The impact of organizational culture on employees’ behaviour within tertiary institutions in the Eastern Cape Region.

BY

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INDUSTRIAL PSYCHOLOGY

In the Faculty of

MANAGEMENT AND COMMERCE

At the

UNIVERSITY OF FORT HARE

SUPERVISOR: A. NEL
DECLARATION

The dissertation; **The impact of organizational culture on employees’ behaviour within tertiary institutions in the Eastern Cape Region**, is my original work and has never been submitted by the author at any other university for a degree.

I, Ntontela Zintle, student No. 200218603 hereby declare that the content (words, figures, tables and thoughts) for this dissertation are my own work. Where I have made use of ideas or sentences of other people, acknowledgement was given by means of referencing the source in the attached bibliography.

SIGNED:

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DATE:  

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ACKNOWLEDGEMENT

I owe my gratitude to the following people without whose encouragement and support, this research would not have been a success.

Firstly, God, for giving me hope and patients to work harder.

My supervisor, Mr. Andre Nel, whose support and encouragement from the onset of this project has been great.

The academic and administration employees from the Nelson Mandela Metropolitan University and Fort Hare University, I pledge my gratitude for their support.

To Dr. M Blatchford, for editing my work in a short period of time.

My friends, my colleagues at work & many other I can not mention, whose support made this work easier.

Finally, my family, my two sisters (Xolelwa & Majama) and my mother (Xoliswa Mpobole), I’m exclusively indebted for their support and prayers through out this project.
DEDICATION

I dedicate this work to:

Firstly, I dedicate all this work to myself, for working hard, sacrificing to ensure a successful project and standing on what I believe in.

My mother for giving me the chance to upgrade myself & to grow to be better person in my life; without her, I wouldn’t have made it this far in my life.

Finally to the UFH’s and the NMMU’s staff for their deepest support, especially Dr Peter van Breda and his staff at the Research Department.
ABSRACT

According to Nel, van Dyk, Haasbroek, Schultz, Sono and Werner (2004:19), organizational culture is simply the manner in which things are done in an organization. It is also known as the personality of the organization. Irrespective of what is called, the culture of the organization develops overtime, and employees are often not even aware of its existence. Organizational culture is, however, of particular importance to management because it helps them understand how employees feel about their work. Culture involves general assumptions about the manner in which work should be done, appropriate goals for the organization as a whole and for departments within the organization, and personal goals for employees. It is particularly the latter that makes the nature of the psychological contract of special importance in the pursuit of organizational success. It is represented by formal goals, structures, policy and communication.

Shaw (1997:15) agrees with Nel et al (2004) that organizational culture composes of the shared values which are important concerns and goals shared by people in the organization that tend to influence the behaviour of the employees. These values persist overtime even with changes in group membership.

In the light of the above literature, I’m conducting a research for a masters’ degree in Industrial Psychology at the University of Fort Hare, the topic being “The impact of organizational culture on employees’ behaviour within tertiary institutions in the Eastern Cape Region”.

This study seeks to investigate:

1) Determine the extent of influence of organizational culture on employees’ behaviour.
2) Identify how management enforces such a culture into the workplace.
3) Determine the significance of creating organizational culture and its implementation.
This questionnaire was designed, in this regard, by the researcher to assess the abovementioned objectives. This questionnaire was distributed to the Nelson Mandela Metropolitan University and the University of Fort Hare.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>PAGES</th>
<th>Declaration</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Acknowledgement</td>
<td>II</td>
</tr>
<tr>
<td></td>
<td>Dedication</td>
<td>III</td>
</tr>
<tr>
<td></td>
<td>Abstract</td>
<td>IV</td>
</tr>
</tbody>
</table>

**Chapter 1: Background of the study**

<table>
<thead>
<tr>
<th>1.1 Introduction of the study</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2 Statement of a problem</td>
<td>2</td>
</tr>
<tr>
<td>1.3 Objectives of the study</td>
<td>3</td>
</tr>
<tr>
<td>1.4 Hypothesis</td>
<td>3</td>
</tr>
<tr>
<td>1.5 Significance of the study</td>
<td>3</td>
</tr>
<tr>
<td>1.6 Theoretical framework</td>
<td>4</td>
</tr>
<tr>
<td>1.7 Preliminary review of literature</td>
<td>5</td>
</tr>
<tr>
<td>1.8 Research methodology</td>
<td>8</td>
</tr>
<tr>
<td>1.9 Limitations to the study</td>
<td>9</td>
</tr>
<tr>
<td>1.10 Conclusion</td>
<td>9</td>
</tr>
</tbody>
</table>

**Chapter 2: The knowledge of organizational culture**

<table>
<thead>
<tr>
<th>2.1 Introduction</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2 Background of organizational culture</td>
<td>11</td>
</tr>
<tr>
<td>2.3 A framework for understanding organizational culture</td>
<td>12</td>
</tr>
<tr>
<td>2.4 The functions of organizational culture</td>
<td>14</td>
</tr>
<tr>
<td>2.4.1 The basic functions of organizational culture</td>
<td>14</td>
</tr>
<tr>
<td>2.4.2 The four core functional definition of organizational culture</td>
<td>15</td>
</tr>
<tr>
<td>2.5 The three useful purposes and sources of organizational culture</td>
<td>16</td>
</tr>
<tr>
<td>2.6 The benefits of organizational culture</td>
<td>16</td>
</tr>
<tr>
<td>2.7 The alignment of culture</td>
<td>17</td>
</tr>
<tr>
<td>2.8 The elements of organizational culture</td>
<td>18</td>
</tr>
<tr>
<td>2.9 Communication organizational culture</td>
<td>22</td>
</tr>
<tr>
<td>2.10 The types of organizational culture</td>
<td>23</td>
</tr>
<tr>
<td>2.11 The three cognitive level of organizational culture</td>
<td>25</td>
</tr>
<tr>
<td>Section</td>
<td>Page</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>2.12 The competing value framework</td>
<td>26</td>
</tr>
<tr>
<td>2.13 Understanding the connections between organizational and national</td>
<td></td>
</tr>
<tr>
<td>culture</td>
<td>28</td>
</tr>
<tr>
<td>2.14 The dimensions of organizational culture</td>
<td>30</td>
</tr>
<tr>
<td>2.14.1 The dimensions of national and organizational culture</td>
<td>30</td>
</tr>
<tr>
<td>2.14.2 The generic dimensions of organizational culture</td>
<td>32</td>
</tr>
<tr>
<td>2.15 The characteristics of organizational culture</td>
<td>37</td>
</tr>
<tr>
<td>2.16 Organizational culture and its effectiveness</td>
<td>38</td>
</tr>
<tr>
<td>2.17 The management of organizational culture</td>
<td>40</td>
</tr>
<tr>
<td>2.18 The reproduction of organizational culture</td>
<td>42</td>
</tr>
<tr>
<td>2.19 Moderating the role of organizational culture</td>
<td>47</td>
</tr>
<tr>
<td>2.20 The typology of organizational culture</td>
<td>50</td>
</tr>
<tr>
<td>2.21 The phenomenon of organizational culture</td>
<td>51</td>
</tr>
<tr>
<td>2.22 Transmittal and perpetuations of organizational culture</td>
<td>53</td>
</tr>
<tr>
<td>2.23 An overview of an organizational culture</td>
<td>57</td>
</tr>
<tr>
<td>2.24 Conclusion</td>
<td>58</td>
</tr>
</tbody>
</table>

**Chapter 3: The effectiveness of organizational culture on employee behaviour**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Introduction</td>
<td>60</td>
</tr>
<tr>
<td>3.2 The seven factors that promote creativity and innovation</td>
<td>60</td>
</tr>
<tr>
<td>3.3 The types of behaviour that culture controls</td>
<td>66</td>
</tr>
<tr>
<td>3.4 Cultural control mechanisms</td>
<td>67</td>
</tr>
<tr>
<td>3.5 The relationship between organizational culture and performance</td>
<td>70</td>
</tr>
<tr>
<td>3.6 How to observe organizational culture</td>
<td>72</td>
</tr>
<tr>
<td>3.7 Foundations of culture evolution</td>
<td>73</td>
</tr>
<tr>
<td>3.8 Insights on evolving corporate culture</td>
<td>73</td>
</tr>
<tr>
<td>3.9 The impact of organizational culture on employee performance</td>
<td>75</td>
</tr>
<tr>
<td>3.10 The difference between strong and weak culture</td>
<td>76</td>
</tr>
<tr>
<td>3.11 The relationship between organizational culture and economic</td>
<td></td>
</tr>
<tr>
<td>performance</td>
<td>77</td>
</tr>
<tr>
<td>3.12 Matching people with culture</td>
<td>78</td>
</tr>
<tr>
<td>3.13 Culture and conflict resolution</td>
<td>80</td>
</tr>
<tr>
<td>3.14 The organizational socialization</td>
<td>82</td>
</tr>
<tr>
<td>3.15 Conclusion</td>
<td>84</td>
</tr>
</tbody>
</table>
Chapter 4: The impact of organizational culture on organizational performance

4.1 Introduction 85
4.2 Models of organizational behaviour 86
4.3 The seven characteristics of organizational development 87
4.4 The relationship between corporate culture and performance 88
4.5 The culture characteristics of high performance organization 90
4.6 What is organizational development? 92
4.7 The goals of organizational development 94
4.8 The practice of organizational development 94
4.9 The six characteristics of organizational development 96
4.10 Learning principles in the organizational development context 97
4.11 Principles of underlying organizational development 98
4.12 The five important features of organizational development 99
4.13 Ethical aspects of organizational development 100
4.14 The seven elements of economic success 101
4.15 Typically cultural barriers to high performance 103
4.16 The development of organizational culture 105
4.17 Measuring culture in an organization 107
4.18 Managing organizational culture: Building, Reinforcing and Changing culture 107
4.19 Changing the organizational culture 109
4.20 The process of innovation in organizations 111
4.21 The seven steps in spotting barriers to organizational development 113
4.22 Techniques of organizational development 114
4.23 Conclusion 122
Chapter 5: Research Methodology

5.1 Introduction .......................... 123
5.2 Research design ...................... 123
5.3 Population ................................ 124
5.4 Sample .................................. 124
5.4.1 Sampling procedure .............. 125
5.4.2 Data collection .................... 125
5.4.3 Descriptions of data collection instrument .......................... 126
5.4.4 Administration of data collection ................. 127
5.5 Data analysis ......................... 127
5.6 Conclusion ............................. 127

Chapter 6: Data Analysis

6.1 Introduction ......................... 128
6.2 Section A: Bibliographical information .......... 128
6.2.1 Gender ................................ 128
6.2.2 Age .................................. 128
6.2.3 Marital status ...................... 129
6.2.4 Ethnic group ...................... 130
6.2.5 Education level ................... 130
6.2.6 Designation ...................... 131
6.3 Section B: The impact of organizational culture .......... 132
   B1: Knowledge of organizational culture ................. 132
   B2: Guidance of organizational culture ................. 135
   B3: Identity of the organization ...................... 136
   B4: The character of the organization .................... 138
   B5: The value of the organization .................... 140
6.4 Section C: The effectiveness of organizational culture on employee behaviour .......... 142
   C1: Employees’ commitment ...................... 142
   C2: Employees’s performance ...................... 144
   C3: Job satisfaction ...................... 145
   C4: Communication by management .................... 147
6.5 Section D: The impact of organizational culture on organizational performance
   D1: Success of the organization 149
   D2: Growth of the organization 151
   D3: Competition 153

6.6 Conclusion 155

Chapter 7: Recommendations and Conclusion

7.1 Recommendations 156
7.2 Conclusion 156

References

Books, Journals and Websites 157
List of tables

Section A: Bibliographical information

Table 6.2.1:  Gender   128
Table 6.2.2:  Age       128
Table 6.2.3:  Marital status   129
Table 6.2.4:  Ethnic group   130
Table 6.2.5:  Education level   130
Table 6.2.6:  Designation   131

Section B: The impact of organizational culture

B1: Knowledge of organizational culture

Table 6.3.1: Organizational culture reflects the norms and values shared by all members within the organization. 132
Table 6.3.2: It supports the vision of all employees 132
Table 6.3.3: It is well articulated and widely understood 133
Table 6.3.4: There’s a good understanding of the old and current culture of the organization. 133
Table 6.3.5: It provides knowledge about how employees are expected to act and think. 134

B2: Guidance of organizational culture

Table 6.3.6: It guides employees to perform their work effectively 135
Table 6.3.7: It guides the behaviour of employees and interprets experience 135
Table 6.3.8: It aims at giving employees the clues on what to do and not to do 136
B3: Identity of the organization

Table 6.3.9: The culture within the organization represents the identity of its Members

Table 6.3.10: The culture within the organization clearly defines and maintains boundaries.

Table 6.3.11: The identity of the organization is reflected by the employees’ interaction with one another.

B4: The character of the organization

Table 6.3.12: It is shaped by its organizational culture

Table 6.3.13: The area in which the organization resides describes its culture

Table 6.3.14: The site and the furnishing inside the organization determines its culture

B5: The value of the organization

Table 6.3.15: The culture within the organization recognizes and values the variety of opinions and insights of the employees.

Table 6.3.16: It encourages openness amongst its employees.

Table 6.3.17: It makes the workers feel valued

Section C: The effectiveness of organizational culture on employees’ behaviour

C1: Employees’ commitment

Table 6.4.1: Organizational culture fosters commitment and co-operation
of employees
Table 6.4.2: Employees are committed to the organizational culture

Table 6.4.3: Organizational culture provides shared patterns of effect, and an emotional sense of involvement and commitment.

C2: Employees’ performance
Table 6.4.4: Organizational culture influences employees’ performance.
Table 6.4.5: A good understanding of the organization’s culture leads to high performance of the employees as well as the organization itself.
Table 6.4.6: An organization’s culture can lead to high creativity of employees.

C3: Job satisfaction
Table 6.4.7: Organizational culture can lead to job satisfaction.
Table 6.4.8: Job satisfaction of employees leads to high performance and development.
Table 6.4.9: A strong organizational culture creates satisfaction to members inside and to outside customers.

C4: Communication by management
Table 6.4.10: There is a high level of communication between management and employees.
Table 6.4.11: Communication about the organization’s culture is satisfactory.
Table 6.4.12: Employees are well socialized into the organization’s culture.
Section D: The impact of organizational culture on organizational performance

D1: Success of the organization

Table 6.5.1: Creating a strong organizational culture can lead to the success of the organization. 149
Table 6.5.2: A strong organizational culture does not necessarily lead to high performance. 149
Table 6.5.3: The culture of the organization determines its future success and failure. 150

D2: Growth of the organization

Table 6.5.4: Organizational culture can improve the organization’s development as well as performance. 151
Table 6.5.5: Advancement of technology within the organization reflects its culture. 151
Table 6.5.6: An increase in the number of employees and high performance results in the growth of the organization. 152

D3: Competition

Table 6.5.7: An organization’s culture can sustain competition amongst other organizations. 153
Table 6.5.8: Competition amongst other organizations may result in the growth of the organization and of its employees. 153
Table 6.5.9: High performance and innovation sustain competition in the global market. 154

Conclusion 155
List of figures

Section A: Bibliographical information

Figure 6.2.1: Gender 128
Figure 6.2.2: Age 129
Figure 6.2.3: Marital status 129
Figure 6.2.4: Ethnic group 130
Figure 6.2.5: Education level 131
Figure 6.2.6: Designation 131

Section B: The impact of organizational culture

B1: Knowledge of organizational culture

Figure 6.3.1: Organizational culture reflects the norms and values shared by all members within the organization. 132
Figure 6.3.2: It supports the vision of all employees. 133
Figure 6.3.3: It is well articulated and widely understood. 133
Figure 6.3.4: There’s a good understanding of the old and current culture of the organization. 134
Figure 6.3.5: It provides knowledge about how employees are expected to act and think. 134

B2: Guidance of organizational culture

Figure 6.3.6: It guides employees to perform their work effectively. 135
Figure 6.3.7: It guides the behaviour of employees and interprets experience. 135
Figure 6.3.8: It aims at giving employees the clues on what to do and not to do. 136
B3: Identity of the organization

Figure 6.3.9: The culture within the organization represents the identity of its members.  
137
Figure 6.3.10: The culture within the organization clearly defines and maintains boundaries.  
137
Figure 6.3.11: The identity of the organization is reflected by the employees’ interaction with one another.  
138

B4: The character of the organization

Figure 6.3.12: It is shaped by its organizational culture.  
138
Figure 6.3.13: The area in which the organization resides describes its culture.  
139
Figure 6.3.14: The site and the furnishing inside the organization determines its culture.  
139

B5: The value of the organization

Figure 6.3.15: The culture within the organization recognizes and values the variety of opinions and insights of the employees.  
140
Figure 6.3.16: It encourages openness amongst its employees.  
140
Figure 6.3.17: It makes the workers feel valued.  
141

Section C: The effectiveness of organizational culture on employees’ behaviour

C1: Employees’ commitment

Figure 6.4.1: Organizational culture fosters commitment and co-operation of employees.  
142
Figure 6.4.2: Employees are committed to the organizational culture.  
143
Figure 6.4.3: Organizational culture provides shared patterns of effect, and an emotional sense of involvement and commitment.  

**C2: Employees’ performance**

Figure 6.4.4: Organizational culture influences employees’ performance.  
Figure 6.4.5: A good understanding of the organization’s culture leads to high performance of the employees as well as the organization itself.  
Figure 6.4.6: An organization’s culture can lead to high creativity of employees.

**C3: Job satisfaction**

Figure 6.4.7: Organizational culture can lead to job satisfaction.  
Figure 6.4.8: Job satisfaction of employees leads to high performance and development.  
Figure 6.4.9: A strong organizational culture creates satisfaction to members inside and to outside customers.

**C4: Communication by management**

Figure 6.4.10: There is a high level of communication between management and employees.  
Figure 6.4.11: Communication about the organization’s culture is satisfactory.  
Figure 6.4.12: Employees are well socialized into the organization’s culture.
Section D: The impact of organizational culture on organizational performance

D1: Success of the organization

Figure 6.5.1: Creating a strong organizational culture can lead to the success of the organization.

Figure 6.5.2: A strong organizational culture does not necessarily lead to high performance.

Figure 6.5.3: The culture of the organization determines its future success and failure.

D2: Growth of the organization

Figure 6.5.4: Organizational culture can improve the organization’s development as well as performance.

Figure 6.5.5: Advancement of technology within the organization reflects its culture.

Figure 6.5.6: An increase in the number of employees and high performance results in the growth of the organization.

D3: Competition

Figure 6.5.7: An organization’s culture can sustain competition amongst other organizations.

Figure 6.5.8: Competition amongst other organizations may result in the growth of the organization and of its employees.

Figure 6.5.9: High performance and innovation sustain competition in the global market.

Conclusion