

AN EVALUATION OF THE IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE WORK PERFORMANCE: A CASE STUDY OF A FET COLLEGE IN DURBAN

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ABSTRACT

The South African government has invested an immense amount of funding In Further Education and Training (FET) in order to produce skilled and semi-skilled workers and to redress past inequalities in education and job opportunities. The FET College in this study, on one hand, has come under great pressure to maintain the good aspects of its culture and motivate its staff to improve work performance, as industries and businesses are expected to receive trained, skilled workers. It is the task of managers to ensure that the FET employees perform to their optimum level to meet government's vision for the FET Sector. This research was inspired by the need for a quality and excellent FET College culture, one that promotes ethical leadership, fairness, and performance.

Key Words: Evaluation, Impact, Organizational Culture, Employee, Work Performance, Further Education and Training, Inequalities, Motivation, Skilled Workers, Culture

Introduction

Organisational culture and its development concerns itself with the analysis and diagnosis of factors that determine its effectiveness, how it motivates its employees to identify and instil its values, norms, artefacts, learn greater worker-skills to effectively perform their job, and, together, achieve organisational goals. Factors such as ethics, leadership styles, worker diversity, staff motivation, job satisfaction, and provision of resources, can positively or negatively, impact the organisational culture, goals and performance. This study evaluates the impact of organisational culture on employee work performance as well as organisational productivity using a Further Education and Training (FET) College in Durban as the case study.

Aim of the Study

The aim of the study is to establish the relationship between organisational culture and employee work performance at a FET College in Durban. The research focuses on evaluating certain aspects of organisational culture, such as a greater diversified workforce, ethics, leadership styles, staff motivation, job satisfaction, and an adequate provision of resources, and how these aspects impact employee work performance in an FET College in Durban. Theories have been presented on this topic and this research draws its inferences from such theoretical frameworks.

Objectives of the Study

In line with the aim of this dissertation, the main objectives are to:

- To find out if there is a relationship between organisational culture and employee work performance.
- Ascertain the extent to which certain aspects of organisational culture, such as, a greater diversified workforce, ethics, leadership styles, staff motivation, job satisfaction, and an adequate provision of resources, impact employee work performance in the FET College.
- Formulate recommendations to improve organisational culture.

LITERATURE REVIEW

Organisational Culture

Daft and Marcic (2011:57) state that organisational culture is a set of important values, norms, beliefs, and understanding that members of a particular organisation share. Other elements that are also shared are work expectations, experiences, productivity and performance, treatment of employees, social and psychological environment, and interaction with the outside world. Each organisation's culture is unique and is highly resistant to change.

Robbins, Judge, Odendaal, and Roodt (2009:424) define organisational culture as a system of shared meaning held by members that differentiates organisations. Seven characteristics encapsulate this essence to the extent where:

1. Workers are encouraged to be innovative and take risks;
2. Workers are expected to exhibit precision, analysis, and attention to detail;
3. Management focuses on outcomes rather than on techniques and processes;
4. Management decisions consider the effect of its outcomes on workers;
5. Work activities are structured around teams, rather than individuals;
6. Workers are aggressive and competitive rather than easy-going; and
7. Organisational activities stress the status quo as opposed to growth and stability.

Appraising the organisation on these seven characteristics gives a composite picture of its culture. Furthermore, Robbins (2007:3) sees organisational culture as a social phenomenon that has to be impacted into the minds of new workers so that they melt into the culture of the organisation and become part and parcel of this new culture with a commitment that will minimize the staff turnover ratio and increase performance.

Organisational culture can be seen as a set of shared values, belief, and norms that influence the way workers think, feel, and behave in the workplace (Schein, 2010:18). It gives workers a sense of identity, increases their commitment, reinforces organisational values, and serves as a control mechanism for shaping behaviour (Nelson and Quick, 2011:32). According to Schermerhorn, Hunt, and Osborn (2005:7), the effect of organisational culture depends partly on its strength. This refers to how widely and deeply workers hold the organisation's dominant values and assumptions. These core values are also institutionalised through well-established artefacts (physical components of organisation that convey cultural meaning), thereby making it hard for those values to change.

Factors Relating to Culture and Worker Performance

A thorough understanding of the nature of a greater diversified workforce, ethics, leadership styles, staff motivation, job satisfaction, and adequate provision of resources, as these factors are related to organisational culture, can enable managers to effect positive changes towards optimal worker motivation, satisfaction, retention, and performance. The findings from this study will also be relevant to other organisations in which organisational performance is largely dependent on staff performance.

Staff Motivation

Motivation is important because it has a positive effect on the productivity and performance of the individual worker and the entire organisation in terms of both quantity and quality (Dwivedula and Bredillet, 2010:159). Bernstein (2008:299) states that motivation is "the influences that account for the initiation, direction, intensity and persistence of behavior". According to Robbins (2005:155), motivation is a process that initiates, guides, maintains goal-orientated behaviours, and accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. Dwivedula and Bredillet (2010: 157) believe that motivation ensures voluntary unfolding of workers' talents and potential for the benefit of the organisation. Any organisation's culture emanates from its shared beliefs, values, and resultant behaviour of all its members. In summary, motivation can be defined as the workers persistence of goal orientated behaviour and the unfolding of their talents with other organisational members for the benefit of achieving the organisations goals together.

The Circular Relationship between Organisational Culture, Worker Motivation, and Worker Performance

Parallels can be drawn between the variables that connect motivation and job satisfaction and those that link organisational culture and job satisfaction. That is, a need for achievement and an organisation's performance culture are both positively related to job satisfaction (Whitmore, 2009:101). Literature continues to indicate that the relationship between job satisfaction and organisational culture is strengthened by synergy between the workers' motives and needs and organisational culture. For instance, the positive relationship between job satisfaction and a culture of innovation and creativity is more prominent for those motivated by opportunities for creativity.

Managers need to understand their workers well and think of different ways of motivating them because the various motivational theories provide different explanations on how and what

motivates workers. Worker motivation is an innate, individualistic influence that is ever dynamic and depends on the worker's ever-changing motives and needs. Factors that motivate workers are the same ones that contribute toward worker satisfaction, and, subsequently, motivated workers are generally also satisfied with their work. According to Robbins (2005:81), motivation, therefore, manifests in job satisfaction (attitudinal) and performance (behavioural), and this provides the circular connection between organisational culture, worker motivation, worker job satisfaction, and worker performance.

Motivation is but one important aspect of organisational culture and worker performance to managers. Therefore, management should not focus solely on motivation alone, but on other organisational aspects, such as the impact of cultural diversity on worker performance as well.

A Greater, Diversified Workforce

Diversity can be viewed as understanding, accepting, valuing, and celebrating differences amongst different people despite their race, age, class, ethnicity, gender, sexual orientation, spiritual practices, social status, physical or mental ability, whether be it in any organisation, city, or country. Diversity is not just about differences amongst groups, but rather about differences amongst individual workers, for individual workers are unique and possess their own unique, cultural strengths, and weaknesses in addition to their own unique individual strengths and weaknesses.

Now, more than ever before, there is an ever-increasing, world-wide economic, interaction and competition amongst workers from diverse cultures, beliefs, and backgrounds as world globalisation increases. Managers need to recognise that the evolving workplace is diversifying into a multicultural work environment, and, therefore, needs to value these multicultural differences, treat everyone with dignity, and present effective strategies to manage this diversity so that the organisation becomes more creative and open to change (Grobler, Warnich, Carrell, Elbert and Hatfield, 2011:41).

Cameron and Quinn (2006:35) state that organisations that do not have a culture of encouraging diversity are disadvantaged. In the modern global economy, not hiring the best person for the job and based solely because of gender, race, ethnicity, religion, or age, is unwise and most likely illegal. According to Khoza (2011:487), "diversity implies that those who belong to a community differ in significant ways but all enjoy the right to participate in its affairs. A community may be diverse but share the same geographical area or interest, uniting for a common end."

In South Africa, diversity exists along lines of race, gender, and disability. On the grounds of the SA Constitutions Bill of Rights (affirmative action), diverse groups have to interact at all levels on an equal basis, which means that there is a need for greater understanding of differences and similarities (Robbins, 2003:30). Grobler et al. (2011:74) state that "if South African businesses are to succeed, it must recognise the emergence of the diversified workforce, and find the means to harness its energies, talents and differences for tomorrow's challenges." Organisations that create a work environment in which diversified backgrounds and behaviours are accepted and

accordingly provide managers who genuinely accept and promote this culture are more likely to benefit from diversity than to suffer because of it. New and diversified workers' different strengths can benefit the organisation's culture, but these are sometimes diminished in a strong culture because workers attempt to fit into the organisation's cultures. Strong cultures, therefore, can be a liability if it eliminates those unique strengths (Robbins et al., 2009:428). An organisation that makes an effort to embrace diversity will be unique in its strengths. Valuing and managing diversity is a key component of effective worker management, which can improve workplace diversity and worker productivity.

Demographic changes (e.g., women in the workplace, organisational restructurings, and equal opportunity legislation) will require organisations to review their management practices and develop new and creative approaches to managing people. Changes will increase work performance and customer service. The need to understand diversity is also driven by women in the workplace. The number of dual income families and single working mothers has increased. Change in the family structure means that there are fewer men and women in traditional family roles. Thus, diversity issues cut across both race and gender.

Work practices have also changed due to the impact of globalisation and technology and there is a trend toward longer working hours. Generally speaking, reorganisations usually result in fewer workers doing more. All workplace members are interdependent, flexible, respect individual differences, and, thus, contribute to the organisation's success. Effective managers understand discrimination, its consequences, and recognise their own personal, cultural biases, and prejudices, and should, therefore, focus on their personal awareness as well.

Managing diversity is about more than equal employment opportunity and affirmative action. Managers should expect change to be slow whilst at the same time encouraging change. The diverse workforce is a microcosm of a changing world marketplace. Respecting diversity brings high value to organisations by creating a fair and safe environment regarding opportunities and challenges and a competitive edge that increases worker productivity and performance. Managers must educate everyone about diversity, its issues, the laws and regulations, and learn how to adapt and to be successful.

- **Be a visible role model** - workers look up to the behaviour of top management as a benchmark for providing a positive message for all workers and defining appropriate behaviour.
- **Communicate ethical expectations** - propagating the organisation's code of ethics can reduce ethical ambiguities that those workers are expected to follow.
- **Provide ethical training** - training programs such as seminars, workshops, and ethical training can reinforce the organisations standards of conduct, permissible practices, and address possible ethical dilemmas.
- **Visibly reward ethical acts and punish unethical ones** - the managers' performance appraisals/decisions should be evaluated against the organisations ethics. Appraisals must include the means taken to achieve goals as well as the ends themselves.

- **Provide protective mechanisms** - workers can discuss ethical dilemmas and report unethical behaviour, without fear of reprimand, to ethical counsellors, ombudsmen, or ethical officers.

Grobler et al. (2011:131) further state that job dissatisfaction could be contributed through the following elements:

- **Poor supervision** - where managers are insensitive, uncaring, unfair, biased, have communication credibility, poor supervisory practices, and do not heed to workers concerns.
- **Interpersonal conflicts** - where managers display bias amongst workers, lack of teamwork, rivalry amongst workers/supervisors, and rivalry amongst managers and supervisors.
- **Poor work environment** - where it is unsafe, unhealthy, dirty, and noisy.
- **Poor pay** - where remuneration is uncompetitive and work exceeds pay.

Thus, for the organisation, workers' job satisfaction means a motivated workforce that is committed to high quality performance and a strong work culture. Kinicki and Williams (2009:371) state that an intrinsic reward is a satisfaction attained in performing the task itself with a sense of achievement. Extrinsic and intrinsic rewards can be used to motivate job performance provided certain conditions exist. If rewards are to actually motivate, it must be valued by the worker and must be related to a specific level of job performance. Each outcome has a valence or a value to the worker because of each worker's different needs and perceptions and that these outcomes, such as pay, promotion, a reprimand, a better job, have different values for different workers. Thus, if managers to motivate use valued rewards astutely, it can result in greater worker effort, to achieve higher levels of performance.

Leadership Styles

Grobler et al. (2011: 482) state that "the day is long gone when supervisors could rule their workers with an iron fist. A significant reason for the general shift in leadership styles, from autocratic to people-oriented patterns is the insistence by unions that supervisors treat their workers fairly, justly, and respectfully." Furthermore, Grobler et al. (2011:482-484) state that workers choose to join unions because of the following reasons: job security, wages and benefits, working conditions, fair and just supervision, mechanism to be heard, and a need to belong.

Leaders are to inculcate a strong organisational culture to execute their organisational routines in terms of management development, leadership training, productivity, quality, and consistency (Richard, 2002:123). Ojo (2009:297) contends that organisational culture offers a key to managerial control, work commitment, and organisational effectiveness.

According to Bagraim, Cunningham, Pieterse-Landman, Potgieter, and Viedge (2011:92), the change agent creates trust, creativity, and teamwork in the organisation, and equips all members with the right skills to identify problems and provide solutions themselves. It can be inferred that leaders are agents of change whose actions impact others more than other persons' actions affects them. Leadership involves influencing rather than intimidating workers. Yarnall (2011:17) states that organisational culture is linked to economic performance and organisational

success. For instance, organisations dedicated to continuous improvement, with visionary leaders who “walk their talk” and focus on set core values, have been shown to be more financially successful in the long run.

Leadership style is a product of the leader’s belief systems, norms, values and ethics (i.e., culture). Developing better leadership styles is becoming increasingly important, as it is the leader’s responsibility to inspire workers’ to achieve organisations goals (Sadri, Sadri, and Nayak, 2011:457). Mohanty (2006:76) contends that although motivation comes from within, an effective leader can also create an environment that encourages high energy and motivated workers. Therefore, the leadership style and having confidence therein has a definite impact on encouraging or inhibiting workers’ performance. Mohanty (2006:77) indicates three widely used leadership styles, namely contingency theory, transactional theory, and transformational theory styles.

RESEARCH METHODOLOGY

Introduction

According to Flick (2011:6), “research methodology can be described as an organised analysis of research questions by using different research methods so that the data can be collected and analysed, data and recommendation can be provided in order to solve problems.” Gobo (2008:18) further states that methodology can be seen as the systematic process of investigations where the theory finds their applications with a clear, theoretically informed method to the creation and analysis of data. Methodology can, thus, be viewed as adopting a universal style of thinking to conduct research.

Target Population

The target population in this study came from the FET College campus in Durban. The institution is a merger of FET colleges constituted by the former technical colleges. This college shares the same broadly defined local labour market and geographical neighbourhood. The composition of this population reflects the historical differentiation of colleges in South Africa. That is, between the former state aided (formerly white) and state colleges (formerly black).

In the past, the so-called ‘state colleges’ lacked autonomy and their councils only had advisory powers. Property rights were vested in the State. The State also controlled their budgets and prescribed their financial policies. State aided colleges had a separate legal status and their councils were fully constituted governing bodies with legal capacity. They also had control over their budgets, expenditure, and investments.

The specific research problem focuses on the population, which Bhardwaj (2009:23) states is the totality of units under a field of investigation and are also known as individuals, objects, items, or sample units. Bryman (2008:698) defines a sample as being a segment (sub-set) of the population that is selected for research. The population size of the FET College was 45. The researcher was able to target all 45 staff members for this study and achieved a 75.6% response rate.

Table 3.1: Questionnaire response rate

Details	Number of Questionnaires	Percentage represented
Questionnaires sent	45	100%
Returned	34	76%
Not returned	11	24%

Analysis of Variance (MANOVA) was used to determine the significant difference between participants' perception of the organisational culture, worker satisfaction, and employee work performance.

FINDINGS

The results obtained by means of the various statistical analyses mentioned in the previous chapter will be discussed in this chapter. A discussion of the findings pertaining to the reliability and descriptive statistics of the measurement instruments is followed by an overview of the interplay between the demographic variables of the respondents and the constructs of a greater diversified workforce, ethics, leadership styles, staff motivation, and job satisfaction, an adequate provision of resources, organisational culture, and worker performance. The last part of the discussion focuses on the relationships between the above constructs.

The questionnaire is divided into 2 sections. The demographics section has questions on age, gender, and race, length of service within the organisation, educational qualifications, and level of position in the organisation. The organisational culture and job satisfaction section has 22 questions in the form of statements where respondents have to indicate their level of agreement with each statement on the Likert scale (strongly disagree, disagree, undecided, agree, and strongly agree).

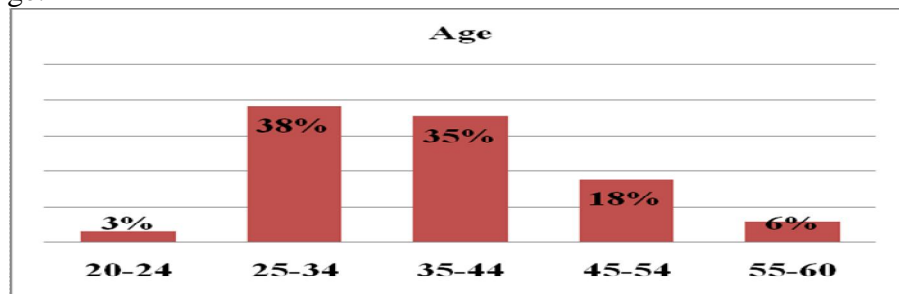
Response Rate

All employees within the organisation were included in the target population. Thirty-four (76%) out of the total population of forty-five took part in the survey. The questionnaires were hand delivered to the participants.

Analysis of Data

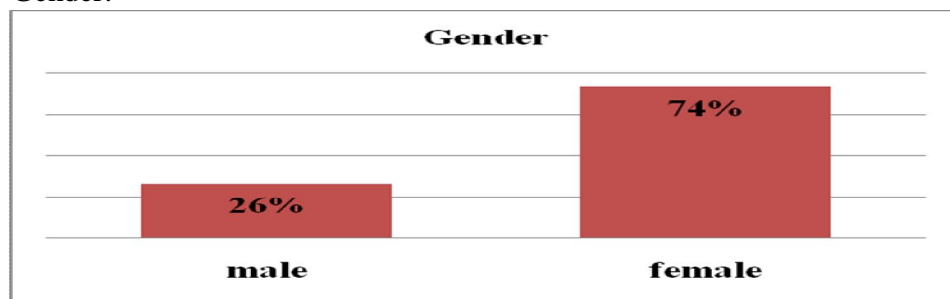
4.3.1. Demographic Information

Figure 4.1: Age.



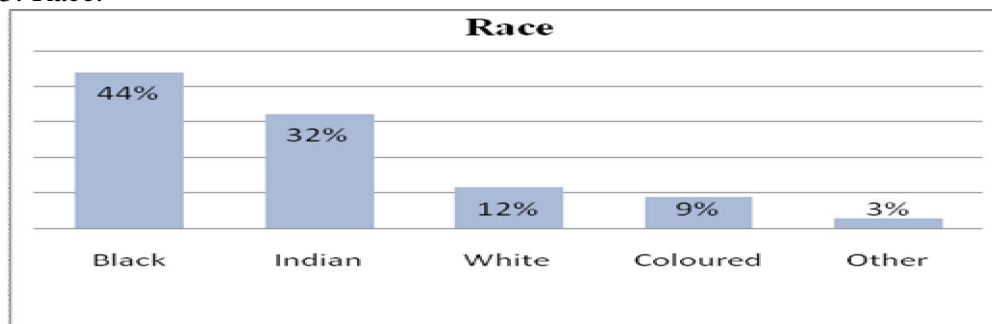
Of the 34 respondents, 3% are from the 20 to 24 age category, 38% from the 25 to 34 age category, 35% from the 35 to 44 age category, 18% from the 45 to 54 age category, whilst 6% are from the 55-60 age category. Most of the respondents are between the ages of 25 to 34, and this age group accounts for 38% of the total respondents. A collective 73% of the employees are from the 25 to 44 category, which means that the organisation employs younger employees. The FET could, thus, gain a competitive advantage in that new employees can be mentored to succeed to available senior positions. Maurer and Barbeite (2011:4) contend that the drop in the abilities of the 41 to 60 group is offset by experience and knowledge. The diversity in age groups enhances organisational culture and worker performance in the FET campus.

Figure 4.2: Gender.



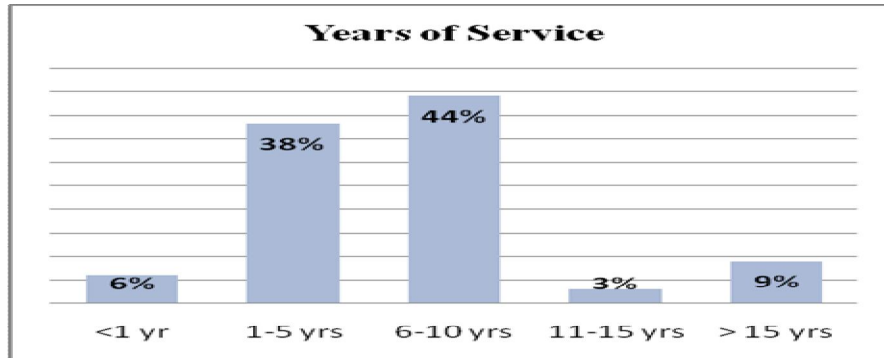
The survey indicates that 26% are males and 74% are females, which amounts to almost three quarters of the respondents being female. Zoogah, Vora, Richard, and Peng (2008:11) state that women are generally more collaborative when it comes to teamwork than men, who are more concerned about self-esteem and individualism. This means that the organisation has encapsulated this rare quality that women possess. Robbins and Coulter (2007:22) also state that women use social and interpersonal behaviours to motivate followers to achieve organisational goals and objectives. Women inspire and influence subordinates to perform, as opposed to men, who use control.

Figure 4.3: Race.



The study reveals that 44% of the organisations employees are Black, 32% are Indian, 12% are White, 9% are Coloured, and 3% are other. This reflects a very diverse workforce. Farashah, Nasehifar and Karahrudi (2011:3604) state that South Africa's labour market has changed since 1994, with an emphasis being placed on strategies that eradicate the past labour inequalities and improve general working conditions for all South Africans.

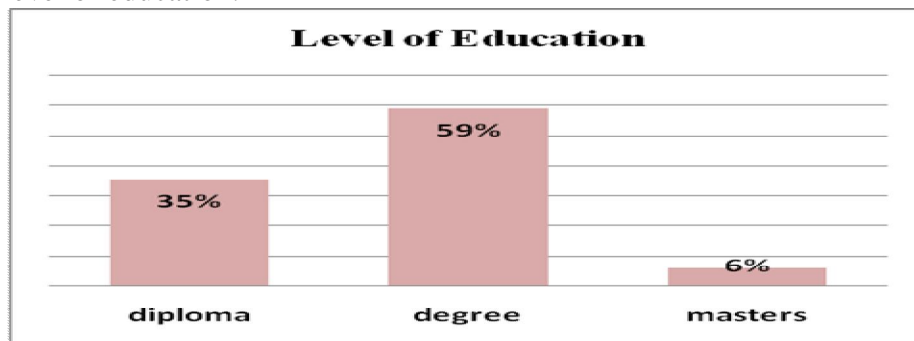
Figure 4.4: Years of service.



In this figure, 6% of the respondents have worked for less than one year, 38% for 1-5 years, 44% for 6-10 years, 3% for 11-15 years, and 9% for over 15 years. The maximum number of years that employees remain in the employ of the organisation is between 6-10 years, and this is indicated by the sudden decline to 3% in the 11-15 years category. This drop to 3% could be attributed to many contract workers feeling insecure in their jobs. The organisation has been able to retain only 9% of its employees for over 15 years.

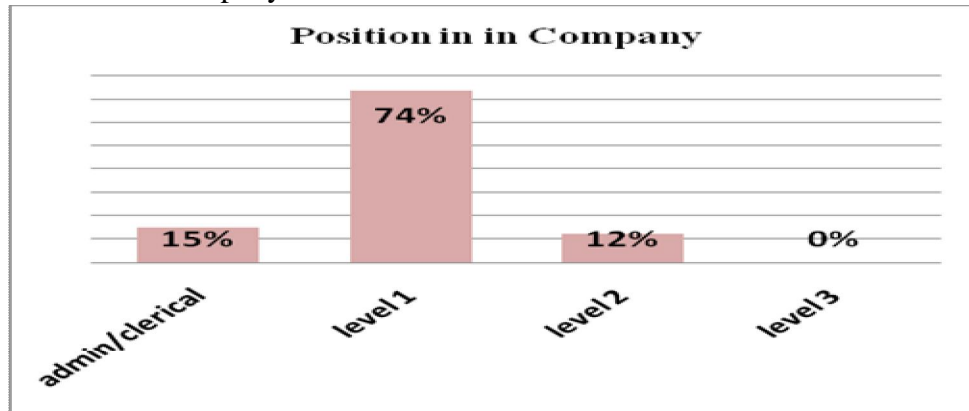
Mowday, Porter, and Steers (2013:3-4) state that for workers to have a powerful linkage with the organisation, it should provide psychological, intrinsic job-satisfaction rewards, and the support of a potential surrogate family. For those workers investing a longer working time in the organisation, there should be greater incentives.

Figure 4.5: Level of education.



A collective 100% of the respondents all possess a tertiary qualification, which gives the organisation a competitive advantage when it comes to skilled workers, efficiency, and greater work performance. Almost two-thirds have a degree or higher qualification. This is because individuals who pursue post-secondary education are perceived to be more ambitious, motivated, self-confident, and teachable than the non-qualified associates (Silman, 2011:1).

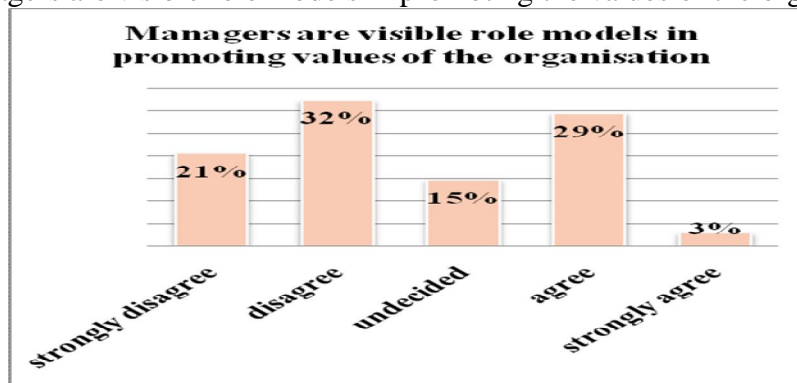
Figure 4.6: Position in company.



The respondents comprise 15% in administration, 74% level 1 lecturers, 12% level 2 lecturers, and 0% level 3 staff. The majority of the employees are from level 1, which makes up a composition of almost three quarter of the employees. Kravitz (2005:1) mentions that functional diversity serves as a proxy for knowledge, skills information, and expertise. For the number of level 1 staff position, there seems to be an unequal number of administration and level 3 staff. When staff at the FET Campus carries the additional workloads of others, worker dissatisfaction, loss of morale, stress, and low worker performance occurs.

4.3.2. Organisational Values, Ethics, and Culture

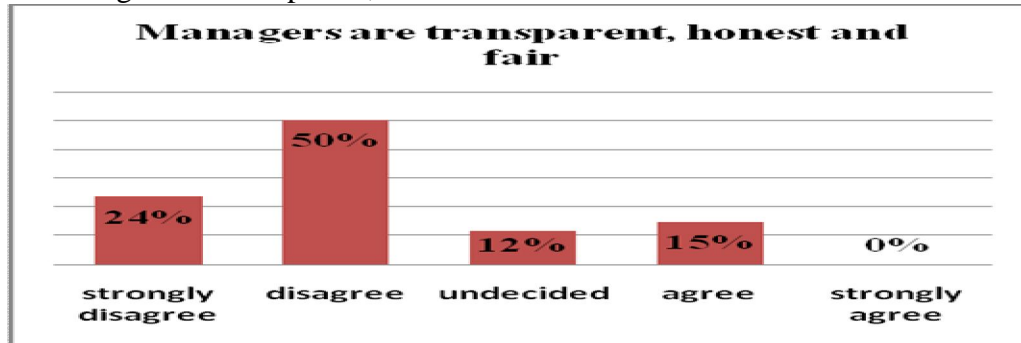
Figure 4.7: Managers are visible role models in promoting the values of the organisation.



By referring to Figure 4.7, 21% of the respondents strongly disagree, 32% disagree, 15% are undecided, 29% agree, and 3% strongly agree that managers are visible role models in promoting values of the organisation. According to Bradberry and Greaves (2012:207), “leaders should walk the talk, because leaders, who don’t, stick out like a sore thumb.” The leader’s behaviour should reflect values that are important to the organisation, and, as such, should demonstrate integrity.

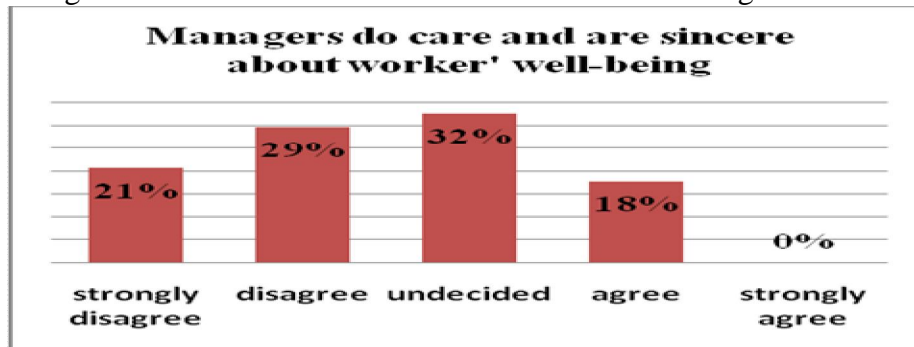
Hellriegel et al. (2012:144-145) state that managers are responsible to create and sustain conditions, in which workers are to conduct themselves with integrity. Managers that promote values can significantly change the organisations overall performance and culture.

Figure 4.8: Managers are transparent, honest and fair.



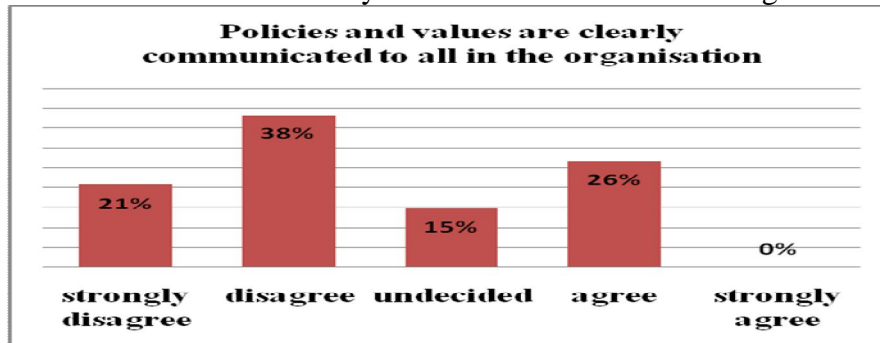
In Figure 4.8, a composite 74% of the respondents disagree that managers are transparent, honest and fair, 12% are undecided, and 15% agree. Dressler (2011:533) states that one of the tangible evidence of fair treatment is seen, when employees are treated with respect. According to Figure 4.11, 62% feel they are not treated with respect and dignity. Thus, at the FET Campus, employees will feel respected when managers are transparent, honest, and fair.

Figure 4.9: Managers do care and are sincere about workers well-being.



A composite 50% of the respondents disagree that managers do care and are not sincere about workers well being, whilst 18% agree. Hellriegel et al. (2012:379) contend that managers who adopt the employee-centred leadership style and are concerned about the employees' welfare and satisfaction are more likely to be in charge of high-performance teams. Greenwald (2008:237) states that some of the most important actions that leaders take are to promote relationships and collaboration across organisational boundaries.

Figure 4.10: Policies and values are clearly communicated to all in the organisation.



In Figure 4.10, a composite 59% disagree and 26% agree that policies and values are clearly communicated to all in the organisation. Robbins and Coulter (2005:142) define policy as a guideline for making decisions. Robbins and Coulter (2005:608) define values as basic convictions of what is right and wrong. Grobler et al. (2011:15) state that HR policies should be in writing and communicated to assist all workers to define acceptable and unacceptable organisational behaviour. Thus, policies and values must be congruent in the FET Campus.

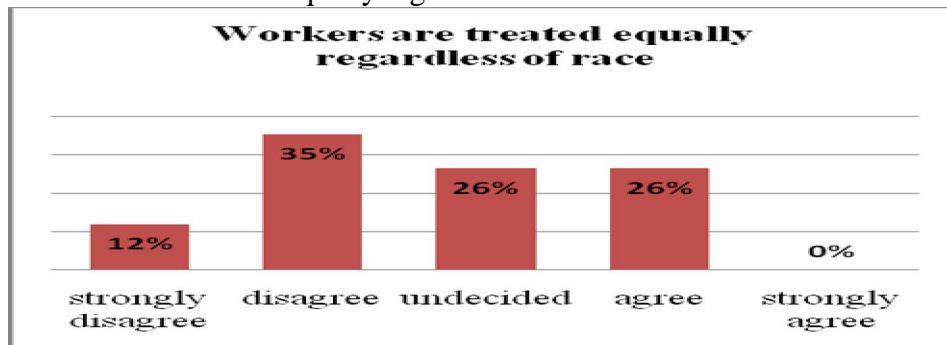
Figure 4.11: Workers are valued and treated with respect and dignity.



A composite 62% of respondents disagree that they are valued and treated with respect and dignity, whilst 21% agree and 3% strongly agree. Bradberry and Greaves (2012:181) state that “blindsiding people with the outcome of a decision sends a message that they are not valued.” When information does not flow freely and ideas are guarded, workers feel uncertain about their future because important decisions are reached without their input and delivered without warning. Workers highly value gaining access to information. Thus, when managers impart information and their workers are kept informed, this creates a tangible sense to workers that they are valued.

Diversity

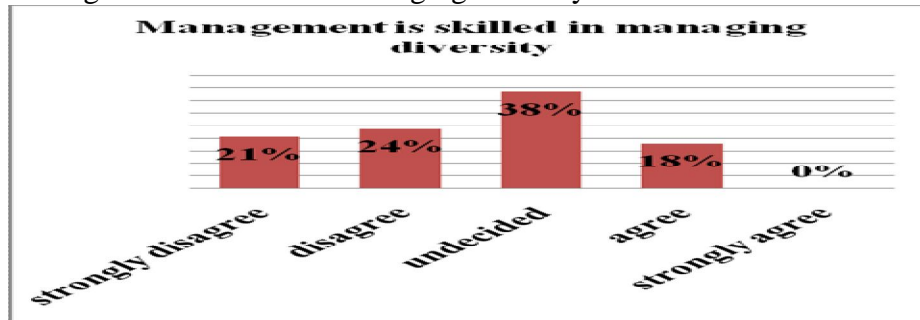
Figure 4.12: Workers are treated equally regardless of race.



A collective 47% of the respondents disagree and 26% agree that workers are treated equally regardless of race. Grobler, Warnich, Carrell, Elbert, and Hatfield (2002:49) state that when diversity is not valued, the diverse employees’ achievements may not be recognised and mistakes may be exaggerated. Black workers complain that they have to prove themselves to get promoted, whilst white employees are promoted on the basis of their potential.

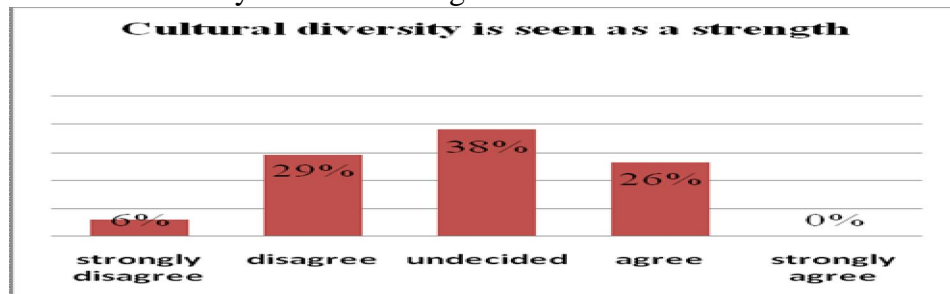
According to the demographics on race, 44% of the employees are Black, 32% are Indian, 12% are White and 9% are Coloured, and 3% are other.

Figure 4.13: Management is skilled in managing diversity.



South Africa has a highly diverse workforce with different cultures, languages, and increasing participation of women and younger people. The challenge of managing diversity is now even more complex. The FET management's ineffectiveness in managing this diversity is indicated by the composite 45% of the respondents who disagree that management is skilled at managing diversity. Only 18% agree that the management is skilled in managing diversity. According to Grobler et al. (2002:50), managing diversity is a long-term process that demands top management to identify, commit, and institute mechanisms to access the potential of all workers.

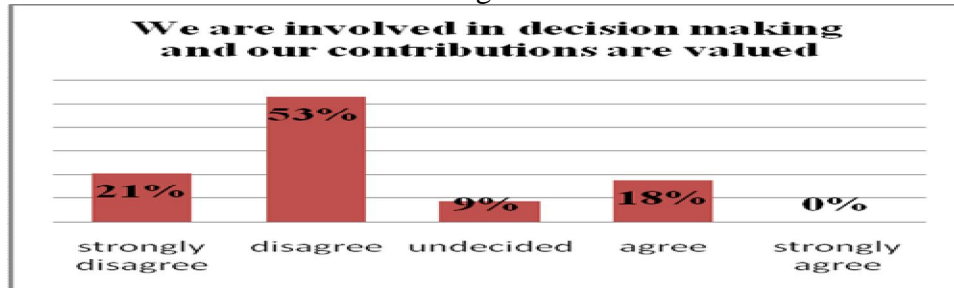
Figure 4.14: Cultural diversity is seen as strength.



A composite 35% of the respondents disagree that cultural diversity is seen as strength, 38% are undecided, and 26% agree. Grobler, Warnich, Carrell, Elbert, and Hatfield (2006:76) contend that the success and sustainability of the organisations competitive advantage, depends on its ability to manage this diversity of talent that can bring about innovative ideas, perspectives, and views to the work-front. Thus, the challenge of effectively managing the FET workplace diversity can be turned into a strategic asset if the organisation is able to capitalise on its diverse talents.

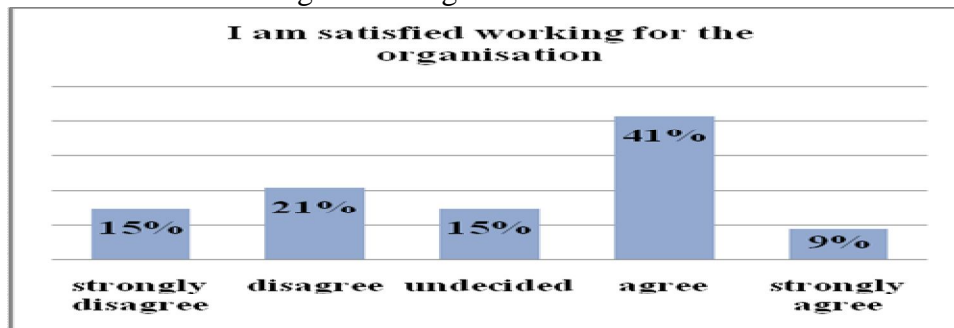
Motivation and Job Satisfaction

Figure 4.15: We are involved in decision-making and our contributions are valued.



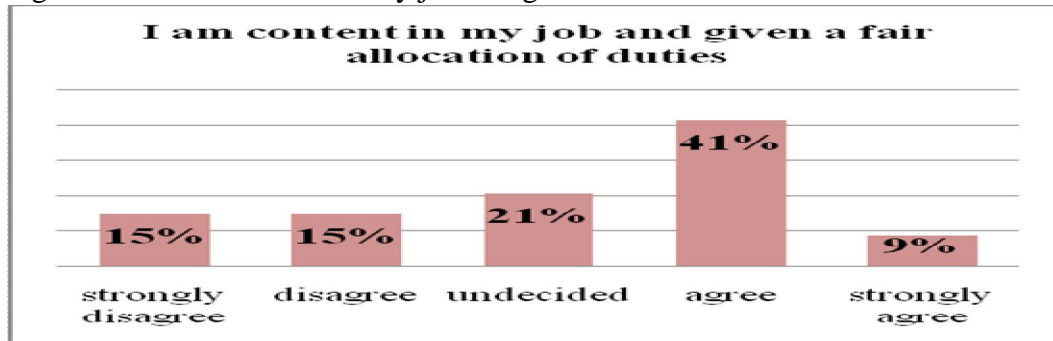
A collective 74% of the respondents disagree that they are involved in decision-making and only 18% agree. Keiner (2006:153) asserts that workers are greatly motivated if they are involved in decision-making processes in their organisations. This might explain why 64% of the respondents, according to Figure 4.20, disagree that the FET inspires and motivates them to perform well in their jobs.

Figure 4.16: I am satisfied working for the organisation.



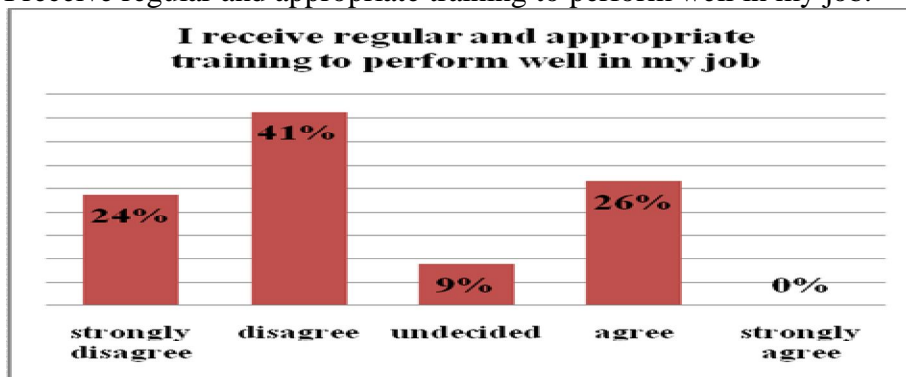
A composite 36% of respondents disagree; whilst a composite 50% agree that they are satisfied working for the organisation. Robbins et al. (2009:74) describe job satisfaction as a positive feeling about a job, resulting from an assessment of its characteristics. A worker with a high level of job satisfaction holds positive feelings about his or her job, whilst a dissatisfied worker, negative feelings. According to Figure 4.21, a composite 73%, agree that they are self-motivated to perform well in their jobs, and, thus, it could be inferred that they are satisfied working for the FET.

Figure 4.17: I am content in my job and given a fair allocation of duties.



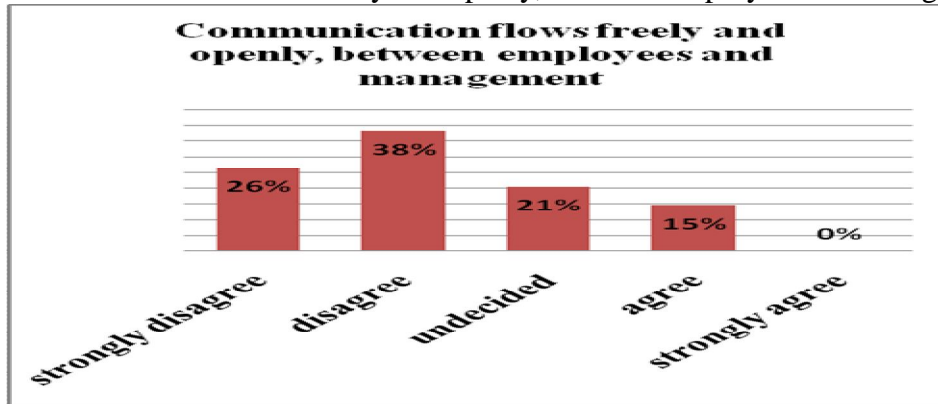
A collective 30% disagree that they are content with their jobs and are given a fair allocation of duties, whilst 21% are still undecided and 50%, collectively, agree. Robbins et al. (2009:80) state that content workers are more likely to be productive workers. Workers' perception of fairness could impact their job contentment and their work performance. Grobler et al. (2002:612) state that most workers expect to be treated fairly and justly in all aspects of their work. Senior workers, when unfairly treated, may decide to just bide their time and perform marginally until retirement, whilst younger workers may leave for better opportunities.

Figure 4.18: I receive regular and appropriate training to perform well in my job.



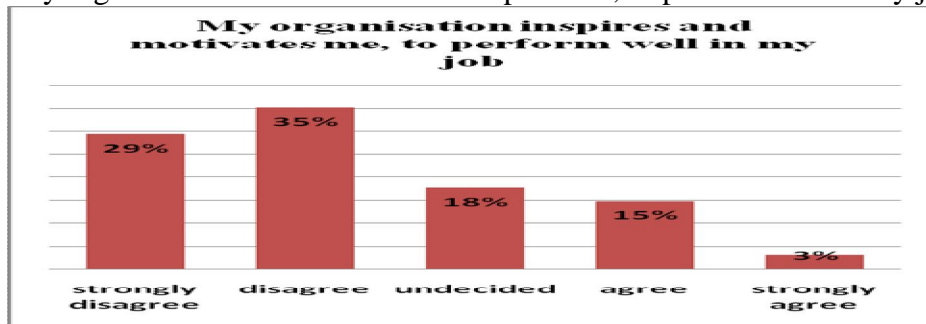
A composite 65% disagree that they receive regular and appropriate training to perform well in their jobs, whilst only 26% agree. Dwivedula and Bredillet (2010:160) state that workers who are involved in their jobs and careers desire to learn more skills that will improve their performance in their organisation and its related industry. When workers receive regular and appropriate training, they understand how their work fits in with the organisations mission and goals and they may become more motivated to perform well for the success of the FET.

Figure 4.19: Communication flows freely and openly, between employee and management.



A collective 64% of the respondents disagree that communication flows freely between employees and management, whereas only 15% agree. Thomas, Zolin, and Hartman (2009:287) state that there should be free flow of communication in the organisation, as this is perceived as just in the eyes of the workers. Thus, if workers in the FET are allowed to communicate their performance issues, job errors, and knowledge gaps, then managers may timeously promote trust and loyalty to help workers attain personal performance and organisational goals.

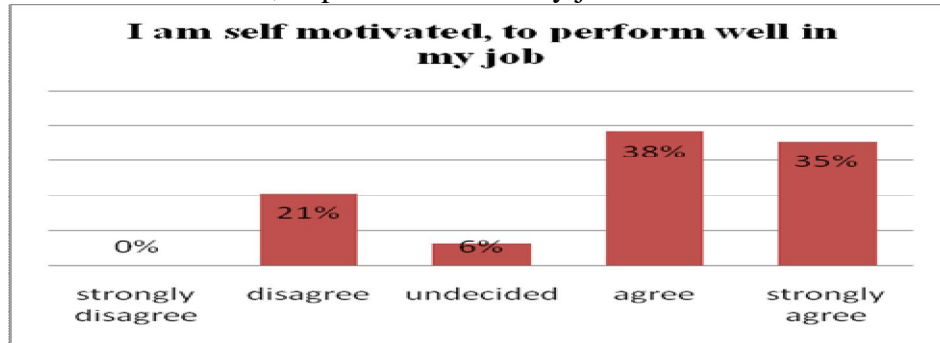
Figure 4.20: My organisation motivates me and inspires me, to perform well in my job.



A composite 18% of the respondents agree that the organisation inspires and motivates them to perform well in their jobs, whilst a composite 64% disagree. This latter group tends to agree with Maslow's Theory of Motivation that people are not motivated by the same things as every worker has his/her very own needs that tend to motivate them.

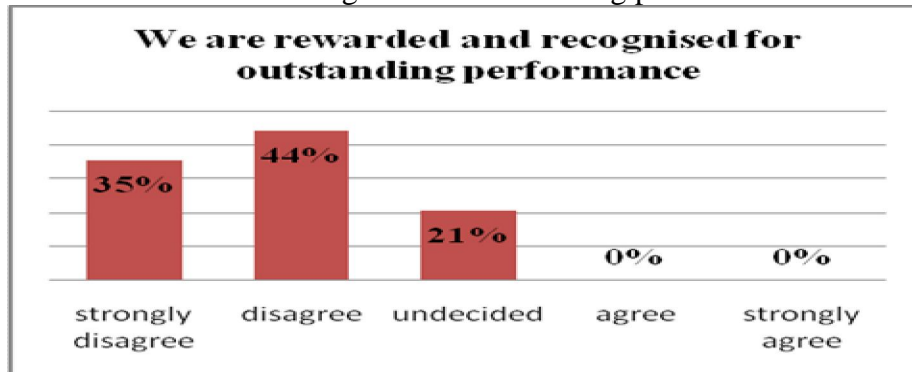
Siegel, Schraeder, and Morrison (2007:61) state that organisations should offer different incentives to workers in order to help them fulfil each need in turn and progress up the hierarchy. Managers in the FET should, therefore, recognise that workers do not move up the hierarchy at the same pace because workers are not all motivated the same way regarding job satisfaction and their work performance.

Figure 4.21: I am self-motivated, to perform well in my job.



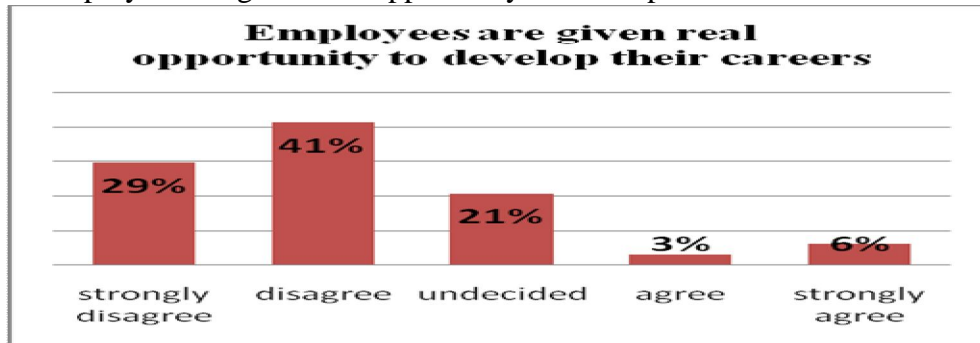
A composite 21% of the respondents disagree that they are self-motivated to perform well in their jobs. Norberg (2010:21) indicates that workers are motivated if they are valued in the organisation. Poor motivation could be attributed to both management and staff. Latham and Ernst (2006:191-192) predict that motivation in the future will be a combined activity where all members of the organisation will need to take responsibility for ensuring that the conditions necessary for high motivation exists. According to Figure 4.20, a composite 64% of the respondents disagree that the organisation inspires and motivates them to perform well in their jobs. However, Figure 4.21 shows that a composite 73% agree are self-motivated to perform well in their jobs. Thus, at the FET, the workers have assumed the responsibility to be self-motivated and this is evidenced by the high pass-rate of their learners.

Figure 4.22: We are rewarded and recognised for outstanding performance.



Rewards and recognition are powerful tools for worker motivation and performance improvement. A collective 79% of the respondents disagree that they are rewarded and recognised for outstanding performance, whilst 21% are undecided. Grobler et al. (2002:14) state that rewards are meant to attract, motivate and retain workers at all organisational levels. By looking at Figure 4.4 and the drastic drop from 44% in the 6-10 years of service category to merely 3% in the 11-15 years of service category, one may infer that workers are not duly rewarded and recognised for their outstanding performance in the FET Campus.

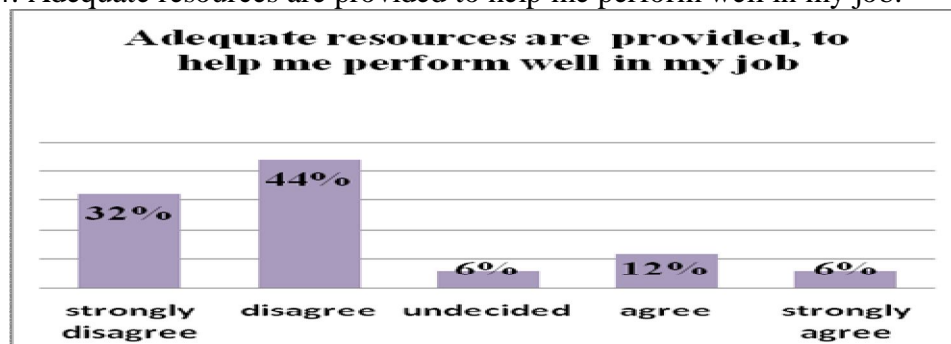
Figure 4.23: Employees are given real opportunity to develop their careers.



Collectively, 70% of the respondents disagree that they are given real opportunities to develop their careers, 21% are undecided, whilst a collective of 9% agree. This means that the organisation risks losing its talented workers to competitors because workers want individual growth and job-development. Farashah et al. (2011:3613) define succession planning as a thoughtful and logical effort by an organisation to ensure leadership continuity in key positions, retain, and develop intellectual and knowledge capital for the future and encourage individual development. In the absence of a succession plan at the FET, workers are not given a real opportunity to develop their careers, and, thus, the organisation risks losing its talented workers to competitors.

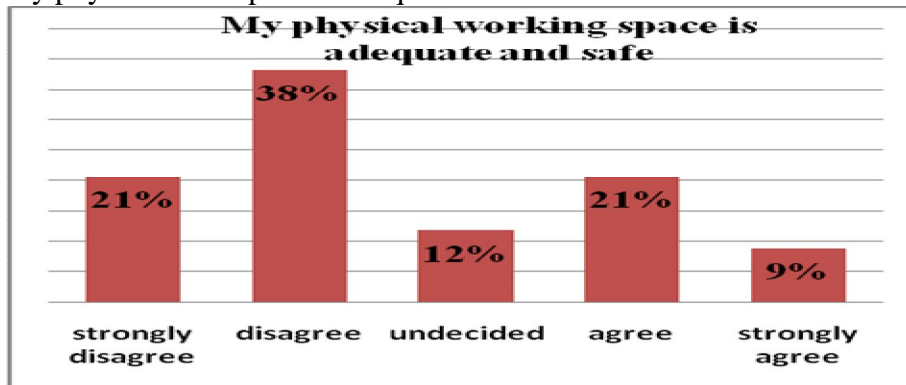
Adequate Resources

Figure 4.24: Adequate resources are provided to help me perform well in my job.



A composite 76% of the respondents disagree that adequate resources are provided to help them perform well in their jobs. Only a composite 18% agree, whilst 6% are undecided. Bradberry and Greaves (2012:41) argue that some of the biggest mistakes leaders make are the result of failing to ensure resources are adequate and strategies are feasible. Aldag and Kuzuhara (2005:411) state that limited resources in most organisations increase the chances for worker-conflict. Worker conflict could impact worker performance. Furthermore, Greenwald (2008:238) states that those that control resources exercise power, which is a basic principle in organisational life. Thus, the provision of adequate resources in an organisation is vital for accomplishing excellent worker performance and organisational goals.

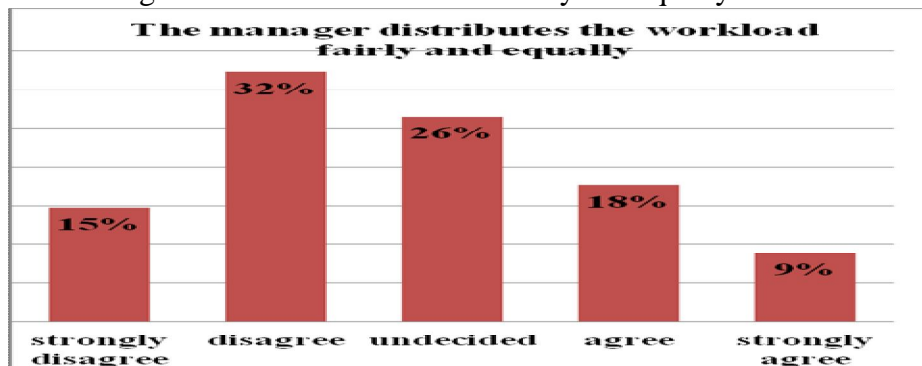
Figure 4.25: My physical workspace is adequate and safe.



A composite 59% of the respondents disagree that their physical working space is adequate and safe, 12% are undecided, and 30%, collectively, agree. Hamee (2009:2) states that “most people spend fifty percent of their lives within indoor environments, which greatly influences their mental status, actions abilities and performance.” It can be inferred that better outcomes and increased performance result from a better workplace environment. A better physical working space will, therefore, boost the FET workers’ morale and productivity.

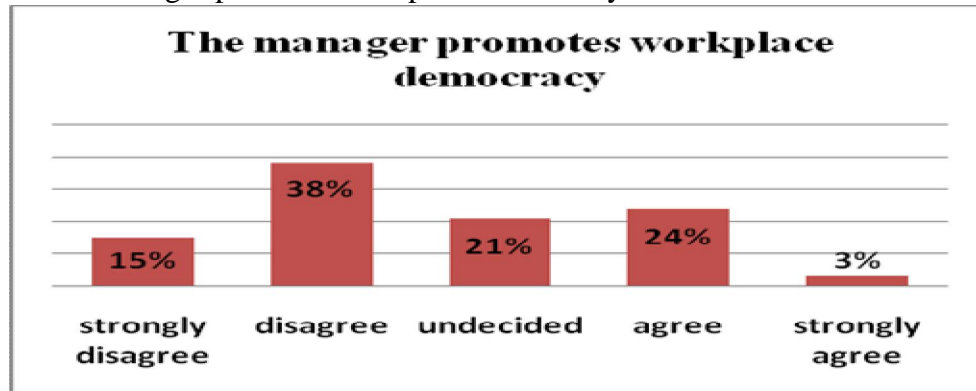
Leadership

Figure 4.26: The manager distributes the workload fairly and equally.



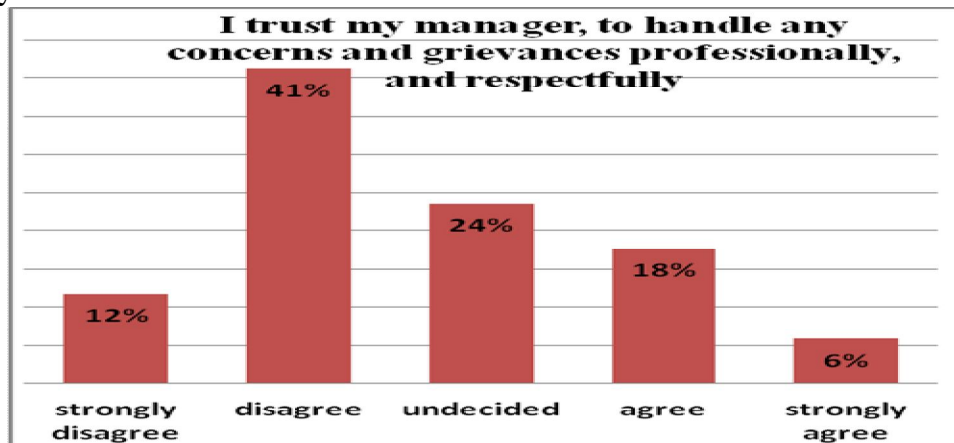
A composite 47%, which is almost half the respondents, disagree that the manager distributes the workload fairly and equally, whilst 26% are undecided, and 27% agree. Grobler et al. (2002:612-613) indicate that managers should be trained to distribute the workload more fairly in order to change workers’ perception of unfairness. An imbalance in the workload could lead to stress-related illnesses, lower morale, absenteeism, high worker turnover, frustration, resentment, conflict, dissatisfaction, and lower productivity, as is the case at the FET Campus.

Figure 4.27: The manager promotes workplace democracy.



A composite 53% of the respondents disagree that the manager promotes workplace democracy, whilst only 27% agree. Grobler et al. (2011:482-484) state that workers choose to join unions because of job security, wages and benefits, working conditions, fair and just supervision, a mechanism to be heard, and a need to belong. The majority of the workers from the FET have, thus, joined unions to attain such workplace democracy.

Figure 4.28: I trust my manager to handle any concerns and grievances professionally and respectfully.



According to Figure 4.28, 53% of the respondents disagree that they trust their manager to handle their concerns and grievances professionally and respectfully. According to Thomas et al. (2009:287), trust is based on perceptions about the other party that are shaped through information. When managers provide information, it allows workers an opportunity to develop trust and respect. Work environments that fail to treat workers accordingly, often face challenges in staffing, worker retention, and productivity. In Figure 4.19, a collective 64% of the respondents disagree that communication flows freely between employees and management. Thomas et al. (2009:287) further state that there should be a free flow of communication in the organisation, as this is perceived as just in the eyes of the workers. Managers at the FET should, thus, engender a free flow of communication to promote trust and loyalty, and handle concerns and grievances professionally and respectfully.

Summary of the Table Responses to Organisational Culture and Worker Performance

In each of the 5 tables that follow, the mean was calculated by using values of -2, -1, 0, 1 and 2 for strongly disagree, disagree, undecided, agree and strongly agree, respectively. Therefore, a negative mean will refer to “disagree”, a positive mean to “agree”, and a mean close to 0 to “undecided” or a divided opinion. The first letter (m, w or js) used in the notation for the variables in the 5 tables that follow, refers to the organisational aspect [i.e. management efficiency (m), worker treatment (w), or job satisfaction/worker performance (js)].

Table 4.1: Organisational values, ethics, and culture

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean
m1	7	11	5	10	1	-0.3824
m2	8	17	4	5	0	-0.8235
m3	7	10	11	6	0	-0.5294
m4	7	13	5	9	0	-0.5294
w1	7	14	5	7	1	-0.5588

m1 – Managers are visible role models in promoting the values of the organisation.

m2 – Managers are transparent, honest, and fair.

m3 – Managers do care, and are sincere about workers’ well-being.

m4 – Policies and values are clearly communicated to all in the organisation.

w1 – Workers are valued, and treated with respect and dignity.

The respondents, on average, disagree with all the organisational values, ethics, and culture statements. They disagree most on the “managers are transparent, honest, and fair” statement and “managers are visible role models in promoting the values of the organisation” statements.

Table 4.2: Diversity.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean
w2	4	12	9	9	0	-0.3235
m5	7	8	13	6	0	-0.4706
w3	2	10	13	9	0	-0.1471

w2 – Workers are treated equally, regardless of race.

m5 – Management is skilled in managing diversity.

w3 – Cultural diversity is seen as strength.

The respondents disagree, on average, with the statements that “workers are treated equally, regardless of race” and “management is skilled in managing diversity” statements. They have divided opinions on the “cultural diversity is seen as strength” statement.

Table 4.3: Motivation and job satisfaction

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean
w4	7	18	3	6	0	-0.7647
js1	5	7	5	14	3	0.0882
js2	5	5	7	14	3	0.1471
w5	8	14	3	9	0	-0.6176
m6	9	13	7	5	0	-0.7647
js3	10	12	6	5	1	-0.7353
js4	0	7	2	13	12	0.8824
w6	12	15	7	0	0	-1.1471
w7	10	14	7	1	2	-0.8529

w4 – We are involved in decision making and our contributions are valued.

js1 – I am satisfied, working for the organisation.

js2 – I am content in my job, and given a fair allocation of duties.

w5 – I receive regular and appropriate training, to perform well in my job.

m6 – Communication flows freely and openly, between employees and management.

js3 – My organisation inspires and motivates me, to perform well in my job.

js4 – I am self-motivated, to perform well in my job.

w6 – We are rewarded and recognized for outstanding performance.

w7 – Employees are given real opportunity to develop their careers.

The respondents disagree, on average, with all statements except “I am satisfied, working for the organisation” (divided opinion), “I am content in my job, and given a fair allocation of duties” (divided opinion), and “I am self-motivated, to perform well in my job” (agree). Self-motivation, rather than organisational culture, seems to be the reason why respondents perform their jobs well.

Table 4.4: Adequate resources

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean
w8	11	15	2	4	2	-0.8529
W9	7	13	4	7	3	-0.4118

w8 – Adequate resources are provided, to help me perform well in my job.

W9 – My physical working space is adequate and safe.

The respondents disagree, on average, with both statements. They disagree more with the “adequate resources are provided” than with the “physical working space is adequate and safe” one.

Table 4.5: Leadership.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean
m7	5	11	9	6	3	-0.2647
m8	5	13	7	8	1	-0.3824
js5	4	14	8	6	2	-0.3529

m7 – The manager distributes the work-load, fairly and equally.

m8 – The manager promotes workplace democracy.

js5 – I trust my manager, to handle my concerns and grievances professionally, and respectfully.

The respondents disagree, on average, with all the statements. They disagree almost equally with the “manager promotes workplace democracy” and “trust my manager, to handle my concerns and grievances professionally” statements. They disagree slightly less with the “manager distributes the work-load, fairly and equally” statement.

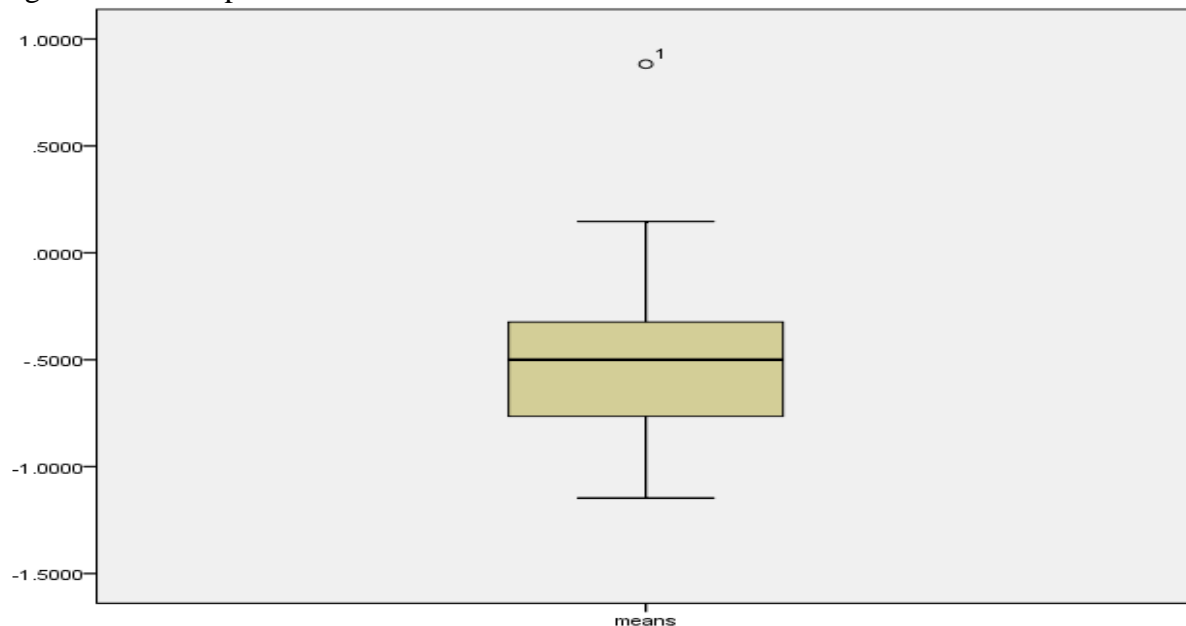
Table 4.6: Ranking of mean responses

Variab le	Mean	Issue	Rank
js4	0.8824	Self-motivated, to perform well in my job	1
js2	0.1471	Content in my job, and given a fair allocation of duties	2
js1	0.0882	Satisfied, working for the organisation	3
w3	-0.1471	Cultural diversity is seen as a strength	4
m7	-0.2647	Manager distributes the work-load, fairly and equally	5
w2	-0.3235	Workers are treated equally, regardless of race	6
js5	-0.3529	Trust my manager, to handle my concerns and grievances professionally	7
m1	-0.3824	Managers are visible role models in promoting the values of the organisation	8
m8	-0.3824	Manager promotes workplace democracy	8
w9	-0.4118	Physical working space is adequate and safe	10
m5	-0.4706	Management is skilled in managing diversity	11
m3	-0.5294	Managers do care, and are sincere about workers’ well-being	12
m4	-0.5294	Policies and values are clearly communicated to all in the organisation	12
w1	-0.5588	Workers are valued, and treated with respect and dignity	14
w5	-0.6176	Receive regular and appropriate training, to perform well in my job	15
js3	-0.7353	Organisation inspires and motivates me, to perform well in my job	16
w4	-0.7647	We are involved in decision making and our contributions are valued	17
m6	-0.7647	Communication flows freely and openly, between employees and management	17
m2	-0.8235	Managers are transparent, honest, and fair	19
w7	-0.8529	Employees are given real opportunity to develop their careers	20
w8	-0.8529	Adequate resources are provided, to help me perform well in my job	20
w6	-1.1471	Rewarded and recognized for outstanding performance	22

The above table shows that:

- The mean responses to the management efficiency and worker treatment questions are all negative. It should be noted that the mean of w3 (“cultural diversity is seen as strength”) is negative but close to 0. This means that on all the statements concerning these issues, the respondents disagree.
- The respondents disagree most in relation to the issue of “reward and recognition for outstanding performance.”
- On js1 (“satisfied, working for the organisation”) and js2 (“content in job, and given a fair allocation of duties”), opinions are divided. On js3 and js5, the respondents disagree, on average.
- The only statement that respondents agree with, on average, is j4 (“self-motivated, to perform well in my job”). The box plot shown below shows that this mean value is an outlier (i.e., considerably greater than any of the other means). Since self-motivation is independent of management efficiency and worker treatment, the respondents seem to find reasons to do their jobs well, despite their disagreement on management efficiency and worker treatment issues.

Figure 4.29: Box plot of means.



Principal Component Analysis (PCA)

Principal components are new variables calculated as weighted sums of existing ones. These new variables are calculated so that:

- Just a few of the new variables account for almost all the variation found in the original ones.
- The new variables are independent of each other, while the original ones are not.

Management efficiency (m) has 8 variables, worker treatment (w) has 9 variables, and job satisfaction (worker performance) (js) has 5 variables. When applying PCA to each of these groups of variables, the number of variables in each group is considerably reduced with little loss in accounting for variation. Working with fewer variables will make it easier to explore the relationship between job satisfaction and organisational culture (i.e., management efficiency and worker treatment).

A decision on how many principal components to include can be made with the aid of a special graph called a scree plot. This is a plot of the number of principal components versus the corresponding eight values (determined by mathematical formulae). The scree plots for the management efficiency, worker treatment, and job satisfaction groups of variables are shown below.

Figure 4.30: Scree plot of management efficiency variable.

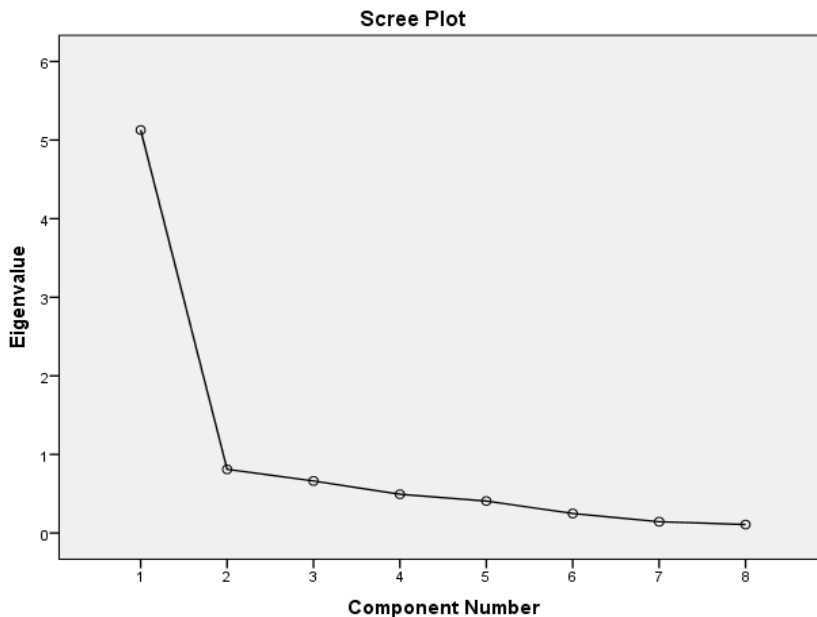


Figure 4.31: Scree plot of worker treatment variables.

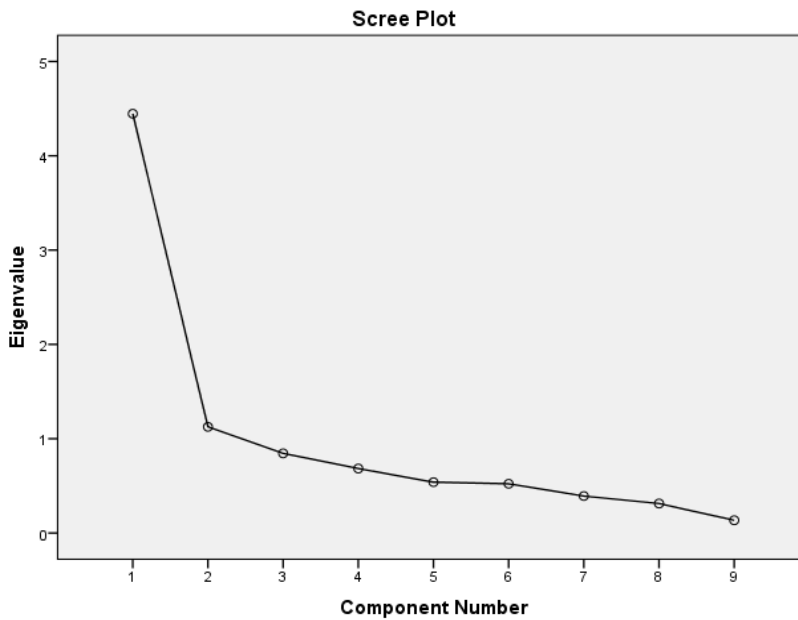
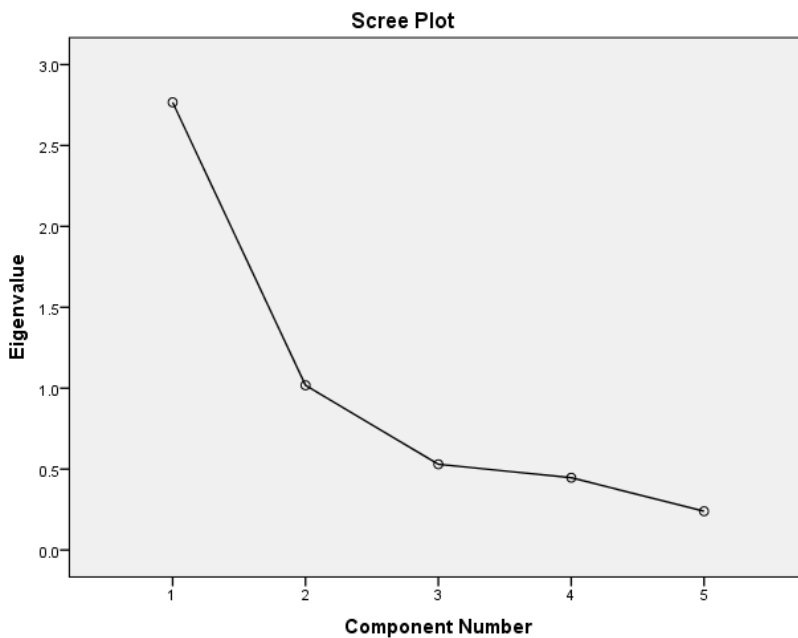


Figure 4.32: Scree plot of job satisfaction (worker performance) variables.



The number of principal components can be determined by:

- The component number for which the screen plot forms an “elbow”; and

- The “elbow” requirement plus a requirement for minimum “percentage of variation explained” of, for example, 70%.

The first of the above requirements suggests 2 principal components for each group.

Table 4.7: Percentage of variation explained by numbers of principal components.

Group	1st component	2nd component	3rd component
Management efficiency	64.102	74.225	82.504
Worker treatment	49.401	61.912	71.292
Job satisfaction	55.333	75.686	86.281

The second of the requirements suggest 3 components for each group. The component weights that will be used to form the new variables (principal components) are shown in the tables that follow.

Table 4.8: Component weights for management efficiency variables.

Management	Component		
	1	2	3
m1	0.672	0.057	0.709
m2	0.909	0.052	-0.092
m3	0.823	0.115	-0.044
m4	0.749	0.478	0.104
m5	0.791	0.341	-0.334
m6	0.819	-0.058	-0.158
m7	0.818	-0.513	-0.045
m8	0.805	-0.424	-0.004

For each respondent, the values of 3 new variables (pcm1, pcm2, and pcm3) are calculated as sums of products of the component weights and corresponding values of the variables m1-m8 as shown below.

$$pcm1 = 0.672m1 + 0.909m2 + 0.823m3 + 0.749m4 + 0.791m5 + 0.819m6 + 0.818m7 + 0.805m8$$

$$pcm2 = 0.057m1 + 0.052m2 + 0.115m3 + 0.478m4 + 0.341m5 - 0.058m6 - 0.513m7 - 0.424m8$$

$$pcm3 = 0.709m1 - 0.092m2 - 0.044m3 + 0.104m4 - 0.334m5 - 0.158m6 - 0.045m7 - 0.004m8$$

Table 4.9: Component weights for worker treatment variables.

Workers	Component		
	1	2	3
w1	0.805	-0.012	-0.136
w2	0.725	-0.222	-0.092
w3	0.625	-0.581	0.177
w4	0.65	-0.3	0.058

w5	0.721	-0.242	0.363
w6	0.456	0.57	0.628
w7	0.724	0.382	0.006
w8	0.775	0.3	-0.456
w9	0.779	0.172	-0.221

The 3 new variables (pcw1, pcw2, pcw3) are formed as sums of products of the component weights and corresponding values of the variables w1-w9.

$$pcw1=0.805w1+0.725w2+0.625w3+0.65w4+0.721w5+0.456w6+0.724w7+0.775w8+0.779w9$$

$$pcw2 = -0.012w1-0.222w2-0.581w3-0.3w4-0.242w5+0.57w6+0.382w7+0.3w8+0.172w9$$

$$pcw3=-0.136w1-0.092w2+0.177w3+0.058w4+0.363w5+0.628w6+0.006w7-0.456w8-0.221w9$$

Table 4.10: Component weights for job satisfaction (worker performance) variables.

Job satisfaction	Component		
	1	2	3
js1	0.812	0.056	0.366
js2	0.853	-0.13	-0.315
js3	0.785	-0.304	0.361
js4	0.241	0.947	0.089
js5	0.84	0.091	-0.398

The 3 new variables (pcjs1, pcjs2, pcjs3) are formed as sums of products of the component weights and corresponding values of the variables js1-js5.

$$pcjs1 = 0.812js1+0.853js2+0.785js3+0.241js4+0.84js5$$

$$pcjs2 = 0.056js1-0.13js2-0.304js3+0.947js4+0.091js5$$

$$pcjs3 = 0.366js1-0.315js2+0.361js3+0.089js4-0.398js5$$

4.6. Multivariate Analysis of Variance (MANOVA) using the Principal Components

For the purpose of this analysis, multivariate random variables based on 2 principal components, as well as based on 3 principal components, will be used as follows:

For 2 principal components:

$$pcm = \begin{pmatrix} pcm1 \\ pcm2 \end{pmatrix}^T, \quad pcw = \begin{pmatrix} pcw1 \\ pcw2 \end{pmatrix}^T \quad \text{and} \quad pcjs = \begin{pmatrix} pcjs1 \\ pcjs2 \end{pmatrix}^T.$$

For 3 principal components:

$$pcm = \begin{pmatrix} pcm1 \\ pcm2 \\ pcm3 \end{pmatrix}^T, \quad pcw = \begin{pmatrix} pcw1 \\ pcw2 \\ pcw3 \end{pmatrix}^T \quad \text{and} \quad pcjs = \begin{pmatrix} pcjs1 \\ pcjs2 \\ pcjs3 \end{pmatrix}^T.$$

Note: The T in the above means “transpose” which is the interchanging of rows and columns.

The results from the MANOVA carried out by analysing the relationship between pcjs and (pcm, pcw) are shown in the tables below.

Table 4.11: Results of MANOVA using 2 principal components

	Df	Pillai approx F	num Df	den Df	Pr (>F)
pcm	2	0.76171	8.9193	4	58 1.104e-05 ***
pcw	2	0.23571	1.9372	4	58 0.1164
Residuals 29					

Signif. Codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1					

Table 4.12: Results of MANOVA using 3 principal components

	Df	Pillai approx F	num Df	den Df	Pr (>F)
pcm	3	0.89062	3.7999	9	81 0.0004909 ***
pcw	3	0.33212	1.1204	9	81 0.3581665
Residuals 27					

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1					

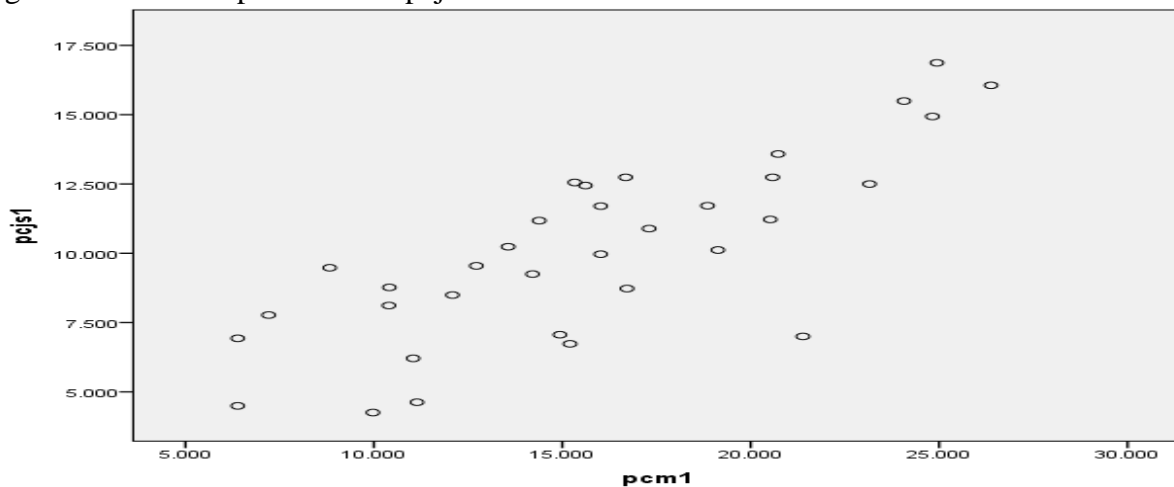
The tests performed show that management efficiency has a significant impact on job satisfaction (worker performance), but that worker treatment does not have a significant effect. It should be added, that for the MANOVA using 2 principal components, worker treatment is almost significant at the 10% level of significance.

Table 4.13: Correlations between management and job satisfaction principal components

		pcm1	pcm2	pcm3
pcjs1	Pearson Correlation	.792**	-0.171	-0.109
	Sig. (2-tailed)	0	0.333	0.54
	N	34	34	34
pcjs2	Pearson Correlation	-0.13	-0.227	-0.054
	Sig. (2-tailed)	0.465	0.196	0.763
	N	34	34	34
pcjs3	Pearson Correlation	-0.11	0.237	0.076
	Sig. (2-tailed)	0.536	0.177	0.67
	N	34	34	34

The above table only shows a significant relationship between pcm1 (1st management principal component) and pcsj1 (1st job satisfaction principal component). The plot below shows a positive linear relationship between these variables. This means that as pcm1 increases (decreases) so does pcsj1.

Figure 4.33: Plot of pcm1 versus pcsj1.



The interpretation of pcm1 and pcsj1 can be seen from the tables of weights (shown below) used to calculate them.

Table 4.14: Weights used to calculate pcm1.

variable	m1	m2	m3	m4	m5	m6	m7	m8
weight	0.672	0.909	0.823	0.749	0.791	0.819	0.818	0.805

Table 4.15: Weights used to calculate pcsj1.

Variable	js1	js2	js3	js4	js5
Weight	0.812	0.853	0.785	0.241	0.84

From Table 4.14 above, it can be seen that all the variables, m1-m8, contribute reasonably large weights towards the calculation of pcm1. Therefore, pcm1 can be seen as a general measure of management efficiency.

From Table 4.15 above, it can be seen that all the variables, except js4 (“self-motivated to perform well in job”), contribute reasonably large weights towards the calculation of pcsj1. Therefore, pcsj1 can be seen as a measure of job satisfaction, with js4 mostly excluded.

The above graph can, therefore, be interpreted as describing the relationship between management efficiency and job satisfaction, with js4 mostly excluded. By definition, js4 is not dependent on management efficiency. Therefore, it makes sense to largely exclude it from the job satisfaction (pcsj1) formula.

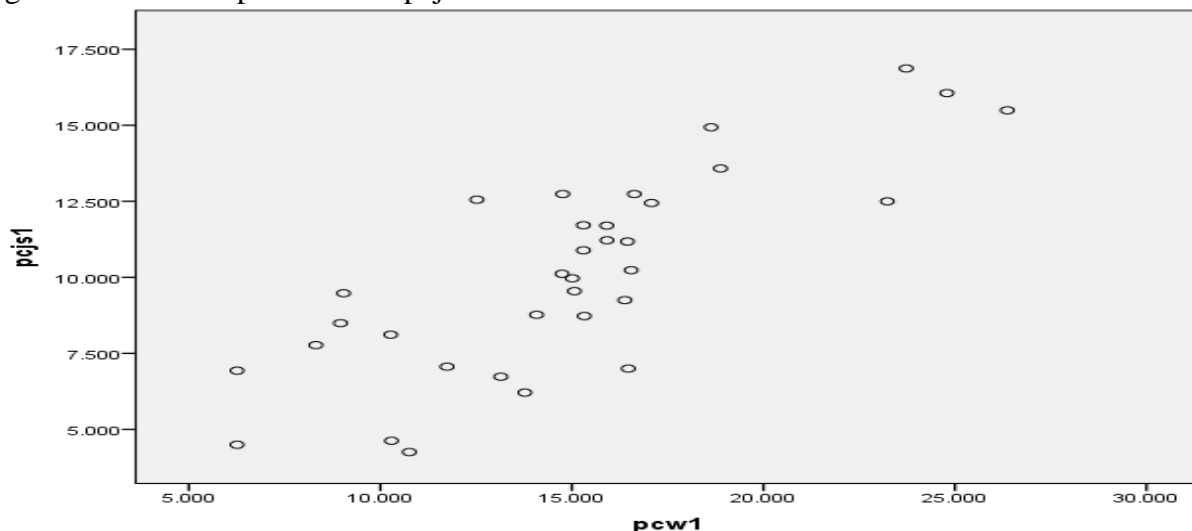
According to the results of MANOVA using 2 principal components, worker treatment is almost significant at the 10% level of significance.

Table 4.16: Correlations between worker treatment and job satisfaction (worker performance) principal components

		pcw1	pcw2	pcw3
pcjs1	Pearson Correlation	.803**	-0.041	-0.319
	Sig. (2-tailed)	0	0.817	0.066
	N	34	34	34
pcjs2	Pearson Correlation	-0.229	-0.028	-0.035
	Sig. (2-tailed)	0.193	0.874	0.842
	N	34	34	34
pcjs3	Pearson Correlation	0.006	0.045	-0.135
	Sig. (2-tailed)	0.974	0.8	0.446
	N	34	34	34

The above table only shows a significant relationship between pcw1 (1st worker treatment component), and pcjs1 (1st job satisfaction principal component). The plot below shows a positive linear relationship between these variables. As can be seen from the plot below, this means that as pcw1 increases (decreases) so does pcjs1.

Figure 4.34: Plot of pcw1 versus pcjs1.



The interpretation of pcw1 and pcjs1 can be seen from the tables of weights used to calculate them. The weights for the calculation of pcw1 are shown in the table below.

Table 4.17: Weights used to calculate pcw1.

w1	w2	w3	w4	w5	w6	w7	w8	w9
0.805	0.725	0.625	0.65	0.721	0.456	0.724	0.775	0.779

From the above table, it can be seen that all the variables, except w6, contribute reasonably large weights towards the calculation of pcw1. Therefore, pcml can be seen as a measure of response to workers treatment with w6 having a lesser influence. The above graph can, therefore, be interpreted as describing the relationship between response to worker treatment, with w6 having a lesser influence and job satisfaction, with js4 mostly excluded. It should be noted that the two variables that have a lesser influence (js4 and w6) have the highest and lowest ranked means.

4.7. Hypothesis Testing

In order to answer the research questions and achieve the objectives of the study, the following hypothesis was advanced and tested in the course of the research.

H0: There is no relationship between organisational culture and employee work performance at the FET College.

H1: There is a relationship between organisational culture and employee work performance at the FET College.

According to Bryman (2008:694), a “hypothesis is an informed speculation, which is set up to be tested about the possible relationship between 2 or more variables.” Table 4.16, Figure 4.34 and Figure 4.22 all indicate the link between organisation culture and worker performance. It can, therefore, be seen that there is a correlation between organisational culture and employee work performance.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

The objectives of the study were to:

- To find out if there is a relationship between organisational culture and employee work performance.
- Ascertain the extent to which certain aspects of organisational culture, such as, a greater diversified workforce, ethics, leadership styles, staff motivation, job satisfaction, and an adequate provision of resources, impact employee work performance in the FET College.
- Formulate recommendations to improve organisational culture.

Findings from the Study

The key findings from the research study are discussed under the literature review and the primary research.

Findings from the Literature Review

Relevant literature was reviewed in Chapter 2 in order to evaluate the impact of organisational culture on employee work performance and on the effectiveness of the organisation.

Organisational Culture

Shared elements of an organisational culture, such as its work expectations, experiences, productivity and performance, treatment of its employees, its social and psychological environment, and its interaction with the outside world, does impact organisational performance and worker job satisfaction. According to Ernst (2001:532-535), if the organisational culture does not match the changing expectations of all stakeholders, its effectiveness can decline.

Motivation

Motivation has a positive effect on the productivity and performance of the individual worker and the entire organisation on both quantity and quality (Dwivedula and Bredillet, 2010:159). The manager's challenge is to assess at what level of motivation each worker is apt to impact worker performance.

Worker Contentment

Robbins et al. (2009:79-80) state that happy workers are more likely to be productive workers and productive workers are more likely to be happy workers. Satisfaction can lead to high levels of performance for some workers, whilst, for others, high performance is satisfying. Thus, content workers are productive and productive workers are content. The relationship between job satisfaction and organisational culture is strengthened by synergy between the workers' motives and needs and organisational culture.

Diversity

Diversity exposes workers to new ideas, cultures, and perspectives to gain a clearer view of their surroundings. However, diversity can also impede effective communication; create workplace tension, and conflict, which could affect worker performance.

Ethical Values

Ethical values, if used effectively, can positively impact greater quality of work life, workers desired behaviour, performance, and an ethical organisational culture.

Adequate Resources

Having adequate resources empowers workers to optimise their performance, create a strong proud work culture, and gives the organisation a competitive advantage. However, if these resources are scarce and not secured, conflict is likely to occur and negatively impact organisational goals.

Job Satisfaction

Job satisfaction depends on how the worker views intrinsic and extrinsic outcomes. If extrinsic and intrinsic rewards are to motivate work performance, it must be valued by the worker and must be related to a specific level of job performance.

Leadership

No leader is confined to any single leadership style because circumstances change. Thus, leaders who create a positive working environment and inspire workers to greater work performance are highly successful and valued throughout the organisation.

Findings from the Primary Research

Responses to Organisational Culture and Work Performance Questions

The questions were divided into the following 3 categories, namely, management efficiency, worker treatment and job satisfaction (worker performance). Eight questions focused on management efficiency, nine on worker treatment, and five on job satisfaction.

Management Efficiency

The respondents were asked to rate the efficiency of the management of the organisation. The respondents' mildly disagree that managers distribute the work load, fairly, and equally, are visible role models in promoting the values of the organisation, promotes workplace democracy, and are skilled in managing diversity. The respondents' disagree that managers do care and are sincere about workers' well-being, that policies and values are clearly communicated to all in the organisation, that communication flows freely and openly, between employees and management, that Managers are transparent, honest, and fair, and care for workers, communication, and transparency.

Worker Treatment

These questions were on organisation performance and decisions affecting the workers. The respondents' have a divided opinion that cultural diversity is seen as strength. The respondents' mildly disagree that workers are treated equally, regardless of race, and the physical working space is adequate and safe. The respondents' disagree on whether workers are valued and treated with respect and dignity, receive regular and appropriate training to perform well in my job, are involved in decision-making and our contributions are valued, are given real opportunity to develop their careers, that adequate resources are provided to help me perform well in my job, and are rewarded and recognised for outstanding performance.

Job Satisfaction (Worker Performance)

The workers were asked questions to determine their satisfaction with the job they were doing and issues relating to their jobs. The respondents' agree on being self-motivated to perform well in my job. Self-motivation is by far the most important factor for good job performance. The respondents' have divided opinions on the content of their jobs, whether they are given a fair allocation of duties, and are satisfied working for the organisation. The respondents' mildly disagree that they trust their managers to handle their concerns and grievances professionally. The respondents' disagree that the organisation inspires and motivates me, to perform well in my job.

Conclusions

Except for "cultural diversity is seen as strength" (opinion divided), the responses to the management efficiency and worker treatment questions, are all negative. This means that, according to the respondents, on average, the organisation's management fails to be efficient and its policies and decisions affecting the workers are not satisfactory.

A relationship exists between organisational culture and job satisfaction (worker performance). Job satisfaction (excluding self-motivation) is positively related to management efficiency. That is, the better (or worse) management efficiency the better (or worse) job satisfaction.

Job satisfaction (excluding self-motivation) is positively related to worker treatment. That is, the better (or worse) the worker treatment, the better (or worse) job satisfaction. Thus, a relationship exists between organisational culture and job satisfaction (worker performance).

Recommendations

The aim of this study was to evaluate the impact of organisational culture on employee work performance at an FET Campus in Durban. It was ascertained that organisational culture either improves or impedes employee work performance. In view of the research aim, the following recommendations are hereby proposed, and the research findings serve as the basis for the recommendations made below.

Addressing the Workload Imbalance

Fifty percent of the respondents are content with their jobs, feel that they are given a fair allocation of duties, and are satisfied working for the organisation. Thus, reasons are to be determined why the remnant 30% are not content with their jobs, feel that they are not given a fair allocation of duties, and are not satisfied working for the organisation. Academic and human resource managers need to revisit the teaching timetables and redistribute workloads fairly and equally. Additional staff also needs to be employed to address this workload imbalance. If left unchanged, the FET would run the risk of losing the scarce skills of the remnant and this could demotivate the already self-motivated workforce to perform their jobs well.

Improving Worker Motivation

Workers are self-motivated to do their jobs well. Thus, management needs to determine the factors that self-motivate workers to perform their jobs well and incorporate these into the FET policies toward workers and management style. Management needs to capitalise on this positive organisational culture of self-motivated workers and to further inspire these workers to reach a higher optimal worker performance. This will greatly benefit the FET campus to achieve its goals.

Addressing Management Shortcomings

Management is lacking, to a lesser or greater degree, aspects such as distributing the work-load fairly and equally, being role models and promoting values of the organisation, promoting work place democracy, managing diversity, caring about workers, and communication and transparency. It is suggested that management and elected representatives of workers meet regularly to discuss these issues. The services of a professional mediator could also be obtained to help negotiate an agreement between workers and management. This can create a strong organisational culture with a highly effective transparent management team.

Improving Worker Treatment

Management needs to focus on treating its workers with respect and dignity, equally, regardless of race, and involve its workers in decision-making. Grobler et al. (2002:52) states that “while the South African workforce is becoming increasingly diversified, discrimination is still a problem.” Workers should be represented at board meetings where policies are determined. The FET Human Resource professionals must enforce these policies and procedures to protect the workforce.

Management needs to also focus on providing adequate and safe physical working space; training and development, adequate resources, and rewarding and recognizing staff for their outstanding performance. Addressing these issues might have financial implications for the organisation. As such, these items should form part of the organisation’s budget, with workers being represented at budget meetings. This will bring greater job satisfaction, with higher worker performance and a strong organisational culture.

Areas for Further Research

The researcher recommends that further research in this area should include more extensive investigation into the relationship between organisational culture and employee work performance by using a larger population such as more FET campuses in the same college, as this particular study was based on only one FET campus. Therefore, the findings do not represent the whole FET College. More extensive investigation could be conducted into the relationship between the demographic variables of employees and organisational culture to ascertain whether demographic variables such as gender, age, and race have any influence on how an employee performs at work. Extending similar research to other private and public FET colleges and industries like banking, mining, and transport to validate the findings of the research is also encouraged.

Conclusion

The aims and objectives of this research have been met by means of the research instrument (the questionnaire), which provided answers to the research questions that were formulated for the research. The primary findings concluded that a relationship does exist between organisational culture and employee work performance. Effective and participative leadership, worker diversity, worker motivation, job satisfaction, adequate resources, and an adequate, safe working space are key factors in ensuring that employees perform at their optimum. From both the secondary and primary findings, it is clear that the above mentioned constructs of organisational culture, does impact an organisation’s performance

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