

**THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND
ORGANISATIONAL EFFECTIVENESS AT A SOUTH AFRICAN FOOD RETAILER**

by

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DECLARATION

I, Stefan Fourie, student number 32694504, declare that *The relationship between organisational culture and organisational effectiveness at a South African food retailer* is my own original work and that all the sources that I have used or have quoted from have been indicated and acknowledged by means of complete references.

I declare that I shall carry out the study in strict accordance with the Policy for Research Ethics of Unisa and I shall ensure that I conduct the research with the highest integrity taking into account Unisa's Policy for Copyright Infringement and Plagiarism.



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SUMMARY

THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND ORGANISATIONAL EFFECTIVENESS AT A SOUTH AFRICAN FOOD RETAILER

by

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DEGREE : M COM (INDUSTRIAL PSYCHOLOGY)

DEPARTMENT : INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY

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This research investigated the relationship between organisational culture (OC) and organisational effectiveness (OE) in a South African food retailer. In a highly competitive food retail sector, a well-managed OC can potentially give an organisation a competitive edge by increasing its effectiveness.

A quantitative, non-experimental research approach was used to gather data for the statistical analysis. Convenience sampling identified a sample of 150 employees for this empirical study, which included employees from various departments of one specific retail store in South Africa. A survey was conducted using the Denison Organisational Culture Survey (DOCS), which measured both OC and OE in this study. The DOCS measured the four major constructs of OC, called cultural traits, namely Involvement, Consistency, Adaptability and Mission. Each cultural trait is subdivided into three indices that manifest the particular cultural trait. The study measured 12 OC indices, namely Empowerment, Team Orientation, Capability Development, Core Values, Agreement, Coordination & Integration, Creating Change, Customer Focus, Organisational Learning, Strategic Direction & Intent, Goals & Objectives and Vision. The study measured OE using the Organisational Effectiveness Questionnaire (OEC), forming part of the DOCS. The study adopted seven subjective measurement criteria to define OE: Overall

Performance, Market Share, Sales Growth, Profitability, Employee Satisfaction, Quality of Products and Services, and New Product Development.

Correlational analysis revealed statistically significant relationships between Mission and OE (.383; $p \leq .01$), between Consistency and OE (.364; $p \leq .05$), and between Involvement and OE (.329 $p \leq .05$). Adaptability did not have a statistically significant relationship with the Composite OE Score. The correlation coefficients for the 12 culture indices and the seven OE measures indicated that 11 of the 12 culture indices had a statistically significant relationship with one or more of the seven OE measures. The study concluded that a statistically significant relationship existed between OC and OE.

Multiple regression analysis showed that none of the four OC traits could predict OE but that three of the 12 OC indices, namely Agreement, Customer Focus and Vision, could predict 11.4% of the variance of a Composite OE Score.

Recommendations were made for the organisation and future research. Leaders, key stakeholders, and employees will derive great benefit from understanding their organisation's culture and its effect on the organisation's performance and learning how to redirect the organisation's culture to improve OE.

Keywords: Organisational culture, cultural traits, cultural indices, DOCS, organisational effectiveness, organisational performance.

OPSOMMING

DIE VERHOUDING TUSSEN ORGANISATORIESE KULTUUR EN ORGANISATORIESE DOELTREFFENDHEID BY 'N SUID-AFRIKAANSE VOEDSELKLEINHANDELAAR

deur

Stefan Steyn Fourie

GRAAD : M COM (BEDRYFSIELKUNDE)
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Hierdie navorsing ondersoek die verhouding tussen organisatoriese kultuur (OK) en organisatoriese doeltreffendheid (OD) by 'n Suid-Afrikaanse voedselkleinhandelaar. In 'n hoogs mededingende voedselkleinhandelsektor kan 'n OK wat goed bestuur word, moontlik vir 'n organisasie 'n mededingingsvoordeel gee deur sy doeltreffendheid te verhoog.

'n Kwantitatiewe, nie-eksperimentele navorsingsbenadering is gebruik om data vir die statistiese ontleding te versamel. Geriefsteekproefneming het 'n steekproef van 150 werknemers vir hierdie empiriese studie geïdentifiseer, wat werknemers van verskeie departemente van een spesifieke kleinhandelwinkel in Suid-Afrika ingesluit het. 'n Opname is gedoen deur die Denison-opname vir organisatoriese kultuur (DOCS) te gebruik, wat beide die OK en OD in hierdie studie gemeet het. Die DOCS het die vier belangrike konstrukke van OK (kultuurle eienskappe), naamlik betrokkenheid, konsekwenheid, aanpasbaarheid en missie, gemeet. Elke kulturele eienskap is in drie indekse wat spesifieke kulturele eienskap manifesteer, verdeel. Die studie het 12 OK-indekse gemeet, naamlik, bemagtiging, spanoriëntasie, vaardigheidsontwikkeling, kernwaardes, ooreenkoms, koördinering en integrasie, skep van verandering, klantefokus, organisatoriese leer, strategiese leiding en opset, doelstellings en visie. Die studie het OD gemeet deur 'n vraelys vir organisatoriese doeltreffendheid wat deel van die DOCS vorm. Die studie het sewe subjektiewe metingkriteria vir OD gedefinieer: algehele prestasie, markaandeel, verkoops groei, winsgewendheid,

werknemertevredenheid, gehalte van produkte en dienste en ontwikkeling van nuwe produkte.

Korrelasie-ontleding het statisties beduidende verhoudings tussen missie en OD getoon (.383; $p \leq .01$), tussen konsekwentheid en OD (.364; $p \leq .05$), en tussen betrokkenheid en OD (.329 $p \leq .05$). Aanpasbaarheid het nie 'n statisties beduidende verhouding met die saamgestelde OD-telling gehad nie. Die korrelasiekoeffisiënt vir die 12 kultuurindekse en die sewe OD-maatstawwe het getoon dat 11 van die 12 kultuurindekse 'n statisties beduidende verhouding met een of meer van die sewe OD-maatstawwe gehad het. Die studie het tot die gevolg gekom dat daar 'n statisties beduidende verhouding tussen OK en OD bestaan.

Veelvuldige regressie-ontleding het getoon dat geen van die vier OK-eienskappe OD kan voorspel nie, maar dat drie van die 12 OK-indekse, naamlik ooreenkoms, klantefokus en visie, 11.4% van die afwyking van 'n saamgestelde OD-telling kan voorspel.

Aanbevelings is vir die organisasie en toekomstige navorsing gemaak. Leiers, sleutelbelanghebbers en werknemers sal voordeel trek uit begrip van hul organisasie se kultuur en die uitwerking daarvan op die organisasie se prestasie en leer hoe om die organisasie se kultuur te herlei om OD te verbeter.

Sleutelwoorde: Organisasoriese kultuur, kultuureienskappe, kultuurindekse, DOCS, organisatoriese doeltreffendheid, organisatoriese prestasie.

ISIFINYEZO (ISAMARI)

UBUDLELWANE PHAKATHI KOSIKO LWENHLANGANO KANYE NOKUSEBENZA KAHLE KWENHLANGANO KWI-RETAILER YOKUDLA YENINGIZIMU AFRIKA

ngo

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Lolu cwaningo luphenyisise ngobudlelwane phakathi kosiko lwenhlangano okuyi-organisational culture (OC) kanye ne-organisational effectiveness (OE) kwi-retailer yokudla yeNingizimu Afrika. Kwisekhtha yokuqhudelana ngezinga eliphezulu ye-retail yokudla, i-OC ephathwa kahle inganikeza inhlangano ithuba lokuqhudelana ngokukhulisa ukusebenza kahle kwayo.

Kusetshenziswe inqubo ye-non-experimental research ukuqoqa ulwazi ukwenzela ukuhlaziya amanani. I-convenience sampling ibone isampuli yabasebenzi abangu 150 kulolu cwaningo olusekelwe wubufakazi, olubandakanya abasebenzi beminyango ehlukeni kwisitolo esisodwa se-retail eNingizimu Afrika Isaveyi yenziwe ngokusebenzisa i-Denison Organisational Culture Survey (DOCS), ekala kokubili i-OC kanye ne-OE kulolu cwaningo. I-DOCS ikala imiqondo emikhulu emine ye-OC, ebizwa ngokuthi ama-cultural traits, okuyi-involvement, i-consistency, i-adaptability kanye ne-mission. I-cultural trait ngayinye yabiwe ngama-indices amathathu azikhombisa nge-cultural trait ethize. Ucwaningo lukale ama-indices angu 12 OC, okuwukuhlinzeka ngamandla, i-team orientation, ukuthuthukisa ikhono, ama-core value, isivumelwano, i-coordination and integration, ukubanga ushintsho, ukugxila kumakhastama, ukufunda kwenhlangano, ubuqondisi obusemqoka kanye nokuqondisa, izinhloso, izinjongo kanye nombono. Ucwaningo lukale i-OE ngokusebenzisa i-Organisational Effectiveness Questionnaire (OEC), eyingxenye ye-DOCS. Ucwaningo lwamukele ikhrayitheriya yezikali eziyisikhombisa ukuchaza i-OE: ukusebenza kahle ngokunabile, isabelo semakethe,

ukukhula kwentengiso, ukuba neprofithi, ukuneliseka kwabasebenzi, ikhwalithi yemikhiqizo kanye namasevisi kanye nokuthuthukisa umkhiqizo omusha.

Uhlaziyo oluhambisanayo lwe-correlational analysis lukhombise ngokwamanani ubudlelwane obusemqoka phakathi kwe-mission ne-OE (.383; $p \leq .01$), phakathi kwe-consistency kanye ne-OE (.364; $p \leq .05$), naphakathi kwe-involvement kanye ne-OE (.329 $p \leq .05$). I-adaptability ayizange ibe nobudlelwane obusemqoka ne-composite OE score. I-correlation coefficients yama-culture indices angu 12 kanye nezikali eziyisikhombisa ze-OE zikhombise u 11 kanye ne 12 culture indices yaba nobudlelwane obusemqoka nokukodwa noma okungaphezulu kwezikali ze-OE. Ucwangingo lwenze isiphetho sokuba nobudlelwane obusemqoka ngokwamanani phakathi kwe-OC kanye ne-OE.

Uhlaziyo lwama-multiple regression analysis lukhombise ukuthi awekho ama-trait amane e-OC akwazi ukuqagela i-OE kodwa ukuthi amathathu ama 12 OC indices, okuyisivumelwano, ukugxila kumakhastama kanye nombono, kungaqagela u 11.4% we-variance ye-composite OE score.

Izincomo zenzelwe inhlangano kanye nocwangingo lwangekusasa. Abaholi, ababambiqhaza ababalulekile, kanye nabasebenzi bazothola izinzuzo ngokuqondisisa usiko lwenhlangano yabo kanye nomphumela kwinhlangano ngokusebenza kwayo kanye nokufunda ukuqondisa usiko lwenhlangano ukuthuthukisa i-OE.

Amagama abalulekile: Usiko lwenhlangano, ama-cultural trait, ama-indices osiko, i-DOCS, ukusebenza kahle kwenhlangano, ukusebenza kwenhlangano.

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CHAPTER 1: SCIENTIFIC ORIENTATION TO THE RESEARCH

1.1 INTRODUCTION

This chapter presents the background and motivation for the study, the problem statement, the research questions, the research aims, the paradigm perspective, the methodological perspective and the research design. The latter includes a description of the research approach and methods. The chapter then concludes with the layout of the dissertation's chapters.

1.2 BACKGROUND AND MOTIVATION FOR THE STUDY

Today, the food retail sector within South Africa has become more competitive than ever (Wholesale and Retail SETA, 2018), with profit margins becoming smaller as large and small retailers compete for customers and businesses. At the same time, local and global competition, the advancement of new technology, and the constant change of the business environment are creating new challenges for organisations (Haseeb et al., 2019). The South African food retail sector also faces other challenges such as continuous rising prices of items, a reduction in consumer spending, the need to stay profitable, retain skilled personnel, become effective and create a culture that encourages effectiveness (Wholesale and Retail SETA, 2018).

Schneider et al. (2013) asserted that organisational culture (OC) played a significant role in how effective an organisation will be. Organisational effectiveness (OE), in turn, is critical for organisations to maintain their competitive edge to ensure business profit. According to Cummings and Worley (2015), an organisation that possesses a 'strong' culture, exhibiting a well-integrated and effective set of values, beliefs, and behaviours, will perform at a higher level of productivity. A clear understanding of the role of OC has the potential to assist leaders and human resources personnel shape the OC by focusing on making the organisation operate more effectively (Rider et al., 2018). The role of OC is thus crucial to understanding organisational behaviour. According to Warrick (2017), OC strongly influences employees' behaviour and attitudes.

The South African food retail culture generally has a strong hierarchical structure and culture (Wholesale and Retail SETA, 2018). When a culture is strong, the potential

arises that an individual employee or group of employees may take rapid and coordinated action to respond to a competitor, satisfy a customer and achieve organisational goals. Robins (2015) asserted that when an organisation has a strong culture, the organisation's core values are both intensely held and widely shared. This implies that the more members who accept the core values and the greater their commitment, the stronger the culture will become and as the effect and influence on employees' behaviour because of the high degree of intensity. Such unanimity of purpose builds cohesiveness, loyalty, and organisational commitment. Robins (2015) concluded that the more employees that agreed on customer orientation in a service organisation, the higher the profitability and effectiveness of the business unit will be.

It has become crucial to understand how food retail organisations can strengthen their OC to improve their profitability and effectiveness within a very competitive food retail sector. According to Cummings and Worley (2015), the interest in OC originated from its impact on OE. OC, however, is a complex phenomenon influenced by many factors, such as the sector in which the organisation operates, its geographic location, and the patterns of interaction on different levels.

The theory of the links between OC and OE was mainly developed in the United States. However, other empirical studies in Europe also show strong support for the positive impact of OC on effectiveness (Chatman & O'Reilly, 2016). Limited research has been done on the links between OC and OE within the South African context. Research on this topic has been conducted within the South African health care sector (Zwaan, 2006), banking sector (Liu, 2006), the financial sector (Davidson et al., 2007) and mining sector (Prem, 2011). However, no research has been done on this topic in the South African food retail sector.

The importance of determining the relationship between OC and OE could be significant in that culture can give the organisation a competitive advantage and predict OE. Furthermore, the South African retail sector also generates the most employment opportunities of all sectors within the South African economy; thus, it is critical to understand this relationship better to stimulate not only the food retail sector but also understand the effect of OC on OE generally in the retail sector. More specifically, this present study will assist food retail organisations to understand the importance of OC and its relationship with OE and add to the contemporary research literature on OC and OE.

A clear understanding of OC is important for all leaders because it influences how their organisations react to the changing demands of the business environment. At any given time, an organisation's culture is strongly influenced by past successes and past learnings about how to adapt and survive. Therefore, as the business environment changes, leaders must constantly anticipate the necessary changes and actively monitor the relationship between the demands of the environment and the organisation's capabilities. In order to provide evidence and a deeper understanding of the relationship between OC and OE in the South African food retail sector, this research used Denison's organisational framework and measurement instruments to ascertain whether there is a relationship between OC and OE at a large food retailer.

1.3 PROBLEM STATEMENT

According to Cummings and Worley (2015), the growing appreciation that culture can play a significant role in the effectiveness and the implementation of such a strategy has fuelled interest from academia and organisations, especially organisations that operate in highly competitive and turbulent environments (such as the food retail sector).

A clear understanding of OC has become increasingly important for organisations in this challenging sector because it influences how organisations react to the changing demands of the business environment. At any given time, an organisation's culture is strongly influenced by past successes and past learnings about how to adapt and survive. Therefore, as the business environment changes, leaders and organisations must constantly anticipate the necessary changes and actively monitor the relationship between the demands of the environment and the organisation's capabilities (Duchek, 2020).

According to Denison and Mishra (1995) and Limaj and Berntoider (2019), the capabilities of an organisation and the demands of the business environment should balance. In addressing such an imbalance between the demands of the environment and the organisation's capabilities, many organisations attempt to close this gap by re-engineering or making broad structural changes. These changes are often helpful, but successful organisational changes also require changes in organisations' members' mindsets, values, and behaviour. Without creating these changes, changes in the basic capabilities of the organisation remain problematic. Arieli et al. (2020) argued that organisations are discovering that successful change requires careful attention to

organisations' 'soft' side, namely the values and beliefs that are the 'heart of the company'. Similarly, attention should also be given to the policies and practices that put those values into action (encapsulating the culture of an organisation), as well as the importance of teaching the members of the organisation an understanding of how they create value for their customers (Arieli et al., 2020).

This heightened awareness has stimulated research on OC and OE, which has led to recognising several organisational factors (such as culture) that play an influential role in determining an organisation's effectiveness (Adams et al., 2017). Within this context, OC is an important aspect for organisations to consider in building a sustainable business and providing the organisation with a competitive advantage.

In order to enhance OE, the relationship between OC and OE needs to be determined. As there is limited research regarding the relationship between OC and OE in the food retail sector in South Africa, this research will address this gap. The scientific understanding of the potential relationship between these concepts will be highly beneficial to an organisation in a highly competitive market (the food retail sector). This research will also contribute to the body of knowledge related to OC and OE.

From the background and problem statement, the following research questions and hypotheses are formulated:

The general research question is: Is there a relationship between OC and OE in a South African food retailer?

The literature review research questions are the following:

- How is OC conceptualised in the literature?
- How is OE conceptualised in the literature?
- What is the nature of the theoretical relationship between OC and OE?

The empirical research questions are the following:

- What is the perceived level of OC in a South African Food Retailer?
- What is the perceived level of OE in a South African food retailer?

- Is there a statistically significant relationship between OC and OE in a South African Food retailer?
- Can OC predict OE in a South African food retailer?
- What recommendations and areas for future research can be made for the field of IOP regarding the relationship between OC and OE?

The following research hypotheses were formulated for this study:

H1: There is a statistically significant relationship between OC and OE.

HO: There is no statistically significant relationship between OC and OE.

H2: OC is a statistically significant predictor of OE.

1.4 AIMS OF THE RESEARCH

1.4.1 General aim

This research aims to determine the relationship between OC and OE at a South African food retailer.

1.4.2 Specific literature aims

The specific literature aims are to:

- conceptualise OC
- conceptualise OE
- conceptualise the theoretical relationship between OC and OE.

1.4.3 Specific empirical aims

The specific empirical aims are to:

- measure the OC at a South African food retailer using the Denison Organisation Culture Survey
- measure OE at a South African food retailer using the Organisational Effectiveness Survey
- determine whether there is a statistically significant relationship between OC and OE

- determine whether OC can statistically significantly predict OE
- make recommendations for the field of IOP regarding the relationship between OC and OE
- make recommendations to the participating organisation regarding the relationship between OC and OE.

1.5 THE PARADIGM PERSPECTIVE

1.5.1 The meta-theoretical paradigm

The meta-theoretical paradigm upon which this study is anchored is positivism. According to Babbie and Mouton (2010), positivism depends on quantifiable observations that lead to statistical analysis (quantitative research).

According to Kim (2003), positivism is based on the assumption that universal laws govern social events, and uncovering these laws enables researchers to describe, predict, and control social phenomena and should be used as a framework in investigating organisational performance studies. Terre Blanche et al. (2006) concluded that positivism is a reliable approach that can help explain and predict human behaviour across individuals and organisations.

In positivist studies, the role of the researcher is limited to data collection and interpretation through an objective approach, and the research findings are usually observable and quantifiable (Babbie, 2015). In the positivist perspective, validity means that findings are accurate statements about the world without the researcher's involvement, and reliability holds that the proof of such truths can be replicated (Howell, 2013; Terre Blanche et al., 2006). Furthermore:

As a philosophy, positivism is in accordance with the empiricist view that knowledge stems from human experience. It has an atomistic, ontological view of the world as comprising discrete, observable elements and events that interact in an observable, determined and regular manner. (Collins et al., 2020, p. 38)

According to Babbie (1995) and Waker and Evers (1999), empirically grounded methods in positivism also serve as a reality check to reduce researchers' biases and values, potentially contaminating the research process and subsequent. As such, positivism is seen to be an appropriate approach when looking at people's behaviour in the workplace (organisation), and for this reason, positivism was most relevant for this study.

1.5.2 The theoretical paradigm

Theoretically, this research was conducted within the field of industrial and organisational psychology (IOP) and the sub-field of organisational development (OD).

1.5.2.1 Industrial and organisational psychology

Industrial and organisational psychology (IOP) is described as the application of psychological principles, theory and research to the work setting (Rogelberg, 2006). The domain of IOP stretches beyond the physical boundaries of the workplace to factors such as culture and cultural influences (Aamodt, 2004). Organisations employ people, which means that organisations incorporate a social system that has a culture (Truxillo et al. (2015). As an applied division of psychology, IOP is both an academic and applied field concerned with studying human behaviour related to work, organisations and productivity (Schreuder & Coetzee, 2010).

1.5.2.2 Organisational development

According to Brown (2014), organisational development (OD) involves the long-range efforts and programmes to affect change in an organisation. Robins (2015) further highlighted that OD is a collection of change methods to improve organisational effectiveness and employee well-being. Cummings and Worley (2015, p. 9) supported this definition who defined OD as “a planned change effort, which is organisation-wide, and managed from the top, to increase organisational effectiveness and health through planned interventions in the organisation’s processes”.

OD relates to evaluating factors in organisations that impact employee and organisational performance, aiming to enhance OE (Rogelberg, 2006). OD provides sound behavioural techniques that can help organisations create effective responses to increasingly complex and uncertain technological, economic and cultural changes that they have to deal with (Cummings & Worley, 2015). This will lead to an organisation having a strategic competitive advantage and maintaining its strategic competitive advantage (Karagoz & Oz, 2008).

1.5.3 The methodological paradigm

The current research followed a quantitative research approach. According to Terre Blanche et al. (2006), a quantitative research approach collects data in numbers and uses statistical types of data analysis. In orientation, quantitative methods begin with a series of predetermined categories, usually embodied in standardised quantitative measures and use this data to make broad and generalisable comparisons (Hackett, 2018). In addition, a quantitative methodological approach relies on inferential and descriptive mathematical examination (Creswell, 2014).

According to Kummerow and Kirby (2014), quantitative measures of OC typically take the form of structured questionnaires in which questionnaire items and response categories are formulated in advance. As this research was conducted within a busy organisational context, a quantitative research approach was seen to be resource-efficient (in terms of the time required for data collection and analysis) and more practical to use. Creswell (2014) believes that a quantitative research approach also offers a high degree of comparability and provides a means whereby changes in OC can be systematically evaluated over time. Using such an approach, the linkages between OC and various organisational and individual outcomes can be systematically explored, evaluated and compared.

1.6 THE RESEARCH VARIABLES

The variables used in this study consisted of a dependent variable and an independent variable. The dependent variable is the one that the researcher wants to explain (Babbie, 2015). Within the context of this research, the dependent variable was OE. When conducting research, dependent variables are usually affected by independent variables, and the independent variable is the presumed cause of some change in the dependent variable (Babbie, 2015). Within the context of this research, OC was the independent variable.

1.7 UNIT OF ANALYSIS

The unit of analysis is the primary entity being analysed (Creswell, 2014). Within the context of this research, the unit of analysis was the individual employees at one food

retail store (which is part of a large food retail organisation) who completed the two survey questionnaires.

1.8 METHODS FOR ENSURING THE REALIABILITY AND VALIDITY OF THE RESEARCH

The following measures will be in place to ensure the reliability and validity of the study:

1.8.1 Reliability

Reliability involves that measurements are consistent; when a method or measurement is repeated in a range of situations or by the same person, it must yield more or less the same result (Saunders et al., 2009). Reliability is when a specific technique is applied to the same object, it provides the same results every time (Babbie, 2010; Creswell & Guetterman, 2019). In terms of the research process, reliability will be ensured as follows:

1.8.1.1 Data collection

Measurement instruments with proven reliability were used in this study. The reliability of the instruments was calculated as part of the study, thus contributing to the reliability of the results. The measuring instrument, the Denison Organisational Culture Survey (DOCS), has a proven track record of reliability, which resulted in reliable data being collected. Franck (2005) concluded that the use of the DOCS, with an internal consistency reliability factor of .970, was reliable and acceptable for research purposes.

1.8.1.2 Data management

Data management controls the information generated during the research project (Mouton, 2010). Data management is an integral part of the research project. The researcher was assisted by an accredited statistician in managing the data throughout the research process and the safe storage of the data.

1.8.2 Validity

Reliability and validity are the most critical elements for research and assessment effectiveness (Berg & Theron, 2006). Babbie and Mouton (2010) defined validity as the

extent to which the measuring instrument adequately reflects the real meaning of the concepts being investigated. The representativeness of the sample and the instruments used are critical in ensuring the study's validity (Creswell & Guetterman, 2019). A sample of 150 was used in the study, which contributed to the study's validity. To enhance validity, an effective research design was implemented for the research study, using accurate instruments and complying with minimum reliability and validity requirements. According to Mouton (2010), internal and external validity are imperative for a good research design (Mouton, 2010). Within this context, validity was ensured by accurate data collection, data management, and data analysis to ensure that valid conclusions can be based on reliable statistics. The researcher used statistics to refer to and measure the relationship between the two variables to ensure internal validity. Construct validity was ensured on theory and literature relevant to the research study.

1.9 RESEARCH DESIGN

The research design refers to the overall plan chosen to integrate the different components of the study coherently and logically, thereby ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Labaree, 2009). The research design consists of the research approach and the research method (Creswell, 2014), discussed below.

1.9.1 Research approach

A quantitative, non-experimental research approach was chosen for the present study to gather data for the statistical analysis. Primary data was collected by administering paper-and-pencil measuring instruments (cross-sectional survey). This approach enabled the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques (Terre Blanche et al., 2006).

According to Jung et al. (2009) and Harrison and Bazy (2017), a quantitative approach is seen as appropriate when studying OC when large samples need to be covered with ease (Jung et al., 2009). In addition, a quantitative approach enhances accuracy, repeatability, comparability, convenience, large scales, unobtrusiveness, and cost-effectiveness (Jung et al., 2009).

This study is also descriptive as it seeks to establish the relationship between OC and OE. Descriptive studies describe phenomena precisely by using narrative-type descriptions, classification or measuring relationships (Terre Blanche et al., 2006).

1.9.2 Research method

The research method is the techniques used for the selection of participants, gathering of data, and analysis of the gathered data.

1.9.2.1 Research setting

The research was conducted at one of the largest food retailers in South Africa, within one of its largest stores in the Western Cape Province in South Africa. The food retailer supplies high quality, affordable food and other merchandise to customers. The participants in this study consisted of employees from all the different departments in the specific retail store.

1.9.2.2 Research participants and sampling

The population for this study was a convenient sample of 150 employees (65.2% of total population) from one specific retail store in South Africa, which included employees from the different departments, namely administration, fruit and vegetables, delicatessen, bakery, butchery, floor, liquor and clothing. Convenience sampling is a specific type of non-probability sampling that relied on data collection from population members conveniently available to participate in the research (Babbie & Mouton, 2010; Tayebwa, 2019). This sampling method was deemed appropriate for this study as the food retail sector is extremely busy and because of the convenient accessibility and proximity to the researcher.

1.9.2.3 Measuring instruments

a. The Denison Organisational Culture Survey

The Denison Organisational Culture Survey or DOCS (see **Appendix A**) was used to measure both OC and OE in this study. The DOCS is premised on the Denison Organisational Culture Model and the survey (DOCS) developed by Denison and Neal (1996). The DOCS is recognised as a reliable and valid research instrument for the

study of OC and OE (Schaufeli et al., 2006) and has a proven track record (Taylor et al., 2008). In a study done by Liu (2006), the calculated internal reliability correlation coefficients for the four cultural traits that the DOCS measured were $r = .823$ for involvement, $r = .808$ for consistency, $r = .731$ for adaptability, $r = .876$ for mission, and $r = .882$ for the seven organisational effectiveness measures. These results were all above the recommended greater than .70 level suggested by Kline (1986) for the acceptable reliability of a survey questionnaire.

The DOCS (a 60-item instrument) has been used by more than 5000 organisations and 100000 respondents worldwide over the last 20 years to examine the impact of OC on OE (Boyce et al., 2015). According to Boyce et al. (2015), the DOCS has furthermore been a successful primary tool for validating theory.

The DOCS has been utilised in numerous academic studies. For example, Liu (2006) obtained reliability statistics for cultural traits that ranged between .731 and .882, with an overall reliability score of .876 for the instrument, which is significant as an indication of test reliability.

The DOCS measured the four major constructs of OC, called culture traits, namely involvement, consistency, adaptability and mission (Fey & Denison, 2003). Each culture trait is subdivided into three indices, which manifested that particular cultural trait and five questions were used to measure each cultural index. There were thus 12 cultural indices, namely Empowerment, Team Orientation, Capability Development, Core Values, Agreement, Coordination & Integration, Creating Change, Customer Focus, Organisational Learning, Strategic Direction & Intent, and Goals & Objectives. Each cultural index was measured on a 5-point Likert scale with response categories ranging from one to five, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. Examples of questions are: "Everyone believes that he or she can have a positive impact." (involvement), "We often have trouble reaching agreement on key issues" (consistency), "We view failure as an opportunity for learning and improvement" (adaptability), "We have a shared vision of what this organisation will be like in the future" (mission).

b. The Organisational Effectiveness Questionnaire

This study measured OE using the Organisational Effectiveness Questionnaire (OEC), which forms part of the DOCS. The study adopted seven subjective measurement criteria to measure OE, namely Overall Performance, Market Share, Sales Growth, Profitability, Employee Satisfaction, Quality of Products and Services, and New Product Development (Fey & Denison, 2003). Reliability statistics obtained for the OEC was at 0.838 (Chronbach alpha), indicating that values were satisfactory (Liu, 2006).

Respondents were required to rate these seven criteria on a 5-point Likert scale with response categories ranging from one to five, where 1 = low performer, 2 = below average, 3 = average, 4 = above average, 5 = high performer. An example of the question is: "How would you assess your organisation's performance in the following area?"

1.9.2.4 Research procedure and ethical considerations

This researcher is an organisational development consultant to the food retail group that owned the retail store used in this study. Based on this relationship, the researcher approached the organisation for permission to conduct the research which was given by the HR Director and CEO. Permission was then obtained from the appropriate ethics committee at the University of South Africa (Unisa) to conduct the research before data gathering commenced.

Through the Human Resources Department (HRD) at the specific store, employees (in groups of 20) were requested to meet with the researcher at specific times. During these meetings, the researcher explained the purpose of the survey and those employees who agreed to participate in the research were requested to complete an informed consent form. A follow-up date was scheduled within seven days through the HRD, and during these meetings, the DOCS was administered to consenting participants.

The researcher's informed consent form clearly outlined the purpose of the research, confidentiality, the procedure, and that the participant may choose to participate in the research or withdraw from it. Participants were ensured of confidentiality throughout the reporting process and reporting of results. The consenting participants were protected

from being identified as names were omitted in the research instruments (Babbie & Mouton, 2010).

1.9.2.5 Statistical analysis of data

All data was analysed using the Statistical Package for Social Sciences (SPSS) version 23 (IBM, 2015). Descriptive statistics were used to calculate the means, frequencies and standard deviations of scores obtained on the DOCS. The recommended mean cut-off score of 3.2 on a scale of 1–5 was used to differentiate between potential positive and negative responses, with scores above 3.2 indicating a positive perception and scores below 3.2 indicating a negative perception of that dimension. Research by the HSRC indicates that an average of 3.2 is a good guideline to distinguish between positive and potential negative perceptions (Castro & Martins, 2010).

Cronbach's alpha was used to calculate the reliability of the DOCS while standard correlation coefficients were calculated to determine the relationship between OC and OE. Multiple regression analysis was used to determine whether OC could predict OE, and a cut-off point of $p \leq .05$ was used to determine statistical significance.

1.10 CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

Chapter 6 presents the study's limitations, conclusions drawn from the study and recommendations for further research in the field of IOP to investigate the relationship between culture and OE. Thereafter, recommendations for the participating organisation follow.

1.11 CHAPTER LAYOUT

This dissertation consists of the following chapters:

Chapter 1: Scientific orientation to the research

This chapter included the background and motivation for the study, the problem statement, the research questions, the research aims, the paradigm perspective and the research design.

Chapter 2: Organisational culture

In this chapter, the concept of organisational culture is conceptualised by consulting relevant research in the literature.

Chapter 3: Organisational effectiveness

In this chapter, the concept of organisational effectiveness is conceptualised by consulting relevant research in the literature. The relationship between organisational culture and effectiveness was also discussed.

Chapter 4: Research design

This chapter discusses the research design, research approach, and research method. Under the research method, the following receive attention: research setting, variables used in the study, unit of analysis, research participants and sampling, measuring instruments, research procedure, ethical considerations and statistical analysis.

Chapter 5: Research results and discussion

In this chapter, the research results are reported and discussed.

Chapter 6: Conclusions, limitations and recommendations

This chapter addresses the conclusions, limitations and recommendations. The conclusions, based on findings, are presented in relation to the research questions and hypothesis set for the research. The limitations of the research are discussed. Recommendations are made for further research in the field of IOP to elucidate the relationship between culture and OE, after which recommendations for the participating organisation are also presented.

1.12 CHAPTER SUMMARY

In this chapter, the background and motivation for the study, problem statement, research questions, aims, paradigm perspective, and research design were presented. The research approach and methods were discussed as part of the research design. The chapter then concluded with the layout of the dissertation's chapters.

In the next chapter, the concept of organisational culture will be discussed.

CHAPTER 2: ORGANISATIONAL CULTURE

2.1 INTRODUCTION

Chapter 2 will focus on the concept of organisational culture (OC). The chapter will start with a background on OC and then consider different definitions of OC. After this, theoretical perspectives and approaches to OC will be discussed, followed by a discussion of diagnostic approaches to OC. Existing models of OC will then receive attention, after which the Denison model of OC will be compared to other models of OC. Finally, the chapter will conclude with a discussion of the measurement of OC.

2.2 BACKGROUND ON ORGANISATIONAL CULTURE

According to Chatman and O'Reilly (2016), OC is one of the most widely studied concepts in the field of organisational behaviour. OC is also centrally relevant to understanding how an organisation can become more productive and effective. Organisations have recognised the importance of culture because of the presumed relationship between certain types of OC and how OC could impact OE (Alvesson & Sveningsson, 2015; Katzenbach et al., 2012; Lorsch & McTague, 2016). Costanza et al. (2016) believed that OC is a critical resource for adapting to dynamic environments and surviving long term.

Despite the large amount of research that has been done, Chatman and O'Reilly (2016, p. 202) concluded that "it is difficult to see with clarity what we understand about culture".

Historically, research into OC gained momentum in the late '70s and early '80s, with Pettigrew (1979) emphasising the importance of culture in understanding the organisation. Pettigrew (1979, p. 572) viewed culture as relevant to the field of organisational behaviour because it focused on "how purpose, commitment and order are created in the early life of an organisation". Some of the early interest in OC was also caused by Japan's economic success (Froese, 2020). Research provided evidence that Japanese organisational and work structures evoked feelings of community and pride, eliciting a greater commitment from the Japanese workforce. Researchers also pointed to Japanese organisations' extensive use of symbols and rituals, socialisation and training, which increased employees' involvement in the organisation and integrated

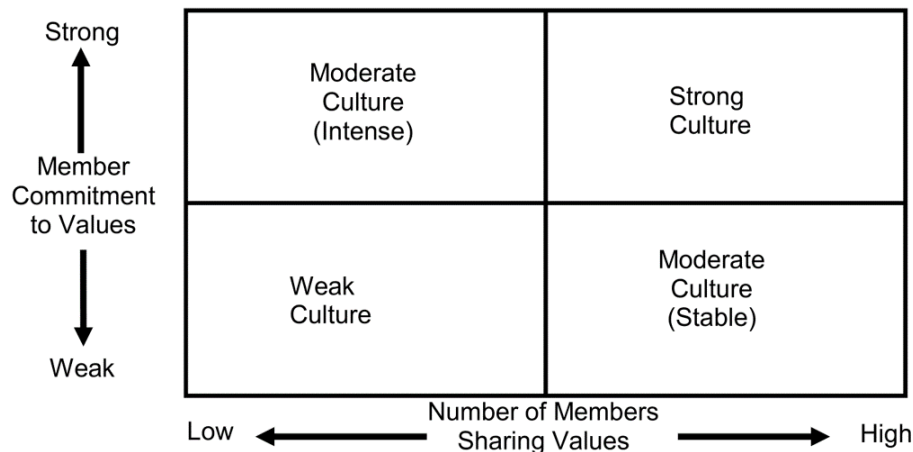
employees into a tight network (Ichak, 2019). These practices created what was termed a ‘strong culture’.

According to Brown and Harvey (2006), it had become popular to classify cultures as strong or weak, whereby a strong OC created high employee loyalty and motivation levels. A strong culture is characterised by the organisation’s basic values being intensely held and widely shared, as shown in Figure 2.1.

Figure 0.1

The Relative Strength of Corporate Cultures

The Relative Strength of Corporate Cultures



Note: Based on “*An Experiential Approach to Organisation Development*”, by D.R. Brown, and D. Harvey, 2006, 7th edition, p. 439, Pearson Education.

Each dimension in Figure 2.1 can be envisioned as existing along a continuum from high to low. The more members share the basic values and the greater their commitment to them, the stronger the culture. Brown and Harvey (2006) argued that cultural strength does not guarantee organisational effectiveness (OE) and that this relationship should be further investigated.

Within a South African food retail context, 'strong culture' is synonymous with food retailers displaying strong hierarchical corporate cultures (Wholesale & Retail SETA, 2018). Such hierarchical structures have been built over many years. Despite challenges, these food retailers frequently achieve organisational goals and outcomes in a highly competitive sector (Wholesale & Retail SETA, 2019), indicating that these food retailers are achieving OE.

Organisations with strong cultures usually internalise ideas associated with a founder or early leaders and articulate them as a vision, a business strategy or a philosophy (Asatiani et al., 2021). The researched organisation seems to have a strong OC within the research context, and the founder member is still involved in the food retail organisation.

Cultures can grow strong when reinforced by common values, behaviour patterns and practices, with many close connections between deeply held assumptions and visible concrete behaviours (Kontoghiorghes, 2016). A strong culture can have powerful consequences, such as enabling a group to take rapid and coordinated action to respond to a competitor or satisfy a customer (Gopalakrishnan & Zhang, 2017).

Although dated, Peters and Waterman (1982) described how certain American organisations had developed cultures that generated superior performance, stimulating interest in how OC may increase OE. Ovidiu-Iliuta (2014) concluded that a strong OC leads to superior performance, as well helping the organisation be effective in a challenging environment.

The dominance exerted by an organisation's culture and its coherence are found to be essential qualities in effective organisations (Hitka et al., 2018). Other qualities such as respect for the individual, commitment to the organisation's mission and goals, and attention to the basics of the organisation's operations contribute further to the culture of an organisation (Mitonga-Monga & Cilliers, 2016).

In developing the organisation, OC may be managed, controlled, and intentionally transformed, leading to a culture in and among groups that displays strength, cohesiveness, and a sense of organisational commitment and identity (Holbeche, 2015). Tianya (2015) agrees that OC fosters an emotional sense of involvement and

commitment to organisational values and moral codes, profoundly affecting employee performance and OE.

Martins and Martins (2003, p.15) conceptualised OC as “an integrated pattern of human behaviour which is unique to a particular organisation, originating as a result of the organisation’s survival process and interaction with its environment which directs the organisation to goal attainment”.

Practically, Kinicki and Kreitner (2006) outlined four functions that an organisation’s culture fulfils, namely:

- It gives members of the organisation identity.
- It facilitates collective commitment.
- It promotes social system stability.
- It shapes behaviour by helping members make sense of their surroundings.

These four functions build on each other, enabling the organisation to work towards a common goal ensuring business profit. OC, however, is a dynamic process resulting from many interactions on many levels (Kinicki & Kreitner, 2006).

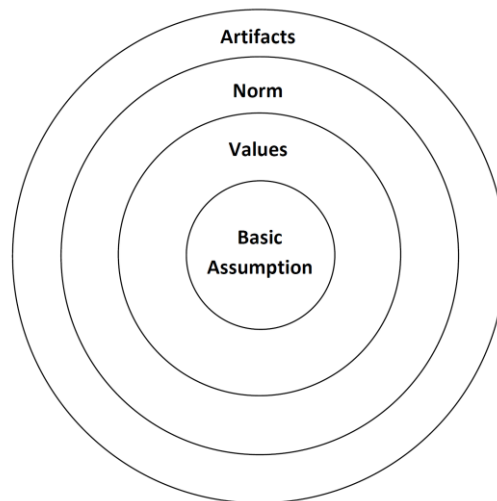
In giving a broad overview of OC, Cummings and Worley (2015) believe that although there are different views of OC, some agreement about the elements or features of culture is typically measured. These include the artefacts, norms, values, and basic assumptions that organisation members share. These elements are presented in Figure 2.2 and are briefly described below.

1. **Artefacts.** Artefacts are the highest level of cultural manifestation. Artefacts include members’ behaviour, clothing and language, the organisation’s structures, systems and physical spaces.
2. **Norms.** Just below the surface of cultural awareness are norms guiding how members should behave in particular situations. These represent the unwritten rules of behaviour. Norms are generally inferred from observing how members behave and interact with each other.
3. **Values.** The next, deeper level of awareness includes values about what ought to be in organisations. Values tell members what is important in the organisation and what deserves their attention.

4. **Basic assumptions.** At the deepest level of cultural awareness are the taken-for-granted assumptions about how organisational problems should be solved. These basic assumptions tell members how to perceive, think, and feel about things.

Figure 0.2

Elements of Organisational Culture



Note: Adapted from “*Organisation Development and Change*”, by T.G. Cummings, and C.G. Worley, 2015, 10th edition, Cengage Learning, p. 555.

However, the concept of OC is multi-disciplinary with many interpretations and views. Therefore, having given a broad overview of the concept of OC, the next section will aim to define the concept of OC.

2.3 DEFINITIONS OF ORGANISATIONAL CULTURE

Despite all the research done on OC, Denison et al. (2014) concluded that there is still no widely shared definition of the term. Although there are numerous definitions of OC, each reflecting a different perspective, paradigm or assumption, an absolute definition of OC remains elusive (Denison et al., 2014).

One of the most common definitions of OC involved a set of values, beliefs and behaviour patterns forming the core identity of organisations and shaping the employees’ behaviour (Martins, 2015; Ertosun & Adiguzel, 2018).

Champoux (2016, p. 10) defined OC as a “complex and deep element of organisations that has a significant impact on the organisation and the people within the organisation”. However, Belias et al. (2015) believed that the most popular and concise definition of OC is that of Schein, who stated that:

OC is the pattern of basic assumptions that a group has invented, or discovered in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (Schein, 2015, cited in Belias et al., 2015, p. 315)

Schein (2004) acknowledged the complexity of a single definition and explained the complexity of OC due to culture lying at the intersection of several social sciences. As culture is rooted in anthropology, definitions of culture will reflect different ways of thinking, inviting holistic thinking about systems of meaning, values, and actions.

Schein (2004), a social psychologist, describes OC as deeply-rooted basic assumptions and beliefs that are shared by and function unconsciously in individuals of an organisation. Common definitions included organisational values, beliefs, assumptions, expectations, attitudes, philosophies, and norms and form the basis of OC.

In search of a more integrated definition, two levels of OC were identified, namely the visible and the less visible, deeper level. Visible cultural constructs include the physical and social environment, behavioural patterns and the written and spoken language of the community (Liu, 2006; Zhu, 2015). The less visible level of OC has to do with intangibles, namely the members’ values and basic assumptions. The group members’ shared values, including their goals and concerns, shape their sense of how things are done. Groups may differ significantly in these ideas about acceptable norms, values, and behaviour. Denison et al. (2004) argued that culture refers to the deep structure of an organisation, which is embedded in the values, beliefs, and assumptions that its members hold. These values, beliefs, and principles provided the foundation for an organisation’s management system and the management practices and behaviours that epitomised and supported those basic behaviours.

Hofstede (1991) asserted that an organisation’s internal culture should be studied and measured as part of the workers’ national culture, demographic characteristics, and individual features within a larger context. Hofstede (1991) defined OC as the collective

indoctrination of the mind, which differentiated the members of one organisation from another.

OC also distinguishes between surface and deep cultural level, ranging from symbols, heroes, customs (collectively known as practices) to values (Gehman et al., 2013). Cultures differ mainly in their practices. Even a culture with a shared set of values may demonstrate an OC with widely differing practices (Gehman et al., 2013). Easier to influence than values, these organisational practices are created by the values of the founders and leaders. They survive through the socialisation of new employees and by choosing employees that fit the organisation's culture (Gehman et al., 2013).

Alvesson (2002) defined OC as a relatively unified system of meanings and symbols according to which social interaction occurred. Social structure is therefore the behavioural patterns created by social interaction (Argyle, 2017). OC, the context in which these patterns become clear and significant, is below the surface and can be both valuable and limiting (Alvesson, 2002).

Although consensus regarding a single definition of OC is lacking, Bellot (2011) asserted that through scholars' continued work, some consistency in the ideas about OC has taken shape. Bellot (2011) offers the following principles:

- Organisational culture exists.
- It is a social construct.
- It is based on shared experience and manifests in groups.
- Organisational cultures are vague by nature because they include contradictions, paradoxes, ambiguities and confusion.
- Each organisation's culture is relatively distinctive and flexible, and changes constantly.

OC included the underlying values, beliefs, and principles that served as a foundation for an organisation's management system and the set of management practices and behaviours that both exemplify and reinforce those basic principles (Erthal & Marques, 2020).

OC can explicitly influence its members' perceptions, values, and behaviours (Ostroff et al., 2013), and can thus be considered a form of social control (Schein, 2010).

Furthermore, OC involves standards and norms that prescribe how employees should behave in each organisation (Christensen et al., 2017). Therefore, members' behaviours can greatly impact the attainment of organisational goals (Sorensen, 2002).

OC also can direct the way members behave through reward and incentive systems. Feedback and reward systems motivate members and reinforce their behaviour (Latham & Pinder, 2005). According to Diefendorf and Chandler (2011), members of the organisation are motivated to contribute and behave in the way the organisation dictates because those actions are associated with rewards and compensation.

The researcher suggests that an absolute definition is not attainable when defining OC. Instead, a definition of OC should include a perspective that dynamically defines OC reflecting the continuous changes that the organisation is constantly faced with. The following section will explore the different theoretical perspectives on OC.

2.4 THEORETICAL PERSPECTIVES ON ORGANISATIONAL CULTURE

Martins (2015) argued that three theoretical traditions could be used to describe most OC research to date, namely the integration, differentiation, and fragmentation perspectives. According to Cummings and Worley (2015), the integrated view focused on culture as an organisationally shared phenomenon; it represents a stable and coherent set of beliefs about the organisation and its environment. In contrast to the integrated perspective, the differentiated view argued that culture is not slow to change; instead, culture is best seen in subcultures throughout the organisation. Lastly, the fragmented view held that culture is always changing and is dominated by ambiguity and paradox. The following section discusses the three different theoretical perspectives in more detail.

2.4.1 The integration perspective

According to Martins (2015), the integration perspective is the most popular of the three perspectives that dominate OC research. The integration perspective rests on the idea that an organisation has one dominant culture, indicating that culture is consistent and consensual. In such an organisation, there is also a high degree of agreement on values and basic assumptions. Champoux (2016) argued that culture unifies and clarifies work experiences, and renders them predictable through this perspective.

Martins (2015) believes that consistency occurs because people at the higher levels of an organisation articulate a set of espoused values, sometimes in a mission statement, that is then reinforced by a variety of cultural manifestations that generate consensus.

From this perspective, espoused values are consistent with formal practices, consistent with informal beliefs, norms and attitudes. Cultural members share the same values, promoting a shared sense of loyalty and commitment. Where inconsistencies, conflict or subcultural differentiation occurs, this is portrayed as being a weak or negative culture.

Taylor (2017) concluded that most of the research highlighting relationships between culture and effectiveness has emerged from researchers who have adopted this perspective. As the current study sought to determine the relationship between OC and OE, and the South African food retail sector in which the empirical part of this study was conducted typically displayed one dominant culture, it was decided to base the current study on the integration perspective of OC.

2.4.2 Differentiated perspective

The differentiated perspective presents organisations as consisting of subcultures scattered throughout and made up of multiple dimensions, resulting in many interpretations. The differentiation perspective emphasises that rather than consensus being organisation-wide, it only occurs within the boundaries of a subculture (Maitland et al., 2015). At the organisational level, differentiated subcultures may co-exist in harmony, conflict or indifference to each other.

According to Taylor (2017), subcultures often form around functional, hierarchal, geographic or occupational lines as members work together in subgroups to face common problems, situations or experiences. Characterising such a subgroup's shared values, beliefs, norms and assumptions, subcultures show a wide variety (Ostroff et al., 2013). The differentiated perspective views inconsistencies between subcultures as a given state of organisational life, and Martins (2015) explained this as a collection of nested, overlapping subcultures within the boundary of an organisation.

2.4.3 Fragmentation perspective

The fragmentation perspective acknowledges ambiguity in OC. Martins (2015) found validity in this perspective because of the uncertainty about an overriding culture or a

subculture in organisations. Martins' framework enables researchers to study OC at various levels or analyse units from different vantage points.

The fragmentation perspective views ambiguity as the norm, with consensus and dissension coexisting in a constantly fluctuating pattern influenced by events and specific areas of decision making. According to Payne (2000), the fragmentation viewpoint rejects the idea that individuals in organisations can achieve any lasting consensus or consistency. Culture is characterised by pervasive ambiguity regarding cultural meanings. The emphasis of the fragmentation perspective is on a web of individuals who align temporarily around specific issues or problems (Payne, 2000).

In summary, it can be noted that the integrative (shared espoused values), differentiated (i.e. subgroup differences), and fragmented (i.e. ambiguous values that may be time-dependent) theoretical perspectives to OC can each be measured using in-depth interviews, observations and survey instruments.

2.5 THEORETICAL APPROACHES TO ORGANISATIONAL CULTURE

According to Dauber et al. (2012), there are three major theoretical approaches to studying OC, namely (1) the typological approach (cultural types), (2) the interrelated structure approach, and (3) the dimensions approach (cultural dimensions). These three different approaches will be briefly discussed below.

2.5.1 The typological approach

The typological approach to OC, described by Quinn and Rohrbaugh (1983) and Handy (1993), is based on predefined key characteristics. Organisations are categorised according to these characteristics. However, the associations between the categories are not clarified (Dauber et al., 2012).

A valuable and measurable typology of culture was developed by Quinn and Rohrbaugh (1983). They distinguished four types of culture, namely clan, adhocracy, market and hierarchy. However, Jung et al. (2009) cautioned researchers not to stereotype when using such an approach and reiterated that the study of culture should be value neutral.

2.5.2 The interrelated structure approach

The interrelated structure approach to OC (Schein, 1995) related OC to other organisational constructs or characteristics, playing down single variables. Dauber et al. (2012) found that scientific research designs often relied on the theoretical underpinning of this approach.

2.5.3 The dimensions approach

The dimensions approach proposed by Hofstede et al. (1990), and Denison and Mishra (1995) focused on measuring OC empirically with reliable scales, using dependent variables of interest primarily (Dauber et al., 2012). The latter researchers (Denison and Mishra, 1995) proposed four specific dimensions of OC: (1) involvement, (2) consistency, (3) adaptability, and (4) mission. As discussed in Chapter 1, Denison's framework provided the basis for this research. However, researchers have identified many dimensions of OC, as demonstrated by Table 2.1, featuring a comprehensive list of these dimensions.

Table 0.1

Various Dimensions of Organisational Culture Identified by Researchers

Dimensions of organisational culture		
• Absence of bureaucracy	• Goal-setting process	• Policies and procedures
• A bias for action	• Human resource development (organisational focus)	• Peer support
• Action orientation	• Human resource development (individual focus)	• Peer team building
• Autonomy and entrepreneurship	• Influence and control	• Peer goal emphasis
• Attitude towards change	• Integration	• Peer work facilitation
• A shared sense of purpose	• Individual initiative	• Performance clarity
• Clarity of direction	• Identity (degree)	• Performance emphasis
• Control	• Identity (feeling)	• Risk tolerance
• Conflict tolerance	• Interaction process	• Reward system
• Communication patterns	• Job involvement	• Responsibility
• Compensation	• Job challenge	• Reward
• Closeness to customer	• Job reward	• Risk
• Conflict	• Job clarity	• Rituals to support values
• Communication process	• Leadership process	• Rewards and punishments
• Control process		• Social relationships
• Confrontation		• Strong value systems
• Conflict resolution		• Stick to the knitting
		• Simple organisational

• Commitment	• Leader-subordinate interaction	structure
• Concern for people	• Management support	• Structure
• Communication flow	• Management style	• Support
• Co-ordination	• Motivational process	• Standards
• Direction	• Market and customer orientation	• Supportive climate
• Decision-making	• Organisational clarity	• Strategic organisation focus
• Decentralised authority	• Organisational integration	• Standards and values
• Delegation	• Organisational vitality	• Supervisory support
• Decision-making practices	• Openness in communication and supervision	• Supervisory team building
• Decision-making process	• Organisation of work	• Supervisory goal emphasis
• Excitement, pride, and esprit de corps	• Organisational reach	• Supervisory work facilitation
• Empowering people	• Performance orientation	• Satisfaction
• Emphasis on people	• Personal freedom	• Task support
• Encouragement of individual initiative	• Productivity through people	• Task innovation
• Goal integration	• Performance goals	• Top management contact
• Group functioning	• People integrated with technology	• Teamwork across boundaries
	• Performance facilitation	• Training
		• Teamwork
		• Warmth

Note: Adapted from “Theories of Culture”, by J.P. Nile and C.D. Trove, 2018, *Journal of Psychology*, 11(3), p. 32.

Since this study investigates the relationships between various constructs, the dimensions approach was considered most appropriate. A further benefit of a dimensions approach is that it allows the researcher to hone in on cultural variables of interest in the organisational context.

2.6 DIAGNOSTIC APPROACHES TO ORGANISATIONAL CULTURE

Cummings and Worley (2015) proposed several useful approaches whereby OD practitioners can diagnose OC within a broader OD context. These approaches fall into three different yet complementary approaches, namely: (1) the behavioural approach, (2) the competing values approach, and (3) the deep assumption approach. Each diagnostic approach focused on particular constructs of OC, and together the approaches provided a comprehensive assessment of this complex phenomenon. These three diagnostic approaches are discussed briefly below.

2.6.1 The behavioural approach

This method of diagnosis emphasised the surface level of OC – the pattern of behaviours that produced business results. This approach is seen as a practical approach to culture diagnosis as it assesses key work behaviours that can be assessed (Cummings & Worley, 2015). The behavioural approach provides specific descriptions about how tasks are performed and how relationships are managed in an organisation.

2.6.2 The competing values approach

This method assesses an organisation's culture regarding how it resolves a set of value dilemmas. The approach suggests that an organisation's culture can be understood in terms of two important value pairs. The two value pairs are (1) internal focus and integration versus external focus and differentiation, and (2) flexibility and discretion versus stability and control. Organisations generally struggle to balance the conflicting demands placed on them by these competing values (Cummings & Worley, 2015).

2.6.3 The deep assumptions approach

This approach emphasises the deepest levels of OC – the generally unexamined but tacit and shared assumptions that guide member behaviour that often have a powerful impact on OE. From an OD perspective, diagnosing culture typically begins with the most tangible level of awareness and then works down to the deep assumptions (Cummings & Worley, 2015).

Having explored different approaches to OC, the next section will review different models of OC.

2.7 MODELS OF ORGANISATIONAL CULTURE

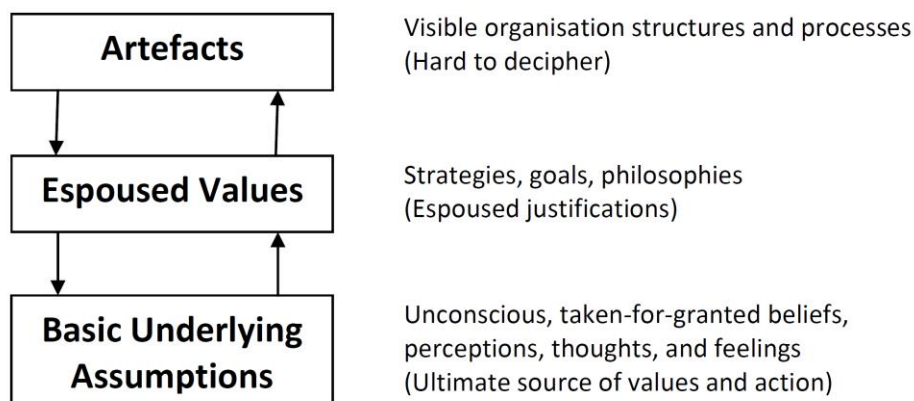
The following section reviews the four most recognised OC models, namely that of Schein, Handy, Hofstede and Denison. The literature on the four OC models reviewed below was also extended to link with OC measurement later in the chapter.

2.7.1 Schein's (1992) model of organisational culture

Schein's (1992) model of OC, one of the most prominent, consists of three levels, as indicated in Figure 2.3. It distinguishes between observable (tangible) and unobservable (intangible) features of culture.

Figure 0.3

Levels of Culture



Note. Adapted from “*Organisational Culture and Leadership*”, by E.H. Schein, 1992, 2nd edition, p. 17, Jossey-Bass.

2.7.1.1 Artefacts

Artefacts make up the first level of OC (Schein, 1992). Artefacts are the tangibles of an organisation. The organisations' members share these tangibles, including the office arrangement, verbal communication, stories, myths, rituals, symbols, clothing style, ceremonies, technology and products. Although easily observable, their meaning is hard to discover.

2.7.1.2 Espoused values

The second level of OC comprises espoused values. Shared values and beliefs develop when organisation members work together daily (Schein, 1992). For example, organisations are often challenged by employers devising and justifying a common

solution to specific problems. These shared strategies, goals and philosophies are learnt by newcomers, perpetuating them.

2.7.1.3 Basic, underlying assumptions

At the third level, underlying assumptions are fundamental beliefs that people are unaware of and take for granted. These underlying assumptions and premises form the foundation of an organisation's values and actions (Schein, 1992). Assumptions determine what the organisation's members think about themselves and the world and how they see relationships. Therefore, discovering an organisation's assumptions may lead to understanding the other levels of the OC construct and the nature of the organisation as a result.

Based on this understanding of OC, Schein (1992) developed a framework that proposes specific cultural characteristics, ranging from an organisation's behavioural norms to its underlying beliefs. According to Dauber et al. (2012), Schein's model is significant and offered a high level of abstraction and simplicity.

2.7.2 Handy's (1993) model of organisational culture

Handy (1993) classified four basic types of OC, namely (1) power culture, (2) role culture, (3) task culture and (4) person culture. Below is a description of the four types of OC.

2.7.2.1 Power culture

Power culture is prevalent in small organisations where an influential leader holds the dominant position (Handy, 1993). The centre determines the control of a power culture, and decisions are taken based on power and influence. However, the structure of such a power culture can disintegrate when the organisation grows in size and complexity. The organisation may develop spin-off organisations with the same structure to retain a power culture.

2.7.2.2 Role culture

A bureaucracy represents role culture. An organisation with such a culture features a traditional hierarchical structure and governs its operations in terms of rules, regulations

and procedures (Handy, 1993). Departments have clearly defined functions and managers who coordinate their operations. Positional power is recognised as the central role in this OC. The definition of roles and responsibilities becomes essential and influences the organisation's success. The advantages of such a culture include expectedness, stability, and consistency. These organisations perform well in a stable environment but react slowly to rapid changes. Their performance suffers from their slow adjustment.

2.7.2.3 Task culture

A task culture depends on the unifying power of the group to improve efficiency and help the individual identify with the organisation's objectives. A task culture develops when teams are formed to address specific problems. Such organisations form structures to tackle tasks, demonstrating flexibility. The organisation's departments cooperate to work on a given task as the need arises, making for a very adaptable culture that emphasises problem-solving, outcomes and job completion. Organisations with a task culture are dynamic. When they become competitive, they enable creativity because they place a high value on innovation and motivation.

2.7.2.4 Person culture

The individual is at the centre of an organisation with a person culture. Organisations established by professionals, namely educated individuals like doctors, architects and academic researchers, bring people with a common interest together. They develop a person culture because professionals work independently without supervision at specialised tasks.

According to Handy (1993), the four types of OC describe an organisation's beliefs, the organisation of work, the exercise of authority, and the rewarding and controlling of its staff. By selecting a culture suited to its development, an organisation could gain an advantage in its industry.

2.7.3 Hofstede's (1991) model of organisational culture

Hofstede (1991) proposed a model of OC that recognised five value dimensions of national cultures, namely: (1) power distance, (2) individualism vs collectivism, (3)

masculinity vs femininity, (4) uncertainty avoidance and (5) long-term versus short-term orientation. These five value dimensions are briefly explained below.

2.7.3.1 Power distance

Power distance is how people in a country accept that power in organisations is distributed unequally. This cultural dimension measures inequality between superiors and subordinates on a dimensional scale. People in a culture with a high power distance will defer to those in authority. In contrast, people in a culture with a low power distance will feel free to question authority and want to take part in decisions.

2.7.3.2 Individualism versus collectivism

Individualism on the one end of the dimensional scale is the degree to which people in a country prefer to act as individuals rather than group members. On the other end of the scale, collectivism emphasises a tight social framework where people expect protection and care from others in their group.

2.7.3.3 Masculinity versus femininity

This dimension measures masculine cultural values versus feminine ones in society. Masculinity is the degree to which society values assertiveness, success, fortune, ambition and acquiring money and material goods. In contrast, femininity is the degree to which society values relationships, concern for the needs of others, and quality of life.

2.7.3.4 Uncertainty avoidance

The uncertainty avoidance dimension deals with how people cope with anxiety by avoiding uncertainty. For instance, a country that prefers structured over unstructured situations will measure high uncertainty avoidance.

2.7.3.5 Long-term versus short-term orientation

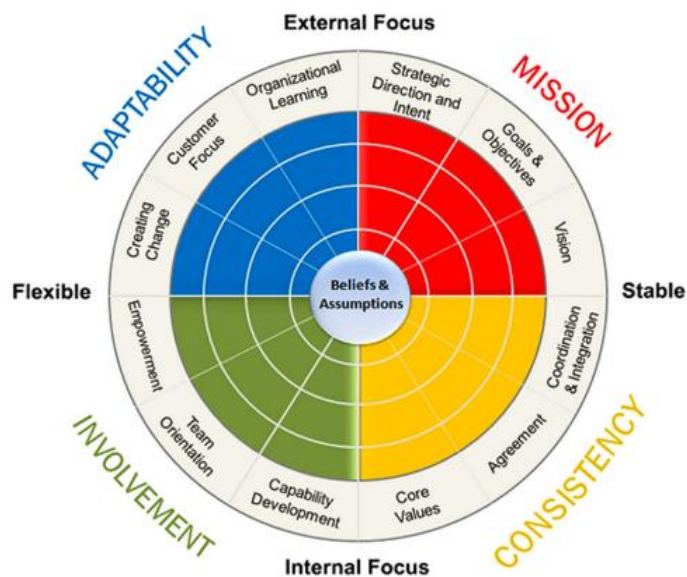
Long-term orientations looked to the future and valued thrift and persistence. A short-term orientation valued the here and now; it accepted change more readily and did not see commitments as impediments to change.

2.7.4 Denison's model of organisational culture

The Denison Cultural Model developed by Denison (Denison & Mishra, 1995) was used as a basis for this research. This unique model describes a theory of OC linked to OE and is visually presented in Figure 2.4 and discussed after that.

Figure 0.4

The Denison Organisational Culture Model



Note: Adapted from "Introduction to the Denison Model," by Denison Consulting, 2019, p. 1. https://www.denisonconsulting.com/sites/default/files/documents/resources/rn-2011-denison-model-overview_0.pdf

The organisation's foundational beliefs and assumptions are at the heart of Denison's Organisational Culture Model. The model features four main cultural traits: (1) involvement, (2) adaptability, (3) mission and (4) consistency. Each trait consists of three indices, making up twelve cultural categories or indices altogether (Fey & Denison, 2003). Below, the four main cultural traits and their twelve cultural indices are described.

2.7.4.1 The involvement main cultural trait

Organisations that display high levels of involvement create a sense of ownership and responsibility. Such organisations relied on informal, voluntary and implied control

systems rather than formal, bureaucratic control systems. Involvement implied a sense of ownership and an increasing autonomy capacity, resulting in greater commitment to the organisation. Input from organisational members is considered when decisions are made and implemented (Denison, 2001).

The indices of the *involvement* cultural trait are (Denison, 2001):

- Empowerment: High levels of empowerment in an organisation are evident where the employees have the authority, initiative and ability to manage their work. They have a sense of ownership and responsibility toward their organisation.
- Team orientation: A team-oriented organisation values working cooperatively to finish tasks. Employees feel mutually accountable and deal with everyday tasks through team effort.
- Capability development: This index is demonstrated by an organisation that maintains its competitive advantage by implementing a good capability development plan. To meet its business needs, it will continue to invest resources to develop its employees' skills.

2.7.4.2 *The consistency main cultural trait*

According to Denison (2001), the cultural trait of consistency provided a central source of integration, coordination and control. Consistency created a 'strong culture' based on a shared system of beliefs, values and symbols that members of the organisation widely understood.

Denison (2001) asserted that consistent organisations developed a mindset and an organisational system that created an internal system of governance based on consensual support. As a result, such an organisation operated well even when the environment was unpredictable.

The indices of the *consistency* cultural trait are (Denison, 2001):

- Core values: A sense of organisational identity is strong where the members in the organisation share the same values, forming a clear set of expectations.
- Agreement: This reflects how easily the organisation members could agree on crucial matters. Such agreement contained both the underlying level of agreement and the ability to resolve differences when they occur.
- Coordination and integration: An organisation with good coordination and integration skills could bring people from different functions and units together to achieve common goals. The organisation's functional boundaries do not get in the way of getting work done.

2.7.4.3 *The adaptability main cultural trait*

Denison (2001) explained the *adaptability* trait as the ability of the organisation to translate the demands of the business environment into action. According to Denison (2001), three aspects of adaptability impacted an organisation's effectiveness. Firstly, the ability to perceive and respond to the external environment. Secondly, the ability to respond to internal customers, regardless of level, department or function. Thirdly, the capacity to restructure and re-institutionalise a set of behaviours and processes that allow the organisation to adapt. Without this ability to implement an adaptive response, an organisation cannot be effective.

The indices of the *adaptability* cultural trait are (Denison, 2001):

- Creating change: An organisation that adapts easily to meet changing needs has a solid ability to create change. Such an organisation understands its business environment, can react quickly to current movements, and can forecast future changes.
- Customer focus: The concern to satisfy customers' needs drives an organisation to display a customer focus. Such an organisation gets to know its customers, reacts faster to their needs and anticipates their future needs.

- Organisational learning: An organisation can get, interpret and convert signals from the business environment into opportunities when it displays a risk appetite, are willing to learn from mistakes, encourage innovation and keep on investing in the development of its employees' capabilities.

2.7.4.4 *The mission main cultural trait*

According to Denison (2001), the cultural trait of mission involves defining a meaningful long-term direction for the organisation. A mission provides purpose and meaning by defining a social role and external goals for the organisation. It provides a clear direction and goals that define an appropriate course of action for the organisation and its members. A sense of mission allows an organisation to shape current behaviour by envisioning a desired future state. Internalising and identifying with an organisation's mission contribute to both short- and long-term commitment to the organisation.

The indices of the *mission* trait are (Denison, 2001):

- Vision: This index is the shared view of a desired future state in the organisation. An organisation embodies its core values in a vision that guides and directs it and its members.
- Strategic direction and intent: A clear intent and strategic direction explain an organisation's purpose. Understanding their organisation's purpose can help members to plan for and contribute towards the organisation's success.
- Goals and objectives: Linking a clear set of goals and objectives with the organisation's mission, vision, and strategy gives members clear direction in their work.

Denison's (2001) four main cultural traits not only focus on various constructs of culture but also stress different functions of culture. Consistency and mission encourage stability while focusing on internal organisational dynamics; involvement and adaptability allow for change while addressing the organisation's relation to its external environment (Denison, 2001).

2.8 A COMPARISON OF THE DENISON MODEL OF ORGANISATIONAL CULTURE TO OTHER MODELS OF ORGANISATIONAL CULTURE

Having reviewed the four different models of OC, it is evident that each model had a different interpretation of OC. Within the research context, Denison’s model was used in this research and served as a general theoretical model linking OC and OE, specifically within a business context. Table 2.2 compares the Denison Model to the other discussed cultural models.

It is evident that Denison’s OC model suited a business context. The food retail sector within South Africa is very busy due to the nature of the business, so the Denison model is deemed appropriate for this sector due to the ease and speed of its application. Furthermore, the fact that the model applied to all levels of the organisation gave it a sense of inclusivity and not just aimed at a specific level in the organisation. This created a more balanced perspective of OC in an organisation.

Table 0.2

The Denison Model Versus Other Cultural Models

Denison model	Other cultural models
<ul style="list-style-type: none"> • Behaviourally based • Designed and created within the business environment • Business language used to explore business-level issues • Linked to bottom-line business results • Fast and easy to implement • Applicable to all levels of the organisation 	<ul style="list-style-type: none"> • Psychology- or personality-based • Designed and created within the academic environment • Non-business language have to be converted to the business context through interpretation • Unclear about links to business results; do not link cultural elements to performance • Requires extended time to implement assessment and interpret results in the business context • Designed explicitly for top-level or frontline implementation

Adapted from “*Denison Organizational Culture Survey*,” by D.R. Denison, and W.S. Neale, 1996, p. 11, Aviat.

2.9 THE MEASUREMENT OF ORGANISATIONAL CULTURE

There has been much debate among researchers in determining the appropriate methodology to study and assess OC (Martin, 2002). According to Ostroff et al. (2013), most culture researchers either undertook a qualitative analysis to measure the content of culture or conducted surveys to quantitatively measure espoused values and beliefs or a set of work practices deemed to underpin OC. OC is, however, a complex concept, and several approaches have been developed to measure it based on their specific perspective. The following section briefly discusses three approaches to measuring OC: qualitative, quantitative, and mixed-methods.

- Jung et al. (2009) proposed *qualitative approaches* to measure OC, including participant observation, interviews, discussions, and documentary analysis, allowing for the identification of structures through patterns displayed by individual behaviour. Qualitative methods offer a comprehensive and meaningful investigation of underlying values, beliefs, and assumptions, rendering a rich interpretation of the organisation's cultural forces and complexity. A qualitative approach to measuring OC provides much in-depth information about the organisation (Liu, 2006) and can further extract richer details and illustrations of assumptions deeper than behaviours associated with various norms and values.
- In contrast to a qualitative approach, organisational and management theorists believed that *quantitative approaches* are more meaningful when investigating OC in large organisations and quantifying OC's dimensions by applying questionnaires (Babbie & Mouton, 2010). According to Barsade and O'Neill (2014), it is more functional to use quantitative approaches to measure OC in large organisations when trying to make sense of how members of groups and organisations behave, think, and feel. Chatman and O'Reilly (2016) asserted that the quantitative approach for studying OC is more established than other approaches and concluded that one of the most prominent quantitative approaches to measuring OC is that of Denison and Mishra (1995).
- Bellot (2011) agreed with both qualitative and quantitative approaches. However, he postulated that OC is best measured using a *mixed-method approach* (both

quantitative and qualitative methods) to measure OC as it provided a richer assessment and depth to OC.

There does not seem to be one superior measurement approach regarding OC. The literature on OC presents many arguments about the advantages and disadvantages of qualitative, quantitative and mixed method assessment in cultural studies (Chatman & O'Reilly, 2016).

The following section gives three examples of different cultural measurement approaches. They include (1) Schein's (2004) 10-step culture study approach (qualitative); (2) Hofstede et al.'s (1990) three-step culture study approach (mixed – qualitative and quantitative); and (3) Denison's (2004) approach (quantitative) to measuring OC. These approaches served as examples of different approaches to measuring OC and are chosen to highlight some of the OC models reviewed earlier in this chapter.

2.9.1 Schein's (2004) 10-step culture study approach

Schein (2004) developed a 10-step approach to study OC, utilising qualitative techniques such as observation, interviews and ethnography. Researchers do not have to observe any initial questions or actions in the research process. This iterative approach investigated 'shared underlying assumptions' among an organisation's members and was expanded into a series of 10 steps, namely:

Step 1: Entering and focusing on surprises.

Step 2: Systematically observing and checking.

Step 3: Locating a motivated insider.

Step 4: Revealing the surprises, puzzlements, and hunches.

Step 5: Jointly exploring to find an explanation.

Step 6: Formalising hypotheses.

Step 7: Systematically checking and consolidating.

Step 8: Searching for shared assumptions.

Step 9: Perpetually recalibrating.

Step 10: Writing a formal description.

This approach enabled researchers to understand the intangibles of culture, including symbolic meanings, semiotics and underlying beliefs and assumptions. Survey questionnaires rely on quantitative techniques that can not explain these intangibles (Denison et al., 2006).

2.9.2 Hofstede et al.'s (1990) three-step culture study approach

Hofstede et al. (1990) conducted OC research in different countries using a mixed-method approach (using both qualitative and quantitative techniques) to measure OC. They developed a three-step approach as a balanced method to assess and study OC.

Step 1: During the first step, the researchers conducted in-depth interviews with selected respondents representing all levels throughout the organisation. These interviews investigated OC qualitatively, selecting pertinent questions for the survey that followed. The approach proposed four categories for OC, namely symbols, heroes, rituals and values. *Symbols* included words, gestures, and pictures, which indicated a specific sense of OC. *Heroes* refer to people, such as leaders or founders, who are seen as models of behaviour among employees. *Rituals* refer to similar reactions regarding employee issues in one organisation. Finally, although not seen, the *values* can be observed as and when manifested on the other three levels. Lastly, an in-depth interview was conducted to make sure of all aspects of OC.

Step 2: In the second step, the researchers conducted a standard survey. The questionnaire used in the survey included 135 pre-coded questions, which combined 60 survey questions from their earlier cross-national culture study and other questions developed based on the in-depth interview of the first step.

Step 3: In the last step, researchers performed a factor analysis of all 135 survey questions to determine the specific OC at the value and practice levels.

Hofstede et al.'s (1990) three-step approach enabled researchers studying OC to understand both the less visible aspects such as underlying beliefs (through interviews) and assumptions and behavioural norms (through survey questionnaires).

2.9.3 Denison's approach to studying organisational culture

Denison and Mishra (1995) measured OC using a quantitative survey technique. The survey was based on Denison's OC Model and its four main cultural traits, namely (1) involvement, (2) consistency, (3) adaptability and (4) mission. A 60-item questionnaire measured these cultural traits. Table 2.3 outlines the structure of the questionnaire.

Table 0.3

Traits and Dimensions Measured by Denison's Organisational Culture Survey

TRAIT	DIMENSION	EXAMPLES OF ITEMS
INVOLVEMENT	Empowerment	Everyone believes that he or she can have a positive impact
	Team orientation	Working in this organisation is like being part of a team
	Capability development	This organisation continues to invest in the skills of employees
CONSISTENCY	Core values	This organisation has an ethical code that guides our behaviour and tells us right from wrong
	Agreement	It is easy to reach a consensus, even on difficult issues
	Coordination and integration	There is a good alignment of goals across levels of this organisation
ADAPTABILITY	Creating change	This organisation is very responsive and changes easily
	Customer focus	Customer input directly influences our decisions
	Organisational learning	We view failure as an opportunity for learning and improvement
MISSION	Strategic direction & intent	This organisation has a long-term purpose and direction
	Goals & objectives	There is widespread agreement about goals in this organisation

Vision	Our vision creates excitement and motivation for our employees
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Note: Adapted from Denison, D.R., Nieminen, L.R.G., & Kotrba, L. (2014, p. 151).
 Diagnosing Organizational Cultures: A Conceptual and Empirical Review of Culture Effectiveness Surveys. *European Journal of Work and Organizational Psychology*, 23(1), 145-161.

Each main cultural trait was represented by three indices, each covered by three questions. The answers to these questions were registered on a five-point Likert scale to measure the cultural traits. Denison and Mishra's (1995) organisational culture survey focuses on a quantitative, multidimensional core OC assessment that appears to influence OE. According to Chatman and O'Reilly (2016), Denison and Mishra's (1995) theory and measurement approach align with an overall OE model.

Cameron and Quinn (2011) concluded that OC is not only recognised as an essential factor to establish a competitive advantage, but it also has an impact on organisational performance and OE.

2.10 CHAPTER SUMMARY

Chapter 2 focused on the organisational culture (OC) construct. The chapter started with a background on OC and then considered different definitions of OC. After this, theoretical perspectives and approaches to OC were discussed, followed by a discussion of diagnostic approaches to OC. Existing models of OC then received attention, after which the Denison model of OC was compared to other models of OC. Finally, the chapter concluded with a discussion of the measurement of OC.

The theoretical construct of organisational effectiveness will be explored in the next chapter.

CHAPTER 3: ORGANISATIONAL EFFECTIVENESS

3.1 INTRODUCTION

This chapter will discuss the concept of organisational effectiveness (OE). The chapter will start with a background on OE, followed by definitions of OE. After that, OE models will be discussed, followed by a discussion of the measurement of OE. Finally, the chapter will conclude by discussing the relationship between organisational culture (OC) and OE.

3.2 BACKGROUND ON ORGANISATIONAL EFFECTIVENESS

Within the research context, it is important to position OE within the broader field of organisational development (OD), as the primary purpose of OD is organisational effectiveness (OE).

Cameron and Quin (2011) asserted that OE must lead to the achievement of goals and satisfy the needs of the members if the organisation is to be effective. In giving a broad overview of the theoretical concept, Carton and Hofer (2006) and Singh et al. (2018) concluded that OE is the measure by which an organisation can depict how well it is performing.

OE is primarily about measuring the performance of organisations using different criteria (Upadhaya et al., 2014), such as financial, economic, input, output, productivity and efficiency. Fundamentally, OE is the extent to which the organisation's goals are attained (Cameron & Whetten, 2013). An organisation's effectiveness is seen as the need of employees to align their activities towards defining and working towards attaining shared goals (Yahaya & Ebrahim, 2016).

Robertson (2002) concluded that an effective organisation exhibited the following list of characteristics, namely (1) goal specification, (2) clarity of goals and clear communication of objectives throughout the organisation, (3) awareness of the commercial environment and ability to change and evolve within it, (4) a management structure that facilitates goal-orientated performance, and (5) a well-motivated workforce, valued by the organisation, with competencies that are aligned with the goals of the organisation.

Similarly, Lambe (2014) concluded that OE in an organisation is evidenced by a collection of capabilities such as:

- the ability to set collective, realistic and achievable goals;
- the ability to make detailed plans, organise and manage resources and coordinate actions in pursuit of those goals;
- the achievement, partial or otherwise, of at least some of those goals;
- the degree of consistency in the extent to which goals are achieved;
- the ability to make appropriate changes to plans and actions in the light of changes in the environment; and
- the ability to identify and respond appropriately to opportunities and risks in the environment.

Although there seems to be some agreement (although limited) on the central role of OE in an organisational context, the concept is much more complex. For example, the South African food retail sector has a strong focus on OE, as profit margins and market share rests not only on the organisation's effectiveness but also on the organisation's survival.

3.3 THE IMPORTANCE OF ORGANISATIONAL EFFECTIVENESS

OE is one of the most central concepts studied by organisational researchers (Lee, 2018). The concept of OE in research is primarily found in business and management literature. According to Nankervis et al. (2016), OE is a variable used by both organisation researchers and is of high relevance to practitioners engaged with developing the organisation (OD). Different constructs related to OE included, among others, employee engagement (Rieley, 2014); job satisfaction (Quinn & Thorne, 2014); organisational commitment (Kim et al., 2011); leadership (Warrick, 2017); and OC (An et al., 2011). This research focused on the relationship between OC and OE.

OE is an ambiguous concept, and numerous perspectives described the concept (Daft, 2015). This is due to the highly ambiguous nature of organisations generally characterised by multiple and contradictory goals and objectives. The increasing diversity of constituencies and an increasingly complex and interdependent external environment has made it difficult to agree on a common conceptualisation of OE (Wesley, 2008).

Although there is limited consensus on a single model or approach to OE, agreement has been achieved on the following two aspects:

- OE requires multiple criteria (Henri & Wouters, 2020); and
- the choice of model or criteria should be flexible and appropriate for the context (Sharma & Singh, 2019).

The South African food retail sector operated in a uniquely South African context, and a multiple-criteria, flexible approach is needed within a very competitive sector.

The concept of performance is close in meaning to effectiveness, and some researchers used the terms interchangeably (Granåsen, 2019). The two terms share the same meaning and underlying ideas; however, there are differences in business research and literature (Hill et al., 2014; Smith, 2020). For the purpose of this research, OE corresponded to measuring the organisation's performance, especially within the highly competitive food retail sector in South Africa.

According to Wesley (2008), OE can be viewed from three perspectives: whether the organisation is a (1) rational, (2) natural, or (3) open system. Rational systems acted in a mechanical order to achieve specific goals to be effective, whereas natural systems adapted to environmental changes to stay competitive (Scott, 2008). Unlike rational and natural systems, the open-systems perspective assumed that many small partial systems formed organisations. Those systems are connected to the primary organisation in different ways. They all operated differently, intending to attain organisational goals (Scott & Davis, 2015).

While effectiveness is considered a desirable feature in all three perspectives, one needs to understand the organisation's unique context (operational and environmental uniqueness). Therefore, the researcher promoted a multi-dimensional mind-set when applying the various perspectives to OE in a uniquely South African food retail context.

Having a broad overview of the concept and perspectives of OE, the following section will define the concept of OE.

3.4 DEFINITIONS OF ORGANISATIONAL EFFECTIVENESS

Organisation theorists claimed that due to the conceptual complexities of organisational life, it is difficult to provide a simple definition of OE. According to Cameron (2015), OE is a concept grounded in the values and preferences of evaluators and researchers. The implication is that no single and correct definition of OE existed. Although there are numerous definitions of OE, Cummings and Knott (2018) concluded that a good definition of OE should refer to the outputs of organisational strategy and design, including financial performance and customer satisfaction.

Ghorbani and Sedeh (2014) believed that OE is best defined as the organisation's effectiveness as determined by its ability to achieve its objectives and intended outcomes and provided a basis for organisational behaviour theories.

According to Mwai et al. (2018), OE can be defined as the proficiency with which an organisation can meet its objectives by attaining the planned outcome without waste or within minimum use of energy, money, labour and time resources. OE is also viewed as how an organisation's main tasks are accomplished and finalised with the concept of effectiveness compactly associated with successful organisational performance.

Titus and Hoole (2021) asserted that OE is an organisational concept frequently used within a South African business context; however, definitions of the concept seem to fall short.

The researcher believes that within the context of the research, a more accurate definition should include that:

- OE reflected the degree of improvement of the organisation's internal processes, such as organisational culture, structure, culture and community (Pinprayong & Siengtai, 2012).
- OE aided in assessing the progress made towards fulfilling the mission and achievement of goals (Heilman & Kennedy-Philips, 2011).
- OE influenced the achievement level of its strategic intent and goals (McLean, 2019).

Pradhan and Kumari (2017) highlighted that OE is a key concern for management and that OE can be defined as:

- the ability of an organisation to mobilise resources for action, production and adaptation;
- a necessary form of discipline; and
- an organisation's long-term ability to achieve its strategic and operational goals consistently.

Within such a context, it is vital that organisation leaders organised and managed their employees with knowledge and understanding for their employees to compete in highly competitive markets (Pradhan & Kumari, 2017) - such as the South African food retail sector.

OE contained both quantitative and qualitative components and is best defined in measuring how successful organisations are achieving their missions and advancing their visions through their core strategies (Nankervis et al., 2016). OE also required that attention be paid to effective people systems and culture, which could lead to the engagement of employees who are willing and capable of helping the organisation achieve its goals (Ludwig & Frazier, 2012).

Like OC, the concept of OE is not easily defined, and different models and organisational conceptualisations of OE are found in the literature. In the following section, different OE models will be presented and discussed.

3.5 ORGANISATIONAL EFFECTIVENESS MODELS

As the concept of OE is unique with many interpretations, there are also different kinds of OE models. Four OE models are discussed due to their prominence in literature and reviews based on prominence in business settings. The four OE models that will be reviewed are (1) the Goal Attainment Model, (2) the Competing Values Model, (3) the Natural Systems Model and (4) the Multiple Constituencies Model.

According to Liela and Mikelsone (2018), the most frequently applied OE models are the Goal Attainment Model and the Competing Values Model. In addition, the most commonly applied approach is the multidimensional approach.

Table 3.1 indicates the four prominent OE models mentioned in the literature with the main focus, sub-dimensions and references. Thereafter, each of the four models will be discussed in more detail.

Table 0.1

OE Methods and Approaches

	Name of model	Main focus	Sub-dimensions	References
Multidimensional/one dimensional	Goal Attained Model	Evaluation of ability to achieve goals, for example, cost-benefit analysis, MBO, output analysis, goals and means	Productivity, efficiency, profitability	Alastair, Coldwell & Callaghan, 2013; Biswas, 2010; Chidambaranathan & Swarooprani, 2015; Cunningham, 1976; Lecy et al., 2012; Lowe & Soo, 1980; Nayak & Mishra, 2005; Pors, 2008; Quinn & Rohrbaugh, 1983; Sharma & Kaur, 2011; Zheng, Yang & McLean, 2010
	Competing Values Model	Identification of key variables and determination of how variables are related for a particular group, different priorities.	Rational goal model, internal process model, open system model, human relations model	An, Yom & Ruggiero, 2011; Burnes, 1998; Chermac, Bodwell & Glick, 2015; Choo, 2013; Gregory et al., 2009; Gribowski et al., 2015; Mason, Chang & Griffin, 2005; Quinn & Baugh, 1983; Redshaw, 2000, 2001; Sharma & Kaur, 2011; Shilbury & Moore, 2006; Shoraj & Llaci, 2015
Multidimensional	The natural systems model	Analysis of resource distribution efficiency among various subsystems needs	Efficiency, stress, ability to acquire resources, revenue, expenditures	Cunningham, 1976; Kataria, Garg & Rastogi, 2013; Lecy et al., 2012; Lowe & Soo, 1980; Nelson et al., 2007; Pee & Kankanhalli, 2015; Pors, 2008; Upadhaya, Munir & Blount, 2014; Vance & Tesluk, 1999
	Multiple Constituencies Model	Treats both goal and systems theories as valuable	The central tenet is the extent it satisfies the interest of one or more constituencies associated with the organisation	Argyris & Schon 1996; Cameron 1984; Ehreth 1998; Wagner & Schneider 1987

Note: Adapted from “Idea Management and Organisational Effectiveness: A Research Gap,” by E. Liela, and E. Mikelsone, 2018, *Journal of Business Management*, 4(1), 4-23.

3.5.1 The Goal Attainment Model

The Goal Attainment Model was one of the first OE models to be developed (Cunningham, 1976) and set out to explain OE as achieving specific organisational goals. The Goal Attainment Model proposed that an organisation is effective when it accomplished its own unique set of goals.

Having a strong business application, the Goal Attainment Model was used within the context of this research and focused on the organisation's achievements of goals, objectives, or targets. In the current study, the South African food retailer is strongly focused on growth and maximising profit. Goals are clear, and there is a strong focus on the customer (external) and developing their own employees (internal), making the Goal Attainment Model appropriate for this research. This model assumed that organisations are deliberate, rational, goal-seeking entities. Within such a context, an organisation's effectiveness is measured in terms of the accomplishment of ends rather than means. Typical goal attainment criteria included profit and productivity maximisation (Aquinas, 2009). Other examples of organisational goals included:

- achieving certain quality outcomes;
- increasing market share; and
- achieving excellent customer service.

According to Oghojafor et al. (2012) and Samantaray (2017), there are also various other categories of goals such as:

- societal goals (how the organisation satisfies societal goals);
- system goals (functioning of the organisation independent of its products);
- product goals (characteristics of the products); and
- derived goals (this included the role organisations played in communities).

Within a South African context, organisations' role in communities is paramount, and organisations are committing to greater social responsibility in areas where stores are located.

According to Robbins and Barnwell (2014), some researchers argued that defining effectiveness only in terms of goal attainment resulted in an incomplete measure of

effectiveness. Bourgeois (2014) asserted that organisations should also be judged on their ability to:

- acquire inputs;
- process them efficiently;
- distribute the outputs; and
- maintain stability and balance between the various subsystems of the organisation.

This means that the organisation can maintain itself through a repetitive cycle of activities and cycle times (Cummings & Worley, 2015).

3.5.2 The competing values model

This model, developed by Quinn & Rohrbaugh (1983), integrated many indicators of effectiveness into a single framework to produce dimensions of effectiveness criteria that represented competing management values in organisations.

The two broad values are organisational focus and organisational structure. The dimension of organisational focus is concerned with whether dominant values are concentrated with internal or external issues to the organisation. For example, internal focus is a concern for the efficiency and well-being of employees. External focus emphasised the organisation's well-being concerning the external environment (Ni & Wang, 2015). The structure dimension is concerned with whether stability or flexibility is the dominant value in the organisation. For example, stability is a concern for efficiency and top-down control; flexibility is learning and change.

According to Daft (2015), combining these two values provided different approaches to OE, as shown in Figure 3.1.

Figure 0.1

The Competing Values Model

		Structure Flexibility	
Focus	Human Relations Emphasis	Open System Emphasis	
	Primary goal: human resources development	Primary goal: growth and resource acquisition	
	Sub-goals: cohesion, morale, training	Sub-goals: flexibility, readiness, external evaluation	
	Internal	Internal	
		Control	
	Internal Process Emphasis	Rational Goal Emphasis	
	Primary goal: Stability, equilibrium	Primary goal: Productivity, efficiency, profit	
	Sub-goals: information management, communication	Sub-goals: Planning, goal setting	

Note: Adapted from “*Organization Theory and Design*,” by R.L. Daft, 2015, p. 280, Cengage Learning.

- A combination of external focus and flexibility leads to an open-systems emphasis. The dominant value is establishing a good relationship with the environment, acquiring resources, and growing the organisation.
- Structural control and external focus yielded rational goal emphasis, with the primary goals of efficiency, productivity and profits. Planning and goal setting are the key sub-goals to attain these primary goals.
- A combination of internal focus and structural control reflected internal control emphasis and a stable, orderly organisation. Sub-goals included efficient communication, information management and decision making.
- When internal focus and flexible structure are key values, there is a great focus on human relations and the development of human resources. Employees are

given autonomy and opportunities for development, and the sub-goals are cohesion, morale and training opportunities.

The competing values approach assumed that these diverse preferences could be consolidated and organised into a holistic OE approach.

3.5.3 The natural systems model

According to Flynn and Hodgkinson (2013), the Natural Systems Model suggested that OE is multidimensional and must be examined using multidimensional measures simultaneously, appropriate to the phenomenon of interest to allow comparison across organisations.

The Natural Systems Model examined various variables such as relations with the environment, the flexibility of response to environmental changes and the efficiency with which the organisation transformed inputs to outputs, among others (Basta & Bower, 2015). The model views effectiveness as the ability of the organisation to attract resources to ensure viability (Flynn & Hodgkinson, 2013). Central to applying such a systems model is the attraction of the correct and necessary resources (Cameron, 2015).

3.5.4 The multiple constituencies model

The Multiple Constituencies Model viewed OE as the organisation's ability to meet stakeholders' objectives who provided resources to the organisation. This model took the expectations (and satisfaction) of various powerful interest groups (such as employees, customers, suppliers) into consideration in order to ensure the effectiveness of the organisation (Bryan, 2018).

The organisation is thus perceived as a set of internal and external constituencies that negotiate a complex set of constraints, goals and referents (Koolwijk et al., 2014). The Multiple Constituencies Model further assumed that an organisation's different constituencies will form different assessments of its effectiveness. This model ensured effectiveness internally and as a function of customer satisfaction (Bryan, 2018).

3.5.5 Comparison of the organisational effectiveness models

Kessler (2013), Samantaray (2017), and Nielsen and Miraglia (2017) believed that different models of OE are useful for research in different circumstances. However, their usefulness depended on the purposes and constraints placed on the OE investigation (Nielsen & Miraglia, 2017). In Table 3.2, the four OE models are compared.

Table 0.2

Comparison of the Four OE Models

Model	Definition	When Used
Goal Attainment Model	An organisation is effective to the extent that it accomplishes its stated goals.	The approach is preferred when goals are clear, time-bound and measurable.
Competing Values Model	The emphasis of the organisation in the four major areas matches constituent preferences.	The organisation is clear about its own emphasis, or changes in criteria over time are of interest.
Natural Systems Model	It acquires needed resources.	A clear connection exists between inputs and outputs.
A Multiple Constituencies Model	All strategic constituencies are at least minimally satisfied.	Constituencies have a powerful influence on the organisation, and the organisation must respond to demands.

Note: Adapted from “Idea Management and Organisational Effectiveness: A Research Gap,” by E. Liela, and E. Mikelsons, 2018, *Journal of Business Management*, 4(1), 4-23.

The earliest OE models were goal-based in the measurement of OE (Cameron & Whetten, 2013). However, some researchers considered the goal model unsatisfactory because the selection of inadequate goals cannot lead to an effective organisation. This led to developing a systems model that incorporated encompassing end-focused goal

models with means and environmental factors. The Competing Values Model was then developed as an integrative framework of the previous models.

From the above, it seems that, because different models of OE followed from different organisational conceptualisations (Cameron & Whetten, 2013; Smith & Hitt, 2005), no model covered all contingencies or applied to all settings. Each model had its focus and strengths. Debates about which model of effectiveness is best or right are largely beside the point because models are more likely to complement one another than supplant one another (Cameron & Whetten, 2013; Smith & Hitt, 2005).

A lack of consensus on what constituted a valid and useful set of OE measurement criteria was apparent in the above comparison of the models. The following section discusses OE's measurement criteria.

3.6 THE MEASUREMENT OF ORGANISATIONAL EFFECTIVENESS

Past research has identified multiple criteria as measures of OE (Cummings & Worley, 2015). Consensus on the criteria defining OE is unfortunately still outstanding (Cummings & Worley, 2015). According to Wall et al. (2004), there are two major measurement approaches in the study of OE, namely (1) objective measures and (2) subjective measures. In the following section, the two measurement approaches of OE are presented.

3.6.1 Objective measurement criteria of organisational effectiveness

Objective measurements were used to determine the relationship between OC and OE. These measurements involved externally recorded and audited accounts, such as productivity, profit, or return on assets (Wall et al., 2004). For example, Denison and Mishra (1995) tested the relationship between OC and OE in 34 large global organisations by selecting two financial ratios (return on investment and return on sales) as the objective performance measurement criteria. Within the South African food retail context, the greatest focus remains profit and food retailers expecting growth and return on investment (Wholesale & Retail SETA, 2019). In addition to objective measures, several studies also used subjective measures regarding the links between OC and OE.

3.6.2 Subjective measurement criteria of Organisational Effectiveness

To study the relationship between OC and OE, researchers have used subjective measurements of OE (Cummings & Worley, 2015), including questionnaires, interviews and observations (Wall et al., 2004).

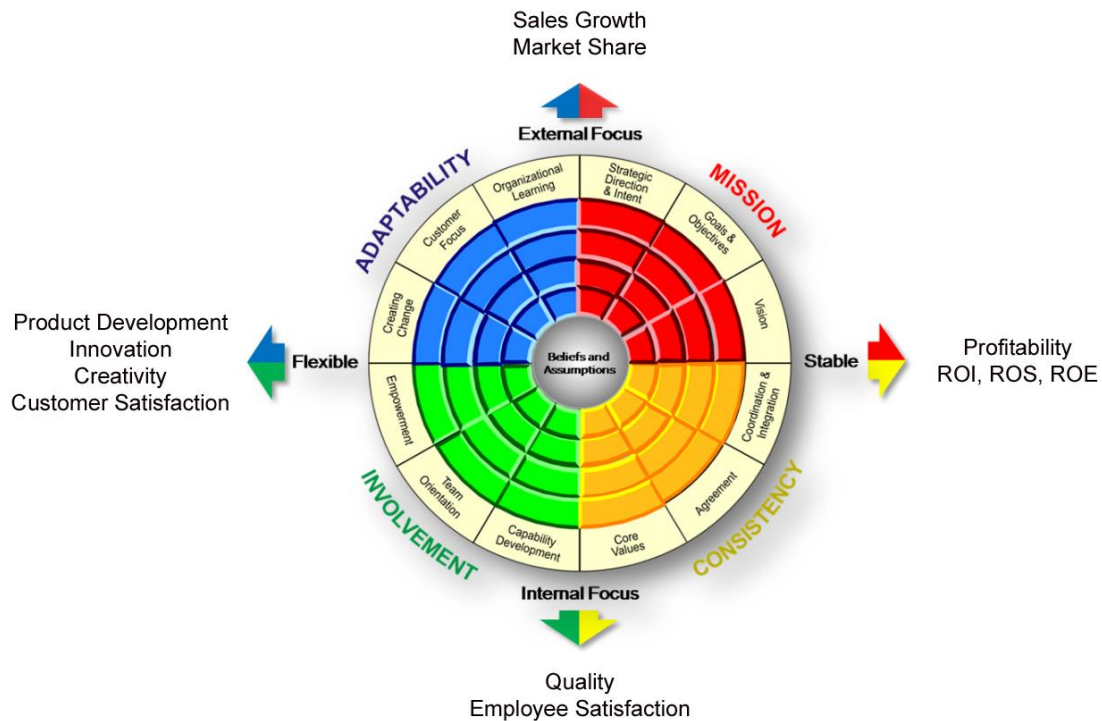
Denison and his colleagues conducted a series of studies on the links between OC and OE (Denison, 1984; 1990; Denison & Mishra, 1989, 1995; Denison et al., 2003, 2004; Fey & Denison, 2003; Wahyuningsih et al., 2019). They identified seven subjective items that measure OE:

1. New product development (focusing on the overall process of strategy, organisation, concept generation, product and marketing plan creation and evaluation, and commercialisation of a new product);
2. Sales growth (measuring the growth in company sales);
3. Market share (comparing an organisation's sales with total industry sales);
4. Profitability (measuring the quality of leading to gain, benefit or profit);
5. Overall company performance (measuring the accomplishment of work assignments or responsibilities and contributions to the organisational goals, including behaviour and professional demeanour, such as actions, attitude, and manner of performance, as embodied by the employees' approach to completing work assignments);
6. Quality (measuring the extent to which the company meets the needs and expectations of customers); and
7. Employee satisfaction (measuring to what extent the company meets its employees' physical, emotional, and psychological needs).

Among the various studies' criteria for measuring the link between OC and OE, Denison's seven subjective effectiveness criteria represent a set of operational norms reflecting the organisation's business outcomes. According to Denison and Mishra (1995), their seven subjective measurement criteria align closely with the four cultural traits of involvement, adaptability, mission, and consistency (see Figure 3.2).

Figure 0.2

Operational Dimensions of Denison's Organisational Culture Model



Note: Adapted from “Introduction to the Denison model,” by Denison Consulting, 2019, p. 1, https://www.denisonconsulting.com/sites/default/files/documents/resources/rn-2011-denison-model-overview_0.pdf

The four cultural traits align with Denison’s seven subjective effectiveness criteria in the following way:

- The traits of involvement and adaptability (characteristic of flexible organisations) influence product development and innovation criteria. Where these traits are prominent, organisations demonstrate high levels of product and service innovation and creativity and are responsive to their customers’ and employees’ changing needs.
- The traits of mission and consistency enhance stability in organisations, which improves their financial performance shown in measures such as return on assets (ROA), return on investment (ROI) and return on sales (ROS).

- When the traits of adaptability and mission relate to an external focus, sales growth and market share increase continually.
- The traits of consistency and involvement, relating to an internal focus, have a bearing on quality, employee satisfaction and return on investment. These traits give rise to better quality, fewer defects and rework, good utilisation of resources, and improved employee satisfaction.

Comparing the results obtained by subjective effectiveness criteria to those obtained by objective effectiveness criteria, Denison and Mishra (1995) discovered that the correlation between the four cultural traits and the objective effectiveness criteria is size-dependent. However, the subjective effectiveness criteria showed different results.

3.6.3 Conclusions on the measurement of Organisational Effectiveness

The preceding discussion makes it plain that there are many measurement criteria for OE. Where some studies use objective measures of OE, others rely on subjective measures. Moreover, subjective measures of OE are widely used in research and interpreted as equivalent to objective measures (Langer & Le Roux, 2017). However, note that subjective measures tend to focus on overall performance in practice. In contrast, objective measures use specific financial indicators (Wall et al., 2004).

OE's subjective measures are cost-effective. Performance data can be collected using questionnaires or interview surveys, gathering information on practices simultaneously. Therefore, subjective measures of OE will remain in use (Langer & Le Roux, 2017).

Singh et al. (2015) concluded that the predictability of objective effectiveness measures is not superior to that of subjective measures. Research suggested that no theory is inherently better than another in the assessment of OE. Researchers should avail themselves of all existing knowledge and select the most helpful methods to examine the issues in the context under investigation (Cameron & Whetten, 2013).

3.7 THE THEORETICAL RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND ORGANISATIONAL EFFECTIVENESS

Over the last decade, OC has become an area of research, especially regarding effectiveness and business strategy (Cummings & Worley, 2015). Within this context, OC and OE are of central importance in organisational studies, as OC has both direct and indirect relationships with effectiveness (Cummings & Worley, 2015).

Researchers have studied the links between OC and OE since the 1980s (Coffey, 2010). However, in reviewing the theoretical relationship between OC and OE, Liu (2006) suggested that few studies examined its existence or nature despite claims of this relationship. A lack of consensus on a general theory of OC and the complexity of measuring effectiveness could have been the reasons for this (Denison & Mishra, 1995).

Within the US (where the theory of the relationship between OC and OE mainly developed), Denison and Mishra (1995) developed an integrated hypothesis model and tested it in two studies:

- a qualitative case study of five organisations that determined the relationship between OC traits (involvement, consistency, adaptability, mission) and OE; and
- a quantitative study that measured the CEOs' perceptions of the four OC traits in 764 organisations in the United States. These traits were then related to subjective and objective measures of OE.

The results rendered consistent evidence that Denison's cultural traits were positively related to OE. The cultural traits of adaptability and involvement were strong growth indicators, whereas the cultural traits of mission and consistency were predictors of profitability (Denison & Mishra, 1995).

Flamholtz (2001) investigated the effect of OC on financial performance (OE) in a single large organisation in the US. Using regression analysis, results suggested a statistically significant relationship between OC and financial performance (OE). The study

concluded that OC contributes to OE and that effective culture management can enhance profitability.

Denison et al. (2003; 2004) evaluated the relationship between OC and OE, drawing from 230 organisations in three regions: North America, Asia, and Europe-Mid-East Africa (EMEA). The study found a positive correlation between OC indices and OE in North America and EMEA.

In a second study to determine the relationship between OC and OE, Denison et al. (2003; 2004) extracted a sample of 2162 employees from grocery stores in seven different countries, namely Australia, Brazil, Canada, Jamaica, Japan, South Africa and the US. Findings indicated a strong correlation between OC and OE in five countries, namely Australia, Brazil, Canada, South Africa and the US.

Nazir et al. (2008) investigated the link between OC and OE using the DOCS in an Indian context. The results, besides finding strong support for the DOCS model, indicated that of the four cultural traits (involvement, adaptability, mission, consistency), mission was found to be the single cultural trait responsible for a number of bottom-line performance indicators (OE).

In a study to determine the influence of OC on OE within the Nigerian banking sector, Olughor (2015) found that the cultural trait of mission makes a strong contribution to OE. Liu (2006) investigated the relationship between OC and OE in the Western Cape banking sector – a uniquely South African context. The study used survey data from six organisations designed to test the model's applicability in the Western Cape banking sector. The study results indicated that OC has a positive impact on OE.

Zwaan (2006) assessed the OC of a private hospital in the Western Cape to enhance OE. For the purpose of the study, a quantitative methodology was adopted, utilising purposive sampling. The DOCS was used to gather data for the study, and results indicated that employees positively perceived involvement, consistency, adaptability, and mission.

Davidson et al. (2007) conducted a South African Investment bank study to determine the relationship between OC and financial performance (OE). The DOCS was used to measure the OC and was administered to a sample of 327 employees. High correlations between the cultural traits suggested that the items measured a single trait rather than four distinguishable traits. The cultural trait of consistency was significantly correlated with two of the profitability ratios.

The above-mentioned empirical studies confirmed the positive relationship between OC and OE, not only in South Africa but also in other countries. In general, many researchers have confirmed the relationship between OC and OE. Lewis and Dyer (2002) even argued that OC has proven to be an enduring concept in predicting OE. Within such a context, Denison et al. (2004) believed that successful companies often contained a characteristic of a strong culture. In the light of this, Madan and Jain (2017) further proposed that OC impacted OE from an economic perspective. Chang (2015) presented a similar relationship between corporate culture and OE and the importance of a 'strong' culture contributing to OE. Kummerow and Kirby (2014) concluded that it is not a case of a strong versus weak culture, but rather a culture's effectiveness depends on the extent to which the assumptions it supports are aligned with the realities of its environment.

However, Cummings and Worley (2015) caution that a strong OC can be both an advantage and disadvantage. Under stable conditions, widely shared and strategically appropriate values can contribute significantly to OE. In contrast, a strong OC can be a liability if the environment is volatile and changes a lot. In such a time, an organisation that emphasises adaptability as part of its OC may be better positioned and gain a competitive advantage. In an empirical study in the US by Cummings and Worley (2015, p. 523), a sample of 150 companies was taken from 19 industries. These companies were deemed to have strong organisational cultures. It was found that companies with strong organisational cultures had more reliable performance outcomes, indicating that the strength of the culture was related to the predictability of performance (OE).

According to Woods and West (2015), there is considerable debate about the most prominent types of cultures in ensuring OE. Research gathered from employees of

successful companies (Woods & West, 2015) on which characteristics they associated with their companies' success included an emphasis on:

- Customer service;
- Quality of goods and services;
- Involvement of employees in decision-making;
- Training of employees; and
- Teamwork and employee satisfaction.

Munier et al. (2014) underlined the positive relationship between OC and OE by increasing the satisfaction level of knowledge workers, while a study by Ambrož and Praprotnik (2008) concluded that a culture with a strong focus on customer service impacts OE positively. Shanker et al. (2017) further found that OC had the potential to impact the effectiveness of organisations that are service orientated (which included the food retail sector), thereby impacting efficiency and effectiveness from an economic perspective.

In determining the relationship between OC and OE, Shahzad et al. (2012) found that OC has a profound impact on various organisational processes and OE. It was found that employees who are committed and have the same norms and values as the organisation can increase their effectiveness through increased performance, thereby achieving organisational goals. Cummings and Worley (2015) concluded that organisations whose culture supported employee participation in decision making, adaptable work methods, sensible work designs and clear goals (as indicators of OE) perform significantly higher. Zeng et al. (2009) found that OC is positively related to OE. However, it does not directly influence OE but exerts influence by shaping members' behaviour.

Costanza et al. (2016) concluded that both OC and OE dimensions and strengths needed further investigation and scrutiny to develop a more sophisticated understanding of the relationship between OC and OE. Although there has been increased development in the literature concerning measurement instruments and models for both culture and effectiveness (Cummings & Worley, 2015), it is important that leaders, key

stakeholders, and employees understand the impact their culture has on the organisation's performance and learn how to redirect their culture to improve OE.

3.8 CHAPTER SUMMARY

This chapter discussed the organisational effectiveness (OE) construct, starting with a background on OE, followed by definitions of OE. After that, models of OE were discussed, followed by a discussion of the measurement of OE. The chapter concluded by discussing the relationship between OC and OE.

The research methodology is presented in the following chapter.

CHAPTER 4: EMPIRICAL INVESTIGATION

4.1 INTRODUCTION

This chapter presents the research design, research approach, and research method. The latter describes the research setting, research participants and sampling, measuring instruments, research procedure, ethical considerations and statistical analysis.

4.2 RESEARCH DESIGN

Laboree (2009) describes the research design as your strategy to integrate the different components of the study coherently and logically, thereby ensuring you will effectively address the research problem and constitute the blueprint for collecting, measuring, and analysing data (Labaree, 2009). According to Yin (2014) every type of empirical research has an implicit research design. Creswell (2014) stated that social and human science researchers use different research approaches to investigate the complexities within organisations. The current study uses a quantitative, non-experimental correlational research approach to determine the relationship between Organisational Culture (OC) and Organisational Effectiveness (OE) at a South African food retailer. This non-experimental research is descriptive, and there was no interference from the researcher. The research design, consisting of a research approach and a research method, are discussed below.

4.3 RESEARCH APPROACH

Social and human science researchers availed themselves as one of three core research approaches: qualitative, quantitative or mixed methods (Creswell, 2014).

The current research is a quantitative research study that is based on numerical data. A quantitative approach is generally more effective when exploring the relationship between OC and OE in large samples by investigating it statistically (Jung et al., 2009). Such a quantitative approach enhances accuracy, systemisation, repeatability, comparability, convenience, large scales, unobtrusiveness, and cost effectiveness.

According to Christensen et al. (2015), the defining characteristic of non-experimental quantitative research is that there is no manipulation of an independent variable. This is a descriptive type of research in which the goal is to provide an accurate description of a

particular situation or phenomenon or describe the size or direction of relationships among variables (Babbie & Mouton, 2010). Monette et al. (2011) viewed descriptive research as an attempt to discover facts or to describe reality accurately as it existed naturally, at a specific time, in a specific context to gain an overview of the current status of the situation. In this cross-sectional study, the data were collected from research participants during a single, relatively brief period of time (Christensen et al., 2015).

4.4 RESEARCH METHOD

The research method refers to the specific research techniques used to select participants, gather the data and analyse the gathered data (Babbie & Mouton, 2010).

4.4.1 Research setting

The current research was done in one of the largest food retailers in South Africa which is a listed Johannesburg Stock Exchange company. The organisation served customers across the diverse spectrum of South African society and has a strong focus on business effectiveness and their vision is to be a truly African retailer. The format of the store in which the research was conducted in was one of the largest stores in the Western Cape Province where customers can buy a variety of goods in one store.

4.4.2 Research participants and sampling

The population for this study consisted of 230 employees from one specific retail store in South Africa, which included employees from the different departments, namely administration, fruit and vegetables, delicatessen, bakery, butchery, floor, liquor and clothing.

Convenience sampling (also known as availability sampling) was used to identify 150 employees for this research, which represented a 65.2% sample. This sample was deemed more than acceptable for statistical purposes according to the guidelines provided by Babbie and Mouton (2010). Convenience sampling is a specific type of non-probability method that relies on data collection from population members who are conveniently available to participate in the research (Babbie & Mouton, 2010; Tayebwa, 2019). This sampling method was deemed appropriate for this study as the food retail sector is extremely busy and because of the convenient accessibility and proximity to the researcher.

4.4.3 Measuring instruments

4.4.3.1 *Biographical Questionnaire*

A biographical questionnaire was designed and utilised to collect information on the sample regarding gender, age, position and years of service in the researched company.

4.4.3.2 *The Denison Organisational Culture Survey (DOCS)*

The DOCS is a 60-item instrument that is designed to give a simple, yet comprehensive analysis of the culture of the organisation as well as the effectiveness in the organisation.

The DOCS (Denison & Neal, 1996) has proven empirical evidence demonstrating the reliability of the scales and correspondence between the DOCS survey and objective measures of an organisation's effectiveness (Boyce et al., 2015; Denison & Mishra, 1995; Kotrba & Gillespie, 2012). The measure has demonstrated predictive validity and is recognized as a reliable and valid research instrument for the study of OC and OE.

Choo (2000) conducted research on the validity and reliability of the DOCS measuring instrument and found that the instrument showed consistency and good support for the underlying model. The scales of the DOCS have been examined using reliability analysis, confirmatory factor analysis and predictive validity measures (Denison, Lief & Ward, 2004). These analyses indicated scientifically acceptable levels of consistency within scales. The DOCS further offered support for the psychometric integrity of the survey and the survey's link to effectiveness.

In a study done by Liu (2006), Cronbach's alpha was used to measure the internal reliability of the DOCS. Correlation coefficients obtained in the study for the four cultural traits that the DOCS measured were $r = .823$ for involvement, $r = .808$ for consistency, $r = .731$ for adaptability, $r = .876$ for mission, and $r = .882$ for the seven organisational effectiveness measures, which suggested a strong positive homogeneity in this measuring instrument. Within a South African context, Franck (2005) conducted research to determine whether the DOCS is a reliable tool to measure OC in a South African financial institution. The study investigated the reliability of the DOCS in terms of the computation of appropriate reliability coefficients. The results of the study showed that the DOCS survey is highly reliable in terms of internal consistency, obtaining an

internal reliability coefficient of .89 for Involvement, .08 for Consistency, .87 for Adaptability and .89 for Mission. These results are above the recommended greater than .70 level suggested by Kline (1986) for the acceptability of a survey questionnaire.

The DOCS included two sections, namely Section 1: Organisational Culture Questionnaire and Section 2: Organisational Effectiveness Questionnaire.

Section 1: Organisational Culture Questionnaire

The first section of the questionnaire is designed to measure the four OC traits, namely (1) Mission, (2) Adaptability, (3) Involvement and (4) Consistency. Each cultural trait is further sub-divided into three cultural indices, which manifested that particular trait. Thirty-six statements were used to measure the different cultural indices. Each statement was linked to a 5-point Likert scale (Likert, 1932) with response categories ranging from 1 to 5 and was answered according to the following choices: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree. The results of the culture survey provided the basic cultural characteristics of the organisation.

Section 2: Organisational Effectiveness Questionnaire

Fey and Denison (2003) measured OE by means of the following seven items:

- Overall performance;
- Market share;
- Sales/revenue growth;
- Profitability/return on investment;
- Employee satisfaction;
- Quality of products and services; and
- New product development.

In the current study respondents were required to rate their organisation on these seven OE items using a 5-point Likert type rating scale (Likert, 1932). The values 1 to 5 represented (1) low performer, (2) below average, (3) average, (4) above average and (5) high performer. The seven subjective effectiveness measuring criteria presents a set of operational norms that can reflect organisational business outcomes.

The current study utilised subjective measures in measuring OE. Previous empirical studies provided a good precedent for subjective effectiveness measures to assess the relationship between OC and OE (Fey & Denison, 2003). Wall et al. (2004) asserted that subjective measures tended to focus on overall performance whereas objective measures focused on financial indicators. Subjective measures are also seen to be cost effective and fairly easy to apply, making it appropriate within a food retail context.

4.4.4 Research procedure and ethical considerations

Permission was granted by the study organisation's HR Director and CEO to conduct the study within the one food retail store. According to Terre Blanche et al. (2006), research ethics is a central component in organisational research. Ethical clearance to conduct the study was obtained from the Research Committee of the Department of Industrial and Organisational Psychology at the University of South Africa.

With the assistance from the HR Department, the researcher met the participants in groups of 20. Informed consent was obtained from all the participants in that participants were made aware of the nature of the research and chose to participate in the research (Langdridge & Hagger-Johnson, 2013). The researcher provided a verbal description of the research study as well as clarity on individual questions. The content and purpose of the survey was clearly explained, and confidentiality was assured to all participants. The completed questionnaires were then collated on an Excel spreadsheet which was then provided to an accredited statistician to compute the statistics for the research.

4.4.5 Statistical analysis of data

A number of statistical techniques were employed to analyse the data and test the research hypotheses. The Statistical Package for the Social Science (SPSS) version 23 computer software was utilised for the statistical analysis (IBM, 2015). Descriptive statistics were used to calculate the mean, standard deviation and frequencies of responses (Babbie, 2015). Chronbach's alpha coefficients were calculated to determine the internal consistency of the measuring instrument (DOCS). Correlation coefficients were calculated to determine the statistical relationship between OC (cultural traits and indices) and OE and its traits and the cut-off point to determine statistical significance

which was set at $p \leq 0.05$ (Babbie & Mouton, 2010). Finally, a multiple linear regression was computed to determine whether OC could predict OE (Babbie, 2015).

Each statistical analysis method is explained in more detail below:

4.4.5.1 Descriptive statistics

Descriptive statistics provided a statistical summary of the data that has been collected and is a medium for describing data in manageable forms (Babbie, 2015). For the purpose of the current research, the descriptive statistics calculated included frequency distributions, means and standard deviations (SD).

4.4.5.2 Descriptive statistics analysis: Biographical information

Frequency distributions were used in this study to present the distribution of the biographical data, namely gender, age, position and years of service in the company. According to Babbie and Mouton (2010) a frequency distribution is a tabular or graphical representation of a data set indicating the set of scores on a variable together with their frequency.

4.4.5.3 Descriptive statistics analysis: Survey dimensions

Means were used in this study as a measure of central tendency and reflected the arithmetic average of frequency distributions (Babbie, 2015). Means were calculated and used to measure the different constructs of OC and OE as follows: Mean scores for the four OC traits, mean scores for the 12 OC indices, and mean scores for the seven measures of OE.

For the purposes of this study, the recommended mean cut-off score of 3.2 on a scale of 1–5 was used to differentiate between potential positive and negative responses, with scores of 3.2 or above indicating a positive perception and scores below 3.2 indicating a negative perception of that dimension. Research by the HSRC indicates that an average of 3.2 is a good guideline to distinguish between positive and potential negative perceptions (Castro & Martins, 2010).

4.4.5.4 Internal consistency of the Denison Organisational Culture Survey

Chronbach's alpha coefficients were calculated to determine the internal consistency of the Denison Organisational Culture Survey (DOCS) as well as the two sections of the DOCS, namely the OC Questionnaire and the OE Questionnaire.

Green and Salkind (2014) explain internal consistency as the degree to which responses are consistent across the items within a measure. According to Salkind (2017) a commonly used threshold value for acceptable internal consistency reliability is .70.

4.4.5.5 Correlation coefficients

To determine the relationships between OC and OE, Pearson's correlation coefficients was calculated. Pearson's correlation coefficient provided an indication of the strength, magnitude and direction of the relationship between two variables (Van Zyl, 2014). For the purpose of the current research, Pearson's correlation coefficient was used to determine the direction and extent of the relationship between:

- the four OC traits and a Composite OE Score;
- the four OC traits and the seven OE measures; and
- the 12 OC indices and the seven OE measures.

4.4.5.6 Regression analysis

Regression analysis is a statistical technique for investigating and modelling the relationship between variables. Due to the wide applicability to a range of problems, regression analysis may be one of the most widely used statistical techniques (Montgomery et al., 2021). According to Babbie (2015), regression analysis is a method of data analysis in which the relationship among variables are represented in the form of an equation, called a regression equation.

According to Babbie (2015) there are several forms of regression analysis, depending on the complexity of the relationships being studied. Multiple regression analysis was used in this research to determine whether OC traits and indices could predict a Composite OE Score. Multiple regression analysis is used to predict the value of a dependent variable based on the values of two or more independent variables (Van Zyl, 2014). Babbie (2015, p. 475) defined multiple regression analysis as "a form of statistical

analysis that sought the equation representing the impact of two or more independent variables on a single dependent variable”.

Furthermore, multiple stepwise regression analysis was used in the current study which considers the role(s) that multiple independent variables play in accounting for variance in a single dependent variable (Nathans et al., 2012). The independent variable that makes an insignificant or non-significant contribution to the model is assessed and eliminated from the model (Nathans et al., 2012). Thus, multiple stepwise regression analysis started with a (usually empty) set of variables and adds variables to it, until a criterion is met, and the technique iteratively examined the statistical significance of each independent variable in a linear regression model (Babbie, 2013).

4.5 CHAPTER SUMMARY

In this chapter the research design, research approach and research method were presented. As part of the research method, the following were discussed: research setting and ethical considerations, research participants and sampling, measuring instruments, research procedure, ethical considerations and statistical analysis.

In the next chapter, the research results will be presented and discussed.

CHAPTER 5: RESEARCH RESULTS AND DISCUSSION

5.1 INTRODUCTION

In this chapter, the research results will be presented and discussed. The first section will deal with descriptive statistics analysis for biographical information and survey dimensions (OC and OE respectively). After this, the internal consistency of the DOCS will be presented and discussed, where after the correlation coefficients (the relationships between OC and OE) will be presented. Finally, the results from the multiple regression analysis will be presented and discussed.

5.2 DESCRIPTIVE STATISTICS

In the following section, the descriptive statistics analysis will be presented and discussed for the biographical information, survey dimensions of OC and OE, as well as the internal consistency of the DOCS.

5.2.1 Descriptive statistics analysis: Biographical information

In Table 5.1 the descriptive statistics for the research sample is presented. Table 5.1 indicates that the majority of respondents were female (72%). This is partly due to the nature of the food retail sector in South Africa that is service orientated and that certain departments are traditionally staffed by females (for example, check-out points and packers). Regarding age, 42.6% in this category fell within the age range 20 – 29, whereas 36.2% fell into the age group 40 – 49. Regarding position in the company, 80% fell into the group of non-managerial roles. There is also a certain level of expertise within the store, with 15.4% junior management, 2.6% middle management and 2% senior management, indicating a strong hierarchical structure.

Table 5.1 also indicates that the majority of respondents have only been with the organisation for 1 year and less (36%) and could be seen as new entrants, however this percentage is balanced with an experienced group of employees (35.3%), as experience is vital in certain positions within the food retail sector.

Table 5.1*Composition of the Research Sample (n = 150)*

Variable	Category	Frequency	Percentage
Gender	Female	108	72
	Male	42	28
Age	20 - 29 years old	64	42.6
	30 - 39 years old	23	15.3
	40 - 49 years old	49	32.6
	50 - 60 years old	13	8.6
	Older than 60 years	1	.6
Position	Junior Management	22	15.4
	Middle Management	4	2.6
	Senior Management	3	2
	Non-Management	120	80
Years of service in company	1 year & less	54	36
	1-5 years	28	19.6
	6-10 years	53	35.3
	11-15 years	10	7.1
	16 years & longer	5	2

Note: Compiled by researcher

5.2.2 Descriptive statistics analysis: Organisational culture measurements

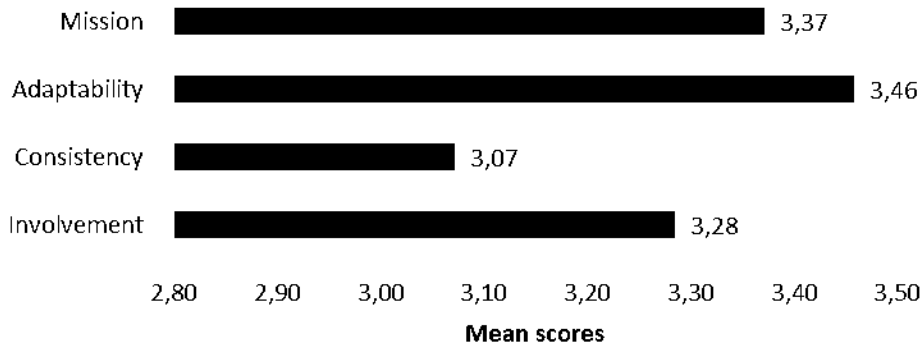
As mentioned in Chapter 1, the DOCS used a 5-point scale for both the culture and organisational effectiveness measures. The HSRC recommended mean cut-off score of 3.2 on a scale of 1–5 was used to differentiate between potential positive and negative responses, with scores of 3.2 and above indicating a positive perception and scores below 3.2 indicating a negative perception of that dimension (Castro & Martins, 2010).

The mean scores for the respective cultural traits, namely Mission, Adaptability, Consistency and Involvement, are presented in Figure 5.1, which indicates that Adaptability is the trait that scored the highest mean (3.46 or 69.2%) followed by Mission (3.37), Involvement (3.28) and Consistency (3.07). The respondents thus indicated that they perceived three of the four cultural traits in the researched organisation to be positive, while they perceived Consistency (3.07) as slightly negative. These results are similar to the results obtained in a study by Zwaan (2006) who indicated that employees

in the Western Cape health sector perceived the four cultural traits, namely Adaptability, Involvement, Mission and Consistency, as being positive at a large healthcare facility.

Figure 5.1

Mean Scores for the Four Organisational Cultural Traits (n = 150)



Note: Compiled by researcher

Table 5.2 shows a low standard deviation and standard error on the mean, supporting the reliability and validity of the responses. The coefficient of variance (CV) for all four indicators are smaller than one ($CV < 1$) which indicated low variance in the responses rating each indicator.

Table 5.2

One-Sample Statistics for the Four Organisational Cultural Traits (n = 150)

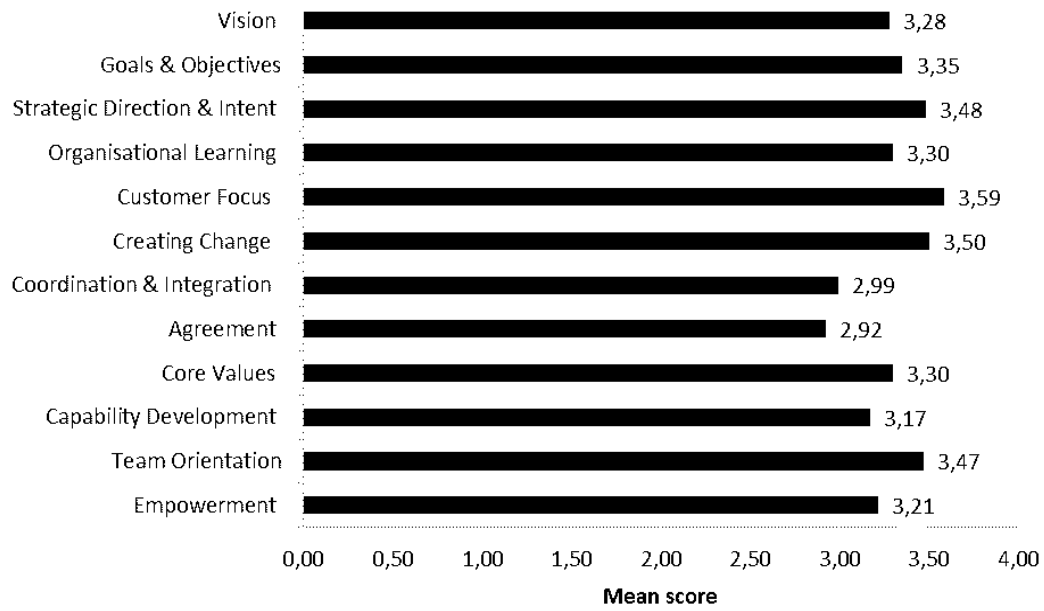
Culture trait	Mean	Standard deviation	Standard error mean	Coefficient of variance
Involvement	3.28	.90	.14	.274
Consistency	3.07	.65	.10	.212
Adaptability	3.46	.56	.09	.162
Mission	3.37	.96	.15	.285

Note: Compiled by researcher

The retailer's organisational culture characteristics were measured further by calculating the mean score on each of the 12 cultural indices, which are presented in Figure 5.2.

Figure 5.2

Mean Scores for the 12 Organisational Culture Indices (n = 150)



Note: Compiled by researcher

Figure 5.2 shows the mean score on the cultural indice of Customer Focus as 3.59 or 71.8%, the highest score attained among the 12 cultural indices. The participating organisation has a very strong focus on always putting the customer first as part of their mission and vision statements which is evident in this result. This was followed by Creating Change (3.50), Strategic Direction & Intent (3.48), Team Orientation (3.47), Goals & Objectives (3.35), Organisational Learning (3.30), Core Values (3.30), Vision (3.28), Empowerment (3.21), and Capability Development (3.17). This was followed by Coordination & Integration (2.99) and Agreement (2.92). The respondents thus indicated that they perceived nine of the 12 cultural indices in the researched organisation to be positive, while they perceived Capability Development (3.17), Coordination & Integration (2.99) and Agreement (2.92) as negative.

Table 5.3 shows the standard deviation for eight of the 12 cultural indices as below 1 while Empowerment, Team Orientation, Strategic Direction & Intent and Vision showed a Standard Deviation of higher than 1.

Table 5.3*One-Sample Statistics for the 12 Organisational Culture Indices (n = 150)*

Cultural indices	Mean	Standard deviation	Standard error Mean	Coefficient of variance
Empowerment	3.21	1.07	.17	.333
Team Orientation	3.47	1.04	.17	.300
Capability Development	3.17	.95	.15	.300
Core Values	3.3	.78	.12	.236
Agreement	2.92	.97	.15	.332
Coordination & Integration	2.99	.98	.16	.328
Creating Change	3.50	.8	.13	.229
Customer Focus	3.59	.59	.09	.164
Organisational Learning	3.30	.79	.13	.239
Strategic Direction & Intent	3.48	1.14	.18	.328
Goals & Objectives	3.35	.91	.15	.272
Vision	3.28	1.09	.18	.332

Note: Compiled by researcher

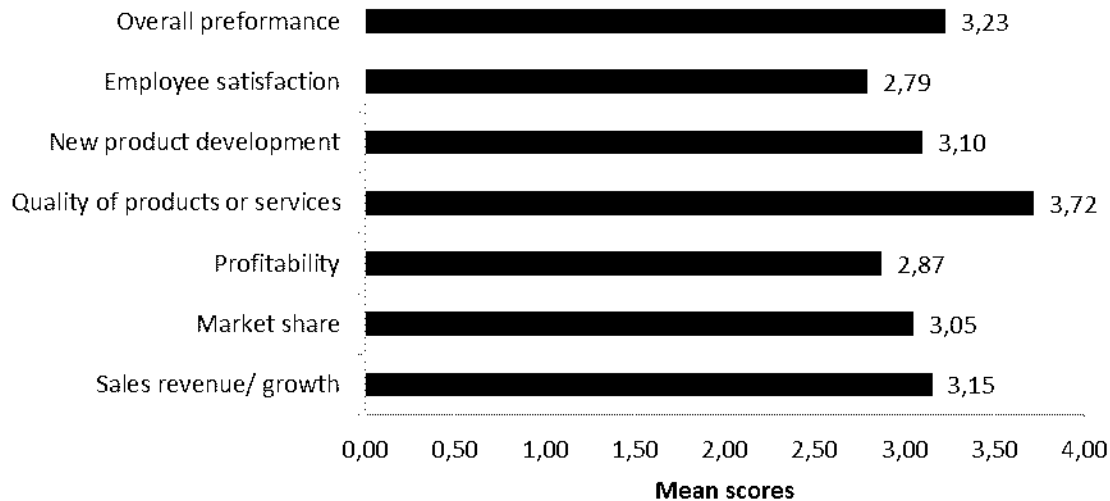
Table 5.3 shows a low standard error on the mean, supporting the reliability and validity of the responses. The coefficient of variance (CV) for all 12 indicators are smaller than one ($CV < 1$) which indicated low variance in the responses rating each indicator.

5.2.3 Descriptive statistical analysis: Organisational effectiveness measurement

Figure 5.3 shows the mean scores for the seven organisational effectiveness (OE) measurement indicators.

Figure 5.3

Mean Scores for the Seven Indicators of Organisational Effectiveness (n = 150)



Note: Compiled by researcher

Figure 5.3 indicates that the OE indicator that attained the highest mean was Quality of Products or Services (3.72 or 74.4%), which generally is a strong focus in the food retail sector, followed by Overall Performance (3.23) and Sales revenue/growth (3.15). The indicators that scored the lowest mean scores in descending order are New Product Development (3.10), Market Share (3.05), Profitability (2.87) and Employee Satisfaction (2.79). The respondents thus indicated that they perceived only two (Quality of Products or Services = 3.72; Overall Performance = 3.23) of the seven OE indicators in the researched organisation to be positive, while they perceived five as negative. Respondents thus appear to perceive their organisation as generally not very effective.

Table 5.4 shows the one-sample statistics for the respective seven indicators measuring effectiveness. The coefficient of variance (CV) for all seven indicators are smaller than 1 (CV < 1) which indicated low variance in the responses rating each indicator. The standard error of the mean for all the indicators is shown as below 1 supporting the validity of the mean scores for the respective indicators.

Table 5.4*One-Sample Statistics for the Seven Organisational Effectiveness Indicators (n = 150)*

OE indicators	Mean	Standard deviation	Standard error mean	Coefficient of variance
Sales Revenue/Growth	3.15	1.615	0.259	0.512
Market Share	3.05	1.572	0.252	0.515
Profitability	2.87	1.866	0.299	0.650
Quality of Products or Services	3.72	1.395	0.223	0.375
New Product Development	3.10	1.729	0.277	0.557
Employee Satisfaction	2.79	1.508	0.241	0.539
Overall Performance	3.23	1.423	0.228	0.440

Note: Compiled by researcher**5.3 RELIABILITY OF THE DENISON ORGANISATIONAL CULTURE SURVEY**

In the following section the results for the internal consistency reliability test of the DOCS is presented and discussed. For the current study the threshold value for acceptable reliability of .70 as suggested by Hair et al. (2010) was used. The internal reliability results for OC and its four subscales are presented in Table 5.5.

Table 5.5*Reliability Statistics for Organisational Culture and its Four Subscales (n = 150)*

Organisational culture subscales	Number of items	Cronbach's alpha	Level
Involvement	9	.89	Acceptable
Consistency	9	.71	Acceptable
Adaptability	9	.75	Acceptable
Mission	9	.92	Acceptable
Composite OC Score		.80	Acceptable

Note: Compiled by researcher

Table 5.5 indicates that the internal reliability of the OC subscales ranged from .71 (Consistency) to .92 (Mission), while the overall internal reliability coefficient (composite OC core) for OC was .80. All the subscales and the Composite OC Score thus showed acceptable reliability for this study according to the Hair et al. (2010) guideline. Table 5.6 presents the internal reliability results for OE and its seven subscales.

Table 5.6

Reliability Statistics for Organisational Effectiveness and its Seven Subscales (n = 150)

Organisational effectiveness subscales	Number of items	Cronbach's alpha	Level
Organisational effectiveness	8	.81	Acceptable
Composite OE Score		.81	Acceptable

Note: Compiled by researcher

Table 5.6 indicates that the internal consistency of the OE subscales is 0.81 with an overall internal reliability coefficient (Composite OE Score) of 0.81. The subscales constituting OE as well as the Composite OE Score thus showed acceptable reliability for this study according to the Hair et al. (2010) guideline.

5.4 CORRELATION COEFFICIENTS

To determine the relationships between OC and OE, Pearson's correlation coefficients were calculated. Pearson's correlation coefficient provided an indication of the strength, magnitude and direction of the relationship between OC and OE (Van Zyl, 2014). In the following section, the correlation coefficients calculated between the four OC traits and the seven OE measures and between the 12 OC indices and the seven OE measures, are presented and discussed.

5.4.1 Correlation coefficients between organisational culture traits and organisational effectiveness

Firstly, the correlation coefficients between the four OC traits and a Composite OE Score were calculated. The Composite OE Score was calculated by using the Bivariate

correlation test in SPSS, which is a count of the ratings to determine a composite rating. The total counts of the scale is used for all the questions related to the different OC traits and OE measurements (in relation to each other). These findings are presented in Table 5.7.

Table 5.7

Correlation Coefficients Between the Four Organisational Culture Traits and an Overall Organisational Effectiveness Score (n = 150)

OC traits	Composite OE Score
Involvement	.329*
Consistency	.364*
Adaptability	.544
Mission	.383**

Notes:

Table compiled by researcher

* Correlation is significant at the 0.05 level (2-tailed)

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

Table 5.7 indicates that there is a statistically significant relationship between Mission and OE (.383; $p \leq .01$), between Consistency and OE (.364; $p \leq .05$), and between Involvement and OE (.329 $p \leq .05$). Adaptability did not have a statistically significant relationship with a Composite OE Score.

Secondly, Pearson correlation coefficients between the four OC traits and seven effectiveness measures were calculated and the results are presented in Table 5.8. Table 5.8 indicates that the cultural trait of Involvement has a statistical significant relationship with two indicators of OE, namely New Product Development ($r = .441$, $p \leq .01$) and Employee Satisfaction ($r = .402$, $p \leq .05$). Table 5.8 also indicates that the cultural trait of Consistency has a statistical significant relationship with Quality of Products or Services ($r = .322$; $p \leq .05$), New Product Development ($r = .439$, $p = .01$) and Employee Satisfaction ($r = .549$, $p \leq .01$).

Table 5.8

Correlations Between the Four Organisational Culture Traits and the Seven Organisational Effectiveness Measures (n = 150)

OC traits	Organisational effectiveness						
	Sales/ Revenue Growth	Market Share	Profitability/ ROA	Quality of Products/ Services	New Product Development	Employee Satisfaction	Overall OE
Involvement	.068	.176	.101	.223	.441**	.402*	.218
Consistency	.045	.284	-.086	.322*	.439**	.549**	.281
Adaptability	-.065	.097	-.131	.242	.314	.362*	.309
Mission	.114	.141	.085	.265	.475**	.534**	.451**

Notes:

Table compiled by researcher

OE = Organisational Effectiveness

* Correlation is significant at the 0.05 level (2-tailed)

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

Table 5.8 also indicates that the cultural trait of Adaptability is shown to have a statistically significant relationship with Employee Satisfaction ($r = 0.362$, $p \leq .05$). Table 5.8 also indicates that the cultural trait of Mission has a statistically significant relationship with three indicators of OE, namely New Product Development ($r = .475$, $p \leq .01$), Employee Satisfaction ($r = .534$, $p \leq .01$) and Overall Organisation Performance ($r = .451$, $p \leq 0.01$). All other relationships, including the three negative correlations, were not statistically significant.

Table 5.8 indicates that the strongest correlation is with Employee Satisfaction where all four OC traits showed a statistical significant correlation. Secondly is New Product Development, where 3 traits show a statistical correlation. Finally, Consistency correlates with Quality of products. Thus, if an organisation wants to enhance effectiveness they have to implement measures that enhances consistency in the organisation. New Product Development and thus creativity within the company is greatly influenced by the OC in terms of its culture, consistency and mission. Finally, employee satisfaction is clearly directly dependent on all four OC traits. Thus, if you want employee satisfaction you need to manage all four OC traits. The other OE variables were found to not being directly influenced by OC. In conclusion, it is clear there is a

statistically significant relationship between certain constructs of OC and certain OE measures. These results support Denison's findings, namely that OC has a positive impact on OE (Liu, 2006).

5.4.2 Correlation coefficients between organisational culture indices and organisational effectiveness

Thirdly, the correlation coefficients for the 12 cultural indices and the seven effectiveness measures were calculated and are presented in Table 5.9, which indicates that 11 of the 12 cultural indices had a statistically significant relationship with one or more of the seven OE measures. Only Creating Change had no statistically significant relationship with any OE measures. One cultural index, namely Customer Focus, had a negative but statistically significant relationship with one OE measure: Sales/Revenue Growth (-.337; $p \leq .05$). The other 10 negative relationships were not statistically significant. Table 5.9 also indicates that:

- Empowerment has a statistically significant relationship with two OE measures, namely New Product Development (.381; $p \leq .05$) and Employee Satisfaction (.435; $p \leq .01$).
- Team Orientation has a statistically significant relationship with one OE measure, namely New Product Development (.392; $p \leq .05$).
- Capacity Development has a statistically significant relationship with two OE measures, namely Quality of Products (.320; $p \leq .05$) and New Product Development (.388; $p \leq .05$).
- Core Values has a statistically significant relationship with one OE measure, namely Employee Satisfaction (.384; $p \leq .05$).
- Agreement has a statistically significant relationship with three OE measures, namely Market Share (.431; $p \leq .01$), Quality of Products (.518; $p \leq .01$) and Overall OP (.326; $p \leq .05$).
- Coordination & Integration has a statistically significant relationship with two OE measures, namely New Product Development (.420; $p \leq .01$) and Employee Satisfaction (.545; $p \leq .01$).

Table 5.9

Correlations Between the 12 Organisational Culture Indices and the Seven Organisational Effectiveness Measures (n = 150)

Culture indices	Organisational effectiveness						
	Sales/ Revenue Growth	Market Share	Profit/ ROA	Quality of Products/ Services	New Product Development	Employee Satisfaction	Overall OE
1	-.040	.077	.128	.094	.381*	.435**	.116
2	.217	.296	.199	.185	.392*	.315	.233
3	.000	.088	-.076	.320*	.388*	.299	.229
4	-.115	.095	.003	.072	.179	.384*	.294
5	.250	.431**	-.205	.518**	.310	.254	.326*
6	-.066	.086	.019	.069	.420**	.545**	.008
7	.055	.091	-.142	.087	.261	.241	.205
8	-.337*	-.095	-.169	.078	.120	.149	.180
9	.062	.173	.018	.367*	.303	.404*	.310
10	.117	.178	.139	.312	.484**	.525**	.484**
11	-.008	.042	-.004	.142	.394*	.405*	.234
12	.189	.152	.093	.257	.428**	.528**	.496**

Notes:

Table compiled by researcher

1 = Empowerment

2 = Team orientation

3 = Capability development

4 = Core values

5 = Agreement

6 = Coordination & integration

7 = Creating change

8 = Customer focus

9 = Organisational learning

10 = Strategic direction & intent

11 = Goals & objectives

12 = Vision

OE = Organisational effectiveness

* Correlation is significant at the 0.05 level (2-tailed)

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

- Creating Change has no statistically significant relationships with any of the seven OE measures.

- Customer Focus has a negative statistically significant relationship with one OE measure, namely Sales/Revenue Growth (-.337; $p \leq .05$).
- Organisational Learning has a statistically significant relationship with two OE measures, namely Quality of Products (.367; $p \leq .05$) and Employee Satisfaction (.404; $p \leq .05$).
- Strategic Direction & Intent has a statistically significant relationship with three OE measures, namely New Product Development (.484; $p \leq .01$), Employee Satisfaction (.525; $p \leq .01$) and Overall OP (.484; $p \leq .01$).
- Goals & Objectives has a statistically significant relationship with two OE measures, namely New Product Development (.394; $p \leq .05$) and Employee Satisfaction (.405; $p \leq .05$).
- Vision has a statistically significant relationship with three OE measures, namely New Product Development (.428; $p \leq .01$), Employee Satisfaction (.528; $p \leq .01$) and Overall OP (.496; $p \leq .01$).

Table 5.9 indicates that five of the culture indices had a statistically significant relationship with two OE measure, namely (1) New Product Development and (2) Employee Satisfaction. These five culture indices were (1) Empowerment, (2) Coordination & Integration, (3) Strategic Direction & Intent, (4) Goals & Objectives, and (5) Vision. This indicates that if these five culture indices are given attention and increased, then New Product Development and Employee Satisfaction should subsequently increase.

The negative but statistically significant relationship between Customer Focus and Sales/Revenue Growth indicates that should Customer Focus increase, then Sales/Revenue Growth should subsequently decrease. This negative relationship obtained is not supported by any similar studies and should be interpreted with caution.

In conclusion, the results (within the context of the Denison model of OC) highlighted the four OC traits organisations should strive to master to be effective. The statistical results further indicated which variables impact OE. It is thus about the management of OC within the organisation and how the statistical results can assist the organisation in becoming more effective. The results can enable leaders, stakeholders, and employees to understand their OC and learn how to redirect their culture to improve OE (Denison,

2019), as seen in Table 5.10. Through ongoing research projects and examining the correlation between OC and OE using the DOCS, Denison (2019) concluded that OC has the potential to enhance OE.

Table 5.10

Examples of Actions to Improve Organisational Effectiveness

OC traits	OC indices	Examples of the management and actions to improve OE
INVOLVEMENT (Are our people aligned and engaged?)	Empowerment	<ul style="list-style-type: none"> • Inform all employees about the business. • Require "bottom up" input in all decisions.
	Team orientation	<ul style="list-style-type: none"> • Reduce the number of levels in your hierarchy. • Build the organisation around teams, not individuals. • Require performance appraisals for everyone.
	Capability development	<ul style="list-style-type: none"> • Reward and promote people who build organisational capability.
CONSISTENCY (Do we have the values, systems and processes in place to create leverage?)	Core values	<ul style="list-style-type: none"> • Identify your core values and then live by them. • Actively work to create alignment of behaviour and core values.
	Agreement	<ul style="list-style-type: none"> • Include values, ideology and culture as a regular part of training. • Hire people early in their careers, invest in development, promote from within. • Create a common base of experience for people from different parts of the organisation.
	Coordination & integration	<ul style="list-style-type: none"> • Create your own heroes, celebrate your own victories.
ADAPTABILITY (Are we responding to the marketplace / external environment?)	Creating change	<ul style="list-style-type: none"> • Hire a few outsiders in key roles in your organisation. • Constantly engage your customers. • Reward risk-taking even if it means tolerating some failures.
	Customer focus	<ul style="list-style-type: none"> • Set targets for the percentage of revenue that comes from new products.
	Organisational learning	<ul style="list-style-type: none"> • Redesign your organisation around small profit centers. • Start managing as if time was your most important resource. • Create forums for learning that are visible and valuable.
MISSION (Do we know where we are going?)	Strategic direction & intent	<ul style="list-style-type: none"> • Give the future the attention it deserves. • Develop a philosophy that long and short-term interests can be reconciled.
	Goals & objectives	<ul style="list-style-type: none"> • Concentrate on changing the rules of the game in your industry. • Make sure everyone in the organisation is familiar with your strategy and vision. • Involve others in defining and redefining your mission
	Vision	<ul style="list-style-type: none"> • Everyone must connect their own goals to the mission, vision and strategy.

Note: Adapted from “Introduction to the Denison model,” by Denison Consulting, 2019, p. 1, https://www.denisonconsulting.com/sites/default/files/documents/resources/rn-201-denison-model-overview_0.pdf

5.5 REGRESSION ANALYSIS

As explained in Chapter 4, multiple stepwise regression analysis considered the role(s) that multiple independent variables play in accounting for variance in a single dependent variable (Nathans et al., 2012). The independent variable that makes an insignificant or non-significant contribution to the model is assessed and eliminated from the model (Nathans et al., 2012). In this study a multiple regression analysis was conducted to determine whether the four OC traits and 12 OC indices as independent variables could predict a Composite OE Score as the dependent variable. The multiple regression analysis was conducted in three stages.

Stage 1: The 4 cultural traits were entered into the model. Table 5.11 indicates that the introduction of the four OC traits as independent variables could predict 4.7% ($p \leq .01$) of the variance of OE as the dependant variable (Adjusted $R^2 = 0.047$; $F_{(1; 149)} = 8.42$, $p \leq .01$).

Table 5.11

Stage 1: Multiple Regression Analysis with the 4 OC Traits as the Independent Variable and a Composite OE Score as the Dependent Variable (n = 150)

Source	DF	Sum of Squares	Mean Square	F Value	Sig.
Model	1	264.49512	264.49512	8.41	0.0043
Error	149	4686.60421	31.45372		
Corrected Total	150	4951.09934			
R-square			0.053		
Adjusted R-square			0.047		

Note: Table compiled by researcher

Stage 2: Although the introduction of the 4 OC traits could statistically significantly predict 4.7% of the variance in OE, this variance was deemed extremely small. It was decided to enter the 12 OC sub-traits/indices as independent variables into the model

rather than the 4 main cultural traits. Table 5.12 indicated that of the 12 OC sub-traits interfered into the regression model, only 4 sub-traits showed predictability, namely Agreement, Customer Focus, Vision and Goals & Objectives. These 4 sub-traits together were able to predict 11.4% of the variance of OE (Adjusted $R^2 = .114$; $F_{(1; 146)} = 5.55$, $p \leq .01$).

Table 5.12

Stage 2: Multiple Regression Analysis with the 12 OC Indices as the Independent Variables and a Composite OE Score as the Dependent Variable (n = 150)

Variable	DF	Parameter Estimate	Standard Error	t Value	Sig.	Tolerance	Variance Inflation
Intercept	1	19.63898	2.84696	6.90	<0.0001	.	0.0
Agreement	1	0.48393	0.20036	2.42	0.0170	0.97420	1.02649
Customer focus	1	-0.55727	0.25514	-2.18	0.0305	0.81662	1.22456
Vision	1	0.85774	0.23934	3.58	0.0005	0.32588	3.06861
Goals and Objective	1	-0.39845	0.23395	-1.70	0.0907	0.34001	2.94110

	DF	Sum of Squares	Mean Square	F Value	Sig.
Model	4.0	653.53196	163.38299	5.55	0.0003
Error	146.0	4297.56737	29.43539		
Corrected Total	150.0	4951.09934			
R-square		0.132			
Adjusted R-square		0.114			

Note: Table compiled by researcher

Stage 3. The four significant OC sub-traits identified in Stage 2 (Vision, Agreement, Customer Focus and Goals & Objectives) were potential significant predictors, and different combinations of them were entered into the model. However, multi-collinearity existed specifically between the two OC indices of Vision and Goals & Objectives, which contained the same information to a certain extent. In order to remove multi-collinearity,

the regression was rerun, once with Vision, Agreement and Customer Focus, and once with Goals and Objectives, Agreement and Customer Focus. The reruns resulted in R-squares of 11.4% (for the one with Vision) and 7.5% (for the one with Goals & Objectives). Vision produced the highest R-square and was subsequently used together with Agreement and Customers Focus in the final model, indicated in Table 5.13.

Table 5.13

Stage 3: Multiple Regression Analysis with Vision, Agreement and Customer Focus as the Independent Variables and a Composite OE Score as the Dependent Variable (n = 150)

Variable	DF	Parameter Estimate	Standard Error	t Value	Sig.	Tolerance	Variance Inflation
Intercept	1	19.42605	2.86254	6.79	<0.0001	.	0.0
Agreement	1	0.45095	0.20070	2.25	0.0261	0.98338	1.01690
Customer Focus	1	-0.57497	0.25657	-2.24	0.0265	0.81798	1.22252
Vision	1	0.54123	0.15178	3.57	0.0005	0.82078	1.21835

Source	DF	Sum of Squares	Mean Square	F Value	Sig.
Model	3.0	568.15	189.38	6.35	0.0004
Error	147.0	4382.94	29.81		
Corrected Total	150.0	4951.09			
R-square		0.132			
Adjusted R-square		0.114			

Note: Table compiled by researcher

This final model indicated in Table 5.13 was thus able to explain 11.4% of the variability of OE (Adjusted $R^2 = .114$; $F_{(1, 147)} = 6.35$, $p \leq .01$).

In conclusion, the four OC traits are less predictive of OE than the 12 OC sub-traits/indices (R^2 of 4.7% vs 11.4%). Agreement (a culture index related to Consistency), Customer Focus (a culture index related to Adaptability) and Vision (a culture index

related to Mission) account for 11.4% of the variance in OE. It can thus be concluded that none of the four OC traits are able to predict OE but that three of the 12 OC indices, namely Agreement, Customer Focus and Vision, are able to predict 11.4% of the variance of OE.

These results are in line with the results of studies done by Fowler (2002) who found that OC was able to predict OE. These results are also supported by studies by Denison (2019) in a wide variety of industries, from finance to pharmaceuticals, and geographic locations, who also found that OC was able to predict OE.

5.6 CHAPTER SUMMARY

In this chapter, the research results were presented and discussed. The first section dealt with the descriptive statistics analysis for biographical information and survey dimensions (OC and OE respectively). After this, the internal consistency of the DOCS was presented and discussed, where after the correlation coefficients (the relationships between OC and OE) was presented. Finally, the results from the multiple regression analysis was presented and discussed.

In the next and last chapter the conclusions, limitations and recommendations of the study will be discussed.

CHAPTER 6: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

In this last chapter the conclusions, limitations and recommendations of the study will be addressed. The chapter will start with conclusions based on the research results, after which the limitations of the study will receive attention. The chapter will conclude with recommendations for future research, for the participating organisation and for the field of IOP.

6.2 CONCLUSIONS REGARDING THE AIMS OF THE STUDY

6.2.1 Conclusions regarding the specific theoretical aims of the study

The study had three theoretical aims:

- To conceptualise OC
- To conceptualise OE
- To conceptualise the theoretical relationship between OC and OE.

6.2.1.1 The first theoretical aim: To conceptualise the construct of organisational culture from a literature perspective

The first theoretical aim was attained in Chapter 2 of this study, and the subsequent conclusions were drawn from the literature review:

- OC is a construct that has been used to understand behaviour in the workplace and is of research interest due to the potential effect that it has on performance and effectiveness in the workplace (Cummings & Worley, 2015).
- OC has been one of the most studied and theoretical concepts in organisational development (Zwaan, 2006).
- OC is not easily defined due to the fact that it lies at the intersection of several social sciences (Schein, 2004).
- OC included a fairly established set of beliefs, behaviours and values (Alvesson, 2012).

- OC can be described as a pattern of shared values and beliefs that help individuals understand organisational functioning and thus provide them with norms for behaviour in the organisation (Luthans & Doh, 2012).
- There are several theoretical definitions and perspectives of OC (Martins, 2015).
- There are many models of OC such as that of Schein (1992), Handy (1993), Hofstede (1991) and Denison (Denison & Mishra, 1995).
- Denison's Model of OC is a proven, valid model that is best used when doing research on OC in large organisations and business settings (Denison & Mishra, 1995).
- The Denison Model of OC consists of four cultural traits namely:
 - Involvement
 - Consistency
 - Adaptability
 - Mission
- Consistency and mission tend to encourage stability while involvement and adaptability allowed for change (Denison et al., 2004).
- Consistency and involvement focused on internal organisational dynamics, whereas mission and adaptability focused on the external environment (Denison et al., 2004).
- A well-established and managed OC can create a competitive advantage for an organisation (Mohelska & Sokolova, 2015).
- OC is a strategic asset for the organisation in that it increased the adaptability of fit between an organisation and its environment (Martins, 2015).
- OC can be seen as a process of social learning (Cummings & Worley, 2015).
- OC can help members adapt to their internal and external environments (Kinicki & Kreitner, 2006).
- OC is a fundamental component in the organisation's performance and effectiveness (Martins & Coetzee, 2007).

6.2.1.2 The second theoretical aim: To conceptualise the construct of organisational effectiveness from a literature perspective

The second theoretical aim was attained in Chapter 3 of this study, and the subsequent conclusions were drawn from the literature review:

- The concept of OE is an important organisational concept that has been researched extensively in many contexts (Titus & Hoole, 2021).
- OE is the measure by which an organisation can depict how well it is performing (Kinicki & Kreitner, 2006).
- OE is a term that is not easily defined due to the complexities of organisational life (Cummings & Knott, 2018).
- The constructs of OE and performance are often used interchangeably.
- OE can be viewed from different perspectives, methods and approaches (Oliver, 2015).
- There are different OE models found in the literature (Gribowski et al., 2015).
- The Goal Attainment Model is the most widely used model when studying OE in organisations (Liela & Mikelsone, 2018).
- The measurement of OE is a very important step in the development of an organisation (Lee & Tseng, 2005).
- OE requires effective people systems as well as a focused culture helping the organisation achieve its goals (Ludwig & Frazier, 2012).
- OE is a broad concept encompassing a wide variety of dimensions (Liela & Mikelsone, 2018).
- OE is a multidimensional measurement which may consist of financial/non-financial, internal/external, subjective and objective dimensions which reflected the achievements of the organisation (Liela & Mikelsone 2018).

6.2.1.3 The third theoretical aim: To conceptualise the theoretical relationship between organisational culture and organisational effectiveness from a literature perspective

The third theoretical aim was attained in Chapter 3 of this study, and the subsequent conclusions were drawn from the literature review:

- A review of the literature revealed that there is a theoretical relationship between OC and OE (Chang, 2015).
- The findings that Denison's four OC traits positively influenced OE are supported by previous research studies (Coffey 2003; Denison et al, 2003; Fey & Denison, 2003).
- Within a South African context, in the Western Cape, Liu (2006) found a positive relationship between OC and OE in the banking sector and Zwaan (2006) in the healthcare sector.
- Denison et al. (2003) concluded that the stronger the OC, the greater the level of OE.
- OC has an impact on OE in service orientated organisations (Shanker et al., 2017).

6.2.2 Conclusions regarding the specific empirical aims of the study

The specific empirical aims were the following:

- To measure the OC at a South African food retailer by means of the Denison Organisation Culture Survey.
- To measure OE at a South African food retailer by means of the Organisational Effectiveness Survey.
- To determine whether there is a statistically significant relationship between OC and OE.
- To determine whether OC can statistically significantly predict OE.
- To make recommendations for the field of IOP regarding the relationship between OC and OE.
- To make recommendations to the participating organisation regarding the relationship between OC and OE.

6.2.2.1 The first empirical aim: To measure the organisational culture at a South African food retailer by means of the Denison Organisation Culture Survey

The first empirical aim was attained by using the Denison Organisation Culture Survey (DOCS) to measure the four traits of OC, namely (1) Involvement, (2) Consistency, (3) Adaptability and (4) Mission, and the 12 OC indices using a 5-point Likert scale. A

convenient sample of 150 out of a population of 230 employees were asked to rate their organisation on the DOCS. From the data generated by the DOCS, the following conclusions can be made:

- The OC trait that scored the highest mean is Adaptability (3.46 or 69%) followed by Mission (3.37), Involvement (3.28) and lastly Consistency (3.07). The respondents thus indicated that they perceived three of the four cultural traits in the researched organisation to be positive, while they perceived Consistency (3.07) as slightly negative.
- The highest mean score attained among the 12 OC indices was Customer Focus (3.59). This was followed by Creating Change (3.50), Strategic Direction & Intent (3.48), Team Orientation (3.47), Goals & Objectives (3.35), Organisational Learning (3.30), Core Values (3.30), Vision (3.28), Empowerment (3.21), Capability Development (3.17), Coordination & Integration (2.99). Agreement achieved the lowest means of the 12 cultural indices at 2.92.
- The respondents thus indicated that they perceived nine of the 12 cultural indices in the researched organisation to be positive, while they perceived three cultural indices as negative, namely Capability Development (3.17), Coordination & Integration (2.99) and Agreement (2.92).

6.2.2.2 The second empirical aim: To measure organisational effectiveness at a South African food retailer by means of the Organisational Effectiveness Survey

The second empirical aim was attained using the Organisational Effectiveness Survey (OES) to measure the seven OE measures using a 5-point Likert scale. A convenient sample of 150 out of a population of 230 employees were asked to rate their organisation on the OES. From the data generated by the OES, the following conclusions can be made:

- The highest mean score for OE was Quality of Products or Services (3.72), followed by Overall Performance (3.23) and Sales Revenue/Growth (3.15). This was followed by New Product Development (3.10), Market Share (3.05), Profitability (2.87) and Employee Satisfaction (2.79).
- The respondents thus indicated that they perceived only two (Quality of Products or Services = 3.72; Overall Performance = 3.23) of the seven OE indicators in the

researched organisation to be positive, while they perceived five as negative. Respondents thus appear to perceive their organisation as generally not very effective.

6.2.2.3 The third empirical aim: To determine whether there is a statistically significant relationship between organisational culture and organisational effectiveness

The third empirical aim was attained by computing the correlation coefficients between the four organisational culture traits and organisational effectiveness, and between the 12 organisational indices and organisational effectiveness. The cut-off point to determine statistical significance was set at $p \leq 0.05$ (Babbie & Mouton, 2010). From these calculations the following conclusions can be made:

- There is a statistically significant relationship between OC and OE.
- There is a statistically significant relationship between Mission and OE (.383; $p \leq 0.01$), between Consistency and OE (.364; $p \leq .05$) and between Involvement and OE (.329 $p \leq .05$).

Regarding the correlations between the four OC traits and the seven OE measures:

- The cultural trait of Involvement had a statistically significant relationship with two OE indicators, namely New Product Development ($r = .441, \leq .01$) and Employee Satisfaction ($r = .402, p \leq .05$).
- The cultural trait of Consistency had a statistically significant relationship with three OE indicators, namely Quality of Products/Services ($r = .322, p \leq .05$); New Product Development ($r = .439, p \leq .01$) and Employee Satisfaction ($r = .549, p \leq .01$).
- The cultural trait of Adaptability had a statistically significant relationship with Employee Satisfaction ($r = .362, p \leq 0.05$).
- The cultural trait of Mission has a statistically significant relationship with three indicators of OE, namely New Product Development ($r = .475, p < .01$), Employee Satisfaction ($r = .534, p < 0.01$) and Overall Organisation Performance ($r = .451, p < 0.01$).
- These results are in line with studies conducted by Fey and Denison (2003), Denison et al. (2004), and Denison (2019) which confirming the relationship

between OC and OE in a wide variety of industries in America, Russia, North America, Asia, Brazil, Australia, Canada, Japan, Europe, Middle East and Africa (EMEA), and South Africa.

Regarding the correlations between the 12 OC indices and the seven OE measures:

- 11 of the cultural indices had a statistically significant relationship with one or more of the seven OE measures.
- Empowerment has a statistically significant relationship with two OE measures, namely New Product Development (.381; $p \leq .05$) and Employee Satisfaction (.435; $p \leq .01$).
- Team Orientation has a statistically significant relationship with one OE measure, namely New Product Development (.392; $p \leq .05$).
- Capacity Development has a statistically significant relationship with two OE measures, namely Quality of Products (.320; $p \leq .05$) and New Product Development (.388; $p \leq .05$).
- Core Values has a statistically significant relationship with one OE measure, namely Employee Satisfaction (.384; $p \leq .05$).
- Agreement has a statistically significant relationship with three OE measures, namely Market Share (.431; $p \leq .01$), Quality of Products (.518; $p \leq .01$) and Overall OP (.326; $p \leq .05$).
- Coordination & Integration has a statistically significant relationship with two OE measures, namely New Product Development (.420; $p \leq .01$) and Employee Satisfaction (.545; $p \leq .01$).
- Creating Change has no statistically significant relationships with any of the seven OE measures.
- Customer Focus has a negative statistically significant relationship with one OE measure, namely Sales/Revenue Growth (-.337; $p \leq .05$).
- Organisational Learning has a statistically significant relationship with two OE measures, namely Quality of Products (.367; $p \leq .05$) and Employee Satisfaction (.404; $p \leq .05$).
- Strategic Direction & Intent has a statistically significant relationship with three OE measures, namely New Product Development (.484; $p \leq .01$), Employee Satisfaction (.525; $p \leq .01$) and Overall OP (.484; $p \leq .01$).

- Goals & Objectives has a statistically significant relationship with two OE measures, namely New Product Development (.394; $p \leq .05$) and Employee Satisfaction (.405; $p \leq .05$).
- Vision has a statistically significant relationship with three OE measures, namely New Product Development (.428; $p \leq .01$), Employee Satisfaction (.528; $p \leq .01$) and Overall OP (.496; $p \leq .01$).
- Five of the 12 cultural indices had a statistically significant relationship with two OE measures, namely (1) New Product Development and (2) Employee Satisfaction. These five cultural indices were (1) Empowerment, (2) Coordination & Integration, (3) Strategic Direction & Intent, (4) Goals & Objectives, and (5) Vision. Consequently, New Product Development and Employee Satisfaction should increase if these five cultural indices are given attention and increased.
- The negative but statistically significant relationship between Customer Focus and Sales/Revenue Growth indicates that should Customer Focus increase, then Sales/Revenue Growth should subsequently decrease. These results do not make sense and cannot be explained.
- The results of the current study support studies by Fey & Denison (2003); Denison et al. (2004); Denison (2019), who found that different cultural indices correlate with different OE measures. However, the different studies produce mixed results, making a comparison with the current study difficult.

6.2.2.4 The fourth empirical aim: To determine whether organisational culture can statistically significantly predict organisational effectiveness

The fourth empirical aim was attained by conducting a stepwise multiple regression analysis on the data obtained from the sample with the four cultural traits and the 12 culture indices as independent variables and a Composite OE Score as the dependent variable. From this, the following conclusions are drawn:

- Three of the OC indices, namely Agreement, Customer Focus and Vision, are able to predict 11.4% of the variance of OE. These results are in line with studies conducted by Fey & Denison (2003), Denison et al. (2004) and Denison (2019), who found that OC was able to predict OE.

- The four OC traits are less predictive of OE than the 12 OC sub-traits/indices (R^2 of 4.7% vs 11.4%). Agreement (a culture index related to Consistency), Customer Focus (a culture index related to Adaptability) and Vision (a culture index related to Mission) account for 11.4% of the variance in OE. It can thus be concluded that none of the four OC traits are able to predict OE but that three of the 12 OC indices, namely Agreement, Customer Focus and Vision, are able to predict 11.4% of the variance of OE. These results are in line with the results of studies done by Fowler (2002) who found that OC was able to predict OE. These results are also supported by studies by Denison (2019) in a wide variety of industries, from finance to pharmaceuticals, and geographic locations, who also found that OC was able to predict OE.

6.2.2.5 The fifth empirical aim: To make recommendations for the field of IOP regarding the relationship between organisational culture and organisational effectiveness

These recommendations are addressed under section **6.4 RECOMMENDATIONS**.

6.2.2.6 The sixth empirical aim: To make recommendations to the participating organisation regarding the relationship between organisational culture and organisational effectiveness

These recommendations are addressed under section **6.4 RECOMMENDATIONS**.

6.2.3 Conclusion regarding the general aim of the research

The general aim of this research was to determine the relationship between OC and OE at a South African food retailer. The general aim of the study was achieved as the empirical findings of the study has shown that there is a statistically significant relationship between three cultural traits (Mission, Consistency and Involvement) and OE. The conclusion can therefore be made that the general aim of the study was achieved.

6.2.4 Conclusions regarding the research hypotheses

H1: There is a statistically significant relationship between OC and OE. This hypotheses is accepted as the findings of the current study indicated that there is a statistically significant relationship between three OC traits and OE, namely Involvement, Consistency and Mission.

H0: There is no statistical significant relationship between OC and OE. This hypothesis is rejected as the results of the research indicated a statistical significant relationship between OC and OE.

H2: OC is a statistically significant predictor of OE. Hypothesis 2 of this study is accepted, as the results of the multiple regression analysis indicated that the OC indices of Agreement, Customer Focus and Vision are statistically significant predictors of OE, being able to predict 11.4% of the variance in OE.

6.3 LIMITATIONS OF THE RESEARCH

The current study experienced several limitations associated with the literature review and the empirical findings.

6.3.1 Limitations of the literature review

- There is limited research on the relationship between OC and OE within a South African food retail sector context.
- Although there is research available on the relationship between OC and OE within other sectors in South Africa, the food retail sector is unique in terms of functionality and this made it difficult to compare the results obtained in the current study to other similar studies.

6.3.2 Limitations of the empirical findings

- There were no studies available utilising the DOCS in the South African food retail sector which made the comparison of results problematic.
- The sample of 150 can be considered to be small and a larger sample could have offered more in-depth information.

- The study was limited to one store in one geographic location, thus the results of the current study cannot be generalised to all food retail organisations in South Africa.

6.4 RECOMMENDATIONS

6.4.1 Recommendations for further research

The following recommendations are made for future research:

- The study should be done in more than one food retail store (a larger sample size), in different locations (not just the Western Cape) of the same organisation.
- The study should be done between different organisations in the South African food retail sector.
- A larger sample size that represents various sectors industries in South Africa should be used.
- A longitudinal study should be done to determine how change in OC may affect OE, thereby providing further in–depth understanding of the highly competitive South African food retail sector. Such a longitudinal study could also offer valuable evidence for the Wholesale and Retail sector at large.
- The use of not only subjective measures, but also objective measures to measure OE concerning the relationship between OC and OE in the South African food retail sector should be explored.
- The use of qualitative data to explore the relationship between OC and OE will give more richness and depth to a similar study.

6.4.2 Recommendations for the participating organisation

- It is important that leaders, key stakeholders, and employees of the participating organisation understand the impact their culture has on the organisation's performance and learn how to redirect their culture to improve OE.
- The participating organisation should give attention to the cultural trait of Consistency that employers experienced as slightly negative.
- The participating organisation should give attention to the three cultural indices, namely Capability Development, Coordination & Integration, and Agreement, which employees experienced as negative.

- The participating organisation should give attention to the five OE measures that employees perceived as below average, namely Sales Revenue/Growth, New Product Development, Market Share, Profitability and Employee Satisfaction.
- The participating organisation should conduct an annual OC and OE survey and use the results to constantly improve their OE.
- Based on the results of an annual OC and OE survey, the participating organisation should compile and implement an OC development programme to strengthen OC and OE.

6.4.3 Recommendations for the field of Industrial and Organisational Psychology

- As OC and OE are important constructs in the field of IOP, further research should be done on the relationship between these two constructs to increase available knowledge in this area.
- A longitudinal study to determine the predictive validity of OC on OE in other sectors could offer valuable evidence with regards to OD.
- Additional research utilising larger samples in a variety of organisations should be conducted to increase the body of knowledge available to the field of IOP regarding the relationship between OC and OE.

6.5 CHAPTER SUMMARY

In this last chapter the conclusions, limitations and recommendations of the study were addressed. The chapter started with conclusions based on the research results, after which the limitations of the study received attention. The chapter was concluded with recommendations for future research, for the participating organisation and for the field of IOP.

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APPENDIX A

In this organisation...	1	2	3	4	5	N/A
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Empowerment						
1. Decisions are usually made at the level where the best information is available.						
2. Information is widely shared so that everyone can get the information he or she needs when it's needed.						
3. Everyone believes that he or she can have a positive impact.						
Team orientation						
4. Working in this organisation is like being part of a team.						
5. This organisation relies on horizontal control and coordination to get work done rather than hierarchy.						
6. Teams are the primary building blocks of this organization						
Capability development						
7. The organization is constantly improving compared with its competitors in many dimensions.						
8. This organisation continuously invests in the skill of employees.						
9. The capability of people in this organisation is viewed as an important source of competitive advantage.						
Core values						
10. The leaders and managers follow the guidelines that they set for the rest of the organisation.						
11. There is a clear and consistent set of values in this organisation that governs the way we do business.						
12. This organisation has an ethical code that guides our behaviour and tells us right from wrong.						

In this organisation...	1	2	3	4	5	N/A
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Agreement						
13. When disagreements occur, we work hard to achieve solutions that benefit both parties in the disagreement.						
14. It is easy to reach consensus, even on difficult issues.						
15. We often have trouble reaching agreement on key issues.						
Coordination and integration						
16. People from different organisational units still share a common perspective.						
17. It is easy to coordinate projects across functional units in this organisation						
18. There is good alignment of goals across levels of this organisation						
Creating change						
19. This organisation is very responsive and changes easily						
20. This organisation responds well to competitors and other changes in the business environment.						
21. This organisation continually adopts new and improved ways to do work.						
Customer focus						
22. Customer comments and recommendations often lead to changes in this organisation.						
23. Customer input directly influences our decisions.						
24. The interests of the final customer often get ignored in our decisions.						
Organisational learning						
25. We view failure as an opportunity for learning and improvement.						
26. This organisation encourages and rewards those who take risk.						
27. We make certain that we coordinate our actions and efforts between different units in this organisation						

In this organisation...	1	2	3	4	5	N/A
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Strategic direction and intent						
28. This organisation has long-term purpose and direction.						
29. This organisation has a clear mission that gives meaning and direction to our work.						
30. This organisation has a clear strategy for the future.						
Goals and objectives						
31. There is widespread agreement about goals of this organisation.						
32. Leaders of this organisation set goals that are ambitious, but realistic.						
33. The leadership has clearly stated the objectives we are trying to meet.						
Vision						
34. We have a shared vision of what this organisation will be like in the future.						
35. Leaders of this organisation have a long-term orientation.						
36. Our vision creates excitement and motivation for our employees.						
Organisational Performance						
The following set of questions asks about the performance of your organisation. Compared to companies like yours, how would you assess your organisation's performance in the following areas?						
	1	2	3	4	5	Don't know
	Low Performer	Below Average	Average	Above Average	High Performer	
Sales / Revenue Growth						
Market Share						
Profitability / ROA						
Quality of Products or Services						
New Product Development						
Employee Satisfaction						
Overall Organisation Performance						