



UNIVERSITY OF KWA ZULU NATAL

**Impact of organisational culture on employee performance and
productivity: An empirical study of a South African bank**

By

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DECLARATION

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DEDICATION

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ABSTRACT

An organisation's culture plays an important role in determining its success in a highly competitive business environment and influencing how employees work in an organisation. It provides a foundation to stakeholders to align their own value systems with that of the organisation.

This study assessed organisational culture within the South African banking context. The objectives of the study were to establish the perceptions of existing culture in the organisation, the impact of organisational culture on employee performance, productivity and to assess if employees have confidence in the organisation's ability to live up to their defined culture values.

This was a prospective quantitative study that was conducted at the Private Banking department in Kwa Zulu Natal from June 2016 to March 2017. A voluntary survey using a questionnaire was conducted on a group of 88 employees that worked at the chosen bank (n=88). Respondents comprised of private bankers, private banking analysts, managers and product specialists. The data was analysed using a statistical analysis program and percentages were calculated based on the number of participants. Analysis included cross-tabulations of variables that yielded significant results.

Results revealed that 84.1% of respondents viewed the existing organisational culture to be good or excellent. 94.4% believed that the company recognised organisational culture. The majority felt that new employees do not undergo a culture orientation. Current performance measurements systems could be improved to incentivise employees to work optimally. 51.1% and 59.3% of respondents strongly agreed that employee performance is impacted by organisational culture and that employee productivity is impacted by organisational culture respectively. The majority of respondents viewed the organisation's channels to be ethical, innovative and helpful thus operating in line with the set of core values.

In conclusion, it was shown that organisational culture impacts on employee productivity and performance. Recommendations to refine the current situation include improved orientation of new employees and using a performance measurement system that motivates employees. Furthermore, regular communication with employees would allow for the identification and resolution of gaps in the organisation. .

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CHAPTER 1: INTRODUCTION

1.1. Background of the Study

An organisations culture incorporates the beliefs and values that underpin the foundation of the organisation. The culture is based on the history and traditions that have been developed over time together with the prevailing values of current leaders within the organisation (Wambugu, 2014). The belief system of the employees at different levels of the organisation influence their behaviour and attitudes toward working in their respective roles (Padhi, 2017). When a strong culture is present within an organisation, employees will conduct themselves with integrity because this reinforces the belief that they will be rewarded for this work ethic. In order to understand organisational culture it is critical to have a thorough understanding of the elements that form part of culture. Unfortunately, a unanimous definition of the exact elements of organisational culture has not been established (Wambugu, 2014). One of the functions of an organisation's culture is that it can act as a control mechanism in determining behaviours of employees. An employee places culture as a key determinant factor when deciding on prospective job opportunity and in most instances requires the culture of the organisation to align with their own personal value set (Padhi, 2017).

The world is constantly evolving over time and it is critical that an organisation's culture adapt in line with the changing environment. Only then will an organisation be in a position to meet the changing demands of employees (Uddin et al, 2013). Culture is powerful in that it is the glue that brings the organisations stakeholders together in working towards common goals (Nongo and Ikyanyon, 2012). The importance of organisational culture supports the notion that in the changing competitive environment in which organisations operate it becomes critical to develop and implement key strategies that can ultimately improve the organisation's culture (Sokro, 2012). Understanding the impact of culture on employee performance is an essential research subject because findings of existing studies have revealed that an individual's work performance is crucial to an organisation's success. They require an environment that allows for the freedom to share ideas and communicate openly in order to operate effectively and efficiently (Shahzad, 2014). Nongo (2012) outlines that productivity and profitability can be a measurement of performance. The researcher of this study has chosen to focus on one of these measures being, employee productivity. With employee productivity being a measure of an employee's performance, investigating the impact of culture on productivity holds importance (Uddin et al, 2013).

1.2. Banking company background

The banking company used in the study is one of the oldest banks in South Africa and has expanded its presence by setting up operation in a number of other African countries. The company offers end to end financial solutions for clients and is one that has been first to market with technological advancements over the years. The concentration of this study is based on the Private Banking department in Kwa Zulu Natal including offices based in Umhlanga and Pietermaritzburg. This includes a team of Private Bankers, Private Banker analysts, Wealth Managers, Fiduciary Specialists and Financial Planners, which consists of 120 employees (Banking intranet, 2017). For the purpose of this study, the banking institution will be referred to as the “Private Banking department in Kwa Zulu Natal” to maintain company confidentiality.

1.3. Motivation of the study

Organisational culture plays a role of fostering commitment of employees to the organisations philosophy and value set (Padhi, 2017). When employees possess a sense of commitment to the organisation the success of the organisation can be increased (Shahzad et al, 2012). By evaluating the research conducted regarding the impact of an organisations culture on employee performance and productivity it has been found that this topic has attracted focus in various industries. The results obtained from the various research studies have yielded mixed findings that have been inconclusive (Wambugu, 2014). In addition, very few studies have been conducted within the banking sector in South Africa. These factors have allowed for this research topic to be worthy of further research. This study will provide value in that it will benefit the organisation by providing management with insights as to how employees perceive the organisation and will allow for them to formulate ways to improve their existing behaviours where required. Further to this it will allow the organisation to develop the organisations culture where necessary in pursuit of an improved working environment.

1.4. Focus of the study

This research serves to analyse the impact of organisational culture on employee performance and productivity within the banking industry in South Africa. For this study research was conducted within the Private Banking department of one of South Africa’s established banks.

1.5. Problem statement

The culture of the banking organisation chosen for this study has always been a critical aspect for the company and its success. There has been particular focus on establishing a defined value set that becomes the foundation of the organisation and one that resonates with its employees. Employees are able to align their values with that of the organisation and this has allowed for the achievement of goals that have been set over the years. However, in the constantly evolving economic environment it becomes essential to ensure that the existing culture prevails as effective and to identify any gaps that may exist. By gaining an understanding of the impact of this culture on employee performance and productivity, this can allow for the organisation to incorporate any required changes or for managers to focus their attention on improvement of their own attitudes to align these with that of the organisation.

This study aims to investigate the impact of organisational culture on employee performance and productivity at the Private Banking department in Kwa Zulu Natal.

1.6. Objectives of the study

In order to obtain a better understanding of the impact of organisational culture on employee performance and productivity the following objectives were proposed:

The objectives of the study have been outlined as follows:

1. To establish the perception of existing organisational culture.
2. To assess the impact of organisational culture on employee performance.
3. To assess the impact of organisational culture on employee productivity.
4. To assess if employees have confidence that the organisation lives up to the core values set.

1.7. Research questions

Based on the rationale of the study the research questions are outlined below:

1. What is the perception of existing organisational culture?
2. What is the impact of organisational culture on employee performance and productivity?
3. What is the level of confidence employees have in an organisations ability to fulfil on culture values set?

1.8. Limitations of the study

The researcher will be faced with certain limitations when conducting this study. Some of these limitations include the following:

- Access to finance is a limitation hence the researcher utilised the questionnaire as the research tool. This was the most cost effective approach to collect data and distribute to participants.
- The study is limited in terms of coverage as one is not in a position to reach out to the banking sector in totality hence the selection of one bank in the country.
- The researcher was unable to gain access to every employee of the chosen South African bank, therefore, a specific department in one region was selected to form part of the study. The results obtained are thus only from participants based in Kwa Zulu Natal's Private Banking department.
- A quantitative approach was applied by collecting data from one banking institution in the industry and deductions were made that applied to the entire South African banking industry.
- The researcher faced time constraints when collected data. A manageable number of 90 respondents were thus chosen to form the part of the study.
- Difficulties emerged in the collection of data from the sample of selected respondents as some of the respondents were hesitant to complete the questionnaire in its entirety due to time constraints which had the resultant effect of affecting the response rate in gathering data.
- This was a cross-sectional study which limited results to a specific period in time. A longitudinal study would have been preferred for analysis and comparison of results over a period of time. The company used for this study, however, did not provide approval for data to be collected multiple times over the period.

1.9. Outline of the study

This study was conducted in a manner that provided a clear flow of the research process. The presentation of the study is detailed in five chapters as follows:

- Chapter one provides an introduction to the research problem of the study, an understanding of the motivation for the research topic selected, the focus and limitation of the study as well as the research objectives and research questions.
- Chapter two presents a critical review of the relevant literature to the research topic.
- Chapter three provides a definition of the research methods used for this study.
- Chapter four presents the results of the study.
- Chapter five provides a discussion of the results of the study.
- Chapter six presents a conclusion to the study together with recommendations for future research.

1.10. Summary

Assessing the impact of organisational culture on the level of performance and productivity of employees is critical to an organisation's success. Organisations place focus on establishing a culture that encourages a positive work environment to promote employee retention and drive optimum performance. Performance of an individual employee contributes to the collective performance of departments within an organisation and ultimately an organisations overall performance.

This chapter focused on establishing the background to the research study, the motivation for the study, the focus of the study, the problem statement, the research objectives and research questions as well as the limitations of the study. Chapter two will provide a critical review of literature relating to the components of culture, the determinants of a strong culture and the impact of culture on employee performance and productivity.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

There have been a number of studies that have focused on the impact of organisational culture on performance and productivity. These studies have been conducted in different industries and countries, however, research within the banking sector in South Africa is limited. Some of the studies conducted in other industries investigated the measures of culture and factors making up an organisations culture at the outset before exploring how this culture impacts on the variables of performance and productivity.

2.2. Defining organisational culture

There are a number of definitions of the concept of organisational culture. Mohelska and Sokolova (2014) indicated that the definition of culture in an organisation can vary based on the organisations sector, history of the organisation as well as the composition of employee personalities and the interaction amongst the parties in the organisation. Lunenburg (2011) defined culture as a pattern of beliefs and expectations that are shared by all the members of an organisation. This has the resultant effect of establishing norms that are instrumental in shaping the manner in which members and groups within the organisation behave.

Similarly, organisational culture has been referred to as a composition of values, behaviours, meanings and organisational practices which are critical in providing a basis for interpreting an organisation's reality (Capeanu-Sonea et al., 2010). Culture is an important element to gaining an understanding of groups of people and society as a whole. Groups can play a role in influencing a group member's views, outlooks and behaviours. Organisations employ individuals that will form a group that work towards the goals of the organisation (Nongo, 2012). Teams that are established are in a better position to deliver superior results than individual efforts (Bauer and Erdogan, 2014). In additions organisations that are effective in creating teams that comprise of employees with complementary skills will prove more effective than organisations that do not apply this approach (Robbins et al, 2013). Shahzad et al (2012) outlined that the culture of an organisation is made up of predefined values and the alignment of these values with the values of employees can lead to the enhanced performance of employees. This can subsequently lead the goals of the organisation being achieved.

2.3. Role of organisational culture

When a positive culture is established this can play an important role in enhancing the achievement of multiple objectives. This can have the effect of employees being more committed to their job roles and can lead to the overall improvement of work output (Nongo and Ikyanon, 2012). A strong culture can also play a critical role in driving the efficient and effective management of employees in the organisation (Nazir and Zamir, 2015). Further to this it can influence the performance of an organisation as studied by Denison et al (2014). In this study the researcher set out to investigate the relationship that exists between organisational culture and performance. The overarching view to be proved was that an effective culture can play an instrumental role in providing a competitive advantage to the organisation. The data collected from 127 public companies by Denison consulting was used to examine this link. It was found that a definite correlation exists between culture and organisational performance. A longitudinal study was conducted by examining this relationship over a four year period. The same results emerged over the entire period of the study. The key conclusion drawn was that culture has both a short term and long term impact on performance. This finding was supported by a study conducted by Slater et al (2011) who through the use of configuration theory were able to show that culture orientations do play a role in driving optimum performance. Findings from the study conducted revealed a relationship between the culture of the marketing organisation used for the research study and the superior performance of the chosen company.

The existence of a strong, positive organisational culture plays an important role in creating an environment that allows for adapting and enhancing of employee performance through the consistent motivation of employees toward pre-determined goals. This can ultimately mould their output toward a direction that is aligned with the strategies of the organisation. When employees are familiar with the culture of organisation, they are in a better position to understand the history of their organisation as well as their operational methods. In addition, culture can encourage a level of commitment towards the values of the organisation. Lastly, it can provide a control mechanism to promote desired as opposed to undesired behaviours (Lunenburg, 2011). An organisation that incorporates innovation as part of the driving factors of its culture will see an improvement in the perception of the organisation in the market. Technical advancements will see the organisation operate at an improved level with increased functionalities by encouraging a culture of innovation amongst employees. Employees that are innovative and creative become inspired to perform which will ultimately enhance organisational performance (Uddin et al, 2013).

There are a number of studies that have found positive links between an organisation's culture and a number of variables including organisational performance, employee commitment and employee performance and productivity. However, there are still studies that reveal contradictory results where a weak or even non-existent relationship exists between culture and performance. Shehu and Mahmood (2014) as part of their study, examined the relationship between organisational culture on the performance of small and medium enterprises (SMEs). They applied a quantitative approach surveying 640 respondents in Nigerian SMEs. Through their research they were unable to find a link between organisational culture and the performance of a business. An important limitation of this study was that the data was collected at one point in time and a consideration is that the study may have yielded different results had a longitudinal study design been used.

2.4. Measuring organisational culture

It is important to note that the quality of the instruments used to measure organisational culture tend to vary. According to Denison et al (2014) there are three tests that need to be conducted to ascertain a tool's reliability and validity. These include the following:

- **Psychometrics:** this involves establishing that the items function appropriately and that the data that is obtained supports the items in terms of the dimensions that are being measured in the study.
- **Aggregation:** the tool that is implemented for the study should serve the function of demonstrating a strong agreement between individual measures of culture in the organisation as well as the aggregated measure for the entire organisation.
- **Link to performance:** when a tool is being used to examine the link between organisational culture and performance, statistical relationships between these two variables need to support this link.

In addition, Nongo and Ikyanon (2012) studied the influence of corporate culture on employee commitment to the organisation. Culture was measured using four culture traits including involvement, adaptability, consistency and mission. The findings were that a significant positive relationship exists between involvement and commitment as well as adaptability and commitment. There was no significant relationship to be found between consistency and commitment as well as mission and commitment. It was found that whilst culture does play a role in improving employee commitment to the organisation there are still other measures that may not have the same impact. It

becomes important for employees to work in a manner where they view the organisation as their own and this will in turn improve their commitment to the ultimate success of the organisation.

2.5. Theories relating to organisational culture

The following section will include a discussion of some of the culture based theories. This should provide a better understanding of what constitutes an organisations culture. By understanding what culture is at the outset, one is in a better position to determine how this culture impacts on employees and the level at which they are able to perform and produce in their daily work. The following theories will be discussed:

- Schein's perspective
- Denison's perspective
- Handy's perspective

2.5.1. Schein's perspective

Schein's theory states that the culture of the organisation can be assessed on three different levels. The levels are separated based on the extent to which the cultural phenomenon becomes apparent to the respective observer (Schein, 1992). The three levels are as follows:

- artefacts
- espoused values
- basic underlying assumptions

Schein's theory is depicted graphically below:

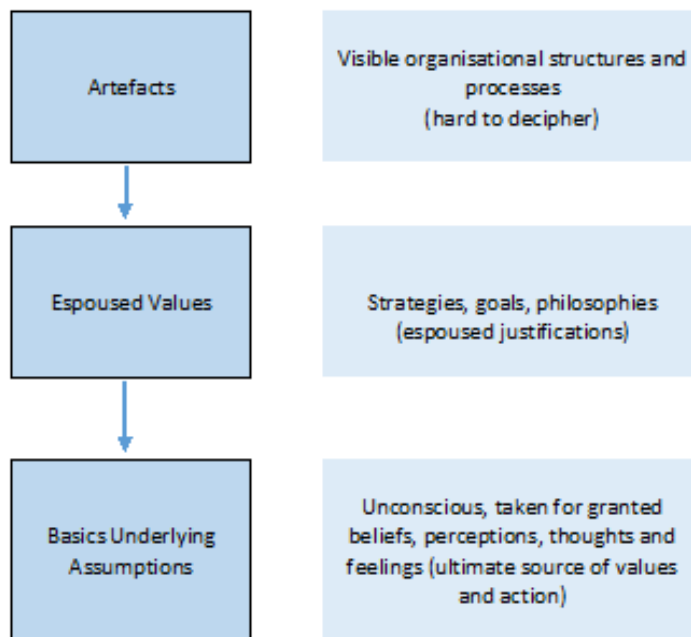


Figure 2.1: Levels of Culture

Source: Adopted from Schein, (1992)

- Level 1: artefact is the most prominent of the three levels of organisational culture. The shared tangible aspects of the stakeholders within the organisation culminate at this level of organisational culture. Observing aspects at this first level tend to be easily, however, deciphering between them can pose a challenge (Schein, 1992).
- Level 2: espoused values refers to the beliefs and value system developed over a period of time that are found to be shared between the stakeholders in the organisation. These emerge from the daily working activities of the organisation. Shared beliefs are essential to the organisation as this can serve the function of allowing for employees to work towards common solutions in the workplace. These shared beliefs can be adopted by all existing employees including new appointments to the organisation (Schein, 1992).
- Level 3: basic assumptions are found at the core level of an organisations culture. It is imperative to understand these assumptions as this provides a basis to understand the other two levels previously outlined (Schein, 1992).

Schein’s theory on organisational culture provides a framework for researchers to be guided in identifying various cultural characteristics. This extends from the underlying beliefs and values that are the core of organisational culture to the behavioural norms and characteristics that are the driving force of an organisations culture. This theory has allowed for the determination of the location of organisational culture but has not been effective in providing results that proposes that differing culture themes exist.

2.5.2. Denison’s perspective

Denison together with his colleagues created a model that was developed over a period of 15 years. This involved the collection and collating of data across 3000 organisations. The sample population that was reached out to was in over a 100 000 respondents (Denison, 1984). The model outlined a link between organisational culture and the effectiveness of the organisation. The core beliefs and assumptions that are the basis for an organisation’s culture are outlined in the model. Four culture traits were identified to form a part of the model including involvement, consistency, adaptability and mission. These identified traits were further subdivided with a total of twelve categories being identified (Denison and Fey, 2003).

The theory developed is depicted in the figure below:

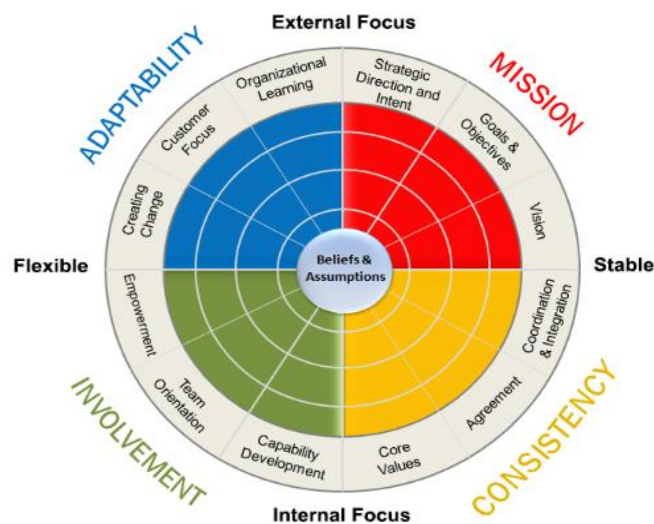


Figure 2.2: The Denison Organisational Culture Model

Source: Adopted from Denison and Fey, (2003)

2.5.2.1. Involvement

This refers to the level to which employees are involved in the management process of an organisation. The effective incorporation of employees into the management process will facilitate the development of the capabilities of the individual employee. This trait is further divided into three indices including empowerment, team orientation and capability development (Denison, 2001).

- Empowerment: organisations that place focus on empowering employees will provide employees with the opportunity to exert their own authority in the workplace, implementing various activities and being accountable for the fulfilment of tasks that they are responsible for. (Denison, 2001).
- Team Orientation: this refers to creating synergies with employees and in turn creating a team. An environment of mutual accountability is developed by the organisation over time. By adopting a team oriented approach the organisation will become reliant on the team to achieve the goals of the organisation (Denison, 2001).
- Capability Development: focusing on this type of approach will find an organisation invest the required resources into the development of the knowledge and skills of employees. The organisation will in turn attain a competitive advantage in the marketplace by having skilled employees working towards the achievement of the goals of the organisation (Denison, 2001).

2.5.2.2. Consistency

Consistency refers to when a cohesive and strong internal culture is adopted and greater efficiencies are created in the workplace. Organisations that are able to instil a high level of consistency and conformity will be in a better position to achieve mutual agreement amongst related parties quicker. This trait is further divided into three indices which include core values, agreement, coordination and integration.

- Core Values: this creates a clear outline of the outcomes expected by the organisation. This is created through a shared set of values that become adopted by stakeholders of the organisation. Related parties are in position to identify better with the respective organisation (Denison, 2001).

- Agreement: this relates to reaching consensus when faced with critical decision and how quickly stakeholders are able to reach these decisions. This involves reaching a mutual decision and overcoming differing points of view in the process as they arise (Denison, 2001).
- Coordination and Integration: this serves the function of integrating groups of people in different departments and roles allowing them the opportunity to work effectively towards common goals. (Denison, 2001).

2.5.2.3. Adaptability

This is ability of an organisation to be able to swiftly adapt to changes that may arise in the external environment. When organisations are able to quickly adapt to changes that emerge in an efficient manner they are in a position to harness these signals and encapsulate them into behavioural changes internally. This can have the effect of creating sustainability of the organisation going forward (Denison, 2001). This trait is subdivided into three indices including creating change, customer focus and organisational learning.

- Creating Change: organisations that are able to create change are in a strong position of implementing strategies that are able to meet the ever evolving needs of the business environment (Denison, 2001).
- Customer Focus: organisations that prioritise the understanding of their customers' needs and expectation are in a much stronger position to quickly adapt to the current needs of customers as well as pre-empt their future needs. This approach displays an organisations focus on ensuring customer satisfaction is attained (Denison, 2001).
- Organisational Learning: organisations that are able to learn from prior mistakes, are in a position to and willing to take risks, proactively encourage innovation and focus on up-skilling their workforce's technical and practical knowledge are in a better position to react to changing signals in the business environment. They can capitalise on these signals effectively by converting them into opportunities (Denison, 2001).

2.5.2.4. Mission

This refers to the level at which an organisation has specified their vision and strategy. This underpins the operation of the organisation as well as the goals set to be achieved. The mission provides a basis for the stakeholders in the organisation to be able to interpret the organisations requirements correctly and share this with any related parties to ensure that all concerned work in line with the stated mission (Denison, 2001).

2.5.2.5. Vision

The vision of an organisation is determined by the direction that the company will strive towards attaining. This develops into key values that underpin the operation of the organisation and will play a role in creating a strategy for the organisation to work towards (Denison, 2001).

2.5.2.6. Strategic Direction and Intent

This refers to the overall purpose of the organisation being outlined. This is a key component to assisting employees in the organisation to understand how they are able to effectively contribute to the success of the organisation (Denison, 2001).

2.5.2.7. Goals and Objectives

It is important for organisation to create set of clear and concise goals and objectives that are aligned with the vision, mission, strategy and intent of the company. By ensuring this is carried out allows for employees within the organisation to be instilled with clear sense of direction in their daily work activities and are in a position to develop and implement appropriate strategies in order to achieve in line with their requirements (Denison, 2001).

2.5.3. Handy's perspective

This has been established by classifying the organisations structural characteristics into four types including power culture, role culture, task culture and person culture:

- **Power Culture:** this type of culture is found in organisations that are smaller in size where there a strong influential leader that is dominant in leading the organisation. At the centre the core power is found and the key decisions are driven by the level of influence and power. In certain instances an organisation may grow into a complex structure with subsidiaries being established. In order to retain the structure of the organisation it becomes important to establish a structure in each of the subsidiaries to ensure each operates within its own influence and controls (Handy, 1993).
- **Role Culture:** the best description of this type of culture is 'bureaucracy' where organisations are found to operate within a very traditional structure with appropriate hierarchical levels implements at each of the different levels (Handy, 1993). The operational capabilities are governed by specific rules, regulations and procedures. The organisations departments are run by line managers or team leaders who are instrumental in influencing the operation of the specific department. Position power is the term used for the most central position of this organisational culture type. This culture type has the advantage of creating a stable and constant environment and stakeholders can function in an environment where they have a clear knowledge of the expected outcomes. An organisation that adopts this culture type, however, can be slow when adjusting to changes. If there are any rapid changes that occur, the organisation may be placed in position where they are unable to operate effectively (Handy 1993).
- **Task Culture:** This type of culture refers to a net where the core strength of the organisation is derived from its various connections (Handy, 1993). The tasks that are found within the organisation form a structure that depicts the flexibility of the organisations characteristics. This culture type involves a cohesion with the different departments of the organisation that work together on a specific task in order to achieve the outcomes required. The focus area here is on problem solving in an effective manner in a flexible and adaptable environment ensuring job completion in the process.
- **Person Culture:** This type of culture refers to the individual being at the centre of the organisation (Handy, 1993). Organisations that are most established with a group of highly educated and specialist individuals will tend to adopt this type of culture. This type of individual tends to work in isolation and can pose a challenge for the organisation to manage.

The culture types that have been outlined are the foundation for the beliefs of an organisation. They provide a basis for how an organisation should operate from an authoritative perspective and from an employee reward-remuneration perspective. The selection of a culture type that suitably fits a particular organisation is critical. Only if an appropriate culture is in place will an organisation be in the best position to develop and maintain success. It is important to note that no culture type is superior when compared to another, however, a particular culture can suite an organisation better.

2.6. The concept of performance and how organisational culture impacts on employee performance

Performance refers to the ability of an individual to execute a specific task that has been allocated to them in a certain manner that can be measured on a scale of low to high performance (Uddin et al, 2013). There have been a number of studies conducted in various industries investigating the impact of organisational culture on performance. Mohamed and Abukar (2013) conducted a retrospective study on the impact of organisational culture on employee performance at Mogadishu universities using the following variables: consistency, involvement, adaptability, mission and employee performance. Profitability, productivity and employee motivation were used to measure employee performance. There was a strong association amongst performance, productivity and the culture of the organisation. Furthermore, employees' performances improved against a background of a strong employer culture, and this finding was supported by statistically significant results. This study also highlighted that in time an employee's core value system adapted to the culture of the organisation and this translated to a more efficient work output. A strong organisational culture was helpful to new employees by equipping them with a competitive advantage in their daily work.

According to Sokro (2012) there is an association between organisational culture, employee motivation and employee performance. The study showed that employees recognise the existence of organisational culture and that management are committed to the culture values set and work in line with this as shown by their actions. It was found that a better working environment plays a role in a achieving an organisation's goals and profit targets are set with organisational culture and performance as a basis. The overall productivity and efficiency of an organisation is improved by having a motivated team of employees (Sokro, 2012). In addition results show that employee's commitment to the organisation underpins the employee's ability to perform effectively in the workplace (Nongo and Ikyanon, 2012).

A strong culture was found to raise the commitment of employees to achieving the organisations goals by working towards a common goal (Shahzad, 2014). In an organisation that has a strong organisational culture employees are found to possess a drive to achieve the common goals of the organisation and employees are in a position to grow within the organisation. Further to this there are various factors that increase an organisation's performance and study results reveal that employee commitment and participation are important influencing factors (Shahzad, 2014).

Research conducted by Wambugu (2014) studied the effects of organisational culture on employee performance with a focus being placed on a private organisation in Kenya. At that time there was limited evidence of organisational culture research conducted in developing countries. Different variables that constituted an organisation's culture was analysed in relation to their influence on employee performance. These included organisation values, organisational climate, leadership styles and work processes. The results revealed that senior management in the company plays a significant role in an organisations culture by being accountable for maintaining the culture, motivating and rewarding employees. It thus becomes important for regular meetings to be conducted to neutralize any conflict that may emerge and promote performance of employees. Organisational climate was found to have a significant direct impact on employee job performance. When employees feel a sense of belonging in their work environment they are in a position to work more effectively. The study showed that there is an intimate relationship between leadership styles and employee performance. When employees feel valued and are satisfied with the leadership style, they will feel empowered to perform better. A strong positive relationship was found between work processes and employee performance. An organisation that is able to maintain a well-managed work process and organisational values will find employees working at an improved level. It was found that senior management are of the view that aligning thoughts of employees can be reached through a strong culture (Wambugu, 2014).

Nazir and Zamir (2015) also examined the impact of organisational culture on performance by conducting a role based questionnaire (Refer to section 2.8. Role of a questionnaire in establishing perception of organisational culture) on a random sample of 60 respondents. A significant positive association was found between employees' performance and the culture of the organisation. In addition, it was found that there were similar results irrespective of the gender of the employees. The positive link between the organisations culture and the performance of employees helped to improve the productivity of the organisation.

2.7. The concept of productivity and how organisational culture impacts on employee productivity

Uddin et al (2013) investigated the impact of organisational culture on employee performance and productivity. The study involved a case study analysis of the telecommunications sector in Bangladesh through conducting interviews with top, mid-level and operational level employees. The study results showed that senior management were accountable for maintaining the overall culture of the organisation in their respective departments. They had been able to do so by ensuring transparency in their daily operation and implementation of procedures. Transparency was maintained by conducting regular meetings to create a platform for discussions where any conflict arising situations can be neutralised. Management played a critical role in creating a holistic vision of the company and encourage employees to transform their thinking by changing their vision into actions. The performance of employees was able to be maintained through constant motivation and implementation of rewards and incentive structures (Uddin et al, 2013).

Employees' performance levels have been found to be influenced by factors that directly impact on performance. A strong culture plays a significant role in building up commitment to the organisation level of performance and productivity. By dividing tasks in different departments as well as maintaining transparency with sharing of information results in a division of labour scenario being created which drives heightened productivity (Uddin et al, 2013).

A benchmark of factors relating to the goals and objectives of the organisation become a reflection of the strategic planning of the organisation. Dedication to the job and respect for the job and the organisation are some of these factors. The environment created by the organisation assists in guiding employees to work in a manner that is fitting to the job role and is important in enhancing the performance levels of employees. By having a unifying culture the goals of the organisation will become a shared goal of all individuals related to the organisation. It was found that the establishment of an effective culture itself contributes to the efficient productivity of employees and their effective performance (Uddin et al, 2013).

On the contrary Padhi (2017) examined the impact of culture on employee performance and productivity whereby the aim was to establish a positive relationship between culture and performance and productivity. The objective was to determine the relationship that exists between these variables. A survey was conducted by reaching out to 70 respondents. Results from the study showed that the impact of organisational culture on employees is a subjective approach. The outlined

objectives, however, were not achieved with the hypotheses of the study being rejected. It was found that employees are in already position where they understand the expectations of the job role and requirements to fulfil on their responsibilities irrespective of the culture of the organisation (Padhi, 2017).

The organisation's culture should merely play the role of enhancing or improving employees' performance and productivity rather than being a determining factor. The researcher, however, failed to prove this hypothesis. Employees were found to be aware of the duties, work responsibilities and required commitment to the organisation. It was found that culture should be a means to improve performance and productivity as opposed to being a determining factor. The impact of organisational culture on employee performance and productivity can thus be a subjective approach and the measurement of these variables in relation to culture can be a challenge as there are various underlying factors that can influence performance and productivity (Padhi, 2017).

2.8. Role of a questionnaire in establishing perception of organisational culture

Du Plooy-Cilliers and Cronje (2014) outline that a questionnaire can include various types of questions and can be administered in different ways. Questionnaires often include closed ended questions with rating scales as a means of collecting data. The use of these types of questions simplifies the collection process allowing for the researcher to more easily quantify the responses obtained. Furthermore, self-administered questionnaires tend to be inexpensive and are usually less time consuming when compared to other data collection methods. This data collection method also allows for anonymity of the respondents to be maintained which allows for respondents to be more comfortable with providing honest responses to certain questions that may be of a sensitive nature (du Plooy-Cilliers and Cronje, 2014).

2.9. Summary

This chapter started with literature relating to organisational culture and the role of culture in the working place. This was followed by a discussion of the theories relating to organisational culture. The theories discussed various aspects that are important in understanding culture and how it can impact on the organisation and its employees. Schein's theory outlined that there are three levels to culture and that there are shared aspects between stakeholders in an organisation. Denison's theory looked at the various culture traits of organisational culture and drew a link between organisational culture

and the effectiveness of an organisation. The final theory discussed was Handy's theory which looked at four structural characteristics that provided a foundation for the beliefs of an organisation establishing a basis for operation. Observations relating to the impact of culture on employee performance and the impact of culture on employee productivity were then discussed. Whilst there were conflicting findings from some of the studies, the overarching view was that employee performance and productivity is impacted by organisational culture. It was highlighted that the existence of a strong organisational culture is critical to the success of the organisation by positively impacting on its workforce. The next chapter provide a framework of the research methodology that was used for this research study.

CHAPTER 3: METHODOLOGY

3.1. Study design

This was a prospective quantitative study that was conducted at the Private Banking department in Kwa Zulu Natal from June 2016 to March 2017. A voluntary survey was conducted on a group of employees that worked at this bank.

3.2. Ethical approval

Ethics approval was obtained for this study from the University of Kwa-Zulu Natal Humanities and Social Sciences Research Ethics Committee under protocol reference number: HSS-1459-016M (Appendix 1).

Consent was obtained from the company where the research was undertaken and a legal agreement was signed between the researcher and the company. This document was included in the ethics application.

3.3. Study population

The target study population was from the Private Banking department of the chosen bank and included staff at varying levels of experience who volunteered to contribute to the study. The sample population comprised of private bankers, private banking analysts, managers and product specialists. The researcher worked in this department and was in a position to make contact with this team of individuals.

3.4. Questionnaire design

The survey was conducted using a questionnaire that was distributed to the study population. Guidelines on how to design a questionnaire were used to formulate the questionnaire for this study (Du Plooy-Cilliers and Cronje, 2014). After reviewing this information, a questionnaire comprising of twenty one questions was developed (Appendix 2). A pilot study was conducted to assess the overall suitability of the questionnaire (Refer to section 3.5.).

After the pilot study, the questionnaire was refined by dividing the questions into four sections:

- Section 1: Demographics
- Section 2: Organisational characteristics
- Section 3: In relation to your organisation
- Section 4: Organisational culture values

Du Plooy-Cilliers and Cronje (2014) also outlined the different types of questions that can be included when developing a questionnaire. For this study Table 3.1. outlines the types of questions used and the grading of the expected responses from the participants. The questionnaire was divided into sections to align with the objectives of the study. Each of the sections included questions that were relevant in answering each of the research questions. The questionnaire included terminology relating to the study (Refer to section 3.5. Questionnaire terminology)

Table 3.1. Outline of questionnaire

Number of Section	Number of Questions	Type of Questions	Grading of Questions
Section 1	4	Direct Questions	Multiple Choice
Section 2	3	Direct Questions	Poor to Excellent
Section 3	9	Matrix Questions	Strongly Disagree to Strongly Agree
Section 4	5	Closed-ended	Yes or No

A cover letter detailed the purpose of the study, that confidentiality and anonymity would be maintained and that it would take approximately ten to fifteen minutes to complete. The participants were not required to complete information pertaining to their names, identity numbers or contact information.

Once the questionnaire was finalised it was uploaded onto an online survey tool called Typeform (Typeform software, Barcelona, Spain) and the survey's universal resource locator (URL) was electronically mailed to the target population. The data collected was secured and could only be accessed with a username and password known to the researcher. After one week, the number of responses were reviewed on Typeform and a reminder electronic mail to complete the questionnaire was sent to the target population. The survey was closed a week later.

3.5. Questionnaire terminology

For the purpose of this study questionnaire the following definitions were used:

- *Organisational culture*: refers to a pattern of beliefs and expectations that are shared by stakeholders of an organisation (Lunenberg, 2011). It is comprised of predefined values that once aligned can be instrumental in enhancing performance of employees (Shahzad et al, 2012).
- *On-boarding*: this is the process when an employee starts working in an organisation. It refers to the way in which they are orientated into the environment including outlining the job role expectations, providing training and up-skilling the staff member to equip them to function at their optimum and facilitating the integration of the employee into the team.

3.6. Pilot study

A pilot study was conducted on ten participants to establish whether the questionnaire was easily understood, user friendly, the functionality of the Typeform URL and to obtain recommendations from this cohort on how the questionnaire could be improved.

The questionnaire used was the one that was described in section 3.4. The respondents were requested to complete the questionnaire and to provide feedback by indicating yes or no to the following questions:

- Were clear instructions provided by the researcher?
- Were the questions relevant to the study?
- Was the time allocation of ten to fifteen minutes for completion of survey correct?

Thereafter, an open ended question for any recommendations from the participants was included.

3.7. Data analysis

The data was retrieved from Typeform and collated using a Microsoft excel (2013) spreadsheet (Microsoft Corporation). All non-respondents were excluded from the data analysed. The data was analysed using the statistical analysis program called Statistical Package for Social Sciences (SPSS) version 24.0 (Armonk, NY: IBM Corp. IBM Corp).

For the responses received, percentages were calculated based on the number of participants. Categorical variables will be presented using proportions and graphs (bar graphs and pie charts). Thereafter cross-tabulations yielding significant results between different variables were discussed where the p-value was found to be less than 0.05. Cross-tabulation tables serve the function of highlighting underlying relationships that emerge between variables in the study.

3.8. Ethical considerations

- Equal focus was placed on all aspects related to the data obtained and this was depicted using graphs and tables.
- The researcher was the only individual that had access to use of the information provided by the participants during the research study and was not at liberty to distribute or discuss this information to a third party.

CHAPTER 4: RESULTS

4.1. Pilot study

The feedback received from the pilot study is presented in Table 4.1 below:

Table 4.1. Pilot study results

Questions presented to respondents	Choice of Answers (n=10)	
	Yes	No
Were clear instructions provided by the researcher?	10	0
Were the questions relevant to the study?	10	0
Was the time allocation of 10-15 minutes for completion of survey correct?	10	0

All the results obtained from the respondents that formed part of the pilot rest yielded the same findings in response to the questions presented with. Some, however, did provide one area where there was room for improvement. This was relating to creating a structure for the questionnaire by dividing it into sections to improve the ability of the participant to understand the flow of the questionnaire.

4.2. Characteristics of study population

Ninety respondents accessed the online questionnaire, and 88/90 (98%) of the respondents completed all the questions on the questionnaire. 2/90 (2%) respondents were excluded from the data in order to ensure that the results were not distorted. Therefore, the data was analysed on a total of 88 participants (n=88). The average time for respondents to complete the questionnaire was ten minutes. 49/88 (55.2%) of the respondents in the study were female (Figure 4.1). Most of the participants were from an Indian/Asian background and 29/88 (33%) were black participants (Figure 4.3). 81/88 (92%) of the participants qualified with a bachelor's degree (Figure 4.2). 52/88 (59.1%) of the respondents were working for the organisation for less than five years (Figure 4.4).

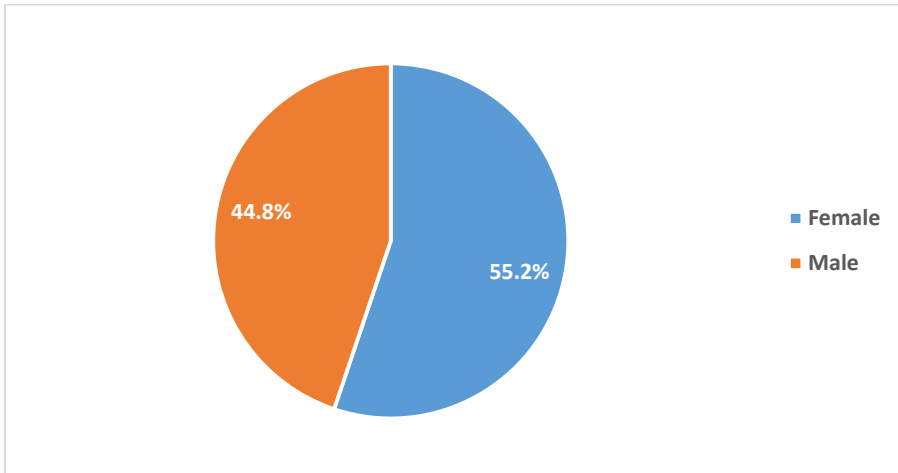


Figure 4.1. Gender distribution of respondents (n=88)

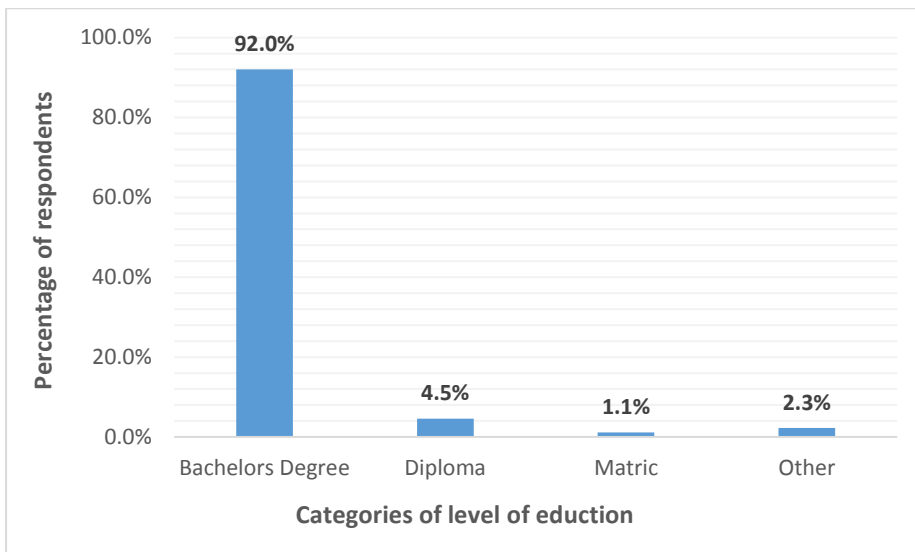


Figure 4.2. Summary of the respondents' levels of education (n=88)

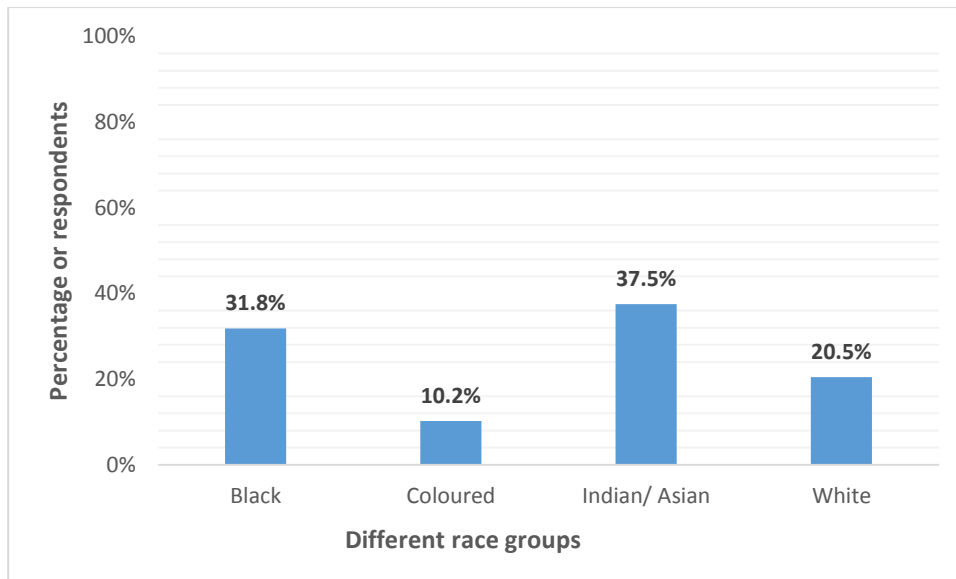


Figure 4.3. Summary of race of respondents (n=88)

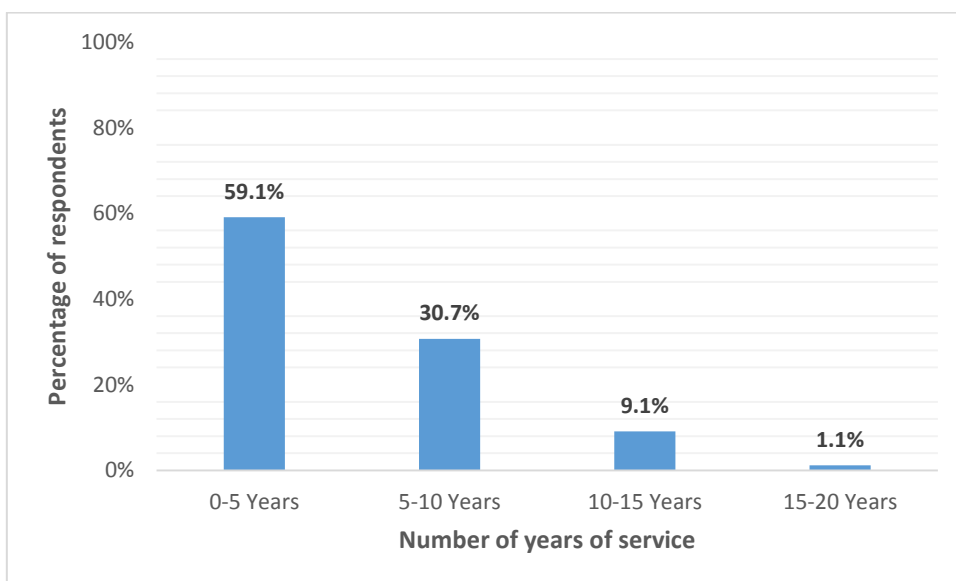


Figure 4.4. Duration of service in organisation (n=88)

4.3. Perception of existing organisational culture

The perception of respondents relating to the culture in the Private Banking department of Kwa Zulu Natal was measured in terms of the existing culture and company's recognition of the existing culture of the organisation. Respondents were required to provide feedback on a scale of poor to excellent for certain questions and strongly disagree to strongly agree for others (Appendix 2). Most respondents (98.9%) believed the existing organisational culture was good to excellent. The minority (1.1%) viewed culture to be poor (Figure 4.5).

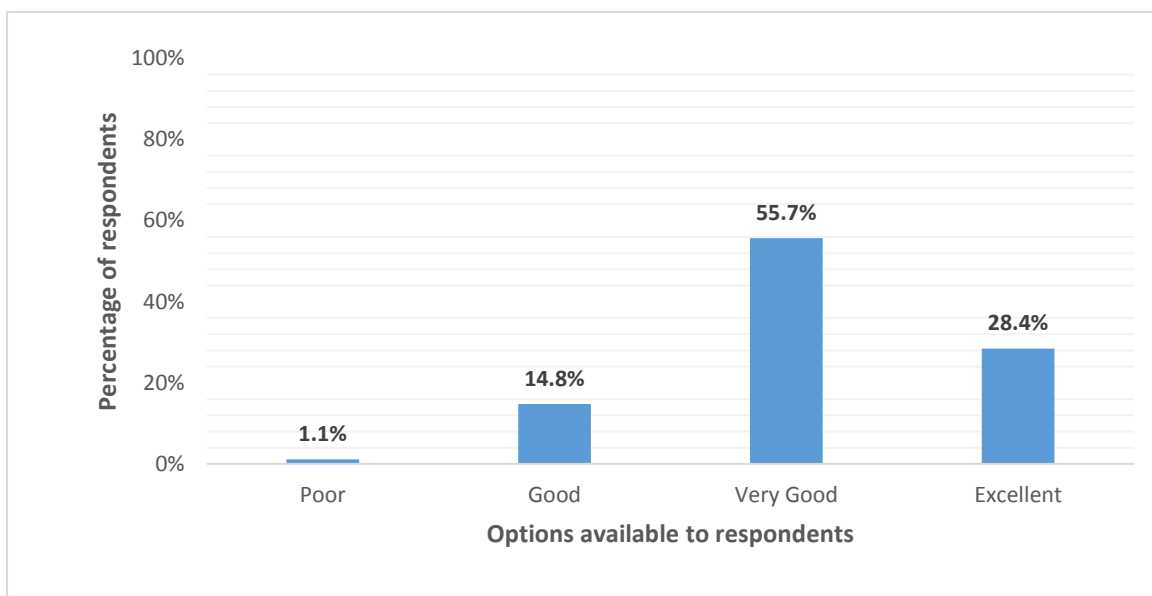


Figure 4.5. Respondents' opinions on existing organisational culture (n=88)

It is evident that the majority (94.4%) of the respondents were of the view that the company does recognise the existence of organisational culture. Only 1.1% of the respondents disagreed with this statement. The remaining 4.5% of respondents were neutral as they did not hold an opinion at this stage as to whether the company recognises the existence of organisational culture (Figure 4.6).

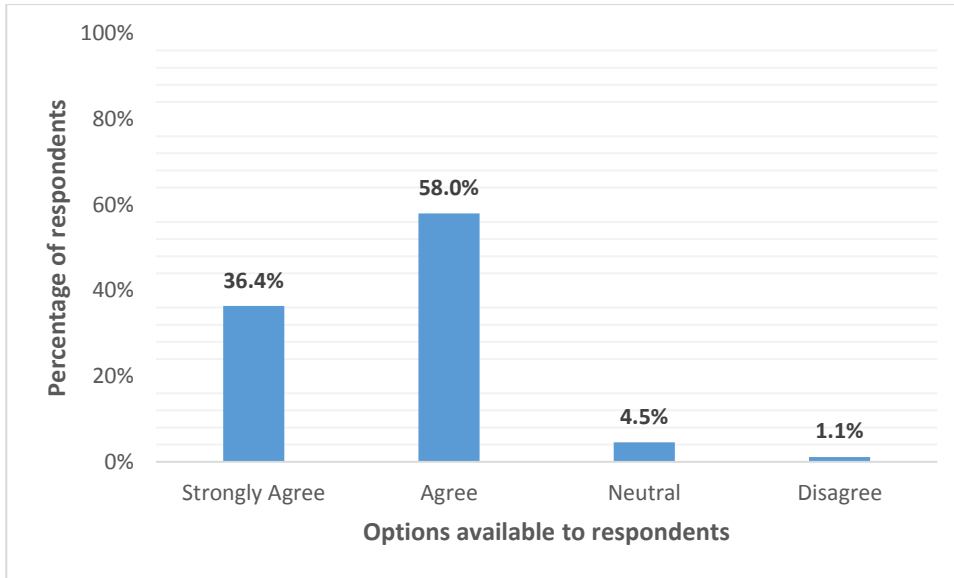


Figure 4.6. Summary of the respondents’ opinions on whether the company recognizes organisational culture (n=88)

The majority (60.9%) of respondents disagreed with the statement that new employees undergo culture orientation when they are employed by the organisation. A small percentage (6.9%) strongly agreed with this statement while 18.4% agreed (Figure 4.7).

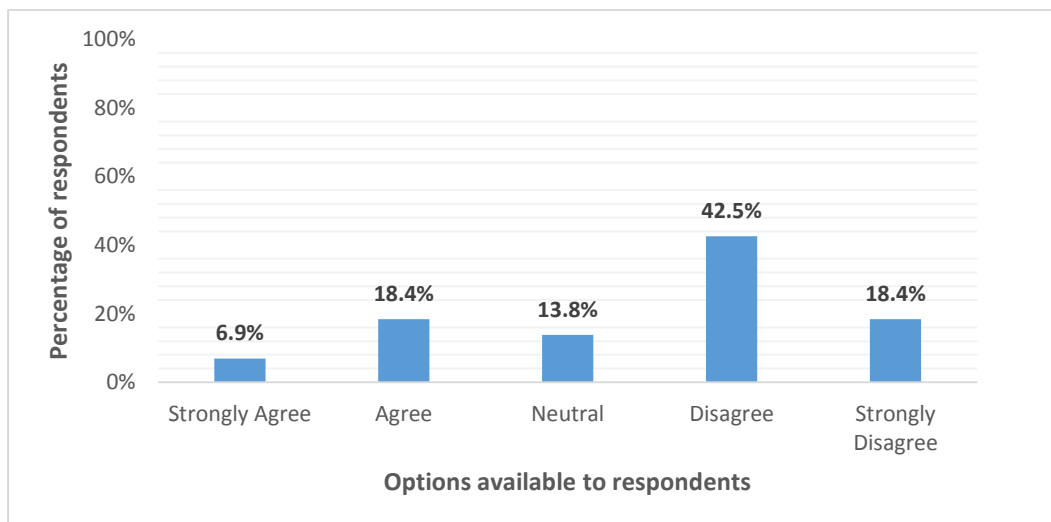


Figure 4.7. Summary of respondents’ opinions on culture orientation when new employees are on boarded (n=88)

There was a relationship ($p = 0.045$) between the number of years worked by employees in the organisation and their view of the existing culture in the organisation. Respondents who had a length of service between 0-5 years with the organisation comprised 59% of the sample of which 48% perceived the existing culture in the organisation to be very good or excellent. Only 1% of the sample had a length of service between 0-5 years perceived culture in the organisation to be poor. The remaining 41% percent of the sample which comprised of 32% between 5-10 years length of service and 9% with length of service of 10-15 years. Respondents with length of service between 5-10 years viewed culture positively with 16% perceiving culture to be excellent and 14% viewed culture to be very good (Table 4.1.).

Table 4.1. Organisational cultures and years worked in the organisation

	0-5 Years	5-10 Years	10-15 Years	15-20 Years	Grand Total
Excellent	8%	16%	3%	0%	27%
Very Good	40%	14%	3%	0.0%	57%
Good	10%	2%	3%	0.0%	15%
Poor	1%	0.0%	0.0%	0.0%	1%
Grand Total	59%	32%	9%	0%	100.0%
n = 88	p = 0.045		Chi-Square = 17.262		

4.3. The relationship between performance measurement systems, commitment of management and organisational culture

Figure 4.8 illustrates that the majority (60.2%) disagreed and 9.1% strongly disagreed with there being sufficient performance measurement systems in place that drive employee reward. This was based on viewing existing performance management systems in the bank.

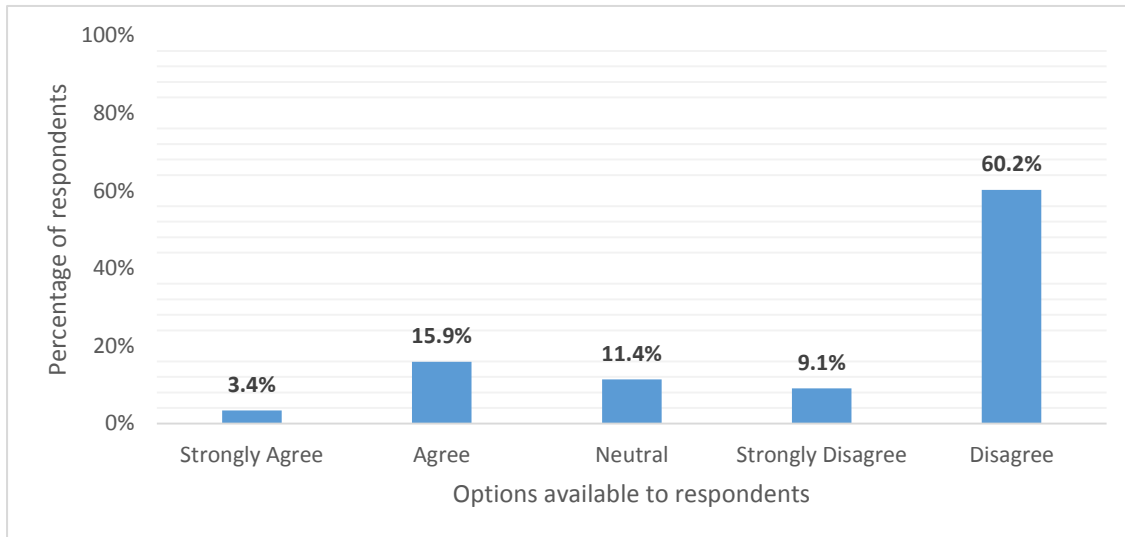


Figure 4.8. Summary of respondents' views on performance measurement systems within the organisation (n=88)

The majority (90%) of respondents were of the view that management were committed to the existing culture values set by the organisation (Figure 4.9). They formed these opinions based on the behaviour of management when addressing matters in the workplace and their general conduct when addressing employees. In addition, 68% of respondents agreed and 19% strongly agreed that employees and management avoided actions that contradicted the existing values set by the organisation (Figure 4.10). The majority (87.3%) agreed or strongly agreed that management and employees behaved in a manner that avoided any actions that may contradict the values set by the organisation. 12.6% of respondents that were either neutral or disagreed with this statement (Figure 4.10).

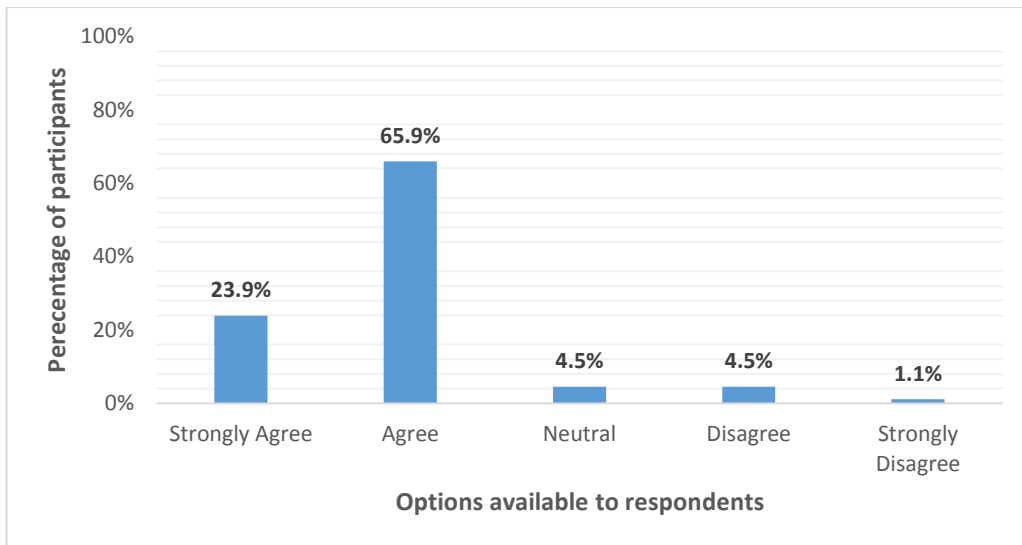


Figure 4.9. Respondents' opinions on the commitment of management to culture values (n=88)

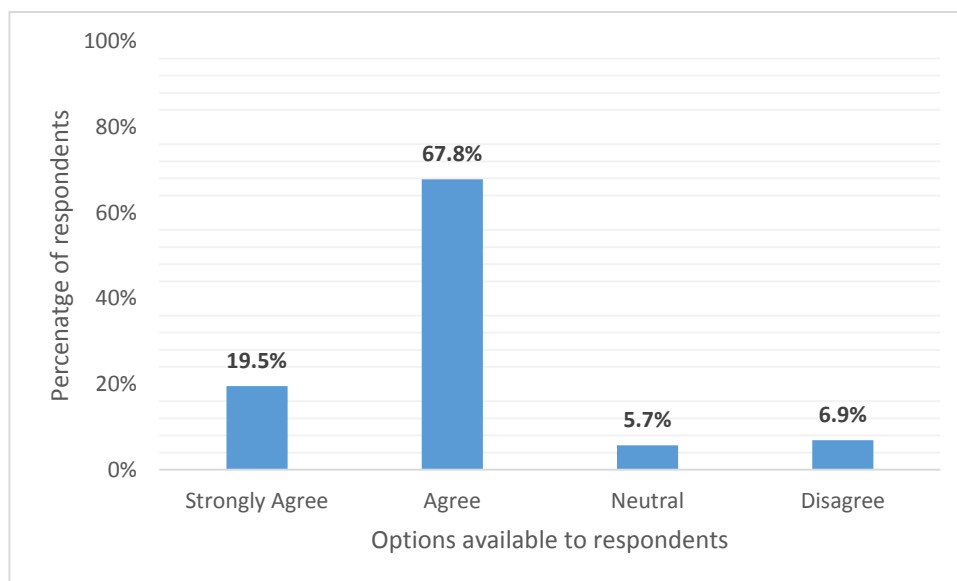


Figure 4.10. Respondents' perceptions of employees'/management's avoidance of actions that contradict organisational culture (n=88)

4.4. The relationship between employee performance and organisational culture

The perception of respondents regarding the existing performance levels of employees in the organisation was established and the majority (92%) perceived the existing level of employee performance to be very good or good. The minority (8%) viewed performance levels to be excellent. Although the respondents viewed performance in the organisation to be positive there is still room for improvement of the performance (Figure 4.11).

Thereafter respondents' views on whether employee performance was impacted by organisational culture was established (Figures 4.12 and 4.13). Respondents were requested to provide their views indicating whether they strongly disagreed to strongly agreed to the statement of whether organisational culture impacted on employee performance. Respondents either agreed or strongly agreed with the view that employee performance was impacted by culture. There were no respondents that were neutral or disagreed with this statement. Respondents also provided feedback as to whether the relationship between the two variables was positive. It was found that 56% of the respondents agreed and 44% strongly agreed that a positive relationship existed between culture and employee performance. None of the respondents viewed the relationship to be negative.

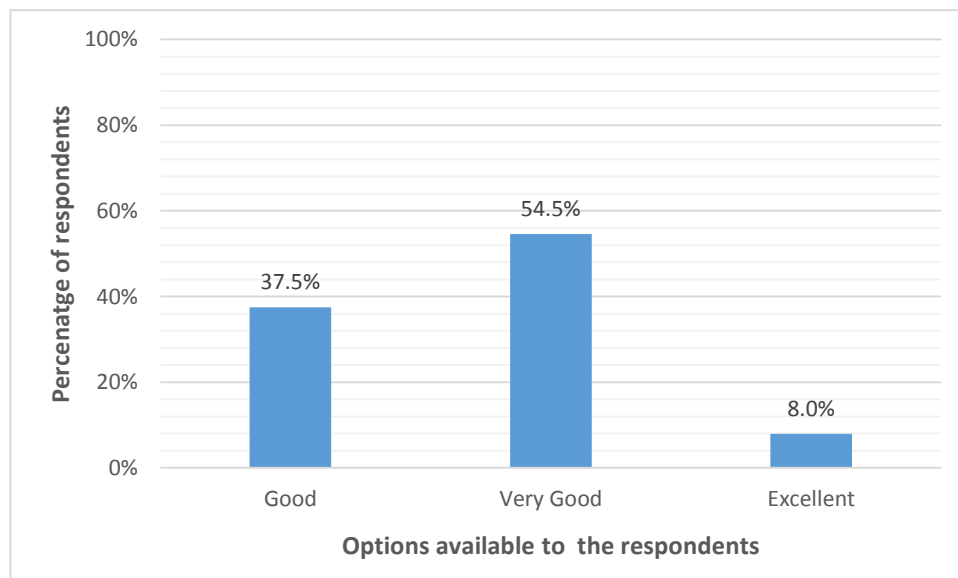


Figure 4.11. Respondents' views of employee performance (n=88)

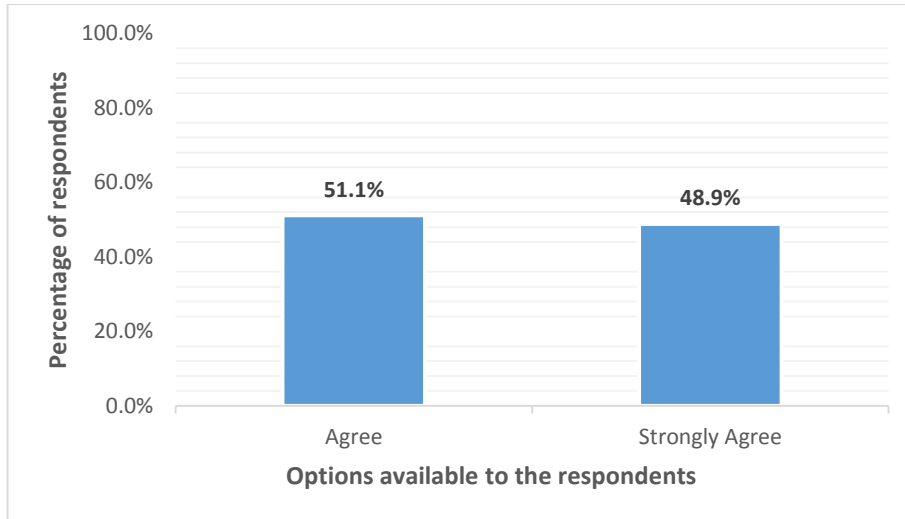


Figure 4.12. Respondents' views of the impact of organisational culture on employee performance (n=88)

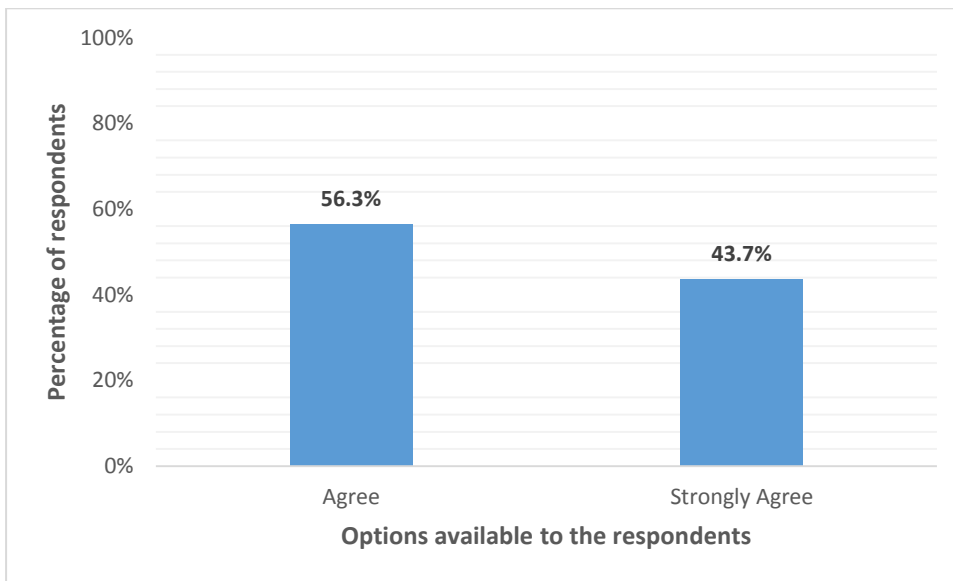


Figure 4.13. The impact of organisational culture and performance (n=88)

4.5. The impact of organisational culture on employee productivity

The respondents were presented with questions requesting them to indicate their views on the existing level of employee productivity within the organisation, the impact of organisational culture on productivity and the relationship between organisational culture and productivity.

The perception of employees regarding the existing level of productivity of the organisation's employees was first established. It is evident that the majority (59.1%) perceive employee productivity level to be very good. No respondents viewed productivity levels to be fair or poor (Figure 4.14).

This next aspect was to determine whether employees' productivity levels were impacted by the organisation's culture. Results showed that the majority (59.3%) agreed or strongly agreed (39.5%). Only 1.2% of the respondents were neutral regarding the impact of culture on productivity. The general view was that culture did play a role in influencing productivity of employees in the workplace. It was important to establish whether this impact was one that positively or negatively impacted on productivity. This led to the next set of results obtained which showed the relationship between organisational culture and productivity (Figure 4.15).

Respondents viewed the impact of culture on productivity positively responding with strongly agreed (43.2%) or agreed (56.8%). A positive culture is thus a critical element in driving productivity in the workplace (Figure 4.16).

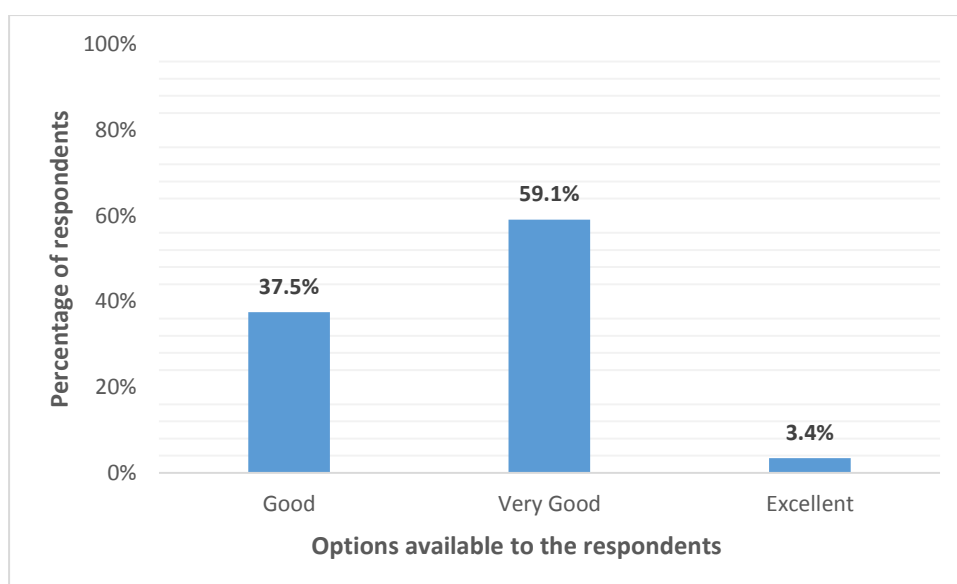


Figure 4.14. Respondents' views of employee productivity (n=88)

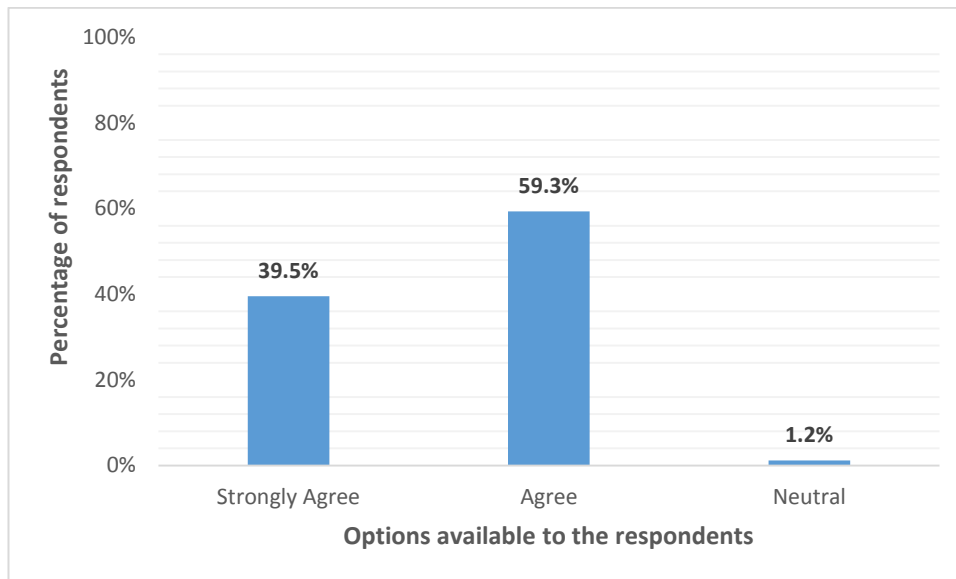


Figure 4.15. Respondents' views of the impact of organisational culture on employee productivity (n=88)

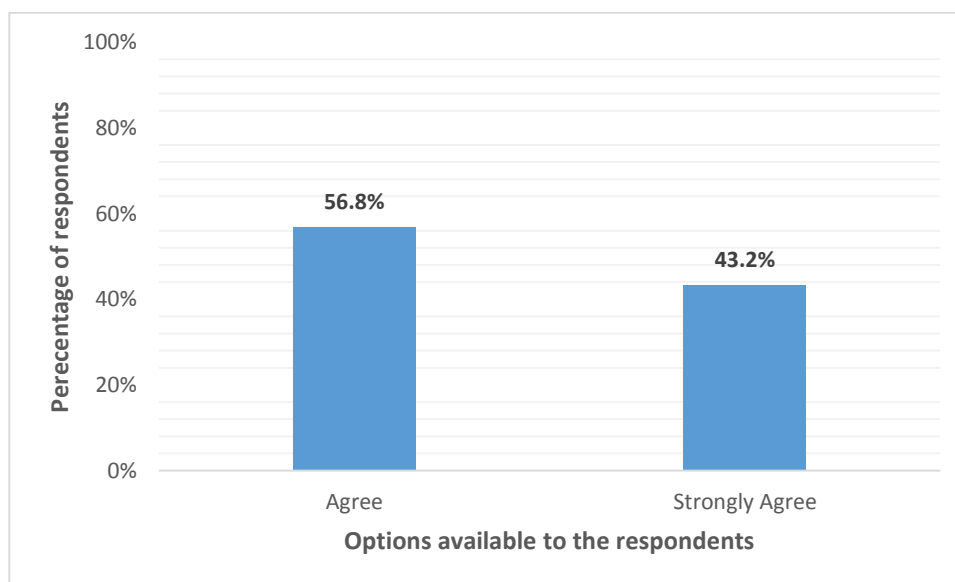


Figure 4.16. The impact of organisational culture and productivity (n=88)

As illustrated in Table 4.2., a relationship ($p = 0.022$) exists between the determination of organisational culture on level of productivity and the gender of employees in the organisation. Female respondents comprised 56% of the sample of which 29% agreed and 27% strong agreed with organisational culture being a factor in determining the level of productivity of employees. Only 1% of the male respondents were neutral regarding this statement. The balance of 43% either agreed or strongly agreed with their being a relationship between the two variables. These results reveal that irrespective of the gender of employees the overarching view is that there is a link between organisational culture and the level of employee productivity. (Table 4.2.)

Table 4.2. Determination of organisational culture on employee productivity level and gender

Determination of organisational culture on employee productivity level			
	Female	Male	Grand Total
Strongly Agree	27%	11%	38%
Agree	29%	32%	61%
Neutral	0%	1%	1.0%
Grand Total	56%	44%	100.0%
n = 88	p = 0.022		Chi-Square = 7.661

4.6. The organisation's ability to fulfil their defined culture values

The respondents were posed questions relating to the core values set by the organisation and were required to indicate whether the organisation delivered on their values of helpfulness, effectiveness, being ethical, innovation and accountability.

The respondents had different views regarding the organisation's ability to fulfil on the various culture values set. The feedback received relating to the value of accountability revealed 56% perceived the organisation to be able to fulfil on this value. There was an equal response from participants about the value of effectiveness.

The remaining three values of being ethical, innovative and helpful revealed differing results with their being a large positive result towards a specific view. The majority (77%) of employees believed that the organisations channels were ethical in their level of service delivery whilst 80% of the respondents believed that the organisation was able to adapt effectively to a changing environment. The last value of being helpful is where most of responses were found where 94% of the respondents were off the view that the organisations channels are consistently helpful in their service delivery.

Table 4.3. The organisation's channels ability to fulfil in line with defined culture values (n-88)

	Accountability	Effectiveness	Ethics	Innovation	Helpfulness
Yes	56%	50%	78%	78%	85%
No	44%	50%	22%	22%	15%
Total	100%	100%	100%	100%	100%

CHAPTER 5: DISCUSSION

5.1. Introduction

Establishing and maintaining a strong culture poses a challenge and forms a critical component in the successful operation of any organisation in this ever evolving business environment. Companies are constantly striving to improve the way in which their culture is perceived with the aim of aligning the values of the organisation with those of their employees. If employees are in a position where they are able to identify with the organisations values they be in a position to be motivated to fulfil on their specific role. Failure to incorporate a culture that is perceived in a positive light by its workforce can have negative consequences. It can have the resultant effect of increasing employee turnover and the inability of the organisation to retain high performing employees. Further to this those employees that are retained in the process may not perform at their optimum. The impact on employee performance and productivity can be significant. Organisations have historically placed emphasis on establishing a strong identifiable culture as part of their operation. In the highly competitive and technologically advancing environment it becomes important for organisations to maintain a good culture through modern practices being incorporated into their culture and reviewing their defined value set at different junctures to ensure that they remain relevant. This chapter will outline the conclusions that have been drawn from this study, the limitations identified, recommendations based on the findings and future research studies that could be conducted to gain a more in depth understanding of this research topic.

5.2. Key findings and conclusions

The main aim of the study was to investigate the perception of employees regarding the impact of organisational culture on employee performance and productivity. It was important at the outset to establish the perceived views of the existing organisational culture, perceptions of respondents regarding whether the organisation acknowledges the existence of culture, if adequate performance measurements are in place that align with the culture of the organisation, if culture orientation practices are implemented when new employees are on-boarded and if management are committed to the culture values set by the organisation. This was followed by receiving feedback from respondents regarding their views of the impact of culture on performance and productivity and to determine if this impact was viewed positively. The study then explored five key values that form the

basis of the organisations culture to gain insight into whether the various channels in the organisation fulfil on their duties and requirements in line with the defined culture values.

The literature reviewed provided an indication that the culture of an organisation plays an important role in driving the performance and productivity of employees. The perceived level of impact can vary depending on a number of demographic characteristics including gender, race and length of service within the organisation. The research questions were designed specifically to allow for them to be strategically linked to the research objectives of this study. The prevailing key results have shown that there is a strong relationship between organisational culture and employee performance and productivity and that this relationship is positive. In addition it was found that that the organisations delivery channels operate efficiently enough to fulfil on each of the values outlined by the organisation, however, fulfilment is sometimes better in relation to some values than others.

5.2.1. The perceptions of existing organisational culture

This analysis entailed receiving feedback regarding the respondents' perceptions of the existing culture of the organisation, managements' commitment to upholding the culture set, perceptions relating to on-boarding of new employees with culture orientation as part of the process and the view of whether current performance measurement systems are in line with the culture of the organisation.

It is evident from the results obtained from the research study that the majority of respondents perceive existing culture to be good to excellent and that they are of the view that the organisation acknowledges the presence of culture as part of their framework. The results obtained revealed that 84.1% of respondents viewed the existing culture in the organisation to be very good or excellent and 94.4% are of the view that the company recognises the existence of organisational culture. A recommendation for the organisation to monitor the perception of culture in the organisation more frequently would be to conduct an online evaluation annually. Areas for improvement could then be identified and the improvement over the period can be tracked. In addition an organisational culture development program could be designed and implemented at various levels of the organisation to enhance the knowledge of management and staff in the importance of organisational culture as well as the impact it has on individuals as well the organisation overall. All concerned will be in a position to understand the importance of culture holistically and move away from viewing this in isolation.

Whilst prevailing culture is viewed to be strong results show that the majority (60.9%) are of the view that employees do not undergo a process of culture orientation when they initially start their employment in the organisation. It is imperative that the organisation implement an effective onboarding and monitoring process for new employees. This will allow for them to become accustomed to the organisation and its surroundings and will promote the alignment of their personal value system with that of the organisation.

With regards to performance measurement systems, 69.3% of respondents disagreed or strongly disagreed that the systems currently in place are sufficient. This was based on the respondents' views relating to existing performance measurements systems in driving employee reward. At this stage the only measurement system implemented by the organisation is an employee scorecard that drives achievement of sales targets by employees. There are currently no additional systems that provide incentives to employees who may excel during the financial year. There thus lies a gap that needs to be addressed and improved to reach a point where performance management systems become consistent with the organisation's culture. Only then will there be better alignment of performance systems and culture to more effectively drive employee behaviour in the workplace.

Employees require to be able to identify with the culture of the organisation, need to be oriented into the existing culture and need systems in place that can drive them to perform in their daily activities. This result of requiring adequate performance measurement systems in place is motivated by Uddin (2013) where it was found that there are certain factors that contribute to an environment or culture that instils a high level of employee performance. These factors included ensuring employee satisfaction by treating employees as assets, having clear benchmarks to measure performance and creating an environment that promotes technical improvements by encouraging a culture of innovation. The incorporation of effective performance management systems form part of the benchmarks that guide the work output of employees. Employees need to identify with what is required of them through the incorporation of an effective performance measurement and incentive system that are in line with the prevailing culture in order to drive them to perform and produce. Employees will be able to engage with the seniors more effectively regarding their existing performance and forge ways to improve themselves going forward.

In addition findings show that both management and employees are committed to the culture values of the organisation and that management tend to avoid actions that are found to be inconsistent with the value system defined by the organisation. The minority (12.6%) of respondents were found to be

neutral or disagreed in this regard. This varying perception could be attributed to the length of service of employees or different experiences encountered with leadership and their peers in their daily interaction. There is thus still a gap that can be investigated to establish the root cause of this differing views and develop ways in which this area can be improved. An underlying result between the variables of length of service of employees and perception of existing organisational culture was identified. The overarching view across the varied years of service was that culture was perceived to be good. It was only in the 0-5 years length of service category that any respondents viewed culture to be poor.

The purpose of initially understanding the perception of existing culture is to understand the existing views of employees regarding the current situation. Only when the current situation is understood is it possible to identify areas for improvement and implement effective strategies to address any prevailing shortfalls. Implementing strategies in areas that employees do not view as requiring improvement would result in resources being allocated in areas that do not have an immediate need for improvement which would prove to be a futile exercise.

5.2.2. The impact of organisational culture on employee performance

The findings from the research study show that the perception regarding the existing level of employee performance was good to excellent with 54.5% viewing existing performance level of employees to be very good. In addition it was found that the performance of employees is impacted by an organisations culture with 51.1% agreeing and 48.9% strongly agreeing with this statement. The relationship between these two variables was found to be positive with 56.3% agreeing and 43.7% strongly agreeing with this statement. One may thus conclude that the presence of a strong organisational culture is an important factor in driving employee performance in the workplace.

The findings showed that there is a strong relationship that exists between organisational culture and performance of employees as highlighted in results obtained from this study. The majority of respondents indicated that they are of the view that a relationship does exist between these two variables and that this link is viewed to be positive. By culture impacting on the performance of employees this can lead to influencing the performance of the department the employee works in and ultimately the successful performance of the organisation when employees' performance is looked at as a collective. Shahzad (2014) supports these findings in a study that investigated the impact of organisational culture on employee performance in the information technology industry. Results

revealed that there was a positive relationship between the variables of organisational culture and employee performance. Further to this it was found that a strong culture catapults employees' commitment towards achieving the goals set by the organisation. It was found that commitment and participation were key factors to improving and organisations performance.

In order to ensure that a strong culture is maintained it is important to review the culture within each department of the organisation especially in instances where performance levels may be declining. A recommendation would be to review this bi-annually to check in that the prevailing culture within the department is in line with the organisations overarching culture. Once managers within departments are able to regularly track culture in relation to performance they will be in a better position to make necessary amendments. This can be done by including culture interventions through the incorporation of team building sessions where feedback is obtained from employees regarding the existing state of culture in the department. As part of the intervention one part needs to be a motivational component that instils a positive environment and drive within the teams in line with the organisations culture.

5.2.3. The impact of organisational culture on employee productivity

The findings from the research study show that the perception regarding the existing level of employee productivity was found to be good to excellent with 62.5% viewing existing productivity level of employees to be very good. Further to this it was found that the productivity of employees is impacted by an organisations culture with 59.3% strongly agreeing with this statement. The relationship between these two variables was found to be positive with 56.8% agreeing and 43.2% strongly agreeing with this statement. One may thus conclude that the presence of a strong organisational culture is an important component in driving employee productivity in the workplace.

The results showed that there is a link between organisational culture and productivity. Further to this the relationship between these two variables was found to be positive. The majority of respondents acknowledged the presence of this relationship. The challenge that emerges becomes in maintaining a strong perceived culture to ensure that employees are constantly driven to produce. It is essential for employees to identify with the culture of the organisation and one approach is to align values of the employee with the core value system underpinning the culture of the organisation. Uddin et al (2013) supports these findings whereby the impact of organisational culture on employee performance and productivity was examined with reference to research conducted within the telecommunications sector. The researchers outline that there is a vital relationship between an

organisation's culture and performance and productivity. Through a qualitative research approach being applied it was found, however, that there are both positives and negative effects that culture has on productivity and performance of employees depending on circumstances.

In order to ensure employees continue to produce effectively a recommendation would be for the organisation to conduct regular interactive sessions with the organisations high producing employees to gain an understanding of their view of how the existing culture in their respective departments impacts on their ability to produce. The idea will be to collate the feedback received and extract the positive ideas and then roll this out in other departments where a strong culture may be lacking. Through the sharing of best practices departments across departments, the organisation can maintain a health working environment with a culture that drives a high level of productivity for employees.

5.2.4. The organisation's ability to fulfil in line with defined culture values

Culture values set by the organisation form an integral role in outlining the organisations' culture of which impacts on the performance of employees. Employees will try as best as possible to align their own values system with that of the organisation in order to identify with it and perform and produce at their optimum. Similarly employees will have a distinct view of their expectation in terms of how different departments and channels within the organisation need to deliver in line with the value set. Where this is found to fall short attention needs to be paid to address this and implement strategies to improve the channels operations. The impact of an organisation's values as being a driver of employee performance is supported by Wambugu (2014) with a study that examined the relationship between organisations values and employee performance. It was found that the direct impact of the organisations values on performance is minimal but the major indirect impact could be major. Employees are influenced by their understanding of the mission of the company and align the way that they work with this in mind. The organisations' values play a role in instilling a sense of motivation with employees and in turn contribute to improving employee performance.

Based on the findings relating respondents' perceptions of how well the organisations channels deliver in line with the defined values set it is evident that across the five values of the organisation, the organisations channels overall were viewed to have delivered in line with the core values set. Whilst operation of the channels in line with these defined values all reveal positive results, in certain instances there is an extremely positive result whereas others still show a gap which leaves some room for improvement. The results relating to the value of effectiveness reveals a 50% split in feedback

received amongst respondents whilst 56% of respondents perceived the organisations channels to be accountable. There is thus still possibilities for improvement. The values of helpfulness, innovation and ethics all yield strong positive results with respondents answering 'yes' at a level of 85%, 78% and 78% respectively. It can thus be concluded that there is consistency with the way in which employees view the organisations channels to deliver in line with the majority of the core values set by the organisation.

The organisation where the research study was conducted has five core values that underpin the operation of the organisation. The feedback received from the respondents in relation to the various values and the ability of the organisation to fulfil on them have been discussed. It is important to gain an understanding of the possible reasoning why results have differed and why respondents may have viewed that the organisation has the ability to fulfil on some values and why in some instances there may still be room for improvement.

The values of accountability and effectiveness have yielded similar results with there being room left for the organisations channels to improve in line with the respective value. This could be attributed to the views of employees regarding different departments and channels in the organisation. The bank chosen for this research study is large comprising of a number of different channels. It can be a challenge to obtain consistency across the board when it comes to departments or employees working within departments showing a sufficient level of accountability in their work output and service delivery. This can be attributed in part to each departments reporting lines varying. When this occurs employees can be exposed to different types of management with different views and strategies. Some may be more lenient than others and this is when accountability of employees may start to lack.

Similarly the results associated with the value of effectiveness yielded a similar result of there being possibilities for the organisation's channels to improve. This too can be attributed in part to the differing reporting lines and views of management leading teams. Often in large organisations each department will set a strategy specific to that department and subsequently additional values for their teams to operate by. These should still be in line with the over-arching core organisational values. However, in some instances these can tend to vary or rather the maintaining or awareness created within teams of these values can tend to differ based on the team itself and management leading that particular team.

Results revealed that the majority of respondents view the organisations channels to be ethical in their service delivery. In the banking sector, banking institutions are governed by a number of

compliance structures. Part of these requirements also require that the bank operate in a manner that is ethical to both internal and external stakeholders. Due to this being a requirement departments within the bank will strive to operate in line with the ethical requirements of the organisation and to ensure that their employees adopt the same culture. Failing to instil this culture of operating ethically can result in a negative view of the specific department which can ultimately filter down to other areas and can have dire consequences to the individual employee concerned and the department as a whole. The results therefore showed that respondents found that the general view of service and the manner in which feedback has been received from these channels has been filtered through in an ethical manner.

The value of innovation is one key area that is focused on specifically in the organisation where this research study was conducted, therefore, the positive viewpoints received relating to this value was expected. Therefore, the results of there being a positive view of respondents relating to channels delivering in line with this value is logical. Being in the current technological era it is critical for banks to keep abreast of advancements and improvements in technology incorporating them into the everyday platforms used by their employees as well as those utilised by clients. The bank where the research was conducted has prided itself on being constantly innovative and first to market on a number of innovative solutions. Specific channels in the organisation have each adapted consistently to the required changes. Whilst some respondents still believe there are areas that can be improved when adapting to changes required, there will always be an element of further innovative advancements required as we are in the age where technological advancements is constantly required.

The value of helpfulness was viewed positively with the majority (94%) of respondents believing in the ability of channels to fulfil in a helpful and timeous manner. One of the key focus areas for the organisation is to be perceived as an institution that is helpful and this underpins the operation of every department and is constantly top of mind with employees. With employees working with this value in their mind set allows for the departments to deliver service in a manner that is consistently helpful. In instances where this is not fulfilled it becomes essential that this be addressed on a case by case basis. Further to this it is important to instil the value of being helpful with new employees. This will allow for them to become integrated into the existing culture of the organisation allowing for them to operate in a manner that is in line with the core value set.

5.3. The limitations of the study

The elements limiting this study are detailed below:

- The study is limited in terms of coverage as one is not in a position to reach out to the banking sector in totality hence the selection of one bank in the country and specifically one department within Kwa Zulu Natal.
- The researcher was limited to sending out the questionnaire only once in the research period. Being able to adopt a longitudinal approach would have allowed for comparison of results of the period.
- The research was conducted specifically with respondents in the geographic area of Kwa Zulu Natal. This thus implies that the results emerging from this research may not hold true to other geographic areas in the country.
- Difficulties emerged in the collection of data from the sample of selected respondents as some of the respondents were hesitant to complete the questionnaire in its entirety possibly due to time constraints. This had the resultant effect on the response rate in gathering data.
- An email was sent out with the URL to complete the questionnaire which opened the study up to delays as failure to follow up with the selected respondents could have resulted in a direct impact on the number of individuals that participated in the study. During the first week of administering the questionnaire through Typeform it became apparent that there was a noticeable trend of low participation with the numbers of responses received. Following this the researcher proceeded to follow up via email as well as speaking directly to the private banking team to encourage participation.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

The South African financial service industry is highly competitive and organisations are required to constantly restructure, modify and reinvent in order to gain a competitive advantage in the industry. Results of this research study advocates that the objectives that were outlined at the outset of the study have been accomplished. The research study has been able to establish that organisation culture does impact on employee performance and productivity. Findings show that the relationship between these variables is viewed to be positive. The overarching perspective is that there is a strong relationship between the level of performance and productivity of employees and the culture of the organisation. It is thus critical for a strong culture to be maintained to ensure that employees are motivated to work at their optimum. In addition, the findings indicated that the organisations channels operate consistently in line with defined values of the organisation, however, the channels tend to fulfil better with respect to some of the values than others. There is thus still room for the organisation to improve in order to operate more successfully.

The study provided recommendations that management can implement in order to maintain a strong culture that drives optimum performance and productivity of their employees to achieve in line with the goals and objectives of the organisation. It was recommended that adequate performance measurement systems to drive performance could be improved together with an effective culture orientation program when new employees enter the workplace.

The study has provided valuable information that can be used by the Private Banking department in Kwa Zulu Natal to improve in the required areas. This can ensure that employees at the start and during their career in the organisation are orientated effectively into the existing culture to create consistency with employees' view of culture within the organisation. Only then can employees perform and produce at their optimum at all age groups, gender, and varied length of service perform. It is clear that there is a relationship with organisational culture in driving employee performance and productivity. Maintaining a strong culture is thus a critical element that organisations need to maintain as this contributes to the output of employees and ultimately impacts on the success of the organisation.

This research study was relevant to all industries not specifically to the banking industry. Culture within organisations can be critical to an organisation's success. Organisational culture can have differing impacts on the performance and productivity of employees and the extent to which employees are impacted forms the basis of this study. Developing a greater understanding of an organisation's existing culture and the views of employees of how well the organisations fulfil on their defined culture values is of great importance. This can allow for key stakeholders to be in a position to make the necessary changes that can better suite employees for the overall success of the organisation.

6.2. Recommendations for further studies

There is a possibility that some areas could have been overlooked due to the research being conducted in one specific area at one point in time. The following could thus be considered and incorporated when conducting future research:

- The research was conducted within one bank in South Africa and more specifically one private banking department in one of the provinces in the country. The study was thus limited in terms of industry and geographic reach. There is thus an opportunity to extend this study by conducting research in other sectors and locations and comparing the findings from each of these studies.
- In order to achieve greater value of the results to be applied to the banking industry specifically, this type of research could be conducted in various banks in the country and comparisons drawn from the results obtained. By increasing the spectrum of the results obtained findings specific to the banking industry will be able to be deduced.
- Future research could involve conducting interviews with key individuals as well as individuals at different levels of the organisations hierarchy with the aim of gaining a holistic view and in-depth feedback. This would allow for specific feedback to be received which could prove valuable to the research topic.
- Seeing that the study was limited to Kwa-Zulu Natal, future research could involve conducting research in other provinces including Western Cape and Gauteng in order to improve the sample population of the study.

- A longitudinal study of the relationship between the variables in the study is recommended in order to assess and make comparisons of feedback received over a period of time. This was not a possibility for the researcher within the context of this study as the organisation approved for the survey to be sent out only once in the period to ensure that completion thereof did not detract from any work responsibilities of the participating employees.

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APPENDIX 1: ETHICAL CLEARANCE



16 September 2016

Ms Ruvani Pillay (203502171)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Pillay,

Protocol reference number: HSS/1459/016M

Project title: Impact of Organisational Culture on Employee Performance and Productivity: An empirical study of a South African Bank

Full Approval – Expedited Application

In response to your application received on 05 September 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

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

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

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Dr Ahrulla Kader
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj / Ms Eileen Mohamed

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APPENDIX 2: QUESTIONNAIRE

I, Ruvani Pillay, an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal will be undertaking a research study. You are invited to participate in a research project entitled Impact of Organisational Culture on Employee Performance and Productivity. The aim of this study is to: Explore the Impact of Organisational Culture on Employee Performance and Productivity.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this focus group. Through your participation in this study I hope to obtain understanding of the topic at hand. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

The survey should take you about 15-20 minutes to complete. I hope you will take the time to complete this survey.

Section 1: Demographics

1. Gender:

Male	
Female	

2. Highest Education Level:

Matric	
Diploma	
Bachelor's Degree	
Masters	
Other	

3. Nationality:

Black	
White	
Coloured	
Indian/ Asian	
Other	

4. Number of Years working in Organisation:

0-5	
5-10	
10-15	
15-20	
20+	

Section 2: Organisational Characteristics

1. How would you best describe these characteristics in your organisation?

1.1 Organisational Culture (Select one option)

Excellent	
Very Good	
Good	
Fair	
Poor	

1.2 Employee Performance Levels (Select one option)

Excellent	
Very Good	
Good	
Fair	
Poor	

1.3 Level of Employee Productivity (Select one option)

Excellent	
Very Good	
Good	
Fair	
Poor	

Section 3: In relation to your Organisation

Kindly state your affinity towards each of the following statements:

1. The company recognizes the existence of organisational culture within the organisation.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. Culture orientation exists when new employees are on boarded within the organisation.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. Performance Measurement systems are established to reward employee behaviours that are consistent with organisational culture.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. Management is committed to the agreed culture values and demonstrates them in their decisions and actions (in relations to your immediate line manager)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. Organisational employees and/ or management avoid actions which contradict the company's culture values.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. Organisational culture has an impact on employee job performance.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. Organisational culture determines the productivity level of an employee.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. A positive relationship exists between organisational culture and employee performance.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. A positive relationship exists between organisational culture and employee productivity.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Section 4: Organisations Culture Values

The organisation has established a value system for the purpose of determining employee performance and productivity. This incorporates the values of being helpful, effective, ethical, innovative and accountable. In relation to each of the values kindly answer the following:

1. With reference to the value of ‘helpfulness’ do you feel that the organisations channels deliver on their promises to customers?

Yes	
No	

2. With reference to the value of ‘effectiveness’ do you feel that the organisations channels collaborate effectively in order to optimise on productivity?

Yes	
No	

3. With reference to the value of being ‘ethical’ do you feel that the organisations channels always adopt fair people practices ensuring the best interests of the bank and customers are served at all times?

Yes	
No	

4. With reference to the value of being 'innovative' do you feel that the organisations channels adapt quickly and are flexible in how they adapt to changing circumstances?

Yes	
No	

5. With reference to the value of being 'accountable' do you feel that the organisations channels take ownership, are empowered and act responsibly in service delivery?

Yes	
No	