ASSESSING ORGANISATIONAL CULTURE MANAGEMENT AND ITS IMPACT ON PERFORMANCE AT SEW EURODRIVE (SA)

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Abstract
This study is aimed at defining and measuring organisational culture and its impact on organisational performance, through an analysis of existing empirical studies and models link with the organisational culture and performance. The quantitative data were analysed using Statistical Package for Social Sciences (SPSS version 22.) Both descriptive and inferential statistics (Pearson’s) were used in order to summarise a set of scores that were obtained from respondents. The outcomes, findings and recommendations of the study will assist the company in understanding organizational performance and the impact of organizational culture within SEW Eurodrive, South Africa in order to understand the necessary management principles required to improve the performance of the company.

Key Words: Organizational Culture, Management, Performance, Impact, Measuring

INTRODUCTION
There are different types of organisations which exist to serve different purposes and to satisfy the variety needs of stakeholders of the organisation. The type of organisation is dependent on its ownership, shape and size. For example, a firm of accountants, schools, retail shops, local authorities, airports, vehicle manufacturers, hospitals, hotels and many others. These organisations are categorized into two, that is, public and private organisations. An organisation is defined as basically a structure for carrying out a particular social activity on a regular basis.

Objectives of the Study
- To determine the profile of the existing organisational culture at SEW Eurodrive (SA) by using the Denison Model focussing on four cultural dimensions namely involvement, consistency, adaptability and mission.
- To highlight the possible gap between the existing and preferred shared values.
- To ascertain the relationship between organisational culture and organisational performance at SEW Eurodrive (SA)
- To make recommendations to SEW Eurodrive (SA) regarding the up keep of a strong
LITERATURE REVIEW

Introduction

The Concept of Organisational Culture

The concept of organisational culture emerges from the fields of Anthropology and Sociology and became a major topic of organisational research in the 1980s (Ouchi and Wilkins, 1985:12). The catalyst for this research were American companies studying Japanese companies which were prosperous and successful (Ouchi, 1981:62; Pascale and Athos, 1981:71; Peters and Waterman, 1982:66). Brown (1973:115) and Hofstede (1991:12) share this view that culture is a universal phenomenon as there is no society in history without a culture. But culture varies from one society to another. Studies of formal organisations in both Western and non-Western societies have shown the implications of varying cultures for ‘organisational operations and performance’. Multinational organisations operating in different cultural contexts have become increasingly sensitive to the potential impact of the culture of a host country on organisational performance. Scholars began to examine organisational culture to help leaders and managers better make sense of organisational characteristics in order to manage both orderliness and chaos, and to improve organisational effectiveness, performance, and change within the workplace (Trice and Beyer, 1993:168). Yet with this extensive research came debate as to how best to define organisational culture, its dimensions, and origin.

The conceptualization of culture is consistent with Schein’s (1992:17) widely used model that distinguishes three levels of culture: artefacts (visible, tangible, audible results of activity grounded in values and assumptions), values (social principles, philosophies, goals and standards considered to have intrinsic worth), and basic assumptions (taken-for-granted beliefs concerning reality and human nature). It also coheres with Hofstede’s (1980:18) ideas about underlying worldviews that are manifested in a ‘collective programming of the mind’

Definition of Organisational Culture

A basic definition of organisational culture is necessary to provide a point of departure in the quest for an understanding of the phenomenon. Harrison (1993:11) defines organisational culture as the distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organisation from another.

In other words, organisational culture includes those qualities of the organisation that give it a particular climate or feel. As a result the distinct qualities of an organisation may manifest through four dimensions, namely power, role, achievement and support (Harrison, 1993). Martins and Martins (2003:380) share the view of organisational culture as a system of shared meaning held by members, distinguishing the organisation from other organisations.

In relation to the above definition, Arnold (2005:625) states that organisational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organisation its distinct character. These two definitions suggest that organisational culture distinguishes one organisation from another.

Given the above definitions, in this study, Schein’s (1985:9; 1992:12) definition of culture is adopted as a framework to analyse organisational culture.

The choice is made not only on the basis of it having received less criticism (Alvesson and Berg, 1992:98) and the fact that it has been operationalized before (Schein, 1990 109-19; Schultz, 1994:123; Philips, 1990:163), but also because of its ability to integrate a number of perspectives in cultural studies (Kong, 2000:105-142).
Schein (1985:9) define organisational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has 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 (1985:15) maintains that culture has to be examined at the level of deeply held basic assumptions that members of a group share, and they are historically established structures, stored in the organisational members' almost unconscious realm, and which offer direction and meaning for man's relations with nature, with reality and in human relationships, while the artifacts are regarded as materialized expressions of the values and basic assumptions.

Schein (1992:17) proposes that the structure of organisational culture could best be thought of as consisting of different layers, as represented in Figure 1.

**Figure 1: Uncovering the levels of Culture**

Edgar Schein: (2010:24)

**Beliefs and Assumptions**

Schein (2010:27) state that beliefs and assumptions form the core of an organisation's culture. Assumptions represent what members believe to be reality and thereby influence what they perceive and how they think and feel. Assumptions are therefore taken for granted. They exist outside ordinary awareness and are, for the most part, inaccessible to consciousness. From the perspective of the members of a culture, the set of basic assumptions is truth, and what they assume or believe to be real is generally not open for discussion. This unquestioned "truth" penetrates every aspect of cultural life and colours all forms of experience that it touches.

While the term organisational culture is used as if an organisation has a monolithic culture, most organisations have more than one set of beliefs influencing the behaviour of their members (Morgan, 1986:112; Sathe, 1985:156)

**Norms and Values**

Schein (2010:27) elude that values are the social principles, goals, and standards held within a culture to have intrinsic worth. They define what the members of an organisation care about, such as freedom, democracy, tradition, wealth, or loyalty. Values constitute the basis for making judgments about what is right and what is wrong, which is why they are also referred to as a
moral or ethical code. Because values are used as standards for making moral judgments, they are often associated with strong emotions. Values are more conscious than basic assumptions but are not usually on the top of members' minds. Nonetheless, members of an organisation are able to recognize their values fairly easily and become especially aware of them when someone tries to change their culture in some fundamental way.

Hellriegel et al, (2004:357) support this notion that organisational culture is the distinctive pattern of shared assumptions, values and norms that shape the socialisation activities, language, symbols, rites and ceremonies of a group of people. This definition by Hellriegel et al, (2004:357) emphasizes a number of important aspects of organisational culture, such as shared assumption, shared values, shared socialisation and norms, and shared symbols, language, narratives and practices; and also emphasizes how organisational culture assists employees in being introduced and socialized into the new organisation, while concurrently ensuring how to perceive, think and feel when faced with new problems within their new organisational environment.

When values are challenged, the challenge most often comes from marginal members of the organisation, such as newcomers or revolutionaries, or from outsiders. Norms are closely associated with values. They are the unwritten rules that allow members of a culture to know what is expected of them in a wide variety of situations. While values specify what is important to the members of a culture, norms establish what sorts of behaviour they can expect from one another.

**Bureaucratic Culture:** This type of organisation values rules, hierarchical coordination, formalisation and standard operating procedures; with the long term concerns being efficiency, predictability and stability (Hellriegel et al., 2004:365-366). Managers within a bureaucratic organisation are good coordinators, organisers and enforcers of rules and procedures that are clearly defined. The tasks, responsibilities and authority for the entire organisation’s employees are also clearly stated. Hellriegel et al, (2004:366) assert that most municipalities and government institutions have bureaucratic cultures, which can hinder their effectiveness and efficiency. The focus of attention of this organisation is internal, and the formal control is stable.

**Clan Culture:** Attributes of this type of organisation are tradition, loyalty, teamwork, personal commitment and self-management. The organisations focus their attention internally, yet their formal control is flexible. The members of this organisation recognise an obligation that is beyond their job descriptions, with the understanding that their contributions to the organisation may exceed their contractual agreements. Employees identify that their long term commitment to their organisation, in the form of loyalty, is in exchange for the organisation’s long term commitment to the employee, in the form of security. Unity from this culture type is created through a long and thorough socialisation process, where long term clan members serve as mentors and role models for newer members.

There is also strong peer pressure to adhere to important norms within the organisation, and an environment is created in which few departments are left completely free from normative pressures, which may generate innovation and risk-taking behaviour (Hellriegel et al., 2004:366). Success of this type of organisation is assumed to depend on teamwork, participation, consensus decision making, as well as employee sensitivity to customers and concern for people (Hellriegel et al., 2004:366).
Entrepreneurial Culture: This cultural form is characterised by high levels of risk-taking, dynamism and creativity (Hellriegel et al., 2004:367). Employees are committed to experimentation, innovation and being on the leading edge. This organisational culture type reacts quickly to change, as well as creating change due to the fact that individual initiative, flexibility and freedom promoting growth are encouraged and rewarded (Hellriegel et al., 2004:367). Effectiveness within this organisation means providing new and unique products and rapid growth. The organisation focuses its attention externally and formal control orientation is flexible in order to foster innovation and change.

Market Culture: According to Hellriegel et al, (2004:367), the achievement of measurable and demanding goals, especially those that are finance-based and market-based are characteristics of this type of organisational culture. In this organisation, the relationship between employee and organisation is contractual, where the obligation of each is agreed in advance; therefore the formal control orientation is quite stable.

This is because the employee is responsible for an agreed level of performance; with the organisation exchanging this for an agreed level of remuneration and reward in return (Hellriegel et al., 2004:367). Competitiveness and a profit gaining orientation therefore exist throughout this organisation because increased levels of performance from the employee are rewarded through increased compensation from the organisation (Hellriegel et al., 2004:367).

The four organisational cultures have different characteristics:

**The productive culture:** This cultural type concentrates on efficiency and consistency within an organisation. The organisational values and norms within this cultural environment stress performance, and the organisation’s orientation is technical. Due to the technical orientation combined with the controlled system, this type of organisation is likely to resist change.

**The quality culture:** The focus in this organisational cultural environment is on the growth of the organisation’s employees through problem solving and effective planning. In practice, an organisation with this quality type is more flexible in its approaches and therefore more accepting when change occurs. The organisation values the achievement of individuals, and there is a strong technical orientation within the organisation.

**The creative culture:** The creative culture tends to be innovative and entrepreneurial and is therefore more inclined towards risk taking and initiating change. An advantage of this culture is that change is easily initiated and made. This organisation achieves innovation because it values individual achievement and has a more social orientation.

**The supportive culture:** An organisation with this cultural type produces an organisational environment that is characterised by teamwork, cooperation, and reinforcement. The focus of organisational values and norms is on performance, and the organisations orientation is social, and therefore this organisation is quick and ready to respond to change. Changing environments because in the interests of rationality and order, it is difficult to change the rules, and therefore it may take longer to make any necessary changes in order to adapt (Harrison and Stokes, 1992:15).
The Achievement Orientation: An achievement type of organisational culture aligns employees with a common vision or purpose (Harrison and Stokes, 1992:17). The achievement orientation realises the organisation’s common vision or purpose by using the organisation’s mission to attract and release employees’ personal energy in the pursuit of common goals, where the organisation’s mission is used to focus the personal energy of the organisation’s employees (Harrison and Stokes, 1992:17).

Systems and structures are necessary in an achievement-oriented organisation, and are in place to serve the organisation’s mission (Harmse, 2001:12; Harrison and Stokes, 1992:17). These systems and structures are altered when alterations in the mission occur, and are therefore more flexible than the rules of law of the role orientation (Harmse, 2001:12; Harrison and Stokes, 1992:17). An advantage of this type of culture is that employees give more willingly to their organisation because employees make their contributions more freely in response to their commitment to their shared purpose, and as a result, the entire organisation prospers (Harrison and Stokes, 1992:17). An achievement-orientation organisation also has advantages in the enthusiasm, high energy, and involvement of the employees of the organisation, yet these may also become disadvantages to the organisation (Harmse, 2001:12; Harrison and Stokes, 1992:18). The high energy and involvement of employees within this culture type are often difficult to sustain because employees may be subject to burnout and disillusionment when results are not achieved (Harrison and Stokes, 1992:18). The achievement orientation also has a disadvantage in the fact that these organisations are often under-organised because employees lack the necessary time for objective planning, and they may rely on the common mission to organise their work (Harmse, 2001:13; Harrison and Stokes, 1992:18). When the mission takes on different forms for various parts of the organisation, the organisation may lose unity of effort (Harrison and Stokes, 1992:18).

The Support Orientation: The support organisational culture is based on mutual trust between the employee and the organisation (Harrison and Stokes, 1992:20). Employees working within a support-orientated organisational culture believe that they are valued as human beings, not just as contributors to a task (Harrison, 1993:37; Harrison and Stokes, 1992:20). An organisation that has a support culture has a warm and caring atmosphere, where the assumption is that a sense of belonging will create a sense of commitment to the organisation and therefore employees will contribute more within the organisation (Harmse, 2001:13; Harrison and Stokes, 1992:21).

Advantages of the support-orientated culture are that employees make sacrifices for one another, and the effects of team loyalty add to the high performance and morale of organisations (Harrison and Stokes, 1992:22). Motivation and enthusiasm is high, as well as the camaraderie of the employees, which affect productivity, absenteeism and work quality (Harrison and Stokes, 1992:22). The weakness of the support-orientated culture is that these types of organisations tend to be conflict avoiding organisations and difficult issues are often swept under the rug (Harrison and Stokes, 1992:22). In the interests of equal treatment, differences in employee skills and abilities may be ignored, and decisions may be made “out of kindness”, which impacts negatively on an organisation’s effectiveness and efficiency (Harrison and Stokes, 1992:22).
Highlight strengths and weaknesses and to suggest ways in which organisational culture can influence their effectiveness

**Determinants of Organisational Culture**

Martin (2001:601) points out that organisational culture previously depended heavily on the founders of the organisation, their personalities, and their preferred way of doing things. Martin (2001:601) states that employees go through a process of enculturation, in which employees enter an organisation and they first have to get to know their boss and the way of doing things, through socialisation. This is then followed by an adjustment period, when both parties become accustomed to working with each other (Martin, 2001:601).

Greenberg and Baron (2003:523) state that organisational culture can also develop through contact between groups of employees working together within the organisation, who begin to share ideas and actions in the organisation. As discussed previously, the socialisation process can therefore be seen to serve as an important source of being introduced to the culture of an organisation as stated by authors (Grebe 1997:22, Hellriegel et al., 2004; Rowe et al., 1994)

Handy (1993:192-199) indicates a number of other influences that determine the culture of an organisation.

**History and ownership:** Organisational culture depends on the history of the organisation, as well as key decision makers because organisations mature and incorporate the cultures of their founders, key executives and dominant groups (Greenberg and Baron, 2003:522; Handy, 1993:183; Rowe et al., 1994:472).

The organisational culture is more enduring than the employee within it, because it existed before the employee joined the organisation, and will continue to exist after the employee has left the organisation (Martin, 2001:601). It can therefore be seen that organisational culture is enduring. Although culture is enduring, it is subject to the interaction of the employees that flow through the organisation (Martin, 2001:601).

Ownership also has an impact on the culture, with the culture differing according to the different leadership styles. A new generation of organisational leaders will often alter the culture when they arrive at the organisation (Handy, 1993:192; Martin, 2001:601-603). With regards to SEW Eurodrive (SA), recently, it has seen a change in leadership, whereby the previous Managing Director of Swiss origin retired after many years of leading the organisation, and his successor is of South African nationality, who is also much younger than him. It should be borne in mind that being a German owned and influenced organisation; the company has since transformed into a new leadership and operates under new, young leadership. The altering of leadership SEW Eurodrive (SA) therefore, has an effect on the organisational culture within the organisation, which highlights the relevance of this research.

**Size:** The organisation’s size is often the most important influence on the type of organisational culture (Handy, 1993:192). In larger organisations, operations are more formalised, which basically means that the cultures of large and small organisations are different due to the natural function of the size of operations (Handy, 1993:192; Martin, 2001:603). With regards to SEW Eurodrive (SA) the number of employees is 390, which is small and therefore will influence the type of organisational culture.

**Technology:** The design of the organisation has to take into account the nature of the work as well as the people, because the kind of technology used within an organisation will have an effect on the culture of that organisation (Handy, 1993:193). An organisation will emphasise employees’ technical skills in the values that govern its culture, if the organisation specialises in the use of advanced technology within its operations (Martin, 2001:603).
Goals and objectives: Culture can be influenced by what the organisation sets out to achieve, yet the culture can also influence objectives that the organisation seeks (Handy, 1993:195; Martin, 2001:603). Organisational goals can change over time as the organisational culture changes (Handy, 1993:195).

Environment: The external environment is made up of a number of dependent and independent elements, and the way in which the organisation interacts with these elements alters the culture of that organisation (Martin, 2001:603-604). The nature of the environment is often taken for granted by the employees of an organisation within that environment, but it is important in determining the organisational culture, for example, different nationalities prefer different cultures; changing environments require sensitive and flexible cultures; and diversity in the environment requires diversity in the organisations structure (Handy, 1993:195-196).

The people: A fit between the organisation, its culture, and its individual employees should result in a satisfied employee (Handy, 1993:199). The individual orientations of key leaders in the organisation will have a significant impact in determining the dominant organisational culture, regardless of what it should be (Handy, 1993:199).

Having identified how organisational culture is determined, the functions pertaining to organisational culture are discussed in the next section.

Functions of Organisational Culture
Brown (1995:57) identifies a large number of functions that can be attributed to organisational culture. Some of the most significant functions are said to include: conflict resolution, coordination and control, motivation and competitive advantage (Brown 1995:57-59; Hodge, Anthony and Gales 1996:281).

Greenberg and Baron (2003:518) have differing views of the role of culture to that of Brown (1995:62). They state that culture plays several important roles within an organisation, such as, that it provides a sense of identity; generates organisational commitment, as well as commitment to the organisation’s mission; and clarifies and reinforces standards of behaviour.

Greenberg and Baron (2003:518) further state that if organisations serve these three important roles, then it will be clear that culture is an important force that influences employee attitudes and behaviours within organisations. This will result in the employees being more committed to their organisation, and therefore they will deliver higher standards of service.

RESEARCH METHODOLOGY

Target population and sample
A population is any precisely defined group of people, events or things that are of interest to and under investigation by the researcher and from which the sampling elements are drawn (Collis and Hussey, 2003:56; Sekaran, 1992:225; Terre Blanche, Durrheim, and Painter, 2006:133). The organisation in this study SEW Eurodrive (SA) has a total of 215 employees. The population of the research included all employees. A sample is a subset and representation of the population that is selected for research, and it consists of a selection of members from the population, contends (Bryman and Bell, 2007:182 Sekaran 2000:226). The sample aims at representing the main interests of the research (Collis et al., 2003:56; Terre Blanch et al., 2006:133).

The sample of the research comprised of 58 employees from the organisation who could read and write in English. This was because the questionnaire was only available in English. The chosen sample is made up of the following:

- 5 x Senior Managers
**Limitations of the Study**

The data collection instrument was only available in English therefore was not comprehensible to some of the floor level employees (assemblers). A translated version may also pose a challenge of not capturing the essence and the true meaning of the questions therefore answers may be compromised. For that reason the sample size has been revised and reduced to include only those who are eligible.

In the case whereby respondents are asked to rate themselves there is always the possibility of social desirability bias where respondents can easily select values or cultural orientations that present a favourable impression. This study deals primarily with member perceptions rather than any firm realities of their culture and values, and how this is associated with performance. Perceptions cannot be considered absolutes; rather, they are all about different realities.

Second, convenience sampling method was used; reason being that it is most economically viable and simplest form and essentially requires no planning, however it has no statistical advantages and is very likely to be unrepresentative. It is only defensible where the bulk to be tested is likely to be highly homogenous (S. L. R. Ellison, Trevor J. Farrant, and Vicky Barwick 2009:198).

Third, because of the small number of participants in some of the departments of the organisation surveyed in phase one of the data collection, fears of compromised anonymity may further affect the responses given. When employees in small departments respond to the survey it was highly likely they would want to paint a prettier picture of the situation, fearing that being one of a small number of employees in any given department can compromise their anonymity. Choosing not to respond to the questionnaire at all is another likely action.

Finally, the overall low response rate to the survey compared with the total number of potential recipients, together with a relatively small number of respondents, is in itself a limitation to this study. This means the demographic groupings will have smaller numbers than would have been desirable, and limits the ability to generalise within and beyond the study.

**RESULTS, DISCUSSION and INTERPRETATION OF FINDINGS**

**Response Rate**

In this particular study, the target population consisted of 215 employees at SEW Eurodrive (SA). The selected sample was restricted to those who could read and write English, which accounted for approximately 58 employees. Even though 58 questionnaires were administered, only 40 participants completed the questionnaires. As a result, the response rate was 68.96%. However, 5 of the 40 questionnaires were not correctly completed and were omitted from use in the analysis. Hence, the usable response rate was 60.30%. A usable response rate of 60.30% (N = 35) is considered large enough to conduct meaningful statistical analysis and acceptable interpretation (Bryman and Bell, 2007:244; Welman, Kruger, and Mitchell, 2005:154). A response rate that is lower than 50% represents the minority, which may provide an entirely incorrect generalisation of the population. As a result, the response rate of 60.30% is considered more than sufficient for the purpose of this study.
Biographical Information
The participants completed several questions relating to their personal information and characteristics. The participants responses to these questions are outlined in this section.

Department of Employment
Figure 7 illustrates the departments in which the respondents worked. There were a total of 11 (31.43%) respondents who worked in the Sales Department, 11 (31.43%) who worked in Other Departments, 4 (11.43%) who worked in the Engineering Department, 6 (17.14%) who worked in the Production Department, and 1 (2.86%) person working in each of the Human Resources, Quality, and Marketing Departments, respectively. Even though the latter departments were somewhat underrepresented, the respondents represent a range of departments and a broad scope of employees.

Figure 2: Respondents Department of Employment

Length of Employment at SEW Eurodrive (SA)
The length of time that the respondents have worked for SEW Eurodrive (SA) is illustrated in Figure 8. Of the respondents, 13 (37.14%) have worked for the organisation for more than six years. None of the respondents have worked for SEW Eurodrive (SA) for one year or less, 2 (5.71%) have worked for one to two years, 9 (25.71%) have worked for SEW Eurodrive (SA) for two to three years, and 4 (11.43%) have worked in the organisation for three to four years. Considering the greatest number of participants have worked at the organisation for more than six, it seems as though the organisation is demonstrating a strong ability to retain employees for necessary lengths of time. It also has employees that have recently begun working there, suggesting a good balance between established and developing personnel.

Figure 3: Length of Employment at SEW Eurodrive (SA)
Position of Employment at SEW Eurodrive (SA)
The positions in which the respondents were currently employed are illustrated in Figure 9. Middle Management represented the largest percentage of the respondents (10; 28.57%). Sales Engineers and Engineers comprised 11.43% of the respondents, respectively, 2 (5.74%) worked within Senior Management, 3 (8.57%) were Artisans, 4 (11.43%) were Administrators, and 8 (22.86%) reported Other. The respondents were selected from the range of departments and provide an appropriate representation of the employees within the organisation.

Figure 4: Position of Employment at SEW Eurodrive (SA)

Reliability Analysis
The purpose of this section is to report the reliability of the research instrument that was used in this study, even though previous research has already conducted analyses pertaining to the reliability of the instruments adapted for use in this study. This is important because reliability indicates whether or not an instrument is free from measurement error, therefore yielding consistent results.

Current Organisational Culture
Cronbach’s alpha was used to obtain an indication of the reliability of the 12-question ‘current organisational culture’ component of the questionnaire. The results indicated an excellent level of internal consistency (α = .987), suggesting that this component of the questionnaire has strong internal consistency and will provide relatively stable and consistent sets of scores over time. (see Appendix F Table 1.1)
Organisational Performance

The five questions that were used to assess ‘organisational performance’ were used to conduct a reliability analysis using Cronbach’s alpha. Consistent with the findings from the ‘current organisational culture’ section of questions, Cronbach’s alpha was excellent ($\alpha = .983$), suggesting strong internal consistency and reliability of the ‘organisational performance’ section of the questionnaire. (see Appendix F table 1.2)

Shared Values Concepts

The ‘shared values concepts’ component of the questionnaire contained seven questions that were relevant to the domain. Cronbach’s alpha for the seven items was also within an excellent level of internal consistency ($\alpha = .913$), indicating strong reliability characteristics of the section included in the questionnaire.(see Appendix F 1.3)

Collectively, all three sections in the questionnaire, when tested, produced excellent levels of reliability and internal consistency, indicating the appropriateness of the sections and the questionnaire for use in this study, ensuring confidence in the consistency of the results obtained, and the suitability of the questionnaire sections for use in various analyses.

Current Organisational Culture

The descriptive statistics for the ‘current organisational culture’ individual questions and sub-domains are illustrated in Table 2. Four types of current organisational cultures were evaluated, which are derived by combining three of the twelve items for each sub-domain. For example, identifying the extent to which a mission culture is present within an organisation is based on combining the strategic direction, goals, and integration, and vision questions from the questionnaire (see Appendix A).

Table 1: Means and Standard Deviations of Current Organisational Culture Questions

<table>
<thead>
<tr>
<th>Organisation Culture Components</th>
<th>N</th>
<th>M</th>
<th>S</th>
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<tbody>
<tr>
<td>Mission Culture</td>
<td>35</td>
<td>9.89</td>
<td>3.64</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>35</td>
<td>3.37</td>
<td>1.35</td>
</tr>
<tr>
<td>Goals and Integration</td>
<td>35</td>
<td>3.31</td>
<td>1.18</td>
</tr>
<tr>
<td>Vision</td>
<td>35</td>
<td>3.20</td>
<td>1.16</td>
</tr>
<tr>
<td>Consistency Culture</td>
<td>35</td>
<td>9.46</td>
<td>3.68</td>
</tr>
<tr>
<td>Agreement</td>
<td>35</td>
<td>3.06</td>
<td>1.24</td>
</tr>
<tr>
<td>Core Values</td>
<td>35</td>
<td>3.31</td>
<td>1.13</td>
</tr>
<tr>
<td>Coordination and Integration</td>
<td>35</td>
<td>3.09</td>
<td>1.48</td>
</tr>
<tr>
<td>Adaptability Culture</td>
<td>35</td>
<td>8.20</td>
<td>3.22</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>35</td>
<td>2.86</td>
<td>0.85</td>
</tr>
<tr>
<td>Organisational Learning</td>
<td>35</td>
<td>2.46</td>
<td>1.42</td>
</tr>
<tr>
<td>Creating Change</td>
<td>35</td>
<td>2.89</td>
<td>1.15</td>
</tr>
<tr>
<td>Involvement Change</td>
<td>35</td>
<td>8.77</td>
<td>3.65</td>
</tr>
<tr>
<td>Empowerment</td>
<td>35</td>
<td>2.66</td>
<td>1.41</td>
</tr>
<tr>
<td>Team Orientation</td>
<td>35</td>
<td>2.83</td>
<td>1.38</td>
</tr>
<tr>
<td>Capability Development</td>
<td>35</td>
<td>3.29</td>
<td>1.02</td>
</tr>
</tbody>
</table>

The mean score for each of the sub-domain cultures was used to determine the relative proportions of each culture within the organisation. A pie chart was used for this, which is illustrated in Figure 10.

The results from the analysis of the organisational culture in the selected organisation illustrate the degree to which the organisation has adopted the four types of organisational cultures and the
relative strength of that adoption. Based on Figure 10, the organisation possesses large amounts of each of the four types of organisational cultures, suggesting that the organisational culture is dynamically balanced. Although each of the cultures were similar in their contribution to the overall organisational profile of the organisation, the responses indicate greater support for the mission culture as the primary culture within the organisation. This may reflect that the organisation’s strategic direction, goals, and vision are clearly defined and are comprehended by employees. That is, the employees may have a strong indication of the organisational strategy. Indeed, there is interdependence between organisational culture and strategy. The strategy is a determinant of the corporate culture and corporate culture affects the process of creating and implementing the organisational strategy.

Figure 5: Profile of the Cultures within the Organisation

According to Denison (1990:20), the highest performing organisations find ways to empower and engage their employees (involvement), facilitate coordinated actions and promote consistency of behaviours with core business values (consistency), translate the demands of the organisational environment into action (adaptability), and provide a clear sense of purpose and direction (mission). Denison (1990:25) also states that cultural traits included in his model were successfully correlated with performance metrics important to organisations. High scores on the stable side of the model tend to have the strongest relationship to measures of profitability (ROI, ROS, ROE), whereas flexibility has a strong relationship with performance measures such as innovation and customer satisfaction. Figure 10, illustrates these findings by showing a higher percentage of the mission culture (27.23%) and consistency culture (26.05%).

In his findings, Denison (1990:35) established that the cultural traits that represent external focus tend to be more strongly related to overall growth, whereas those traits associated with internal focus have a relationship to performance measures such as operating performance, quality, and employee satisfaction. According to Denison (1990:36), successful organisations have strengths across all four of the Denison model traits, as appears to be the case within SEW Eurodrive (SA). It is clear that the organisational culture is well rounded, with values almost equal in all four of the cultural traits, namely the mission, consistency, involvement, and adaptability cultures. These findings denote that the organisational employees:
Know where the organisation is going and how it is going to get there, 
Are involved and engaged to build a sense of shared ownership and teamwork, and 
Have values, systems, and processes in place to promote consistent behaviour and to execute the mission.

Denison (1990:60) and Gillespie et al.’s (2008:182) model propose that it is not only possible for an organisation to display strong internal and external values (as well as stability and flexibility), but that it is of critical importance to the organisation’s long-term effectiveness. Thus, the model proposes that the most effective organisations are those that display “full” profiles as indicated by high levels of all four traits.

**Organisational Performance**

Organisational culture was discussed in detail in Chapter Two, section 2.8. Rajendar and Jun Ma (2005:260) identified five performance indicators, which are financial perspective, customer perspective, internal business perspective, innovation and learning perspective, and technological perspective. These performance indicators were used to measure the impact of culture on performance. The descriptive information for each of the indicators as well as the combination of the indices (all five components combined) are illustrated in Table 3. Although the mean scores for each of the individual questions are similar, the highest mean score fell within the ‘learning perspective’ sub-domain of organisational performance. From this, it seems as though the employees consider the organisation to be strongly focused on learning and development. This coincides with the second highest rating of the ‘technology perspective’, as advancements in technology and the necessary implementing that occurs in organisations demands employees and organisations to exhibit a willingness to learn and grow.

**Table 2: Organisational Performance**

<table>
<thead>
<tr>
<th>Organisational Performance</th>
<th>N</th>
<th>M</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Organisational Performance</td>
<td>35</td>
<td>18.03</td>
<td>6.76</td>
</tr>
<tr>
<td>Financial Perspective</td>
<td>35</td>
<td>3.51</td>
<td>1.31</td>
</tr>
<tr>
<td>Customer Perspective</td>
<td>35</td>
<td>3.37</td>
<td>1.29</td>
</tr>
<tr>
<td>Internal Perspective</td>
<td>35</td>
<td>3.66</td>
<td>1.35</td>
</tr>
<tr>
<td>Learning Perspective</td>
<td>35</td>
<td>3.80</td>
<td>1.37</td>
</tr>
<tr>
<td>Technology Perspective</td>
<td>35</td>
<td>3.69</td>
<td>1.64</td>
</tr>
</tbody>
</table>

In order to identify the relationship between the organisational performance sub-domains, Spearman’s correlation were conducted and are illustrated in Table 4. The results indicated that all five of the correlations were strong, positive, and statistically significant (p < .05), which suggests that all five of the areas may have a strong influence on one another and contribute to assessing organisational performance. Looking at the mean score for the ‘customer perspective’, overall organisational performance could be improved by increasing the emphasis on this among the employees and the organisation. This is no to say that the other areas may not undergo improvement, but it may be suitable to target the lower indicators first before moving to all sub-domains for improvements.

**Table 3: Spearman’s Correlations (r) Between Organisational Performance Indicators**

<table>
<thead>
<tr>
<th>Correlated Components</th>
<th>(2)</th>
<th>(3)</th>
<th>(4)</th>
<th>(5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Financial Perspective</td>
<td>.961</td>
<td>.954</td>
<td>.940</td>
<td>.903</td>
</tr>
<tr>
<td>(2) Customer Perspective</td>
<td>-</td>
<td>.920</td>
<td>.930</td>
<td>.885</td>
</tr>
</tbody>
</table>
Organisational Culture and Organisational Performance

The existence of a linear and positive relationship between the existing organisational culture scales (the mission, adaptability, involvement, and consistency scales) and organisational performance scales (financial perspective, customer perspective, internal perspective, learning perspective, and technology perspective) were investigated in order to assess whether there is a statistically significant linear relationship between them at the selected organisation. The decision to assess these relationships is based on the work done by Denison (over two decades), who researched the links between organisational culture and performance. Denison’s research found notable links between organisational culture scores and important performance measures such as financial perspective, customer perspective, internal perspective, learning perspective, and technology perspective.

The relationships between these variables were assessed using Pearson correlation coefficients, which were used in order to indicate the strength and direction of the linear relationship between the organisational culture and organisational performance scales and are illustrated in Table 5. The results illustrate strong, positive, and statistically significant (p < .05) correlations between the organisational culture and organisational performance scales. That is to say, greater scores on each of the organisational culture scales are associated with greater scores on each of the organisational performance scales. The results indicate that all four types of organisational cultures promote organisational performance in all five of the areas, suggesting that there is not one particular culture that is superior to another in achieving performance. As the participants suggested that the organisation possesses similar amounts of each of the cultures, it may be that the organisation has a combination of organisational cultures that contribute to raising organisational performance in multiple areas and in multiple ways.

Table 4: Pearson Correlations (r) Between Organisational Culture and Organisational Performance Scales

<table>
<thead>
<tr>
<th>Correlated Components</th>
<th>Mission Culture</th>
<th>Consistency Culture</th>
<th>Adapatability Culture</th>
<th>Involvement Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Perspective</td>
<td>.960</td>
<td>.947</td>
<td>.963</td>
<td>.931</td>
</tr>
<tr>
<td>Customer Perspective</td>
<td>.985</td>
<td>.958</td>
<td>.949</td>
<td>.920</td>
</tr>
<tr>
<td>Internal Perspective</td>
<td>.927</td>
<td>.950</td>
<td>.938</td>
<td>.932</td>
</tr>
<tr>
<td>Learning Perspective</td>
<td>.942</td>
<td>.953</td>
<td>.926</td>
<td>.938</td>
</tr>
<tr>
<td>Technology Perspective</td>
<td>.886</td>
<td>.935</td>
<td>.921</td>
<td>.964</td>
</tr>
</tbody>
</table>

A Pearson correlation was also conducted to determine whether total organisational culture (the combining of all four organisational culture scales) and total organisational performance (the combining of all four organisational performance scales) were related. The result was strong, positive, and statistically significant (r = .984, p < .05), indicating that greater organisational culture scores are associated with greater organisational performance scores. Thus, it seems as though the organisation is promoting or creating the type of organisational climate and balance between the sub-types of cultures to achieve high levels of organisational performance. (see Appendix F 3)
**Current and Preferred Shared Values**

This section focuses on the second research objective, which is to ascertain the possible gap between existing and preferred shared values within SEW Eurodrive (SA). Rowe et al. (1994:91) state that there is often a gap between existing and preferred organisational culture within an organisation. The current and preferred shared values are illustrated in Figure 11. Based on this, the current findings concur with Rowe et al.’s (1994:91) position, as this study has found gaps between SEW Eurodrive (SA) employees’ existing and preferred values.

Bourantas and Papalexandris (1992:5) also explain that culture gaps are present within organisation, which is supported by the findings from the current study. Nazir (2005:41) states that there has only been limited research on the existence of an organisational culture or value gap. This current research therefore contributes to the body of knowledge about organisational culture and values and supports previous research conducted (Bourantas and Papalexandris, 1992:56; Nazir, 2005:52; Rowe et al., 1994:124) as it relates to gaps in current and preferred shared values.

**Figure 6: Current and Preferred Shared Values**

From Figure 11, it is evident that the majority of the SEW Eurodrive (SA) employees share the same values about diligence and formality. The participants may perceive themselves as hard workers who give extended effort in their work. However, the majority of the participants indicated that the remaining shared values could be improved upon, particularly the creativity and initiative shared values. This may indicate discrepancies between the perceptions of the participants about these areas. For instance, certain individuals may not value creativity, whereas other may regard it rather highly. These are areas that should be improved upon to further improve the organisational culture and the associated organisational performance that may come from these improvements.
CONCLUSION AND RECOMMENDATIONS

Findings from Study
All organisations, either larger or small, have cultures composed of shared values, beliefs, and societal norms. Shared values refer to the importance the organisations attaches to product quality, customer service, and treatment of employees. Beliefs are the ideas that the people in the organisations hold about themselves and the firm. Lastly, norms are the unwritten rules that guide interactions and behaviors. Oftentimes, culture can be the critical factor in competitive success. Culture can facilitate motivation, commitment, and the development of people. A positive, cohesive corporate culture can create an environment that employees are reluctant to leave, an experience for customers that is unique in the industry, and has contributed to profitability.

According to Denison (1984:59) there are a number of views on the relationship between organisational cultures on performance. Perhaps the most common one is the so-called strong-culture thesis. It has often been assumed that commitment of an organisation’s employees and managers to the same set of values, beliefs and norms will have positive results – that the ‘strength’ of ‘corporate culture’ is directly correlated with the level of profits in a company (Denison, 1984:62). Researchers adopting this hypothesis tend to place new kinds of human relations (involving employees in decision-making, allowing them some discretion, developing holistic relations, and so forth) at the core of organisational culture (Peters and Waterman, 1982:85; Ouchi, 1981:12). It is frequently argued that a distinct organisational culture contributes to performance through facilitating goal alignment – a common culture makes it easier to agree upon goals as well as appropriate means for attaining them. There are also positive effects on motivation – a shared culture encourages people to identify with the organisation and feel belongingness and responsibility for it, it is assumed (Brown, 1995:35).

Findings from the literature review
From the literature on chapter two, it was drawn that organisational culture is a result of many factors, some of which are the type of business the organisation is in, its products, its customers, its size and location and its methods of operating (Hellriegel et al., 2004: 363). Various definitions of organisational culture were explored, leading to various typologies of organisational culture.

It is important for the selected organisation to clearly understand their organisational culture in order to manage and develop it. Organisational culture is represented by their unique pattern of shared assumption, values, norms, attitudes, symbols, beliefs, rituals, socialisation, and expectations of the employees in the organisation. The purpose of this unique culture is to establish a set of norms and standards that employees adhere to, and these guidelines affect the commitment of the employees within the organisation.

Organisational cultural typologies, such as those developed by Hellriegel et al, (2004:365), Deal and Kennedy (1988:32); Rowe et al, (1994:73) and Harrison and Stokes (1991:121) are important because they provide typologies for identifying and understanding organisational culture. In this study, the Denison (1990:19) cultural typology was the focus, where four main classifications of culture were identified. These are: the mission culture, consistency culture, involvement culture and adaptability culture. These four classifications each have their own set of assumptions, norms, characteristics, strengths and weaknesses that have an effect on each employee and their commitment to the organisation.
Corporate culture is made up of people and therefore an enterprise can be seen as a social system. An essential element of this system is employees – their behaviour, thoughts, beliefs and values influence and form part of corporate culture. Behaviour of employees must be in interaction with values, principles, objectives and business strategy (Denison 1995:68).

According to Denison (1990:21), the organisation is a living organism that is evolving and changing. The development of a firm depends on organisational culture, respectively on the corporate culture level. It is therefore necessary to analyse the organisation’s culture. For creating change and influence direction of organisational culture, its current status must be known. Based on the results obtained from chapter four it is possible to define the strengths and weaknesses of corporate culture. The results are important in creating the desired content of corporate culture and for dealing weaknesses.

The overall purpose is to create a strong corporate culture resulting in a dynamic equilibrium. The organisational culture of the surveyed organisation demonstrated a very strong dynamic equilibrium. The achieved level of organisation culture has excellent results in all four quadrants. The strongest trait of the enterprises is mission culture; highlighting a very strong interdependence between strategy and organisational culture (Denison 1990:23).

Strategy is a determinant of organisational culture and organisational culture affects the process of creating and implementing the enterprise strategy (Denison and Mirsha 1995:75). The results indicate that strategy of organisational is comprehensible for employees and they are well informed about the strategy objectives and other elements of corporate culture should be accepted and respected at all levels of the organisational structure, however they are not equally felt in all levels of the enterprise organisational structure.

Employees that enter into an organisation are introduced through a process of socialisation to the organisation’s values, norms, and beliefs. Through this process, employees will either fit in with the organisation’s culture or not, and this, too will have an effect on the commitment of employees. The determinants and functions of organisational culture were also discussed followed by mechanisms for developing organisational culture. The impact of organisational culture on organisational performance gave clear insight on how this can create competitive advantage for organisations (Denison 1990:89).

Findings from Primary Research
The conclusions with regards to the empirical findings will be highlighted in the following order:

- The organisational culture profile;
- The organisational culture gap between the existing and preferred shared values.
- The relationship between organisational culture and organisational performance.

The organisational culture profile
The organisational culture of the selected organisation was diagnosed through the use of Denison’s organisational culture questionnaire. Organisational culture was assessed according to how respondents interpret the organisation’s existing organisational culture. The employees within the selected organisation identified that the dominant existing organisational culture is the mission culture, refer to figure 4.5.1

According to Denison (1990:96), the mission culture defines a significant long-term direction for the organisation. Successful organisations have a well-defined purpose and a direction defining the organisational and strategic objectives which express the company’s vision for the future. The mission reflects a clear, concrete direction both for the company and for its members.
The results are in line with the Denison’s Organisational Culture Framework for high performing organisations. High performing organisations show a high degree of balance in all areas of the model. They understand where they are going, their people are aligned and engaged, they are listening to the market place and they have the values, systems and processes to get them there. In balanced organisations, characteristics and behaviours that are similar to SEW Eurodrive (SA) are observed. The balance between involvement and mission traits show that information flows freely in all directions.

The balance between involvement and adaptability suggest that risk taking and innovation are encouraged; there is no fear of blame. The strong external focus (mission and adaptability) suggest that strategies and goals are based on ‘informed’ consideration and understanding of the marketplace.

Accountability expected in this organisation is demonstrated by the high level of empowerment, capability development, goals & objectives and core values strong and balanced adaptability trait informs us that customer understanding and responsiveness is paramount. As opposed to just reacting to change, this organisation view change as a valued aspect of business. Strong Team orientation and coordination and integration inform us that collaboration within and across teams are encouraged and rewarded. Strong capability development and empowerment suggest that talent development is considered a critical leadership requirement.

This organisation is able to innovate and execute; turning ideas into profitable products and services. They are responsive to the marketplace and achieve growth by translating what they learn into a cohesive strategy and clear goals. Employees are well developed and collaborate to meet common objectives.

**The organisational culture gap between the existing and preferred shared values**

These findings indicate that there is a difference between the existing shared values at the selected organisation, and the preferred by employees at the selected at SEW Eurodrive (SA).

The study identifies values as basic concepts and beliefs about conditions that are very important and meaningful to employees and are stable over time. Values therefore form the heart of the organisational culture. It is evident that the majority of the SEW Eurodrive (SA) employees share the same values about diligence and formality.

The participants may perceive themselves as hard workers who give extended effort in their work. However, the majority of the participants indicated that the remaining shared values could be improved upon, particularly the creativity and initiative shared values. This may indicate discrepancies between the perceptions of the participants about these areas. For instance, certain individuals may not value creativity, whereas other may regard it rather highly. These are areas that should be improved upon to further improve the organisational culture and the associated organisational performance that may come from these improvements.

**The relationship between organisational culture and organisational performance**

The research is aimed to investigate the relationship between organisational culture and organisational performance.

Data was analysed using Statistical Package for Social Sciences 22 and Microsoft Excel. Scores of all dimensions were averaged in one main construct for both organisational culture and organisational performance. Pearson correlation was used to reflect the degree of linear relationship between two variables (Organisational Culture and Performance) and determines the strength of the linear relationship between the variables.

Table 5 indicate that, the results illustrate strong, positive, and statistically significant (p < .05) correlations between the organisational culture and organisational performance scales. That is to say, greater scores on each of the organisational culture scales are associated with greater scores
on each of the organisational performance scales. The results indicate that all four types of organisational cultures promote organisational performance in all five of the areas, suggesting that there is not one particular culture that is superior to another in achieving performance. According to Kandula (2006:56) the key to good performance is a strong culture. He further maintains that due to difference in organisational culture, same strategies do not yield same results for two organisations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organisational culture has an active and direct role in performance management. Murphy and Cleveland (1995:98) believe that research on culture will contribute to the understanding of performance management. Magee (2002:65) contends that without considering the impact of organisational culture, organisational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other.

Denison’s (1990:86) research indicates that organisational culture influences organisational performance directly. An organisation whose organisational culture is propagated extensively and profoundly, and practiced in management decision, the repayments in investment and sales are all much better than those organisations which do not popularize organisational culture.

Conclusions
Since 2010, SEW Eurodrive (SA) has seen a transition in change of leadership. During this period mixed opinions possibly prevailed and expectations negative and positive existed. The organisational culture of an organisation can be seen to have an effect on the organisational commitment of the employees, therefore the proper fit between the organisational culture and employees will positively affect the organisational commitment of employees. The primary objective of this research was therefore to assess the relationship between organisational culture and the organisational performance at a selected organisation. The first step in achieving this objective was an in depth theoretical study. The second step was an empirical survey that was conducted to canvas the opinions of employees at the selected organisation.

Recommendations
With regards to the research findings, several recommendations pertaining to the selected organisation and future research have been identified.

Recommendations for SEW Eurodrive (SA)
Even though the research reveals a great deal of alignment of the overall organisational culture, there are differences between the organisation’s departments which can be viewed as sub-cultures. For instance the sales department with its own subculture may be different from that of the production department. Therefore by identifying well-functioning sub-cultures and which features are associated with effectiveness in this sub-culture, and then disseminating across departments where this culture would be relevant, could be an area of investigation for the organisation in the near future.

Second, the different departments appear to have different values, which in itself is not surprising. However, having too few shared values throughout the organisation can ultimately prevent the creation of, and emphasis on any primary dominant culture. This could be looked at more in-depth in order to ensure at least certain values, as identified in this research, are accepted throughout the organisation.
Finally, even though the findings from this study indicate that the organisation has a well aligned organisational culture, there may be a desire to change certain elements of the culture. This can be useful for moving the organisation in a new direction, or for responding to an environmental or market challenge. Cameron and Quinn (1999:124) present a formula for organisational culture change, and this could be investigated should it be deemed necessary.

**Area/s for further Research**

While this topic is rich in studies, many researchers (Saffold, 1988; Denison, 1990; Johns and Saks, 2005; Dasanayake and Mahakalanda, 2008) concurred on the fact that there is no agreement on the precise nature of the relationship between organisational culture and corporate performance. In other words, there is no widely accepted causal relationship between organisational culture and organisational performance. This research represents a step on the way towards identifying an organisational culture and organisational values which are conducive to organisational performance at SEW Eurodrive (SA).

The empirical evidence emerging from various studies about the effect of organisational culture on corporate performance have so far yielded mixed results that are inconclusive and contradictory. Because of these contradictory results, the question of whether organisational culture improves or worse corporate performance is still worthy of further research.

A review of academic literature on the subject organisational culture and corporate performance reveals that there is still more work to be done in terms of literature on developing countries such as South Africa. Thus it is hoped that this study will fill the existing gap in the literature especially in the less developed countries in thin general.

**Conclusion**

The literature on organisational culture and performance revealed that companies that know how to develop their cultures in an effective way most probably have the benefit of advancement in productivity and the quality of work life among the employees. Indeed, employees must absorb the organisational culture at the maximum strength and the top management should provide a precise guideline and direction to motivate the employees in achieving the company’s objectives.

First, findings from this research indicate that organisational culture and organisational values are perceived to have relevance to this organisation. In the case of SEW Eurodrive (SA) the company has a relatively aligned culture when the current situation, that might suggest a strong culture and that the company is likely to be well positioned for the future.

Second, organisational culture is partially characterised by a set of values which employees can relate to or not. The degree to which the organisation can gather support for this set of values will likely contribute to shaping the future culture of this organisation. In the case of SEW Eurodrive (SA), the values which are preferred in the organisation needs to be improved in order sustain the future organisational culture. Similarly, the least desired values belong mostly with the culture types that are the least desired.

In conclusion, it is evident that the relationship between organisational culture and firm performance is perceived to be closely linked. Convincing results from survey respondents are in agreement that a smaller SEW Eurodrive (SA) centre can benefit from having a strong, well-functioning organisational culture which embraces the right set of values. A key finding here is the fact that both the current organisational culture and organisational performance are aligned the preferred future values are in line with the perceived culture.
Bibliography


SPSS (Statistical Package for Social Sciences)