9.4.1 General understanding on corporate values

Table 4.37 a – I Perception based on respondent grade (comparison)

Table 4.37 a

No	Statement	Agree Managers	Agree Middle Managers	Agree Junior Officer
1	Values increase employee commitment to the organisation	76	81	75
2	NPASA values are in line with my personal values	76	75	66
3	Values drive the efficiency of business	76	83	68
4	I understand all the values of NPASA	71	86	68
5	We need to change some of our current values	59	58	72
6	Values should be adhered to at all times	88	78	94
7	Employees that are not practicing NPASA values should be punished	65	64	43
8	It is important for all organisations to have values	88	89	88
9	Values should be included in our Key Performance Areas (KPA) document	71	72	56

72% of Junior Officers in comparison to 58% of managers are of the opinion that NPASA should change some of its current values. Whilst 94% of junior officers are of the belief that values should be adhered to at all times, only 43% are of the opinion that those who are not practising these values should be punished.

4.9.4.2 Perception on corporate values

Open and honest communication

Table 4.37 b

	Open and Honest Communication	Agree Managers	Agree Middle Managers	Agree Junior Officer
10	NPASA practice open and honest communication	88	56	32
11	It is important to communicate openly and honestly in life	88	83	93
12	I have no difficulty in communicating with my manager	82	69	56

Although 93% of the junior officers feel that communicating openly and honestly is important, 32% of them believe that NPASA does not communicate openly and honestly.56% and 69% of junior officers and middle managers seems to have difficulty in communicating with their respective managers.

Service Excellence

Table 4.37 c

	Service Excellence	Agree Managers	Agree Middle Managers	Agree Junior Officer
13	Our clients are afforded an excellent service when doing business with NPASA	94	72	69
14	I understand my role in ensuring excellent service for my clients	88	83	91

Both levels of respondents believe that their clients are afforded with an excellent service.

Employee Development

Table 4.37 d

	Employee Development	Agree Managers	Agree Middle Managers	Agree Junior Officer
15	NPASA is committed at developing employee skills	88	72	53
16	There are adequate programmes to facilitate skills development in NPASA	82	69	56

Only 53% of junior officers feel that NPASA is committed to developing employee skills in relation to 88% of managers. The 82% of managers are also of the opinion that there are adequate programmes to facilitate skills development in relation to 56% of junior officers.

Safe and Secure Environment

Table 4.37 e

	Safe and Secure Environment	Agree Managers	Agree Middle Managers	Agree Junior Officer
17	NPASA ensures that I work in a safe and secure environment	82	75	87
18	I understand my role in ensuring a safe and secure NPASA	88	75	82

75% of middle managers believe that NPASA ensures their safety and they also understand their role in the process.

Human Dignity and Respect

Table 4.37 f

	Human Dignity and Respect	Agree Managers	Agree Middle Managers	Agree Junior Officer
19	I am treated with dignity and respect in my working environment	100	69	53
20	I know the internal process that should be followed when I am not treated with dignity and respect	100	86	76

All managers believe that they are indeed treated with dignity and respect and they know the process that should be followed when they feel aggrieved. Only 53% of junior officers agreed that they are treated with dignity in the workplace.

Legislative and Regulatory Compliance

Table 4.37 g

	Legislative and regulatory compliance	Agree Managers	Agree Middle Managers	Agree Junior Officer
21	NPASA complies with legislative and regulatory requirements	88	83	87
22	It is important to comply with all legislative and regulatory requirements	76	81	87

87% of the junior officers seem to believe that complying with legislative and regulatory requirements is important and that NPASA does comply.

Well being of the Community

Table 4.37 h

	Wellbeing in the welfare of the community	Agree Managers	Agree Middle Managers	Agree Junior Officer
23	NPASA assist in the welfare of the communities where they operate	88	72	72
24	It is important that an organisation assist the local communities where it operate	100	89	81

100% of managers are of the opinion that assisting the local communities is important. 72% of both middle managers and junior officers feel that NPASA assist the local communities

Integrity in Business Conduct

Table 4.37 i

	Integrity in business conduct	Agree Managers	Agree Middle Managers	Agree Junior Officer
25	NPASA conducts business with integrity and ethical manner	100	75	78
26	All employees should commit themselves to being ethical and conducting business with integrity.	100	86	96

All managers are of the opinion that all employees should commit themselves to being ethical and at the same time believe that NPASA does conduct business with integrity.

Employee Participation and Empowerment

Table 4.37 j

	Employees participation and empowerment	Agree Managers	Agree Middle Managers	Agree Junior Officer
27	Employees are empowered and encouraged to participate in running the business	82	64	41
28	Employees have equal opportunities for empowerment and participating in running NPASA	82	56	31

A mere 31% of junior officers believe that employees have equal opportunities for empowerment with 41% actually feeling that they are empowered to participate in the running of NPASA. This is in comparison to 82% of managers.

Cultural Diversity and Inclusiveness

Table 4.37 k

	Cultural diversity and inclusiveness	Agree Managers	Agree Middle Managers	Agree Junior Officer
29	NPASA values our cultural diversity and inclusiveness	100	61	49
30	All employees are treated the same irrespective of their cultural background	82	61	37

Whilst all managers believe that NPASA values cultural diversity, only 49% of junior officers are in agreement. 37% of junior officers also feel that employees are treated the same irrespective of their cultural background. 61% of middle managers feel positive based on the statement.

Recognition of good performance

Table 4.37 l

	Recognition of good performance	Agree Managers	Agree Middle Managers	Agree Junior Officer
31	NPASA recognise good performance and behaviour	76	64	51

51% of junior officers perceive NPASA to be recognising good performance and behaviour.

4.10 Conclusion

This chapter focused on presenting the results of the study in the form of tables and graphs. It was informed by the structured questionnaire and linked to the study objectives. The following chapter will focus on the discussion and recommendations based on this chapter.

CHAPTER 5   DISCUSSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter provided the findings of the study as conducted. It has provided a sense of the perception of respondents in relation to the corporate values of NPASA. A table of information data as well as the graphs in line with the response was provided. This chapter will now look at the discussion of the findings as it relates to the integrated study objectives and following corporate values presentation.

5.2 DISCUSSIONS

5.2.1 What is the staff's understanding of values?

Based on the response of the employees on values, it becomes clear that employees of NPASA perceive corporate values as a facilitator to increasing commitment to the organisation. It is also observed that the corporate values are in line with those of the employees. It stands to reason that if corporate and personal values are common, this will create a community in an organisation and ensure that employees take ownership of business. This leads to positive results in terms of the effectiveness and efficiency of NPASA.

Respondents seem to understand the importance of corporate values and are of the belief that they should be adhered to at all times. Adhering to corporate values at all times would mean that the daily activities and operations of the NPASA are informed by the values and integral to business management. To point out the importance and necessity of adhering to the corporate values, respondents believed that something should be done if any member of the organisation is found not to be following or adhering to the laid values.

However, it must also be pointed out that close to half of the respondents were also of the opinion that employees should not be punished for not practising the corporate values. It can therefore be deduced that at least correction will have to be set for those who deviate from the values. This is crucial as it has been earlier pointed out by some commentators who believe that employees should voluntarily commit to values and not by being threatened with disciplinary action.

Most respondents are of the opinion that organisations should have values as their driving force. This is very important especially since organisations are made up of individuals from diverse backgrounds and who bring into the organisation different skills. In order to create a sense of purpose, there is a need to have a common understanding and a shared vision by all in the organisation. Values are therefore seen as the binding factor of the organisation thereby making it an integral part of NPASA.

To show embracement of corporate values, the respondents believed that indeed corporate values should be included in their performance management process. This will mean understanding, committing, upholding and implementation of the corporate values. It is understandable that if corporate values are put in the performance process, employees will go all out to ensure that they get recognised and rewarded for adhering to the values. This will also provide an opportunity for the organisation to continually review the initiatives aimed at reinforcing the values especially at the end of each performance review period.

5.2.2 What is the perception of employees on NPASA corporate values?

5.2.2.1 COMMUNICATION

The staff members at NPASA seem to have a strong belief that communicating honestly and openly is a key to efficient and effective running of the organisation. This refers to management being able to openly communicate to staff everything that has either positive or negative bearing to the organisation.

This type of communication builds and maintains trust amongst the employees of the organisation. It is also essential at ensuring that the employees get the opportunity to look into the problem and come up with suggestions on how to better address the issues being raised.

However, a high number of employees felt that NPASA is not practising open and honest communication. This implies that employees begin to find out of things when they are already in process or long completed. In many instances where the organisation does not properly and honestly communicate with the employees, trust is often lost in the process. If trust is lost it also becomes difficult for employees to discuss openly with management. This is an area that needs to be monitored and carefully addressed by NPASA. Initiatives like team building exercises and suggestion box could be ideal in addressing the issue of communication.

5.2.2.2 SERVICE EXCELLENCE

For any organisation to flourish there is a need to concentrate on the needs of the customers. Such needs should either be met or exceeded so as to ensure business sustainability and organisational growth. It is also critical that the

employees have faith and belief in the processes that have been put into place by the organisation in meeting the needs of the organisation. Such processes should be reviewed and continually geared at making them work better.

Respondents are of the belief that NPASA provides their clients with an excellent service in their business dealings. This is a good indication of the value that the employees put on their customers and making sure that proper relationships are built for the benefit of NPASA. As mentioned earlier in the study, service excellence can only be achieved if all individual parties are involved and fully committed to the relationship.

Therefore, it becomes important that everybody understand their role in making the service chain complete and smooth. It is encouraging to notice that the majority of NPASA employees understand their role in ensuring service excellence. This understanding is critical as it will ensure that employees strive for the best as they know that if they are not playing their part, they will be negatively affecting the whole organisation.

5.2.2.3 EMPLOYEE DEVELOPMENT

Employees are a critical element of the organisation as they are tasked with ensuring business existence. With the ever changing business environment, new challenges in terms of technology and skills arise. These challenges demand of business to develop and improve its skills so as to ensure business efficiency.

With developed and improved skills, employees feel at ease to do their work. It therefore becomes critical that the organisation take the leading role in facilitating the development of skills. The respondents are of the opinion that NPASA is committed to the development of skills. This commitment encourages employees to improve their skills and want to learn more. NPASA commitment

to skills is evident with the employee's belief that there are adequate programmes to facilitate skills development.

Commitment shows NPASA being serious about affording every individual the opportunity to develop and grow within the organisation. This is a step in the right direction as it ensures that clients are assisted by developed and able workforce.

5.2.2.4 SAFE AND SECURE ENVIRONMENT

Employees spend most of their time at the workplace. Their safety therefore becomes the issue that needs to be addressed by the organisation. However, the safety of the workplace is everybody's business and cannot be left as a responsibility of one person. With the September 11 tragedy, focus has been put at the ports to ensure that they are not targeted as an easy terrorist entrance to the country. NPASA as a landlord of the port environment, has the duty to ensure that all business activities that happen in the port are not hazardous or putting the lives of the workers in danger.

With the tightening of security measures as a requirement of the International Maritime Organisation (IMO), it comes as no surprise that the respondents felt that NPASA ensures that they work in a safe and secure environment. What is also of interest is that respondents felt that they know their role in the process of ensuring safety and security in the workplace. As mentioned earlier, safety and security is a team effort and each and every individual has a role to play in the process. This understanding will go a long way at ensuring NPASA meets the requirements as set out by the IMO.

5.2.2.5 HUMAN DIGNITY AND RESPECT

In recent years the transformation within the South African labour market has facilitated the move to ensure that employees are treated as equals in the working environment. This has led to employees demanding a reasonable effort from organisations in ensuring that they are not discriminated.

There seems to be an agreement from the respondents that NPASA is indeed treating them with dignity and respect. Human dignity translates to NPASA being able to provide its employees with the basic necessities in the working environment as well as being recognised as employees. It also refers to NPASA facilitating the process of a better living for all its employees in the form of benefits provision and concessions to avoid customer inconvenience. This is an essential ingredient in creating a partnership of providing customers with an excellent service.

There are also set processes that need to be followed if a person is aggrieved and believes that he/she has not been treated with dignity and respect. It became clear that the employees are aware of the process that should be followed in lodging a complaint about not being fairly treated. Such an understanding could be attributed to the finding that there are adequate training programmes in NPASA. Credit should go to NPASA for explaining the process thus ensuring that staff is fully aware of the formal route to take should they feel aggrieved.

5.2.2.6 LEGISLATIVE AND REGULATORY COMPLIANCE

As mentioned earlier, NPASA is part of the Transnet Group and as a parastatal has to play a leading role in implementing relevant legislative policies as determined by the state. Its role as a landlord in the port system mean that

most of the organisations operating in the port environment look at it as to the way it conducts its business and meet the legislative requirements. It also stands to scrutiny by public interest groups in many forms like environmental, political, health and even labour movements.

Any port development has to meet the environmental requirements in the form of land rehabilitation and health factors of those communities in which NPASA operates. There is also pressure from political parties to ensure that NPASA meets its business purpose of existence whilst labour organisations are concerned with the programmes aimed at promoting the interests of its members. The respondents as members of the community also understand the importance of complying with legislative and regulatory requirements.

Due to NPASA playing a leading role in the South African port industry and the pressure that is exerted by the different stakeholders, it is indeed compelled to respond positively to all these requirements. NPASA is seen by respondents to be making a stride in complying with requirements like Black Empowerment Equity (BEE), affirmative action and gender equity.

5.2.2.7 THE WELL BEING OF COMMUNITIES

The members of the communities where an organisation operates always look at the organisation to bring positive changes in their lives. This can be in the form of infrastructural development, job creation and corporate social initiatives. The respondents seem to understand and believe that this is an important function of any organisation.

NPASA is seen as playing a role in assisting in the welfare of the communities where they operate. Again, it can also be deduced that the status and magnitude of NPASA makes it more important that it contributes in the welfare of the community. It must also be noted that the respondents are part of the

community and are indeed more likely to endorse the importance of any organisation to contribute to their societal wellbeing. This is understandable as they want to benefit from the organisational contribution in the form of their relatives getting employment, sponsorships and better infrastructures like roads.

5.2.2.8 INTEGRITY IN BUSINESS CONDUCT

Recently, many organisations have moved swiftly to tighten their procurement processes so as to ensure that they do business with integrity. The current corruption case that is being heard as a result of the arms deal in South Africa has also awaken companies to set up processes and declare their integrity in the form of corporate values and governance. Ethics seem to be the focus of many organisations as they avert the possibilities of being charged of corruption.

NPASA as a big organisation is a target for many organisations that want to land huge deals with them. It therefore has to have firm and formal procedures for all those who have an interest to conduct business with them. Employees of NPASA have to ensure that they stick to the laid rules and regulations on corporate governance to provide a fair treatment to all prospective clients.

The commitment of employees to being ethical and conducting business with integrity is essential and it is encouraging to see a positive response on the matter. The fact that employees of NPASA are committed to being ethical helps the organisation to be viewed in the same light. Such a commitment can only be found in an organisation that develops its employees and treats them with dignity and respect.

5.2.2.9 EMPLOYEE PARTICIPATION AND EMPOWERMENT

Most successful organisations believe in employees taking a leading role in the running of the organisations. This is more so in the daily operations of the organisations whilst management take care of the longer strategic challenges. It is interesting to note that at least half of the respondents believed that employees of NPASA are empowered and encouraged to participate in running the business. This is one of the few statements were the respondents seems to be slightly divided on their perception. What is also of great notice is that more respondents felt that there is inequality of opportunity for empowerment and participation on running NPASA.

This raises a question of whether there is some favouritism when it comes to employee participation and empowerment. It is not clear whether the inequality is based on gender, grade or probably race but it can be pointed out that this is the perception held mostly by males. This perception could also be attributed on the move by NPASA women empowerment and in promoting their representation in the running of the organisation. This is crucial as part of NPASA in complying with the relevant legislative and regulatory requirements. However, it is equally critical that NPASA ensures that it communicates its decisions and processes aimed at empowerment to allay fears of the employees.

5.2.2.10 CULTURAL DIVERSITY

South Africa is a country with diversity boasting with 11 official languages. This diversity makes it difficult for some employees to do their best in their normal day to day operations especially based on their background. NPASA as one of the biggest employers in the Durban region is made up of employees of different background and therefore is a complex organisation.

These employees have different views on how to be better managed or simply how to get NPASA functioning as a unit. However, the majority of them felt that NPASA values cultural diversity and inclusiveness although there is an opinion tie in terms of whether they are all treated the same. It seems some feel that other cultures are valued more than the others. Treating employees the same and valuing their diversity is crucial for NPASA to have a team focused workforce that excels in meeting the needs of the customers.

5.2.2.11 GOOD PERFORMANCE

It is always imperative that organisations perform better and grow their business. Business growth can only be achieved by employee commitment in meeting and exceeding the needs of the customers. Good performance by employees needs to be continually rewarded so as to reinforce the positive results. It is also a known fact that happy employees will always strive to achieve the set organisational targets and be productive. It is therefore the duty of the organisation to make sure that the employees are well looked after so that they can perform accordingly.

The majority of the respondents are of the opinion that NPASA recognise good performance and behaviour of employees. This recognition, in whatever form is key to ensure an improved performance of employees and the organisation at large. Such an opinion propels the employees to commit to the corporate values with the understanding that if they themselves live the values, the organisation will be able to meet the needs of the customers who in turn will continue doing business with NPASA. This will assist them in keeping their jobs for a longer period.

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5.3 COMPARISONS

5.3.1 Gender Comparison

The data that has been presented in Annexure 2 (Gender Comparison) has shown a different level percentage of positivism based on the gender of the employees. What is of interest is the feeling by both genders that employees should not be punished if it is found that they are not practicing the values. It appears as if the word "punished" is associated with disciplinary hearing which could lead to a severe sanction of employee dismissal. There is a strong feeling that some of the values need to be changed.

Both males and females seem to be providing a generally equally positive response to the statements given in the questionnaire. This can also mean that NPASA is indeed trying to fairly meet the needs of all their employees. As mentioned earlier, NPASA has always been a male dominated organisation i.e. employing more male than females. However, based on the transformational journey that has been taken by the country, it is expected that an equilibrium stage will be reached through initiatives like employment and gender equity.

5.3.2 Grade Comparison

Most of the respondents have a good understanding of the general corporate values. They seem to believe that it is important for all organisations to have values which should be adhered to at all times. However, junior officers seem to be reluctant to agree that those that are not practicing values should be punished. Again, only fifty six percent believe that the values should be put in their performance management tool. Seeing that the majority of respondents believe in the power of values, NPASA should find out how best it could utilise and create commitment of employees to live the values.

Whilst the majority of respondents feel that it is important to communicate openly, it seems like this is not happening at NPASA. The fact that both junior officers and middle managers have difficulty in communicating with their respective managers is worrying. It also looks like the more junior you are in the organisation; the more difficult it is for you to communicate with your manager.

The positive response on service excellence could be attributed to the change in focus of Transnet in dealing with customers. Embracing the culture of service excellence will assist NPASA to realise its dream of meeting customer demands and that can only be achieved by having all employees playing their role. It is quite encouraging to see the majority of respondents responding positively.

It is noticeable that the lower you are in the organisation, the more difficult it is for you to have development. This ties up with the fact that if you have difficulty in discussing with your manager, the more difficult it will it be for you to access the programmes aimed at skills development.

Understanding you role in ensuring safe and secure environment is critical for business. This implies that the respondents do not leave everything to NPASA but ensures that they take responsibility of their safety.

Half of the junior officer levels feel that they are treated with dignity and respect. It is not clear whether they do follow the grievance procedure in ensuring that they are treated with dignity. The higher the grade the more positive the response becomes.

Since respondents felt that they are not treated with dignity and respect and that they do not have access to programmes of development, it is evident that they will believe that they are not empowered.

The lower level of employees seems to encounter problems with regard to diversity in the organisation. Based on the diversity of NPASA, it becomes a challenge to many employees as to how they deal with diversity issues. People in higher positions seem to be experiencing the same but on a low scale.

The data that has been presented in Annexure 3 (Grade Comparison) has shown a different level percentage of positivism based on the grade of the employees. It shows that managers have a more positive perception than the middle managers with the middle managers being slightly positive than the junior officer grade. It can be concluded based on the findings that the higher you are in the organisational structure, the more positive you are likely to be about the organisation. The general perception of employees irrespective of grade or gender seems to be positive.

5.4 Implications of the study results

The employees seem to have a good understanding of what exactly values is all about. They believe that having values and committing to them leads to a better organisation. The employees' perceptions in reviewing the corporate values of NPASA seem to be favourable.

The majority of employees seem to agree with the positive statements that were given in gauging their opinion on the corporate values. However, this does not mean there is no room of improvement going forward. It also does not necessarily mean that NPASA has fulfilled all the necessary requirements of being a value driven organisation. This implies that NPASA still need to re-look

at the current values and determine as to whether they are indeed embraced by the employees.

The results of the study imply that employees are one of the main sources of information on whether the organisations are indeed living the corporate values or not. Although organisations may have corporate values in all their material and painted all over the place, it does not necessarily mean that it is indeed value driven. It is therefore vital that any research aimed at determining the success of organisation on being value driven is conducted at least on employees.

The study also implies that perceptions can differ based on gender and grade level of the employees. This is attributed to the fact that employees experience and face different challenges based on gender and level in the organisation. However, with transformation aimed at balancing the gender equity, it will also be interesting to research in the near future whether females are facing different challenges and whether their perception and experience on corporate values have significantly changed.

This study also implies that organisations should clearly communicate and listen honestly to the perception of its employees. This is imperative since employees are the ones who interact with customers and are supposed to promote the image of the organisation on their daily operations.

The conclusions drawn from the study imply that it is important to continually review the corporate values and allow employees to take a leading role in shaping the way their organisation is being run. This is critical for any organisation that wants to be seen as being value driven.

5.5 Are there other benefits to NPASA?

The process of responding to the questionnaire has given the respondents the opportunity to engage with one another on the corporate values. The process made them to critically think of the values thereby reinforcing the corporate values in their mind. This was a critical process of ensuring that those corporate values that have been put in the office walls get noticed once again. In this way, employees begin to share their experience of completing the questionnaire and how they see the corporate values integrated in their daily operational duties.

The respondents form part of the society. In completing the questionnaire, they had an opportunity to think about whether values are operational in their respective communities and life in general. This process allowed the respondents to be able to pollinate the concept of living the values in their communities and thereby participating in the moral regeneration of South Africa. Personal and corporate values are interrelated and can positively influence employees, organisations and the communities alike.

By responding to the questionnaire, the respondents had an opportunity to contribute on how NPASA should be run. Their perceptions will make a meaningful input into the organisation's strategic planning process and facilitating the way forward. This is indeed crucial as it allows NPASA to re-look at new and innovative ways of sustaining being a value based organisation.

5.6 Summary

Based on the discussions above, the respondents have shown in many areas their belief that NPASA is doing well in addressing the corporate values. They have shown an understanding of corporate values and their experience is that

NPASA is facilitating keeping with the values. The positivism that has been shown in responding to the questionnaire is evidence of the employees feeling that NPASA is in a right direction to being a value driven organisation.

The general positive response by the employees is indeed a good omen for NPASA. There is a high likelihood that if employees become positive and committed to the values, they will tend to be happy in their workplace. A happy employee has a high chance of performing better to the advantage of the organisation. This will have a positive return on the organisation through an improved customer service.

The employees of NPASA seem to show signs of identifying with the commitment to the corporate values. However it becomes important that NPASA look at ways of harnessing and sustaining such a commitment to the organisational corporate values. There is room for improvement in many areas and NPASA can also reinforce where they are seen as doing reasonably well. There is a noticeable trend that whilst most employees are generally positive on their response, most employees at junior officer level are experiencing the negative.

Again, it is important to remember that this study is based on the perceptions of employees. It is indeed what they see and experience in their daily life within the organisation. Perceptions are reality in the face of those that are being affected and it is therefore important that NPASA look at ways of addressing the negative perceptions being raised in this study.

5.7 RECOMMENDATIONS

5.7.1 Introduction

This part of the chapter is aimed at looking at the corporate values findings and discussion as a background and driving force in mapping way forward and providing recommendations.

5.7.2 Recommended processes for NPASA

Based on the discussions as well as the literature, it is recommended that NPASA consider the following initiatives so as to build and sustain a positive image with regard to living its corporate values:

5.7.2.1   Review

There should be an exercise to review the current values as well as to determine whether they are in line with employee's personal values or not. This will also be to ensure that the values are in line with the mission and vision of the organisation. NPASA should ascertain which values are important to the employees through a ranking process. This exercise should be used to bridge the gap between the organisation and personal values. The results of this exercise will assist NPASA to get values realignment and more commitment from its employees.

5.7.2.2   Communicate

A list of initiatives that are being driven by the organisation and particularly those falling within the set values should be explained to the organisation. Continual communication of the initiatives that drive values should be

enhanced. Employees should be given promotional material like tee shirts or stationery to communicate the values. The same promotional material should also be given to customers as a way of communicating what NPASA stands for. This will also afford NPASA the opportunity to strengthen their value based management initiatives.

5.7.2.3 Reinforce

NPASA should focus on continually reinforcing the culture of being driven by values. It has to become a learning organization. Learning organizations focus on improving the emotional intelligence and cognitive competencies of individuals within the organization and providing a clear vision and set of values that people can commit to.

In the quest for building a culture that is based on corporate values, all the training programmes that are presented to the staff should include a section on vision, mission and corporate values of NPASA. The same approach should be undertaken for training being provided by external service providers. This will make sure that employees are continually sensitised on corporate values and are able to understand their role in moving NPASA forward. Understanding the impact that your job has on the company performance is indeed a critical factor in value based organisations.

5.7.2.4 Reward

Incentives and rewards on living the values should be on a continual basis. NPASA should publicise and advertise occasions where behaviour in line with corporate values has been lived. This will encourage other employees to mould their behaviour to reflect the culture of NPASA. Customers could assist in pointing out instances where certain individuals have surpassed their expectations on service delivery and in line with corporate values.

5.7.2.5 Provide leadership

Leadership is crucial in providing a sense of purpose in any organisation. In order that a culture of ethical behaviour and commitment to corporate values is sustained, the leadership of NPASA should become visible and lead by example. It is imperative that leadership skills of NPASA managers are sharpened in making sure that they provide similar leadership behaviour irrespective of business units. Simply put, managers at NPASA will need to bring their company's diverse business units, processes and employees together into a cohesive whole, where all elements work towards the same goal - the creation of value. Value-based management says, in a nutshell, the key to increased shareholder value lies in the integration of strategic planning, performance measurement and compensation.

This type of leadership will assist in ensuring that all employees are motivated to mould their behaviour in line with the corporate values thereby resulting in service excellence.

5.7.2.6 Align recruitment processes

Methods for recruitment of new staff should include the assessment of personal values in line with NPASA corporate values. This should be built into the recruitment processes. This will ensure that the new recruits and promotions are not just based on the applicant's skills only but to also ensure that their personal values are congruent with those of NPASA.

5.7.2.7 Measure and continually review

A continual review of values and employee feedback is essential in growing accountability on values. NPASA should adopt a quarterly survey and feedback

to measure the extent to which employees are living the values. A debate amongst the employees on how to better live the values should be encouraged especially on the monthly staff and leadership meetings.

5.8   Limitations of the study

There are some limitations to this study as it is common with all research projects. The most significant is of course the fact that since NPASA manages seven ports along the South African coastline and this study was conducted in Durban, it becomes difficult to generalise these findings beyond the Port of Durban.

Therefore, the findings are only valid for this port. However, the findings provide an indication of what might be the perception in other ports. It is however important that further research is conducted in those ports before any generalisation can be justifiably made.

Because of time constraints and scope of the research, this study only explored the perception of employees focusing on the current eleven corporate values. The respondents were not given the opportunity to rank the corporate values or to suggest those that need to be changed or that appeal to them as employees. This would have assisted NPASA in terms of understanding which corporate values if any had to be changed.

5.9   Further research

In many organisations, senior leadership determines the need to have corporate values. They therefore determine the values and commit their organisations to live by them. Other organisations seem to allow their employees to determine the values in line with their business philosophies. Future research is needed to

determine which system of determining corporate values is likely to yield better employee commitment.

Organisations tend to change their leadership as a result of continuous transformation. New leadership brings about change in the mission, vision, corporate values and culture. Future research is needed to determine the effects of changing corporate values as a result of new leadership and the impact this has on employee's commitment to values. It is also important to identify challenges that are being faced by employees in living the corporate values.

Customers interact with many employees of organisations on a daily basis. They have wealth of knowledge and experience on how their clients behave in doing business with them. There is a need to determine the perceptions of the customers as they critically evaluate the corporate values of their clients.

5.10 Conclusion

In all respect, NPASA should endeavour at instilling the behaviour compliant to corporate values. It is these corporate values that will enhance the brand of NPASA and make sure that it becomes a business of choice for many customers. Accountability and responsibility leads to ownership. Ownership of values leads to ownership of the organisation which in turn leads to better performance. When employees buy in and adhere to values, NPASA will be an organisation that is strong and moulded with teamwork.

It is therefore important that NPASA upholds the strategy of corporate values and make sure that all employees are committed to it. Living the values is a challenge that should be cherished by both management and the employees if NPASA expect to be a fully fledged value based organisation.

Overall, the study has managed to revive an introspection of NPASA employees on corporate values and brought about a positive discussion on the definition of corporate values. This study has managed to remind NPASA of the importance of not just concentrating on the financial aspect of conducting a business but to also look at the social factor in the form of corporate values.

In conclusion, the following can be put in as far as exploring the problem statement and objectives of the study is concerned:

- The results and discussions from the study provide a clear indication that employees have a good understanding of values. This understanding also include the importance of having values both at home, in the society and ultimately at work. This has been covered extensively by the second section of the questionnaire.

- The ratings that were given also provide a strong indication that employees identify with most of these values. This could be attributed to the fact that most employees felt that NPASA corporate values are in line with their personal values. This could have been the reason that made it less difficult for employees to identify with the corporate values.

- The positivism that has been shown by the respondents presents a feeling that NPASA is indeed a value based organisation. This is what is being felt or experienced by employees on a daily basis thus leading to behaviour being kept in line with the professed corporate values.

- The employees see NPASA as an organisation that cares for its workers. This is seen in the form of initiatives that have been undertaken by the organisation. It is also critical that NPASA revisit all its corporate values

so as to determine what needs to be done to increase commitment to these values.

To summarise and conclude, the research findings and discussions provided a positive perception held by the employees at the Port of Durban as they critically evaluate the corporate values.

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APPENDICES

Annexure 1 Total Response Worksheet

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	20	73	25	3	121
2	NPASA values are in line with my personal values	19	66	35	1	121
	Percentage	15.7	54.5	28.9	0.8	100.0
3	Values drive the efficiency of business	24	65	30	2	121
	Percentage	19.8	53.7	24.8	1.7	100.0
4	I understand all the values of NPASA	24	65	32	0	121
	Percentage	19.8	53.7	26.4	0.0	100.0
5	We need to change some of our current values	25	55	40	1	121
	Percentage	20.7	45.5	33.1	0.8	100.0
6	Values should be adhered to at all times	39	68	14	0	121
	Percentage	32.2	56.2	11.6	0.0	100.0
7	Employees that are not practicing NPASA values should be punished	19	44	38	20	121
	Percentage	15.7	36.4	31.4	16.5	100.0
8	It is important for all organisations to have values	36	71	13	1	121
	Percentage	29.8	58.7	10.7	0.8	100.0
9	Values should be included in our Key Performance Areas (KPA) document	26	50	32	13	121
	Percentage	21.5	41.3	26.4	10.7	100.0

No	Open and Honest Communication	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
10	NPASA practice open and honest communication	20	37	50	14	121
	Percentage	16.5	30.6	41.3	11.6	100.0
11	It is important to communicate openly and honestly in life	60	48	12	1	121
	Percentage	49.6	39.7	9.9	0.8	100.0
12	I have no difficulty in communicating with my manager	27	50	34	10	121
	Percentage	22.3	41.3	28.1	8.3	100.0

No	Service Excellence	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
13	Our clients are afforded an excellent service when doing business with NPASA	19	70	28	4	121
	Percentage	15.7	57.9	23.1	3.3	100.0
14	I understand my role in ensuring excellent service for my clients	36	71	14	0	121
	Percentage	29.8	58.7	11.6	0.0	100.0

No	Employee Development	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
15	NPASA is committed at developing employee skills	21	56	35	9	121
	Percentage	17.4	46.3	28.9	7.4	100.0
16	There are adequate programmes to facilitate skills development in NPASA	22	55	37	7	121
	Percentage	18.2	45.5	30.6	5.8	100.0

No	Safe and Secure Environment	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
17	NPASA ensures that I work in a safe and secure environment	29	71	18	3	121
	Percentage	24.0	58.7	14.9	2.5	100.0
18	I understand my role in ensuring a safe and secure NPASA	30	68	21	2	121
	Percentage	24.8	56.2	17.4	1.7	100.0

	Human Dignity and Respect	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
19	I am treated with dignity and respect in my working environment	20	58	28	15	121
	Percentage	16.5	47.9	23.1	12.4	100.0
20	I know the internal process that should be followed when I am not treated with dignity and respect	34	66	19	2	121
	Percentage	28.1	54.5	15.7	1.7	100.0
	Legislative and regulatory compliance	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
21	NPASA complies with legislative and regulatory requirements	32	72	17	0	121
	Percentage	26.4	59.5	14.0	0.0	100.0
22	It is important to comply with all legislative and regulatory requirements	39	62	15	5	121
	Percentage	32.2	51.2	12.4	4.1	100.0
	Wellbeing in the welfare of the community	Strongly Agree	Agree	Disagree	Strongly Disagree	
23	NPASA assist in the welfare of the communities where they operate	21	69	27	4	121
	Percentage	17.4	57.0	22.3	3.3	100.0
24	It is important that an organisation assist the local communities where it operate	39	65	17	0	121
	Percentage	32.2	53.7	14.0	0.0	100.0
	Integrity in business conduct	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
25	NPASA conducts business with integrity and ethical manner	27	60	34	0	121
	Percentage	22.3	49.6	28.1	0.0	100.0
26	All employees should commit themselves to being ethical and conducting business with integrity.	48	65	8	0	121
	Percentage	39.7	53.7	6.6	0.0	100.0
	Employees participation and empowerment	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
27	Employees are empowered and encouraged to participate in running the business	15	50	44	12	121
	Percentage	12.4	41.3	36.4	9.9	100.0
28	Employees have equal opportunities for empowerment and participating in running NPASA	16	39	45	21	121
	Percentage	13.2	32.2	37.2	17.4	100.0
	Cultural diversity and inclusiveness	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
29	NPASA values our cultural diversity and inclusiveness	25	47	37	12	121
	Percentage	20.7	38.8	30.6	9.9	100.0
30	All employees are treated the same irrespective of their cultural background	22	39	45	15	121
	Percentage	18.2	32.2	37.2	12.4	100.0
	Recognition of good performance	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
31	NPASA recognise good performance and behaviour	20	51	37	13	121
	Percentage	16.5	42.1	30.6	10.7	100.0

Annexure 2 Gender Comparison Worksheet
Male Agree / Female Agree refers to Strongly Agree plus Agree
Male Disagree / Female Disagree refers to Strongly Disagree plus Disagree

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
1	Values increase employee commitment to the organisation	44	33	12	12	100
2	NPASA values are in line with my personal values	38	32	17	12	100
3	Values drive the efficiency of business	40	33	15	12	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
4	I understand all the values of NPASA	38	36	17	9	100
5	We need to change some of our current values	38	28	17	17	100
6	Values should be adhered to at all times	50	39	6	6	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
7	Employees that are not practicing NPASA values should be punished	27	25	28	20	100
8	It is important for all organisations to have values	51	37	4	7	100
9	Values should be included in our Key Performance Areas (KPA) document	31	31	24	13	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
10	NPASA practice open and honest communication	22	25	33	20	100
11	It is important to communicate openly and honestly in life	53	36	2	8	100
12	I have no difficulty in communicating with my manager	36	27	19	17	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
13	Our clients are afforded an excellent service when doing business with NPASA	40	34	16	11	100
14	I understand my role in ensuring excellent service for my clients	50	39	6	6	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
15	NPASA is committed at developing employee skills	37	26	18	18	100
16	There are adequate programmes to facilitate skills development in NPASA	33	31	22	14	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
17	NPASA ensures that I work in a safe and secure environment	45	38	11	7	100
18	I understand my role in ensuring a safe and secure NPASA	46	35	9	10	100

No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
19	I am treated with dignity and respect in my working environment	33	31	22	13	100
20	I know the internal process that should be followed when I am not treated with dignity and respect	44	39	12	6	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
21	NPASA complies with legislative and regulatory requirements	50	36	6	8	100
22	It is important to comply with all legislative and regulatory requirements	50	34	6	11	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
23	NPASA assist in the welfare of the communities where they operate	42	32	13	12	100
24	It is important that an organisation assist the local communities where it operate	49	37	7	7	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
25	NPASA conducts business with integrity and ethical manner	40	31	15	13	100
26	All employees should commit themselves to being ethical and conducting business with integrity.	53	40	2	4	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
27	Employees are empowered and encouraged to participate in running the business	28	26	27	19	100
28	Employees have equal opportunities for empowerment and participating in running NPASA	22	23	33	21	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
29	NPASA values our cultural diversity and inclusiveness	33	26	22	18	100
30	All employees are treated the same irrespective of their cultural background	25	26	31	19	100
No	Statement	Male Agree	Female Agree	Male Disagree	Female Disagree	Total
31	NPASA recognise good performance and behaviour	33	26	22	19	100

Appendix 3 Grade Comparison Worksheet

No	Statement	Managers					Middle Managers					Junior Officers				
		Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	Values increase employee commitment to the organisation	3	10	2	2	17	9	20	7	0	36	8	43	16	1	68
	Percentage	18	59	12	12	100	25	56	19	0	100	12	63	24	1	100
2	NPASA values are in line with my personal values	5	8	4	0	17	10	17	8	1	36	4	41	23	0	68
	Percentage	29	47	24	0	100	28	47	22	3	100	6	60	34	0	100
3	Values drive the efficiency of business	2	11	4	0	17	11	19	6	0	36	11	35	20	2	68
	Percentage	12	65	24	0	100	31	53	17	0	100	16	51	29	3	100
4	I understand all the values of NPASA	3	9	5	0	17	12	19	5	0	36	9	37	22	0	68
	Percentage	18	53	29	0	100	33	53	14	0	100	13	54	32	0	100
5	We need to change some of our current values	3	7	6	1	17	10	11	15	0	36	12	37	19	0	68
	Percentage	18	41	35	6	100	28	31	42	0	100	18	54	28	0	100
6	Values should be adhered to at all times	6	9	2	0	17	12	16	8	0	36	21	43	4	0	68
	Percentage	35	53	12	0	100	33	44	22	0	100	31	63	6	0	100
7	Employees that are not practicing NPASA values should be punished	4	7	2	4	17	7	16	11	2	36	8	21	25	14	68
	Percentage	24	41	12	24	100	19	44	31	6	100	12	31	37	21	100
8	It is important for all organisations to have values	6	9	2	0	17	13	19	4	0	36	17	43	7	1	68
	Percentage	35	53	12	0	100	36	53	11	0	100	25	63	10	1	100
9	Values should be included in our Key Performance Areas (KPA) document	7	5	2	3	17	11	15	9	1	36	8	30	21	9	68
	Percentage	41	29	12	18	100	31	42	25	3	100	12	44	31	13	100
	Open and Honest Communication	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
10	NPASA practice open and honest communication	5	10	0	2	17	7	13	12	4	36	8	14	38	8	68
	Percentage	29	59	0	12	100	19	36	33	11	100	12	21	56	12	100
11	It is important to communicate openly and honestly in life	10	5	2	0	17	16	14	6	0	36	34	29	4	1	68
	Percentage	59	29	12	0	100	44	39	17	0	100	50	43	6	1	100
12	I have no difficulty in communicating with my manager	9	5	3	0	17	11	14	10	1	36	7	31	21	9	68
	Percentage	53	29	18	0	100	31	39	28	3	100	10	46	31	13	100
	Service Excellence	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
13	Our clients are afforded an excellent service when doing business with NPASA	8	8	1	0	17	6	20	9	1	36	5	42	18	3	68
	Percentage	47	47	6	0	100	17	56	25	3	100	7	62	26	4	100
14	I understand my role in ensuring excellent service for my clients	7	8	2	0	17	13	17	6	0	36	16	46	6	0	68
	Percentage	41	47	12	0	100	36	47	17	0	100	24	68	9	0	100
	Employee Development	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
15	NPASA is committed at developing employee skills	7	8	2	0	17	9	17	8	2	36	5	31	25	7	68
	Percentage	41	47	12	0	100	25	47	22	6	100	7	46	37	10	100
16	There are adequate programmes to facilitate skills development in NPASA	5	9	3	0	17	8	17	10	1	36	9	29	24	6	68
	Percentage	29	53	18	0	100	22	47	28	3	100	13	43	35	9	100
	Safe and Secure Environment	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
17	NPASA ensures that I work in a safe and secure environment	6	8	3	0	17	11	16	9	0	36	12	47	6	3	68
	Percentage	35	47	18	0	100	31	44	25	0	100	18	69	9	4	100
18	I understand my role in ensuring a safe and secure NPASA	6	9	2	0	17	11	16	7	2	36	13	43	12	0	68

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Percentage	35	53	12	0	100	31	44	19	6	100	19	63	18	0	100
Human Dignity and Respect															
19 I am treated with dignity and respect in my working environment	7	10	0	0	17	10	15	8	3	36	3	33	20	12	68
Percentage	41	59	0	0	100	28	42	22	8	100	4	49	29	18	100
20 I know the internal process that should be followed when I am not treated with dignity and respect	7	10	0	0	17	13	18	5	0	36	14	38	14	2	68
Percentage	41	59	0	0	100	36	50	14	0	100	21	56	21	3	100
Legislative and regulatory compliance															
21 NPASA complies with legislative and regulatory requirements	7	8	2	0	17	13	17	6	0	36	12	47	9	0	68
Percentage	41	47	12	0	100	36	47	17	0	100	18	69	13	0	100
22 It is important to comply with all legislative and regulatory requirements	6	7	4	0	17	18	11	6	1	36	15	44	5	4	68
Percentage	35	41	24	0	100	50	31	17	3	100	22	65	7	6	100
Wellbeing in the welfare of the community															
23 NPASA assist in the welfare of the communities where they operate	6	9	2	0	17	9	17	10	0	36	6	43	15	4	68
Percentage	35	53	12	0	100	25	47	28	0	100	9	63	22	6	100
24 It is important that an organisation assist the local communities where it operate	9	8	0	0	17	15	17	4	0	36	15	40	13	0	68
Percentage	53	47	0	0	100	42	47	11	0	100	22	59	19	0	100
Integrity in business conduct															
25 NPASA conducts business with integrity and ethical manner	7	10	0	0	17	9	18	9	0	36	11	32	25	0	68
Percentage	41	59	0	0	100	25	50	25	0	100	31	47	37	0	100
26 All employees should commit themselves to being ethical and conducting business with integrity.	12	5	0	0	17	14	17	5	0	36	22	43	3	0	68
Percentage	71	29	0	0	100	39	47	14	0	100	32	63	4	0	100
Employees participation and empowerment															
27 Employees are empowered and encouraged to participate in running the business	6	8	3	0	17	7	16	11	2	36	2	26	30	10	68
Percentage	35	47	18	0	100	19	44	31	6	100	3	38	44	15	100
28 Employees have equal opportunities for empowerment and participating in running NPASA	6	8	3	0	17	7	13	11	5	36	3	18	31	16	68
Percentage	35	47	18	0	100	19	36	31	14	100	4	26	46	24	100
Cultural diversity and inclusiveness															
29 NPASA values our cultural diversity and inclusiveness	9	8	0	0	17	10	12	12	2	36	6	27	25	10	68
Percentage	53	47	0	0	100	28	33	33	6	100	9	40	37	15	100
30 All employees are treated the same irrespective of their cultural background	5	9	3	0	17	10	12	10	4	36	7	18	32	11	68
Percentage	29	53	18	0	100	28	33	28	11	100	10	26	47	16	100
Recognition of good performance															
31 NPASA recognise good performance and behaviour	6	7	4	0	17	8	15	10	3	36	6	29	23	10	68
Percentage	35	41	24	0	100	22	42	28	8	100	9	43	34	15	100

Researcher: TA Mojafi
Supervisor: RM Challenor
Graduate School of Business UKZN

Annexure 4

<u>**SURVEY QUESTIONNAIRE**</u>

The purpose of this survey is to determine your perception of the current values adopted by National Ports Authority.

Kindly complete this questionnaire by ticking the box that is in agreement with your viewpoint on the statement as it relates to National Ports Authority (Port of Durban).

1. **Complete all statements as required and to your best of knowledge.**
2. **There is no RIGHT or WRONG answer.**
3. **Your responses will not be used for any other purpose other than this particular study.**
4. **Your identity will remain private and confidential. No one will be able to trace your opinions back to you as a person.**

Thank you very much for completing this questionnaire

SECTION 1: GENERAL PERSONAL INFORMATION

Name :_____**(* Optional)**

Grade:

Management	109	610	Junior Officer	

Gender:

Male		Female	

Return to:
tebogom1@npa.co.za
Room C115, Port Academy, Bayhead
Telephone; 031 361 6320
083 303 6183

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SECTION 2

2.1   Values increase employee commitment to the organisation

Strongly Agree	Agree	Disagree	Strongly Disagree

2.2   NPASA values are in line with my personal values

Strongly Agree	Agree	Disagree	Strongly Disagree

2.3   Values drive the efficiency of business

Strongly Agree	Agree	Disagree	Strongly Disagree

2.4   I understand all the values of NPASA

Strongly Agree	Agree	Disagree	Strongly Disagree

2.5   We need to change some of our current values

Strongly Agree	Agree	Disagree	Strongly Disagree

2.6   Values should be adhered to at all times

Strongly Agree	Agree	Disagree	Strongly Disagree

2.7   Employees that are not practicing NPASA values should be punished

Strongly Agree	Agree	Disagree	Strongly Disagree

2.8   It is important for all organisations to have values

Strongly Agree	Agree	Disagree	Strongly Disagree

2.9   Values should be included in our Key Performance Areas (KPA) document

Strongly Agree	Agree	Disagree	Strongly Disagree

Researcher: TA Mojafi
Supervisor: RM Challenor
Graduate School of Business UKZN

SECTION 3

Perception on Values

The NPA subscribe to the following set of 11 corporate values:

Open and honest communication

1   NPASA practice open and honest communication

Strongly Agree	Agree	Disagree	Strongly Disagree

2   It is important to communicate openly and honestly in life

Strongly Agree	Agree	Disagree	Strongly Disagree

3   I have no difficulty in communicating with my manager

Strongly Agree	Agree	Disagree	Strongly Disagree

Service excellence

4   Our clients are afforded an excellent service when doing business with NPASA

Strongly Agree	Agree	Disagree	Strongly Disagree

5   I understand my role in ensuring excellent service for my clients

Strongly Agree	Agree	Disagree	Strongly Disagree

Employee development

6   NPASA is committed at developing employee skills

Strongly Agree	Agree	Disagree	Strongly Disagree

7   There are adequate programmes to facilitate skills development in NPASA

Strongly Agree	Agree	Disagree	Strongly Disagree

Researcher: TA Mojafi
Supervisor: RM Challenor
Graduate School of Business UKZN

Safe and secure environment

8   NPASA ensures that I work in a safe and secure environment

Strongly Agree	Agree	Disagree	Strongly Disagree

9   I understand my role in ensuring a safe and secure NPASA

Strongly Agree	Agree	Disagree	Strongly Disagree

Human dignity and respect

10   I am treated with dignity and respect in my working environment

Strongly Agree	Agree	Disagree	Strongly Disagree

11   I know the internal process that should be followed when I am not treated with dignity
     and respect

Strongly Agree	Agree	Disagree	Strongly Disagree

Legislative and regulatory compliance

12   NPASA complies with legislative and regulatory requirements

Strongly Agree	Agree	Disagree	Strongly Disagree

13   It is important to comply with all legislative and regulatory requirements

Strongly Agree	Agree	Disagree	Strongly Disagree

The well- being of communities in which the NPA operate

14   NPASA assist in the welfare of the communities where they operate

Strongly Agree	Agree	Disagree	Strongly Disagree

15 It is important that an organisation assist the local communities where it operate

Strongly Agree	Agree	Disagree	Strongly Disagree

Integrity in business conduct

16 NPASA conducts business with integrity and ethical manner

Strongly Agree	Agree	Disagree	Strongly Disagree

17 All employees should commit themselves to being ethical and conducting business with integrity.

Strongly Agree	Agree	Disagree	Strongly Disagree

Employee participation and empowerment

18 Employees are empowered and encouraged to participate in running the business

Strongly Agree	Agree	Disagree	Strongly Disagree

19 Employees have equal opportunities for empowerment and participating in running NPASA

Strongly Agree	Agree	Disagree	Strongly Disagree

Cultural diversity and inclusiveness

20 NPASA values our cultural diversity and inclusiveness

Strongly Agree	Agree	Disagree	Strongly Disagree

21 All employees are treated the same irrespective of their cultural background

Strongly Agree	Agree	Disagree	Strongly Disagree

The recognition of good performance and behaviour....

22 NPASA recognise good performance and behaviour

Strongly Agree	Agree	Disagree	Strongly Disagree

Thank you again for completing this questionnaire.

UNIVERSITY OF
KWAZULU-NATAL

6 MARCH 2007

MR. TA MOJAFI (201507737)
**GRADUATE SCHOOL OF BUSINESS**

Dear Mr. Mojafi

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/0077/07M

I wish to confirm that ethical clearance has been granted for the following project:

"A critical review of the National Ports Authority of South Africa (NPASA) corporate values: Perceptions of employees"

Yours faithfully
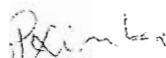
MS. PHUMELELE XIMBA
RESEARCH OFFICE

cc. Faculty Office (Christel Haddon)
--> cc. Supervisor (Mr. R Challenor)