Organizational culture and effectiveness in Parliaments:
a case study in the Gauteng Provincial Legislature

by

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DECLARATION:

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Date: March 2018

Opsomming

Op die basis van die Competitive Values Framework (CVF) ondersoek die tesis die organisasie kultuur van die Gauteng Wetgewer.

Hoofstuk 1 bied 'n oorsig oor sommige faktore wat organisatoriese doeltreffendheid bepaal. Spesifieke aandag word aan probleme rakende Staatsdiensorganisasies. Die Gauteng Wetgewer word gekies vir 'n gevallestudie in hierdie verband en relevante metodologiese inligting word bespreek.

Hoofstuk 2 bied 'n literatuuroorsig met betrekking tot organisatoriese kultuur, met besondere verwysing na die CVF. Die vier kultuurtipes in die model word in besonderhede bespreek.

Hoofstuk 3 sit die gevallestudie uiteen. Die resultate word in grafiese formaat aangebied.

Hoofstuk 4 handel oor die gevolgtrekkings. Die Wetgewer se kultuur is duidelik hiërargies. Daar word geargumenteer 'n Adhokratiese kultuurtipe meers sinvol is vir 'n Wetgewer.

Summary

Using the Competitive Values Framework this thesis investigates organisational culture in the Gauteng Legislature.

Chapter 1 reviews some factors that impact on organizational effectivity. Specific attention is paid to public-sector organizations. The Gauteng Legislature is chosen as a case study in this respect and relevant methodological information is given.

Chapter 2 offers a literature overview on organisational culture, with special reference to the CVF. The four cultural types of this model are extensively discussed.

Chapter 3 describes the case study and presents the results in graphic format.

Chapter 4 draws conclusions. The dominant culture type in the Legislature is clearly hierarchical. It is argued than an Adhocratic style would benefit the Legislature better.

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List of Acronyms

CVF – Competing Values Framework

GPL – Gauteng Provincial Legislature

MPLs – Members of the Provincial Legislature

KM – Knowledge Management

Chapter 1

Effective Legislatures and organizational culture

1.1   The significance of organizational culture

In this current environment, organizations are faced with various challenges which can impact on their effectiveness. Generally, these challenges are characterised by shifting markets, proliferation of technologies, an increase in competitors as well as by the speed which products become obsolete. [1]   In turn, these challenges mentioned above come with a certain set of demands which can include the ability of organizations to "consistently create new knowledge, disseminate it widely throughout the organization and quickly embody it in new technologies and products". [2] This means that organizations need to acknowledge these demands in order to successfully put in place appropriate interventions.

 Some of the interventions include paying attention to organizational culture. This is because a culturally responsive organization requires continuous effort and adjustment from both management and staff to address these new challenges facing organizations in the current

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[1] Nonaka, Ikujiro. 1991. The knowledge-creating company. Harvard Business Review, (November/December): p. 96

[2] Nonaka, The knowledge-creating company. Harvard Business Review, (November/December): p. 96

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environment. [3] For example, it is important for both management and staff to share similar values that can be adopted in enabling organizations to deal with challenges confronting them instead of pulling in different directions. This therefore means that modern day organizations need to seriously consider the important role that organizational culture plays if they are to be effective in the current environment.

Such a consideration of organizational culture and organizational effectiveness is not something new. This is demonstrated by Schroeder, Tears and Jordan who argue that there is a growing body of knowledge which recognises organizational culture as a crucial factor in organizational effectiveness. [4]   This means that literature on organizational culture will be evaluated and explored in this research as a way of determining the organizational culture types that can counter the effects brought by current challenges especially for public sector organizations.

Public sector organizations and more specifically Legislatures[6] , are not prone to these new challenges. Legislatures play a very critical role in society. They are key to the institutionalisation of democracies, they provide checks and balances that hold the executive accountable, undertake oversight and facilitate the development of political parties. [7] Legislatures have therefore begun to receive attention from the international development community, citizens and civil Society organizations due to the role they play. [8]

 Just like any other organization faced with massive challenges it is necessary for Legislatures

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[3] Chow, Chun-Chung, Julian, Austin, J., Michael. 2008. The culturally responsive Social Service Agency: the application of an evolving definition to a case study. Administration in Social Work, 32(4): p. 61

[4] Schraeder, Mike, Tears, S. Rachel, Jordan, H. Mark. 2005. Organizational culture in public sector organizations: promoting change through training and leading by example. Leadership & Organization Development Journal, 26(6): p, 493

[6] For the purpose of this Research, 'Legislature' will be used throughout this paper as a common term for a representative Parliaments except where indicated to refer to the Gauteng Legislature.

[7] Mandelbaum, G. Andrew. (2011). Strengthening parliamentary accountability, citizen engagement and access to information: a global survey of parliamentary monitoring organizations. September 2011, p.1. https://www.ndi.org/files/governance-parliamentary-monitoring-organizations-survey-september-2011.pdf. Accessed 8 August 2016: p.5

[8] Mandelbaum, G. Andrew. (2011). : p.1

to look at ways of becoming more efficient if they are to successfully deal with the complexity of the current environment. One of the interventions that Legislatures need to consider is the role that organizational culture can play in assisting them to realise their objectives in relation to the current challenges.

This has led to an increased interest in investigating organisational culture.

Organizational culture plays a key role in organizational effectiveness. For example, (Jacobs et al.) identified four significant roles that organizational culture plays in enabling organizations to become efficient. It shapes the way employees interact and engage with each other; it promotes shared ethical principles of protecting vulnerable consumers and establishing arrangements . Purely for efficiency-seeking behaviour; it influences the organization's overall strategic objectives and; lastly, it encourages cooperation and relationship building between employers, employees and their clients. . .

De Wit and Meyer identified ten typical sources of rigidity in organizations and these sources included resistance to cultural change. [10] Organizational culture provides a positive impetus for organizational effectiveness because it provides organizations with a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which things are done around here. [11] This view is further enhanced by Cameron and Quinns' observation that a key ingredient that differentiates successful firms from others is their organizational culture. [12] This means that organizational culture plays a critical role in organizational effectiveness and organizational success.

The effectiveness of organizational culture has been clearly demonstrated in the private sector. For example, some studies point out that in the private sector, a well-developed organizational culture has yielded positive results which include ensuring that there are high barriers to entry, non-substitutable products, large market share, and low levels of bargaining power for buyers and rival of competitors. [13]   The attention given to organizational culture by the private sector

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[10] De Wit, Bob, Meyer, Ron. 2010. Strategy synthesis: resolving strategy paradoxes to create competitive advantage. Third Edition. South Western Cengage Learning, Australia, p. 83

[11] O'Donnel, Orla, Boyle, Richard. 2008. Understanding and managing organizational culture. CPMR Discussion paper 40. Institute of Public Administration, Dublin, p. 4

[12] Cameron, S. Kim, Quinn, E. Robert. 2011. Diagnosing and changing organizational culture: based on the Competing Values Framework, San Fransisco: John Wiley: p. 6

[13] Cameron, S. Kim, Quinn, E. Robert : p. 6

and its subsequent, well documented positive results, has begun to shift focus on the role of organizational culture in the public sector.

It becomes quite evident that Public Sector organizations have a duty to learn from private sector organizations who have elevated the importance of organizational culture in dealing with current challenges.

1.2   Public service and organisational culture

There is a general concern from researchers that the public service does not take organizational culture seriously. This is even more concerning because there is a widely available body of literature that points to the key role that organizational culture can play in enabling public service organizations to achieve their strategic objectives. [14] . In fact, Sebedi argues that there is a direct link between organizational culture and organizational performance in the public sector.[15] Such a statement, should then be sufficient to make managers in the public service take a greater interest in organizational culture. Recognising the importance of organizational culture in the public service will enable public sector managers to "adjust to the new, evolving demands of their constituencies". [16] This adjustment can take place through a proper assessment of organizational culture.

The impact of organizational culture on the effectiveness of public sector organizations thus also becomes a subject that requires further investigation. In this thesis, the focus will be on a very specific as well as on a very unique public service organization – the Legislature.

Legislatures, by their nature, play a critical and complex role in society. Legislatures fare to shape policies and laws which respond to the needs of citizens and support sustainable and

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[14] Parker, Rachel, Bradley, Lisa. 2000. Organizational culture in the public sector: evidence from six organizations. The International Journal of Public Sector Management, 13(2): p. 125

[15] Sebedi, K. 2012. The influence of organizational culture on mainstreaming monitoring and evaluation in public entities revenue services. Africa's Public Service Delivery and Performance Review, 1(3): p. 66

[16] Schraeder, Tears, Jordan, p. 501

equitable development. [17] This then necessitates the investigation of the impact of organizational culture on organizational effectiveness in the Legislative sector.

Legislatures are unique organizations compared to organizations in the private sector. Legislatures are described as indispensable institutions of representative democracies whose key role is to represent the people and ensure that public policy is informed by all the citizens on whose lives they impact[18] It is evident from the role of Legislatures that they have a massive task on their hands and carry with them huge responsibilities of unprecedented scale which should satisfy the interest of all sections of the population, including those from private institutions.

This uniqueness of legislatures bring different and unique pressures which need to be properly researched in order to ensure that Legislatures are and remain effective. The Global Parliamentary Report lists three dominant pressures facing Legislatures. These are information and influence in parliamentary work; accountability and responsiveness to public concerns and lastly; service and delivery to meet the needs of citizens. [19] These unique pressures facing legislatures mean that legislatures need to consider equally unique interventions that include a comprehensive understanding of their own cultures.

It is against this background that this thesis focuses its attention on organizational culture in the Legislative sector.   The broadest objective of the thesis is to assess the extent to which

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[17] Inter-Parliamentary Union. (2012) Global Parliamentary Report: the changing nature of parliamentary representation. April 2012: p.2 http://archive.ipu.org/B91FFDA7-6E65-4F34-9F7E-7A78632BB78A/FinalDownload/DownloadId-6A3A9EA08C72EB0FE8B5C8B8380F3350/B91FFDA7-6E65-4F34-9F7E-7A78632BB78A/pdf/publications/gpr2012-full-e.pdf

Accessed 8 August 2016

[18] Inter-Parliamentary Union. (2012) Global Parliamentary Report: the changing nature of parliamentary representation, [online] p.2. Available at : http://archive.ipu.org/B91FFDA7-6E65-4F34-9F7E-7A78632BB78A/FinalDownload/DownloadId-6A3A9EA08C72EB0FE8B5C8B8380F3350/B91FFDA7-6E65-4F34-9F7E-7A78632BB78A/pdf/publications/gpr2012-full-e.pdf [Accessed 8 August 2016].

[19] Inter-Parliamentary Union. (2012) Global Parliamentary Report: the changing nature of parliamentary representation, [online] p.2. Available at : http://archive.ipu.org/B91FFDA7-6E65-4F34-9F7E-7A78632BB78A/FinalDownload/DownloadId-6A3A9EA08C72EB0FE8B5C8B8380F3350/B91FFDA7-6E65-4F34-9F7E-7A78632BB78A/pdf/publications/gpr2012-full-e.pdf [Accessed 8 August 2016].

organizational culture contributes or does not contribute to organizational effectiveness in the current environment.

The critical aspect of organizational culture on organizational effectiveness is dependent on the various kinds of organizational cultures found inside an organization, within its different units/departments as well as within its functional teams. [20] These diverse cultures within an organization can, if not properly understood and managed, result in conflict or tensions which can have an impact on the ability of an organization to achieve its objectives. In fact, according to Schein, an interpretation as well as an understanding of organizational culture is one of the critical activities that managers can use in areas such as strategic development, productivity and learning at all levels of their organizations.[21]

It is important to note that no organization can have one culture only. What this means is that despite the existence of diverse types of cultures within one organization, there will always be that one culture type that is dominant throughout the entire organization. To get to a point where such a dominant culture is identified, the Competing Values Framework (CVF) will be a tool that is applied to enable this research to reach that objective. It is for this reason therefore that this thesis narrows down an investigation of the different organizational culture types prevalent at the Gauteng Legislature. It is assumed that the CVF will be able to classify and typify the organizational culture of the Gauteng Legislature.

Based on the analysis of the results emanating from This thesis will also provide an understanding of the impact that the dominant culture type has on the effectiveness of the

Gauteng Legislature to deal with its current challenges.

1.3   Background and context of study

Organizations that operate in the 21st century are confronted by massive, constant and unpredictable changes. Any organization that operates in the current environment that resists change and insists on maintaining its present status quo is most likely to be overtaken by events and will thus become stagnant and irrelevant. Organizational change therefore, becomes a constant theme in the current environment. However, most organizations that undertake this

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[20] Cameron & Quin, p. 22

[21] Schein, Edgar. 2008. A critical analysis of organizational culture. Management Today, June: p. 53

journey of organizational change have found themselves witnessing little or no success at all with initiatives that they employ. **23** It has been established that part of this failure can be attributed to a disregard for the key role that organizational culture plays in making organizations effective. **24** This therefore means that there exists a need to investigate the role that organizational culture plays in impeding or enhancing organizations to become effective. This is more so for public sector organizations and especially the Parliamentary sector.

Parliaments are becoming indispensable institutions. They are indispensable because no democratic country can claim to be democratic if it does not have properly constituted Parliaments or legislatures. For example, by 2012, out of 193 countries, 190 of them have functioning parliaments. **25** This means that there is a growing trend of confidence that is continuously being bestowed by the general populace towards these public-sector organizations. Additionally, indispensability of Legislatures results from the fact that every economic and social facet of any democratic society is dependent on an effective and efficient parliament whose mandates are that of entrenching democracy, law-making, conducting oversight and representing citizens efficiently and effectively. **26** Efficient and effective parliaments have the potential to create positive economic spin-offs for their own countries which can result in social stability.

Legislatures, just like any other organization, are bound to embrace new developments that emanate from the current environment.   This comes with its own challenges for Legislatures. According to the United Nations, the current environment brings with it 3 dominant pressures for Legislatures. These are information and influence in parliamentary work; accountability and responsiveness to the concerns of the public; service and delivery to meet the needs of citizens. **28** An understanding of the prevalent organizational culture as well as the prevailing organizational culture type can help Legislatures to identify blockages to their ability to

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23 Cameron, S. Kim, Quinn, E. Robert. 2011. Diagnosing and changing organizational culture: based on the Competing Values Framework, 3rd ed. , Jossey-Bass, San Francisco, p. 1

24 Cameron, S. Kim, Quinn, E. Robert. 2011. Diagnosing and changing organizational culture: based on the Competing Values Framework, 3rd ed. , Jossey-Bass, San Francisco, p. 1

25 Inter-Parliamentary Union,: p3

26 Inter-Parliamentary Union,: p3

28 Inter-Parliamentary Union , p. 3

become flexible and productive.

Legislatures are unique organizations. They are "made up of men and women who have been elected to represent the people". [29] Their primary task is law making, undertaking oversight and ensuring that the public participates in parliamentary process through public participation initiatives. This means that Legislatures are central institutions of democracy and constitutes an expression of the very sovereignty of each nation". [30] Given that Legislatures consist of people from diverse backgrounds, Legislatures need to carefully find a way of balancing the needs of all these people whilst at the same time, ensuring that the needs of the citizens are realised.   An understanding of the different organizational culture types that are brought to the fore by this composition of people with competing interests will go a long way in ensuring that Legislatures provide an effective and efficient service to both the representatives and the people that elected them to power.

Legislatures are political institutions. They are characterised by fierce confrontational debates. Despite the nature of these debates, it is always expected that Legislatures forge national policies and resolve all conflicts in societies through the use of debates and consensus. [31] This therefore means that Legislatures need to develop a type of organizational culture that encourages freedom of expression on the one hand and tolerance on the other.

Legislatures are complex institutions. They operate at different levels and consist of different role players. For example, they consist of the Speaker and Presiding Officers, Political Parties, Political Staff, Leadership and Administrative Staff. [32] They also have different departments that consist of sub-units with their different reporting lines. Such an environment requires a type of organizational culture that is flexible enough to accommodate as well as being pleasing to all the different organizational structures.

It's important to note that Legislatures are not the same. Which is why this study will only focus on the Gauteng Provincial Legislature. It is hoped that other Legislatures across the world will find some lessons from this study that can assist them in addressing organizational cultural challenges that impact on organizational effectiveness.

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[29] Inter-Parliamentary Union , p. 3

[30] Inter-Parliamentary Union , p. 3

[31] Inter-Parliamentary Union , p. 3

[32] Inter-Parliamentary Union ,: p3

1.4   Research objective

The context of a modern-day Legislature is the 21st Century. The 21st Century has brought with it many pressures on these institutions. The growth in size of governments as well as the growing expectation from the public for an effective and efficient government, Legislatures have no option but to raise their level of effectiveness in holding the Executive arm of government to account. The proliferation of communication technologies and social media has given Legislatures increased visibility. All these pressures have resulted in "increased public expectations of what they can and should deliver". [33] Organizational culture, and more specifically certain types of organizational culture can impede or enhance organizational effectiveness within Legislatures.

It is therefore the objective of this research to investigate which out of the four organizational culture type as outlined in the CVF. is a dominant one at the Legislature.

Given the uniqueness of the legislatures, this research also needs to establish the impact that this dominant culture has on the efficiency of Legislatures in dealing with the dominant pressures that face legislature's worldwide.

In order to achieve this objective, this research will undertake the following:

Firstly, a survey which aims to reveal the organizational culture types and their associated values prevalent at the Gauteng Legislature will be undertaken. A questionnaire containing statements will be constructed based on the values that are represented by the four culture types as outlined in the CVF and will be distributed to the identified respondents at the (Gauteng Provincial Legislature) GPL electronically.   This is necessitated by some of the studies that have established that one organization can have different cultures types within it. It is therefore necessary to understand the different types of cultures that exist as well as the dominant culture in order to shape the appropriate culture for the organization.

Secondly, an interpretation of the survey results will be undertaken in order to make a determination as to which one of the prevailing organizational culture types found at the Gauteng Legislature is a dominant one.   This will be achieved by analysing the returned data from respondents. For example, according to the CVF, there are four organizational culture types and these are: clan, adhocracy, market and hierarchy culture types. This survey will therefore assist in showing which of these 4 culture types exist at the GPL and which one of

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[33] Inter Parliamentary Union., :p.9

them is a dominant one. The importance of this is that it will assist in helping the organization to identify the type of values needed to enhance organizational effectiveness. This will in turn enable the organization to deal with current challenges. .

Lastly, a critical analysis of the impact of such a dominant culture type and its associated values on the GPL's effectiveness in dealing with the current challenges facing Legislatures.

In summary, this study aims to answer the following questions:

Out of the four organizational culture types of Market, Clan, Adhocracy and Hierarchy as outlined in the CVF, which one of them is dominant in the Gauteng Legislature; what impact can this dominant culture type have on enabling organizational effectiveness for Legislatures in dealing with the 3 dominant pressures facing Legislatures; and which of these four organizational culture types can be appropriate for the Gauteng Legislature in the current environment.

1.5   Significance of the study

Organisational culture is regarded as a critical component that has been considered to play a critical role in the success of many organisations. For example, one of the recent Deloitte Surveys calls on business leaders to closely examine their business processes to identify practices aligned with the desired culture and isolate those which are destructive and require change. [35] It is therefore necessary to investigate which of the four organizational culture types as outlined in the CVF are desirable and which are a hindrance that requires change at the Gauteng Legislature.

In order to do that, a need to understand which of the four organizational culture types as outlined in the CVF exists within the Legislature also becomes a necessity.

Public Service institutions, which include Parliaments, have not placed similar attention to this phenomenon called organizational culture. Parker and Bradley, in citing Bluedorn and Lundgren, observed that this "lack of understanding of organizational culture in the public sector is of concern because research on organizational culture indicates that culture is central

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[35] Deloitte University Press. (2016). The new organization: different by design. Global Human Trends. [online] p. 42. Available at https://www2.deloitte.com/content/dam/Deloitte/nz/Documents/human-capital/gx-dup-global-human-capital-trends-2016.pdf. [Accessed 21/09/2016]

to the change process and to the attainment of strategic objectives". **36**   Therefore this is why organizational culture should be closely examined because failure to do so can have profound consequences for organizational effectiveness.

As mentioned earlier, it is important for organizations, especially public sector organizations, to be effective due to the current challenges that they are facing. This research will try to significantly unpack the criteria for organizational effectiveness. This will be done by the use of the Competing Values Framework because this framework was "developed initially from research conducted on the major indicators of effective organizations". **37**   This research will therefore present criteria for determining organizational effectiveness.

This study will also show the complexities of working with values. Values are not stored or kept in some database by an organization. They are attached to individuals in a sense that by their nature, values are "broad preferences concerning appropriate courses of action or outcomes". **38**   Values reflect a person's sense of right and wrong. This means that they determine the subjective attitude and behaviour that an individual within a group will possess. This then makes values to be very complex because of they become personal and subjective. However, they are equally important because they will determine the course of action that an individual would take that could have implications for the effectiveness of an organization.

1.6 Methodological Considerations

The purpose of this section is to motivate (through logical argumentation) the construction of the instrument (survey) as being the implementation and application of the four organizational culture types of Adhocracy, Clan, Market and Hierarchy as outlined in the guiding theory of the CVF.

This is a quantitative study and can thus be classified under the ambit of descriptive quantitative research. The reason for the selection and application of this type of research in this study is based on the fact that descriptive quantitative research provides the researcher with an

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36 Parker, Rachel, Bradley, Lisa. 2000. Organizational culture in the public sector: evidence from six organizations. The International Journal of Public Sector Management, 13(2), p. 125

37 Cameron, S. Kim, Quinn, E. Robert. 2011. Diagnosing and changing organizational culture: based on the Competing Values Framework. 3rd ed. ,Jossey-Bass, San Francisco, p. 38

38 Wood, et al. 2001. Organizational behavior: a global perspective. 3rd edition, John Wiley & Sons, Australia, p. 111.

opportunity to "identify the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomenon." [39]   For example, this study seeks to identify the prevailing characteristics within the GPL that specifically relate to the four organizational culture types as per the CVF. This study also explores the correlations among the four organizational culture types as per the CVF which are prevalent at the GPL and their impact that these culture types have on the effectiveness of this organization in dealing with the current challenges that it faces in order to meet its strategic and operational objectives.

There are three types of descriptive research designs. These are: observation studies, correlation research, developmental designs, and survey research. [40]   Observation studies in quantitative studies focuses on certain aspects of behaviour where such behaviour is quantified, the frequency of occurrence is counted, rated for accuracy, intensity, maturity, etc using the best possible objectivity strategies available. [41]   Correlation research on the other hand "examines the extent to which differences on one characteristics or variables are related to differences in one or more other characteristics or variables. [42]

The third and final research design is the Survey research which will be used to gather the required data for this study. A survey research is appropriate for this study because it involves acquiring information about one or more groups of people by asking them questions and tabulating their answers. [43]   In the case of this study about the impact of organizational culture on the effectiveness of parliaments / legislatures in dealing with current dominant pressures, a survey will enable the researcher to target a selected group of employees within the GPL that will be representative of the entire GPL community. A survey will provide for the drafting of a questionnaire that contains a set of statements emanating from the CVF that will help the researcher gain a better understanding of the views expressed by the respondents about the

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[39] Leedy, D. Paul, Ormrod, Ellis. Jeanne. 2005. Practical research methodology: planning and design. Eighth edition, Pearson, New Jersey, p. 179.

[40] Leedy, D. Paul, Ormrod, Ellis. Jeanne. 2005. Practical research methodology: planning and design. Eighth edition, Pearson, New Jersey, p. 179

[41] Leedy, D. Paul, Ormrod, Ellis. Jeanne. 2005. Practical research methodology: planning and design. Eighth edition, Pearson, New Jersey, p. 180

[42] Leedy, D. Paul, Ormrod, Ellis. Jeanne. 2005. Practical research methodology: planning and design. Eighth edition, Pearson, New Jersey, p.180.

[43] Leedy, D. Paul, Ormrod, Ellis. Jeanne. 2005. Practical research methodology: planning and design. Eighth edition, Pearson, New Jersey, p. 183.

organizational culture types prevalent within the GPL. A survey will enable this study to draft a questionnaire that is based on some elements of the CVF. Such a questionnaire will then be circulated in line with the prescripts of a Survey to a selected group of GPL Employees. The questionnaire will gather data that will provide information about the existing organizational culture at the GPL in order to provide the researcher with data that will enable him to determine the prevalent organizational culture types at the GPL as well as determining the prevalent dominant organizational culture types at the GPL.

The survey also provides guidelines for further interrogation of the interpreted results through further and detailed analysis. The data will be collected, analysed and interpreted. to gain a further understanding of themes that will emanate from the responses received. .

1.7   Delimiting the study

The first limitation of this study can be found in the sample itself. The sample will consist of GPL MPLs and GPL Staff. Some MPLs might not provide accurate responses since they would think doing so would perhaps place the GPL in a bad or good light depending on their Political Party Affiliation. Some staff members might only provide responses that speak to their own area of work and not provide an overall assessment of the organisation.

This research will mainly make use of the CVF's four organizational culture types, i.e. Adhocracy, Clan, Hierarchy and Market cultures. This means that it does not include other organisational culture frameworks which among them include, but not are not limited to, the Hofstede Framework.

This study is not about the CVF as a framework. However, it focuses on the four organizational culture types that are outlined in the CVF.

Finally, this study will focus mainly on the Gauteng Provincial Legislature (Parliament) which is a public service institution.   It does not follow the same outcome can be achieved in a different private sector organization or even at another Parliament /Legislature whether in South Africa or beyond.

1.8   Thesis layout

Chapter 2 deals with approaches to organizational culture.

Chapter 3 covers the Case Study and headline results

Chapter 4 offers overall analysis and interpretation

Chapter 2

Approaches to organizational culture

2.1   Introduction

Organizational culture is a big issue and has been widely researched and approached from different angles.

The reasons for this interest vary from one perspective to the other. Schraeder, Tears and Jordan allude to this factor and align themselves to a view that one of the primary reason for this growing interest resides in the recognition that organizational culture is a crucial factor in organizational effectiveness. [44]

One of the indicators of this popularity in researching about organizational culture lies in the large quantity and high quality of academic research that has been undertaken and published on organizational culture. For example, according to Hartnell, Ou and Kinicki, more than 4000 research articles have been produced and published on organizational culture alone. [45] What then emerges out of this large amount of research work is an array of major schools of thought and notions about organizational culture. Let us then examine a few major schools of thought

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[44] Schraeder, Mike, Tears, S. Rachel, Jordan, H. Mark. 2005. Organizational culture in public sector organizations: promoting change through training and leading by example. Leadership & Organization Development Journal, 26(6): p, 493

[45] Hartnell, A. Chad, Ou, Yi, Amy, Kinicki, Angelo. 2011. Organizational culture and organizational effectiveness: a meta-analytic investigation of the Competing Values Framework. Journal of Applied Psychology, 96(4), p. 677

and notions found in the literature on organizational culture to demonstrate how big and wide the issue on organizational culture is.

Gareth Morgan approaches the theory of organisational culture through the use and application of a metaphor. According to Morgan, the use of metaphor implies a way of thinking and a way of seeing that pervades how we understand our world generally". [46] This way of thinking and of seeing is used in order to understand organizational culture by proposing that organizations are like mini-societies that have their own distinctive patterns of culture and subculture". [47] By adopting this approach, the image of an organization draws attention to those aspects of an organization which are like the distinct patterns that can be found in and within societies. This aspect of a society with different patterns provides us with an image of an organization characterised by shared meaning, fragmentation, integration, various operating norms and rituals. [48] This approach to organizational culture therefore provides an image to the reality of the challenges that organizations are confronted with if they are dominated by such lack of uniformity. It is for this reason why this study is undertaken, in order to understand these different cultural patterns and how they can be harnessed to make organizations effective.

Likening organizations to mini-societies as demonstrated above leads us to a perspective that sought to understand organizational culture from a historical perspective. This perspective argues that to a very large extent, the current culture of an organization, just like mini-societies, is the heritage of its history. [49] This means that the current organizational culture practices are shaped by history and that "the past must be examined to see how our communal heritage was established. [50]. Wren and Bedeian are proponents of this perspective and introduce a cultural framework to analyse how current cultural practices are shaped by the past. This framework

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[46] Morgan, Gareth, 2006. Images of organizations. Sage Publications, London: p. 4

[47] Morgan, Gareth, 2006. Images of organizations. Sage Publications, London: p. 125

[48] Morgan, Gareth, 2006. Images of organizations. Sage Publications, London: p. 125

[49] Brevis, T., Vrba, M, (ed.). 2014. Contemporary Management Principles. Juta, Cape Town, p. 119

[50] Wren, A. Daniel, Bediean, G. Arthur. 2009. The evolution of management thought. 6th Ed., Wiley, New Jersey, p.5

looks at organizational culture and looks at economic, social, political and technological facets of culture and how they came to influence current cultural practices. [51]

The economic facet of culture is defined as "the relationship of people to resources". [52] For people to perform their duties they always needed to have access to both tangible and intangible resources. Tangible resources include equipment and tools whereas non-tangible resources include human thought and effort. Historically, there were three ways of allocating resources: Tradition method, command method and market method.

Characteristics of a tradition method were as follows: it was based on past societal precepts; technology was static; occupation was passed down from one generation to the next, agriculture dominated over industry; economic and social systems were closed to change. The Command method: was characterised by the imposition of the will of some central person on the rest of the economy to determine how resources are allocated and utilised. This historical method is similar to the hierarchy structure that is prevalent amongst many public sector organizations. The Market method: relies on impersonal network of forces and decisions to allocate resources. The social facet of culture was characterized by the relationship formation between people a given culture. This aspect most similar to the Clan cultures due to the value placed on relationships.   Formation of groups for mutual survival and for pursuing personal goals. The technological fact of culture had a to do with "the art and applied science of making tools and equipment". [53] The value representing adhocracy culture is represented due to the focus placed on technological development and application. Technology has been used to assist organization to achieve their objective through proper application.

Pathardikar and Sahu undertook a study from a perspective of Organizational Culture and organizational commitment. This study focused on an Indian public sector unit and was aimed at answering two questions: Firstly, what is the relationship between the organizational culture and organizational commitment? Secondly, what are the contributing cultural variables on

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[51] Wren, A. Daniel, Bediean, G. Arthur. 2009. The evolution of management thought. 6th Ed., Wiley, New Jersey, p.5

[52] Wren, Bedian, p. 6

[53] Wren, Bedian, p. 8

organizational commitment? **54** Organizational commitment is described as the individual's identification with the organization, acceptance of the organizations goals and objectives, willingness to exert effort on behalf of the organization and an ardent desire to remain part of the organization. **55** Commitment plays a key role in influencing organizational goals but organizational culture can influence commitment. **56** No strategies available to improve workplace commitment. Findings of the study are that organizational commitment is related to organizational culture. The contributing cultural variables on organizational commitment include rules, procedures, leadership, technology and infrastructure. **57** This study demonstrates the key role that organizational culture can play in creating a public service that is committed to delivering services to its stakeholders.

Musgrave Jr. penned down an opinion peace focusing on the need to reshape organizational culture in the public sector. He is challenging the old leadership styles in the public service to make way for a new kind of leadership style that embraces risk. **58** Musgrave Jr. identifies four trends that public service institutions can rally around to become effective and efficient agencies. These are recruiting Millennials into the public service because of the unique way in which they think about work; embracing technological advancement; replacing bureaucratic organizational cultures with cultures of innovation that include teams, distributed leadership, decentralised decision making and interaction; as well as adopting agile planning. **59** A new type of culture that focuses on the self-image of public servants, the increased use of teams; increased risk taking; increase in inter-organizational cooperation and, developing strategies of recruiting new talent should form the basis of a new culture that will replace the hierarchy culture that effectively hinders progress. **60**

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54 Pathardikar, D. Avinash, Sahu, Sangeesta. 2011. Implications of the organization cultural antecedents on organizational commitment: a study in Indian Public Sector Units, 12(3): p. 432

55 Pathardikar, Sangeesta, p. 432

56 Pathardikar, Sangeesta, p. 432

57 Pathardikar, Sangeesta, p. 440

58 Musgrave, Jr. , Alvin. 2014. Management vs Leadership. The Manager, Fall: p. 57

59 Musgrave, Jr. , Alvin: p. 57

60 Musgrave, Jr. , Alvin: p. 58

This narrative of the public service is averse to risk taking. This is taken further by Townsend when he examines the impediments to innovation in the public sector and how organizational culture can be used to address this concern. [61] Townsend identifies seven reasons that lead to risk aversion in the public sector. Here are a few that he lists: cost of failure can be terminal, there are a number of reasons; increased uncertainty in the public sector; non-market nature of goods c creates difficulty in evaluating risk and the fear of failure. [62] These reasons make it difficult for the organization to become effective. As my thesis indicated earlier on, the t public sector organizations are not immune to new pressures from the outside environment, public sector organizations need to adapt to the changing environment. Townsend submits that for public service organizations to change the risk perception, they need to bring about a change in culture. Townsend proposes a new culture that; encourages innovation from employees; creates a competitive culture amongst managers whilst encouraging collaboration between teams. [63]

The other approach that was undertaken relates to organizational culture and its relationship to strategic orientation. Wronka-Pos`piech and Fraczekiewicz-Wronka undertook a study aimed at examining the relationship between strategy and organizational culture. According to Wronka-Pos`piech and Fraczekiewicz-Wronka, organizational culture has been identified as one of the organizational factors that shape strategic orientation. [64]

Organizational culture has also been explored from an organizational learning point of view. Hall, Kutsch and Partington undertook a study that explored cultural factors necessary for enabling successful learning and the application of learning within a project based environment in a public sector. [65] Cultural factors hindering successful learning and application of learning

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[61] Townsend, William (Dr.).2013. The International Journal of Organizational Innovation, 5(3): p. 22

[62] Townsend, William (Dr.): p. 24

[63] Townsend, William (Dr.): p. 29

[64] Wronka-Pos`piech, Martyana, Aldona Fraczekiewicz-Wronka. 2016. Strategic orientation and organizational culture in Polish public organizations: insights from the Miles and Snow Typology. Management, 20(1): p. 128

[65] Hall, Mark, Kutsch, Elmar, Partington, David. 2012, Removing the cultural and managerial barriers in project-to-project learning: a case from the UK public sector. Public Administration, 90(3): p. 681

were found to be the organization's approach to policy which prioritised policy setting over policy implementation; excessive and misplaced trust in commercial partners and; the doctrine of ministerial accountability. [66]

Some authors have researched organizational culture from a management performance point of view. Risher undertook a study investigating the role of culture in managing organizations and the management practices that contribute to or reinforce the importance of performance as a cultural priority" within the public sector. [67] According to Risher, this role of culture in managing organizations lies in its ability to determine employee behaviour and acceptance of new policies, work management practices and inculcate commitment to management practices. [68] In this instance, Risher focuses more on performance culture and describes performance culture as "a culture where performance is a recognised priority". [69] This means that organizations can adopt a type of culture that can suit their current objective.

Management Practices that Risher refers to are contained in an Eight-Dimension Performance Culture Model. These practices are as follows: Leaders as champions; work link to mission; performance tracking and dialogue; cascading goals; investment in talent; recognition and rewards; manager accountability; and employee engagement.

Bozeman, Tech and Kingsley conducted research on organizational culture from a Risk-Culture perspective. In this study, Bozeman, Tech and Kingsley, sought to explain the differences between the public and private sector organizations with specific reference to risk culture. They define risk culture as "the organization's propensity to take risks as perceived by managers in the organization". [70] Some of the issues that triggered this research were issues pertaining to perceptions that public sector managers should refrain from risk taking but should rather tackle issues that involve a great deal of risk as well as dearth of literature on empirical

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[66] Hall, Mark, Kutsch, Elmar, Partington, David, p. 682

[67] Risher, Howard. 2007. Fostering performance-driven culture in the public sector. The Public Manager, Fall, p. 51

[68] Risher, p. 52

[69] Risher, p. 51

[70] Bozeman, Barry, Tech, Georgia, Kingsley, Gordon. 1998, Risk culture in public and private organizations. Public Administration Review, 58(2), p. 110

research on risk taking in the public sector. [71]   Several hypothesis were investigated about risk cultures in organizations: (1) Motivation and expectation that good performance will be rewarded; (2) level of external government control (3) level of internal control (4) formalization and red tape (5) goal clarity (6) centralization of decision making

 The concept of culture elicits different definitions because it is regarded as a very broad subject [72] 73   Wren and Bedeian define culture as a "total community heritage of non-biological, humanly transmitted traits that includes the economic, social and political forms of behaviour associated with the human race". [74]   Gareth Morgan, defined culture as a "pattern of development reflected in a society's system of knowledge, ideology, values, laws and day to day ritual". [76]   Wood et al. defined culture as "the learned and shared ways of thinking and doing found among members of society".[78]

In defining organizational culture, the following definition by Schein will be adopted:

It is a "pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to receive, think and feel in relation to those problems".[80]

This definition by Schein means that organisations are constantly confronted by problems. The attitude by employees will determine whether such problems will be resolved or not. This attitude is shaped by their collective experiences acquired through their interaction with each other over a period of time. The dominant way of dealing with problems as well as the one

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[71] Bozeman, Tech, Kingsley, 110

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[73] Wren, A. Daniel. 2009. The evolution of management thought. Sixth edition, John Wiley & Sons, New Jersey, p. 5

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[76] Gareth Morgan, defined culture as a "pattern of development reflected in a society's system of knowledge, ideology, values, laws and day to day ritual"

[78] Wood et al. 2004. Organizational behavior: a global perspective. 3rd ed. Australia: , John Wiley & Sons, p. 59

[80] Schein, Edgar. 2004. Organizational culture and leadership. San Francisco: John Wiley, 3rd edition: p. 17

with a popular appeal amongst its members will be adopted. It is for this reason that undertaking a study on organizational culture and effectiveness is necessary because organizations need to understand what the dominant culture is and whether this impedes or enhances organizational effectiveness.

The importance of Organizational culture cannot be underestimated. Schein for example, argues that that, "for any business to begin to thrive, for any public service to begin to efficiently serve, for any nation to begin to take its place as a player in a world stage, the culture at work within its industries, business, unions, government departments and even within a nation as a whole must be examined, understood and managed in order to deliver the results its people are striving for". [82]   This means that neglecting to understand and re-examine culture at work has the potential to render any type of organization ineffective and for it to experience difficulty in adapting to the current environment.

Organizational culture refers to customs, rituals, climate and practices that are developed by organizations. The process of developing organisational culture is mostly driven by Managers. The aim is to handle people by inculcating organizational credo and espoused values in order to enable people to have a common vision.[84] Organizational culture develops mainly through human interaction and occurs over a period of time. Human interaction is likely to result in a clash of values and the occurrence of organizational culture over time means that other people in the organization might grasp such a culture quicker than others. This It therefore means that organizations are less likely to display a uniform culture.[86] This is more so especially in large organizations.

One organization can view itself fragmented with its employees, all having different views on how to go about achieving organizational objectives. Another organization can view itself as a team player whose employees pull their resources towards common objectives. This means that within one organization, there can be different types of cultures. All these patterns of belief

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[82] Schein, Edgar. 2008. A critical analysis of organizational culture. Management Today, (June), p.3

[84] Organizational culture and leadership, 3rd ed. p. 7

[86] Morgan, Gareth. 2006. Images of organizations. Sage Publications, California, p. 125

can exert a decisive influence on the overall ability of the organization to deal with the challenges that it faces. [88] It is for this reason why Managers need to understand what the right culture is for their organizations because the right culture has an impact for organizational effectiveness and the stronger the culture, the more effective the organization. [90]

Organizational culture manifests itself at three different levels. The first level is the level of artifacts which is easily observable but difficult to decipher. It refers to "all the physical products that include its architecture, language, technology, products and artistic creations. [93]. The second level refers to espoused beliefs and values. This consists of strategies, goals and philosophies. The third level refers to basic assumptions.
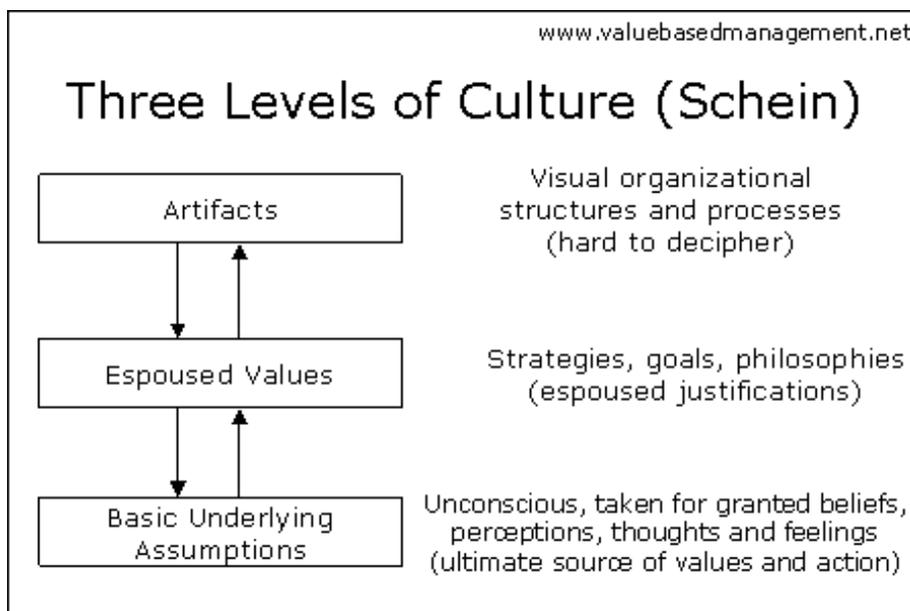
Figure 1 (Adapted from Schein)

There are a number of ways to explore organizational culture. One way of exploring it is through a process of classifying organizational culture into different types. For example, Dilkir argues that Goffee and Jones identified four types of organizational culture by using two

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[88] Morgan, p. 125

[90] Schein, Edgar. 2004. Organizational culture and leadership. San Francisco: John Wiley, 3rd edition: p. 17

[93] Schein, Edgar. 2004 : p. 25

dimensions of Sociability and Solidarity to create the four distinct types. [95] The implication for this organizations can explore different ways of exploring organization culture which they can deem appropriate for their environment.

The key role of organizational culture is further demonstrated in a discussion document undertaken on behalf The Committee for Public Management Research by O'Donnel and Boyle. In this discussion paper, the importance of organizational culture is linked to organizational effectiveness.   It is for this reason that this discussion paper argues that "the importance of managing and manipulating culture on public sector organizations cannot be underestimated in terms of its impact on the modernization agenda". [96] This means that organizational culture is an important aspect that needs to be widely studied and understood to enable public sector organizations to become effective in the current environment.

The paper argues that culture is and should be a critical issue for public sector managers. Drawing from evidence contained in the literature, this paper suggests that culture is indeed something that public service managers should take seriously. [97] It suggests that managers should consider culture when reacting to or planning organizational change. In one of the international studies, this paper finds a clear and explicit link between culture change and performance. [98] This means that a failure to consider the right culture for the organization can have negative results on organizational performance.

This discussion paper argues that organizational culture can be shaped if the necessary interventions are used. A framework for understanding and managing culture is presented. The framework consists of six key issues that managers need to address and these are: Creation of

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[95] Dilkir, Kimiz. 2011. Knowledge management in theory and practice. 2nd Ed., MIT Press, Massachusetts, p. 228

[96] O' Donnel, Orla, Boyle, Richard, 2008. Understanding and managing organizational culture. CPMR Discussion Paper 40, p.xii

[97] O' Donnel, Orla, Boyle, Richard, 2008. Understanding and managing organizational culture. CPMR Discussion Paper 40, p. 65

[98] O' Donnel, Orla, Boyle, Richard, 2008. Understanding and managing organizational culture. CPMR Discussion Paper 40, p. 66

a receptive climate for change; Employee engagement and empowerment; Training recognition and rewards, tracking cultural change; Team orientation andLeaders as Champions. [99]

International public and private sector organizations as examples of outlining developments in organizational culture are presented. For example, factors shaping organizational culture in an Australian public-sector organization include "new public management prescription, private sector practices and leadership development programmes". [100] This section demonstrated how widely popular organizational is and how important it is for management to leverage on the critical role organizational culture plays in organizations.

The following section looks at the Competing Values Framework.

2.2   The Competing Values Framework

The CVF has been selected as a theoretical framework that will be used in this research. But why the CVF?

The tool selected to assess the prevalent culture of the Legislature and its impact on the organization's effectiveness was the CVF. It is not an idealistic instrument. It relates to the real-life problems of competing values faced by modern organizations wherein organizations have to create a balance by accommodating conflicting and contrasting values to coexist in an organization whilst ensuring that the organization realises its objectives. You cannot love and hate something at the same time. You can't have freedom and regimentation in an organisation at the same time. In my book that gives us a far more realistic way to look at organisations than the other theories that are often too idealistic.

The CVF has been found to be a universally popular and a validated tool that has been used to investigate a number of different organizational phenomena which include organizational culture. [101] The CVF is a framework that has been "found to be an extremely useful model for organizing and understanding a wide variety of organizational and individual phenomena,

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[99] O' Donnel, Orla, Boyle, Richard, 2008. Understanding and managing organizational culture. CPMR Discussion Paper 40, p. 14

[100] O' Donnel, Orla, Boyle, Richard, 2008. Understanding and managing organizational culture. CPMR Discussion Paper 40, p. 14

[101] O' Donnel, Orla, Boyle, Richard. 2008. Understanding and managing organizational culture. CMR Discussion Paper 40, p. 7

including theories of organizational effectiveness, leadership competenciesand organizational culture".[102] In fact, the CVF is regarded as "one of the most frequently used approaches for assessing organizational culture". [103]

The CVF will benefit this study in a number of ways due to its widespread use and application. According to Cameron and Quinn, the CVF is a tool that has been widely used in the investigation of major indicators that make up an effective organization; it has been found to be a critical tool that can be applied in dealing with major organizational issues. For example, according to Cameron and Quinn, the CVF is "useful for identifying the major approaches to organizational design, stages of lifecycle development, organizational quality, theories of effectiveness, leadership roles and the role of human resource managers and management skills". 104 Lastly, the CVF provides four types of organizational culture and their associated values. 105 The CVF is therefore an appropriate tool to use for this study because of its versatility in investigating prevailing organizational culture and their associated values in organizations. It is important to note that culture defines the core values, assumptions, interpretations and approaches that characterise an organization.

2.3   History, description and dimensions of the CVF

The CVF was developed out of a research on organizational effectiveness. This research was undertaken by a number of authors whose work was characterised by a series of disagreements and sometimes overlapping taxonomies. For example, Scott produced 3 theoretical perspectives to study effectiveness: the rational system model (which focuses on issues related to productivity and efficiency; the natural system model (which focuses on the informal and social structures within organizations; and the open system model (which focuses on how

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[102] Cameron, K. "An introduction to the Competing Values Framework". http://www.thercfgroup.com/files/resources/an_introduction_to_the_competing_values_framework.pdf. Accessed 22 August 2018

[103] Ferreira, Isodoro, Aristades. (2014). Competing Values Framework and its impact on the intellectual capital dimensions: evidence from different Portuguese organizational sectors. Knowledge Management Research & Practice (12), p. 87

[104] Cameron & Quinn, p35

[105] Cameron, S. Kim, Quinn, E. Robert. 2011, Diagnosing and changing organizational culture: based on the Competing Values Framework, 3rd ed. , Jossey-Bass, San Fransisco, p.

organizations adapt to their environments). [106] On the other hand, Seashore also produced 3 approaches to understanding organizational effectiveness, i.e. the goal model (which focuses on organization's ability to attain goals, the natural systems' model (focuses on the organizations' interdependencies with their environment), and the decision-process model (which focuses on how organizations gather, analyse and use information).[107] These different and yet overlapping research attempts yielded a list of 39 possible indicators to measure organizational effectiveness and thus provided an opportunity for the development of the CVF.[108]

These 39 indicators measuring organizational effectiveness were to too many to be used in measuring organizational effectiveness.[109] These indicators analyzed t two major dimensions that organized them into four main clusters.[110] One dimension differentiated effectiveness that emphasized flexibility, discretion and dynamism, to criteria that emphasized, flexibility, discretion and dynamism, to criteria that emphasized stability, order and control.[111] The second dimension differentiated effectiveness criteria that emphasized an internal orientation, integration and unity from criteria that emphasized an external orientation, differentiation and rivalry.[112] Both these dimensions coordinated four quadrants, each representing a distinct set of organizational effectiveness indicators.

Figure 3.1 illustrates the relationships of these two dimensions to one another. These indicators of effectiveness represent what people value about an organizations' performance. Figure 3.1

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[106] Arsenault, Peter, Faerman , R. Sue (2014). Embracing paradox in management: the value of the Competing Values Framework, Organization Management Journal, 11(3), p. 147

[107] Arsenault, Peter, Faerman , R. Sue (2014). Embracing paradox in management: the value of the Competing Values Framework, Organization Management Journal, 11(3), p. 147

[108] Lincoln , Scott (2010). From the individual to the world: how the Competing Values Framework can help organizations improve global strategic performance, Emerging Leadership Journeys, 3(1), p.4

[109] Cameron, S. Kim, Quinn, E. Robert. 2011. Diagnosing and changing organizational culture: Based on the Competing Values Framework. Third Edition, John Wiley & Sons, San Fransisco, p.38

[110] Cameron & Quinn, p.38

[111] Cameron & Quinn, p.38

[112] Cameron & Quinn, p.38

therefore, "illustrates how the dimensions of focus and structure overlay to define the four cultural types comprising the CVF: clan, adhocracy, market and hierarchy". [113]

These dimensions produce quadrants that are also contradictory or competing on the diagonal. For example, the upper left quadrant, identifies values that emphasize internal, organic focus, whereas the lowerright quadrant identifies values that emphasize an external, control focus. The upper right quadrant identifies values that emphasize an external, organic focus, the lower-left quadrant emphasizes the internal, control values. The competing or opposite values in each quadrant give rise to the name for the model, the Competing Values Framework.[114]

According to Cameron & Quinn, each of the four quadrants is given a label in order to distinguish its most notable characteristics. For example, the upper left quadrant represents the Clan culture; the upper right quadrant represents the Adhocracy culture; the Hierarchy culture is represented in the lower left quadrant whereas the lower right quadrant represents the market culture.[115]

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[113] Hartnell, A. Chad, Ou, Yi Amy, Kinicki, A (2011). Organizational culture and organizational effectiveness: a meta-analytic investigation of the Competing Values Framework's theoretical suppositions, Journal of Applied Psychology, 96(4), p.768

[114] Hartnell, Ou, Yi Amy, p.40

[115] Cameron & Quinn, p. 40

Figure 3.1 (Adopted from Cameron & Quinn)
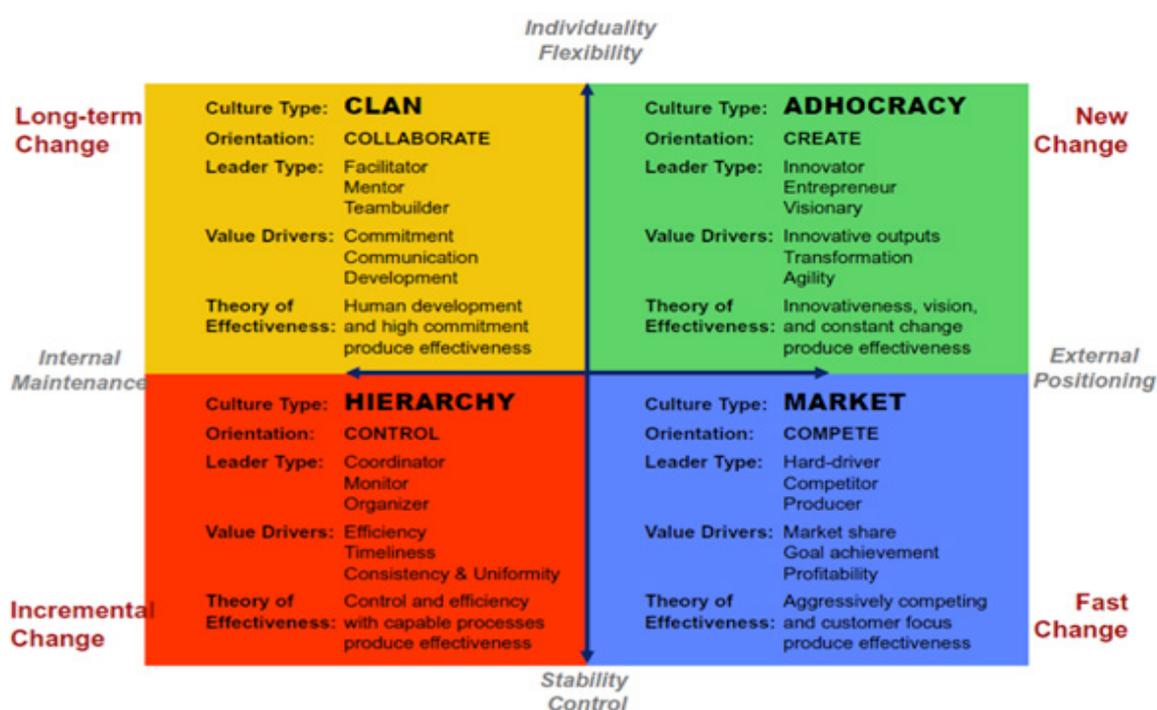
The rationale behind the labels was derived from a number of factors. Firstly, these quadrants are derived from "scholarly literature that explains how, over time, different organizational values have become associated with different forms of organizations."[116] Secondly, these four quadrants match the main organizational forms that have been developed in organizational science.[117] Thirdly, they match key organizational theories about success, approaches to l quality, leadership roles and management skills. [118] Finally, similar dimensions have emerged in past research on child development, cognitive maps and information processing in order to help the way in which the brain and body work, as well as behaviour

2.4   The CVF's four organizational culture types

There are four organizational culture types that are represented in the CVF. These are the Adhocracy, hierarchy, market and clan culture types.

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[116] Cameron & Quinn,p.40

[117] Cameron & Quinn,p.40

[118] Cameron & Quinn, p.40

2.4.1 The Adhocracy Culture Type

The Adhocracy culture type is located on the upper right quadrant of the CVF. It is described by Hartnell, Yi Ou, and Kinicki as "externally oriented and is supported by a flexible organizational structure".[120]   Such a flexible structure encourages members to become creative and risk-taking.[121] This view is also supported by Cameron & Quinn who argue that an Adhocracy Culture requires management to foster entrepreneurship, creativity and activity on the cutting edge.[122] This means therefore that an organization can be described as having an adhocracy culture if it has a flexible o structure that encourages creativity and risk-taking in order to succeed in the external environment.

According to Cameron & Quinn, the word adhocracy comes from the word "ad-Hoc" which implies something temporary, specialized and dynamic. [123] Adhocracies are by their nature temporary. A major goal of an adhocracy is to foster adaptability, flexibility and creativity if uncertainty, ambiguity and information overload are typical.

An adhocratic organization does not have centralized power or authority relationships. Power flows from individual to individual or from task team to task team.

Emphasis is on individuals, risk taking and anticipation. People stick their necks out and take risks. Effective leadership is visionary, innovative and risk oriented. The glue that holds the organization together is committed to experimentation and innovation. The emphasis on the leading edge of new knowledge, product and services. Readiness for change and meting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique products and services

2.4.2 The Hierarchy Culture

The Hierarchy culture is characterized by a formal structured place to work. Procedures govern what people do. Effective leaders are good co-ordinators and organisers. Focus is on

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[120] Chad A. Hartnell, Amy Yi Ou, and Angelo Kinicki. 2011. Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions, p. 679

[121] Chad A. Hartnell, Amy Yi Ou, Angelo Kinicki, 679

[122] Cameron & Quinn, p. 49

[123] Cameron & Quinn, p.49

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maintaining a smooth-running organization. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together. Examples of organizations with a hierarchical culture include McDonald, Government and its agencies.

2.4.3 The Market Culture Type

The Market culture type is externally oriented and is reinforced by an organizational structure steeped in control mechanisms. [124] According to Cameron & Quinn, the term 'Market', refers to a type of organization that functions as a market itself". [125] Cameron and Quinn further provide the following as the characteristics of a Market Culture Type:

It is oriented towards the external environment instead of being focused internally. This means that transactions occur mainly with external clients such as Service Providers. Secondly, the market culture type operates primarily through economic market mechanisms, competitive dynamics and monetary exchange. This means that the major focus of markets is to conduct transactions with other constituencies to create competitive advantage. Profitability, bottom-line results, strength in market niches, stretch targets and secure customer basis are primary objectives of the organization. The core values that dominate this type of culture is competitiveness and productivity. This competitiveness and productivity is achieved through a strong emphasis on external positioning and control.

The basic assumptions in a market culture is that the external environment is hostile rather than benign, consumers are discerning and interested in value, the organization is in the business of increasing its competitive position and the major task of management is to drive the organization towards productivity, results and profit.

It's a result oriented workplace. Leaders are hard driving producers and competitors who are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long term concern is on competitive actions and achieving stretch goals and targets. Success is defined in terms of market share and penetration.

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[124] Hartnell, Ou, Kinicki, p.679

[125] Cameron & Quinn, p.44

2.4.4 The Clan Culture Type

The clan is represented as the third ideal form of organizational culture. It is located on the upperleft quadrant in Figure 3.1. Teamwork and employee development are central to this type of culture. The nature of the relationship between the organization and its customers can best be described as a partnership. [126] In a clan culture environment, management invests in creating an environment where employees are continuously empowered, and it ensures participation from employees in matters affecting them and ensuring that employees become committed and loyal to the objectives of the organization.

Given the history of the CVF and what it represents, its become evident that it will draw attention from practitioners and academics alike. The following sections highlight the research that has been undertaken to test the efficacy and its implementation.

The popularity of this tool has resulted in the proliferation of publications dealing with issues pertaining to the CVF. For example, it has been found useful in interpreting various organizational phenomena, from organizational culture, organizational commitment, human resource management, CEO leadership to gender in management, leadership of orchestras and military leadership. [127] Let us now reflect on how the CVF has been used and applied in some of these phenomena with the aim being to demonstrate the wider application of the CVF.

Hooijberg and Petrok published an article that aligns itself with a view strengthening the importance of the CVF as a useful tool in understanding organizational culture. In their article, Hooijberg and Petrok,demonstrate how the CVF was used to assess an organization's existing and desired culture especially in the context of the current environment that is characterised by current challenges of globalization, competition the and demand for good service. To achieve his objective, the article elaborates three processes that were undertaken, viz. using the CVF, Action plans and; Evaluation.

In one case where the company used the CVF, it used it to change the current work culture characterised by a command and control work culture to a one "that would support self-

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[126] Cameron & Quinn, p.46

[127] Vilkinas, Tricia, Cartan, Greg . 2006. The integrated competing values framework: its spatial configuration. Journal of Management Development, 25(6), p509

managing work teams". [128] Team Building sessions were established to familiarise participants with the CVF and "to get the entire leadership team to agree on the preferred culture for the plant's culture profile, a culture that would contribute to the improved performance and support self-managing work teams". [129] This was followed by a discussion on the desired culture change.

Hooijberg and Petrok have a high regard for the CVF and point out several benefits presented by the CVF. Firstly, they regard the CVF as an effective organizational model capable of helping organizations plan and manage major changes. [130] For example, to demonstrate how the CVF was used in the planned changed process, the following process was undertaken:

AT&T Company undertook an exercise to create a new work culture. Culture change sessions were organized to agree on the prevalent culture type as well as to agree on the type of organizational culture needed. Participants at these sessions used the CVF model to gain a better understanding of each culture dimension as well as exploring the advantages and disadvantages of each culture dimension. Participants agreed on the prevalent culture. An exercise to allow participants to agree on the preferred culture type was also agreed upon.

Secondly, they advanced a view that it can be used to create a conducive environment for participation, creativity, efficiency and goal setting. [131] Lastly, the CVF plays a key role in

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[128] Hooijberg, Robert, Petrock, Frank. 1993. On cultural change: using the Competing Values Framework to help leaders execute a transformation strategy. Human Resource Management, 32(1), p32

[129] Hooijberg, Robert, Petrock, Frank. 1993. On cultural change: using the Competing Values Framework to help leaders execute a transformation strategy. Human Resource Management, 32(1), p34

[130] Hooijberg, Robert, Petrock, Frank. 1993. On cultural change: using the Competing Values Framework to help leaders execute a transformation strategy. Human Resource Management, 32(1), p44

[131] Hooijberg, Robert, Petrock, Frank. 1993. On cultural change: using the Competing Values Framework to help leaders execute a transformation strategy. Human Resource Management, 32(1), p44

enabling organizations to create a vision by developing the specifics and communicating the change. [132]

This narrative of using the CVF to diagnose organizational culture is carried through by Demir, Unnu and Erturk albeit in a Pharmaceutical industry setting. Demir, Unnu and Erturk undertook a study whose aim was to "diagnose the culture of a pharmaceutical company and find out the perceived and preferred cultural profiles regarding the headquarters and branches of the company". [133] In terms of the methodology used, a quantitative study was employed and the justification provided was that such a survey instrumented properly, captures underlying values and assumptions, not just superficial attitudes or perceptions (climate). [134] This approach is the same one that my study will also employ. The cultural profiles were created using the Organizational Assessment Instrument (OCAI). The OCAI is a validated research metyhod developed by Kim Cameron and Robert Quinn. It is used to assess organizational culture.

Sendelbach published an article that explored the role that the CVF can play in addressing the managerial problems brought by the current complex and dynamic environment. According to Sendelbach, the CVF can be used as a tool in the education, training and development of managers so as to empower them in dealing with the problem of managerial complexity and dynamism. [135] According to Sendelbach, the CVF can be used in three ways to achieve this objective, i.e. at the highest level of complexity and abstraction; at a less abstract level and at a personal level. At a complexity and highest level, the CVF can profile the overall culture of the organization in order to understand the feel of the culture and its changes over time. [136] The less abstract level enables leaders to use the CVF to profile their Functional organization.

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[132] Hooijberg, Robert, Petrock, Frank. 1993. On cultural change: using the Competing Values Framework to help leaders execute a transformation strategy. Human Resource Management, 32(1), p44

[133] Demir, C., Unnu, N.A., Erturk, E. 2011. Diagnosing the organizational culture of a Turkish Pharmaceutical Company based on Competing Values Framework, Journal of Business Economics and Management, 12(1): p. 198

[134] Demir, C., Unnu, N.A., Erturk, E., p. 212

[135] Sendelbach, Neil. 1993. The competing values framework for management training and development: a tool for understanding complex issues and tasks. Human Resource Management, 32(1): p. 97

[136] Sendelbach, Neil: p.97

At a personal level, the CVF can be used to understand managerial dilemmas. [137] This therefore means that the CVF is a valuable tool that can enable managers to "organize and understand the apparent chaos of day-to-day events resulting from current challenges. [138]

Panayotopoulou, Bourantas and Paplexandris undertook a study where they used the CVF to establish the relationship between HRM and firm performance. [139] More specifically, the study "attempts to examine which dimensions of the CVF are linked to various aspect of firm performance". [140] They aimed to achieve this through the formulation a new model for HRM using the CVF as a basis. There were three main reasons advanced for the adoption of the CVF in this study. Firstly, "organizational effectiveness depends on the organization's ability to satisfy multiple performance criteria based on four value sets that comprise a combination of two dimensions: flexibility vs control and internal focus vs external focus". [141] Secondly, CVF measures outcomes and thus relevant for studying outcomes. Thirdly, it has been applied to issues investing organizational culture and leadership. Lastly, it broadly categorises groups based on general characteristics shared by all organizational systems and thus becomes relevant for measuring the orientation of the HRM function. [142]

The methodology used was a quantitative one wherein two Questionnaires were developed and completed by two different respondents. The first questionnaire was completed by the company's marketing executive and comprised of scales for measuring the company's external environment (which consisted of dynamism, complexity, munifence), competitive strategy (which consisted of differentiation, cost leadership, focus) and size as well as firm performance (which consisted of growth, market, organizational and financial). [143] The second

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[137] Sendelbach, Neil: p.97

[138] Sendelbach, Neil: p. 97

[139] Panayotopoulou, Leda, Bourantas, Dimitris , Papalexandris, Nancy. 2003. Strategic human resource management and its effects on firm performance: an implementation of the competing values framework. International Journal of Human Resource Management, 14(4), p. 682

[140] Panayotopoulou, Leda, Bourantas, Dimitris , Papalexandris, Nancy. 2003. Strategic human resource management and its effects on firm performance: an implementation of the competing values framework. International Journal of Human Resource Management, 14(4), p. 680

[141] Panayotopoulou, Bourantas, Papalexandris, p. 682

[142] Panayotopoulou, Bourantas, Papalexandris, p. 682

[143] Panayotopoulou, Bourantas, Papalexandris,p. 688

questionnaire was completed by the company's HR Specialist and contained exploratory scale for measuring HRM orientation with the focus on the contribution of HRM to various aspects of organizational functions. [144]

This study concluded with the development of a new HRM framework can be based on the two dimensions and the four models of CVF. [145]

Jacobs et al. investigated the relationship between organizational culture and performance in acute hospitals. The main purpose of their paper is to extend previous cross-section analysis looking at changes in senior management team culture in English acute hospitals over three time periods between 2001/2002 and 2007/2008, to examine the relationship between culture and performance and to see if organizational values were deemed important within a particular dominant culture coinciding with those aspects of performance at which the organizations excels over time". [146] The CVF was used for this study to measure senior management team culture. One of the motivation for using the CVF was that it is regarded by the authors of this paper as being an established culture assessment instrument. [147]

The method used to undertake this research included Sampling of senior managers. A national longitudinal study of board managers encompassing three cross sectional surveys was undertaken and the CVF was used in terms of culture and performance measures.

The CVF played a critical role in this study because it formed a basis for developing a questionnaire. Secondly, the scoring was formulated around the dimensions of the CVF.

Some of the authors approached the use and application of the CVF from a Leadership perspective.

DiPadova and Faerman explored the use of the CVF from a leadership and effectiveness perspective. This approach is useful for this study because it also addresses issues around effectiveness which is the purpose of this study. The article by DiPadova and Faerman

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[144] Panayotopoulou, Bourantas, Papalexandris, p. 690

[145] Panayotopoulou, Bourantas, Papalexandris, p. 691

[146] Jacobs, et al., 2103. The relationship between organizational culture and performance in acute hospitals. Social Science & Medicine, 76, p. 116.

[147] Jacobs, et al., 2103. The relationship between organizational culture and performance in acute hospitals. Social Science & Medicine, 76, p. 116.

specifically focused on how the CVF can be used in addressing the negative effects flowing from the different levels of organizational hierarchical structures. From this study, DiPadova and Faerman hoped to address organizational effectiveness and managerial leadership to help organizational members better understand the similarities and differences of managerial leadership roles at various levels of hierarchy. [148] To achieve this objective, three types of organizational interventions that are compatible with the CVF were used, i.e. management education and development, managerial performance appraisal, and team building across levels of hierarchy. [149] The CVF played a critical role of assisting in the strengthening of the interview process that was undertaken by DiPadova and Faerman. 26 interviews were conducted across 15 public sector organizations in New York. The CVF was used as a basis around which all interviews were structured. These interviews demonstrated the "efficacy of the Competing Values Framework as a common language for managers across hierarchical levels". [150]

Evert Lindquist and Richard Marcy published an article that explored the CVF from a public-sector point of view. The main purpose of their paper was how the CVF could be used by leadership in the public service, to analyse and better understand public sector leadership challenges, thereby improving their ability in leading across borders and generations. [151] Some of the challenges identified by Lindquist and Marcy within the public-sector leadership included leadership that works in over-determined situations, balancing contradictory internal and external demands. [152] To address these challenges, Lindquist and Marcy proposed the application of the CVF.

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[148] DiPadova, N., Laurie, Faerman, R., Sue. 1993. Using the competing values framework to facilitate managerial understanding across levels of organizational hierarchy. Human Resource Management, 32(1): 143-174

[149] DiPadova, N., Laurie, Faerman, R., Sue, :p.145

[150] DiPadova, N., Laurie, Faerman, R., Sue, :p.145

[151] Lindquist, Evert, Marcy, Richard. 2016. The competing values framework: implications for strategic leadership in public organizations. International Journal of Public Leadership, 12(2), p. 167

[152] Lindquist, Evert, Marcy, Richard. 2016. The competing values framework: implications for strategic leadership in public organizations. International Journal of Public Leadership, 12(2), p. 167

In the paragraph below, Lindquist and Marcy clearly indicate why they think the CVF is an important tool in addressing the public-sector leadership problems identified above:

" [The] CVF delineates values and different long standing analytic traditions; it measures and identifies personal leadership styles, it measures and assesses groups and program values in organizations, it surfaces the basis for tension, conflict and miscommunication; it invites considering the extent to which organizational culture might be congruent with new circumstances and challenges for organizations; it encourages leaders new balances among values along with innovation; it shows that leaders and staff can have different notions of what constitutes success and effectiveness". [153]

This therefore clearly demonstrates the key role that the CVF can play in helping public sector organizations deal with current challenges.

The approach taken by Lindquist and Marcy in their paper was to demonstrate the way the CVF can be adapted for analysing and developing skills in addressing different leadership challenges relating to the public sector. [154] Public sector organizations have no shortage of values that public leaders need to balance. [155] These values can sometimes overlap, be contradicting to each other and place emphasis on different areas of public service and governance. [156] It is this context therefore that the CVF can be applied by clustering the values along with its different quadrants.

Lindquist and Marcy argue that Public service institutions are both internally and externally, not homogenous. They are "a multi-faceted collection of diverse entities with distinct mandates and different scales of operation. [157] This also means that they have varying cultures and values even amongst public servants themselves. The CVF can therefore assist in addressing this diversity because it provides "both a theoretical basis and empirical instrument for exploring

[153] Lindquist, Evert, Marcy, Richard. 2016. The competing values framework: implications for strategic leadership in public organizations. International Journal of Public Leadership, 12(2), p. 172

[154] Lindquist and Marcy, 167

[155] Lindquist and Marcy, 174

[156] Lindquist and Marcy, 174

[157] Lindquist and Marcy, 174

these differences". **158** This can be demonstrated by the CVF's ability to enable people when it comes to "ascertaining what people in organizations and various units believe to be critical values and indicators of effectiveness." **159**

Lindquist and Marcy also argue that public sector organizations are characterised by constant changes at various levels. For example, election bring about changes and this can lead to new governments, policy changes and new Ministers with different priorities. This can lead to " a significant impact on the political and administrative leadership and the profile and reputation of key departments and agencies". **160** Lindquist and Marcy demonstrate that the CVF can be used effectively to counteract problems resulting from such constant shifts within the public sector. The CVF provides a ready framework for strategizing in how to engage new top leaders, including understanding their leadership style; how some approach issues; their notions of effectiveness; in order to ensure that the department is sufficiently aligned and possesses the requisite capability and organizational culture to handle emerging issues. **161**

It can be used to develop key professional skills, i.e. assessing the orientation of leaders or organizations and specific units, and the fit between the current and future needs of the organization or unit, assessing whether teams are reasonably balanced and if they need to be skewed in a particular direction in order to meet certain new developing needs, encouraging leaders to better engage colleagues about new issues and to recognise different individual dispositions as well as programme and unit cultures which in turn imply different notions of what is important, what constitutes effectiveness and good performance. **162**

Tong and Arvey investigated the CVF from a Complexity Theory point of view. "Under complexity theory, the organization is an evolving system driven simultaneously by forces of

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158 Lindquist and Marcy, 175

159 Lindquist and Marcy, 174

160 Lindquist, Evert, Marcy, Richard. 2016. The competing values framework: implications for strategic leadership in public organizations. International Journal of Public Leadership, 12(2): p. 175

161 Lindquist and Marcy, 175

162 Lindquist and Marcy, 182

order and disorder". **163**   In their paper, Tong and Avery embark on a journey to illustrate how the CVF as a behavioural diagnostic tool, can be used to develop a skill set that can enable managers to remain relevant and effective in the current ever-changing environment.

Complexity in organizational theory is characterised by an emergent change and is non-linear in nature, contradicting traditional approaches of planned, top-down organized change". **164** The likely consequence of this is that it poses a new set of skills-related problems for those managing organizations. For example, Tong and Arvey observed that the traditional roles of managers suddenly change due to the demands of complexity and are now expected to "accommodate the demands of handling both order and disorder and be able to marshal these diametric forces toward positive organizational adaptation". **165**   The CVF was therefore used as a "behavioural diagnostic tool to help develop managers in the behavioural skills needed to stay relevant and effective amid such new organizational realities. **166**

What skills are brought by complexity theory?

Managers should be able to manage in a complex environment. For example, the current environment requires that managers should have the ability to operate in a highly globally and technologically savvy world. This includes the ability to integrate social technologies in collaboration with business partners globally; strengthening customer relationships; engaging a wider range of stakeholders with different interests and being able to align business interests with environmental concerns. **167**   Related to this is the ability to harness knowledge since it is plays a critical role when it comes to competitive advantage.

The CVF was used in the following practical way to improve the behaviour for managers in order for them to handle complexity in the organization.

Tong and Arvey suggest the setting up of A Dialogue on Managerial leadership and complexity. The objective is for the creation of a conducive environment in which participants

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163 Tong, Kwan, Yew, Arvey, D. Richard., Managing complexity via the Competing Values Framework, Journal of Management Development, 34(6), p. 653

164 Kwan and Arvey, p. 654

165 Kwan and Arvey, p. 654

166 Kwan and Avery, p. 654

167 Kwan and Avery, p. 654

share their perspectives and experiences gained during their tenure as Managers. [168] This information is captured in the CVF inventory which will form part of User Profiles of participants. From this engagement, many insights relating to role change will be extracted. For example, from controlling people to enabling people; from establishing facts to constructing sense; from an individual conceptualisation of leadership to a group conceptualisation of shared leadership. [169]

In the second stage, the CVF Personal profiling takes was created. The completed CVF inventory was used as the basis for creating personal profile reports which were distributed in the workshop. Each quadrant in the CVF was aligned with a period of thinking in management history, i.e. Quadrant A aligned with Taylorism; Quadrant B with Weberian bureaucracy; Quadrant C with human relations movement and Quadrant D with Systems Theory. [170]

Profile reports emanating from the CVF profiles were distributed and participants reflected on the scores allocated to them as per the eight behavioural roles. An ideal profile was measured at "one with moderate to high scores in all eight points of the CVF circumplex". [171]

The concept of behavioural complexity was introduced saying that managers who exhibit a larger repertoire of behaviours and who are able to synthesise contrasting behaviours are overall more effective. Participants explore concept by linking it to the skills for handling complexity: enabling people, constructing sense and facilitating shared leadership.

The use of the CVF enabled participants to present real events that involve enabling people, constructing sense and facilitating shared leadership so that the question can be addressed in a concrete rather than an abstract manner.

Setting development goals: The CVF was used by participants to rectify their lagging behaviours. They did this by setting up 3 goals after they had reflected on how they can achieve a more balanced profile on the CVF. The CVF should be able to show that manager's capacity to deal with complexities improve.

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[168] Tong and Arvey, p. 667

[169] Tong and Arvey, p. 667

[170] Tong and Arvey, p. 668

[171] Tong and Arvey, p. 668

Donald Giek and Patricia Lees published an article that describes New York state Government's experience with the CVF. This experience includes using the CVF to develop the supervision and management development programs offered to thousands of state employees as well as one agency's application of the model to training, job analysis and performance assessment. The CVF was used as a basis in the development of management and training. This training included management courses and the creation of linkages enabling managers to attend any course as and when the need arises. [172] The training programs were structured around the CVF for managerial leadership. For example, training courses were composed per CVF Quadrant, one of each of the two major roles in the quadrant. [173] The CVF became heart of the management development programme.

Another article that closely examined the CVF is the one authored by Ali Dastmalchian, Sangho Lee and Ignace Ng. The aim of this study was to explore, with the use of the CVF, the ways in which managers in diverse cultures of Canada and South Korea respond to competing values. [174] In this article, these authors used the CVF to make a comparison of organizational cultures from six different industries based in Canada and in South Korea. [175] The study employed was a quantitative study approach in gathering data. Structured personal interviews on information on organizational context, structure and environment were used to gather data and questionnaires were used for gathering data on information on organizational culture, climate and leadership. [176]

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[172] Giek, G. Donald, Lees, L. Patricia. 1993. On massive change: using the Competing Values Framework to organize the educational efforts of the Human Reource Function in New York State Government, 32(1): p.15

[173] Giek, G. Donald, Lees, L. Patricia, p. 16

[174] Dastmalchian, Ali, Le, Sangho, Ng, Ignace. 2000. The interplay between organizational and national cultures: a comparison of organizational practices in Canada and South Korea using the Competing Values Framework. International Journal of Human Resource Management, 11(2): p. 392

[175] Dastmalchian, Ali, Le, Sangho, Ng, Ignace. 2000. The interplay between organizational and national cultures: a comparison of organizational practices in Canada and South Korea using the Competing Values Framework. International Journal of Human Resource Management, 11(2): p. 388

[176] Dastmalchian, Ali, Le, Sangho, Ng, Ignace. 2000. The interplay between organizational and national cultures: a comparison of organizational practices in Canada and South Korea using the

There were three factors of measurement which were employed for this study. These are measures on Organizational culture, organizational climate and leadership. [177] Out of these three measures, the CVF was used in measuring organizational culture. The way in which the CVF was used was that the four culture types of clan, entrepreneurial, hierarchical and resultsorientated as represented in the CVF, formed the basis for the questions designed in this section. In terms of results of this study, the CVF showed that the four dimensions of culture were either unrelated, or at least weakly related, to national cultures. [178]

Prajago and McDermott investigated the relationship between organizational culture and performance in the private sector by using the CVF. They argued that organizational culture is an asset that can hinder or advance organizational performance at an operational level. This study by Prajago and McDermott fits in well with the research that I am undertaking. It highlights the importance of organizationsmaking an effort to understanding "what cultural elements/characteristics are most closely associated with performance excellence in different dimensions" [179] within an organization. This paper also suggests that different types of organisational culture have an impact on organizational performance. The good thing about this study is that it refers to organizational culture as multidimensional which confirms that there are different types of organizational culture in organizations and that these have an impact on organizational performance. [180] This study concludes that organizational culture plays a crucial role as a resource to achieve organizational objectives. [181] This fits in well with my

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Competing Values Framework. International Journal of Human Resource Management, 11(2): p. 388

[177] Dastmalchian, Ali, Le, Sangho, Ng, Ignace. 2000. The interplay between organizational and national cultures: a comparison of organizational practices in Canada and South Korea using the Competing Values Framework. International Journal of Human Resource Management, 11(2): p. 396

[178] Dastmalchian, Ali, Le, Sangho, Ng, Ignace. 2000. The interplay between organizational and national cultures: a comparison of organizational practices in Canada and South Korea using the Competing Values Framework. International Journal of Human Resource Management, 11(2): p. 408

[179] Prajogo, I. Daniel, McDermott, The relationship between multidimensional organizational culture and performance. International Journal of Operations & Production Management, 31(7), p. 713

[180] Prajogo, I. Daniel, McDermott, The relationship between multidimensional organizational culture and performance. International Journal of Operations & Production Management, 31(7), p. 713

[181] Prajogo & McDermot, 724

research because it seeks to investigate the impact that different organizational culture types have on organizational performance.

The CVF has been applied to numerous studies on organizational culture and across different sectors. In the private sector, D Kokt and CA van der Merwe developed a new diagnostic tool for applying the CVF in a major private security company. They wanted to disprove that organizational culture can only be "observed systematically and interpreted through the application of quantitative methods, like in-depth, open-ended interviews and ethnographic observations". [182] In this study, Kokt and Van der Merwe were able to prove that it is possible to statistically analyse and interpret organizational culture instead of only relying on quantitative methods. [183] Through statistical analysis, Kokt and Van der Merwe were able to identify the dominant organizational culture in the organization under investigation and were also able argue that their conclusion supports a view around CVF that organizations display more than one dominant organizational culture. It is also the aim of this research to use the CVF in investigating the dominant culture type in the Legislature.

In the public sector, the CVF was adopted in a study by Dunk and Lysons to investigate the value of participative budgetary control process in enhancing performance within the public sector organizations. [184] To achieve that objective, Dunk and Lysons examined the effects of the four principal environmental dimensions within the CVF. For the purpose of their study, they classified their dimensions of the environment to reflect dynamism, complexity, munificence and illiberality . [185]   The study established that "environmental factors can influence the relation between participation and departmental performance in the public sector". [186]

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[182] Kokt, D, Van der Merwe. 2009. Using the Competing Values Framework to investigate organizational culture in a major private security company. SAJEMS NS, 3, p. 350

[183] Kokt, D, Van der Merwe. 2009. Using the Competing Values Framework to investigate organizational culture in a major private security company. SAJEMS NS, 3, p. 350

[184] Dunk, S. Alan, Lysons, F. Arthur. 1997. An anlysis of departmental effectiveness, participative budgetary control and environmental dimensionality within the Competig Values Framework: a public sector study. Financial Accountability & Management, 13 (1), p.2

[185] Dunk, S. Alan, Lysons, F. Arthur, 1997, p. 8

[186] Dunk & Lysons, p. 12

Having reviewed the research undertaken by various authors and from different perspectives, the following section provides a conclusion on the reviewed articles.

The CVF is indeed a credible instrument to measure organizational culture. The reviewed literature indicates that it is held in high esteem. It also emerges from the reviewed literature that the CVF has been used in different sectors. Despite the fact that it was developed from a private sector point of view and despite the fact that it lacked public sector concepts, many of the researchers that have adapted in the private sector settings have found it to be flexible and adaptable for the public sector. The CVF is designed to examine the conflicting demands prevalent within organizations between their internal and external environments on the one hand and between control and flexibility on the other. [187]

The CVF, as one of the available existing cultural assessment instruments, has been found to be applicable in the public sector. [188] Its strength can be found in its ability to closely examine the values and beliefs of the participants on their own opinions relating to matters affecting their working conditions. [189] It is therefore for this reason why this research adopts the CVF because opinions of GPL employees will be sought to seek a better understanding on matters pertaining to their working environment.

I personally designed the questionnaire. The Organizational Culture Assessment Instrument (OCAI) formed the basis for the statements in my questionnaire. These statements were adapted from the OCAI as they were but with slight variations. The reason for this variation was to make the statements relevant to the Respondents at the Legislature. Each statement in the questionnaire represents the values aligned to a particular culture type on the quadrants of the CVF.   Cameron and Quinn cite several reasons as to why the OCAI is such a credible instrument. It is regarded as "the most frequently used instrument for assessing organizational culture in the world; it is an accurate assessment of organizational culture; it has been widely researched and it has been used in different sectors and industries.

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187 O' Donnel, Boyle, Richard, p. 8

188 MaMid, R.M., Adams, Catherine, Dawson, Angela, Foureur, Maralyn. 2016. Competing Values Framework: A useful tool to define the predominant culture in a maternity setting in Australia. Women and Birth, http://dx.doi.org/10.1016/j.wombi.2016.09.005, p.2

189 Adams, p. 2

2.5   Description of the rationale of the survey

The statements below appear as they are in the survey and explain what dimension of the CVF is tested. They provide a very simple indication of what aspect of the CVF will come into play when the responses to the statements are interpreted.

The questionnaire was structured around 6 headline dimensions (derived from the CVF).

Under each of the headline dimensions, four questions, each testing for one of the four culture types, were offered.

The following headline dimensions were defined:

1. The dominant organizational characteristics
2. Organizational leadership
3. Employee management
4. Organizational glue
5. Organizational strategic emphases
6. Ogrganizational criteria for success

The following are the questions arranged according to their intended culture type testing:

CLAN CULTURE

1) The organization is a personal place, like an extended family, where employees share a lot of themselves

2) The leadership in the organization exemplifies mentoring, facilitating and nurturing

3) The management style in the organization is characterized by teamwork, consensus, and participationThe glue that holds the organisation together is loyalty and mutual trust

4) The organization emphasizes human development through high levels of trust, openness and increased participation

5) The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for its own employees

ADHOCRACY CULTURE

1) Employees in the organization are willing to stick their necks out and take risks

2) The leadership in the organization focuses on encouraging new ideas, innovation and risk taking

3) The management style in the organization is characterized by individual risk-taking, innovation and freedom

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4) The glue that holds the organisation together is commitment to innovation and development

5) The organization emphasizes trying out new ways of doing things and constantly keeps itself abreast about new developments.

6) The organization defines success on the basis of being a leader in the parliamentary sector when it comes to innovation

MARKET CULTURE

1. The organization is results oriented as it focuses on getting the job done

2. The leadership in the organization focuses on the most efficient ways to achieve results

3. The management style in the organization is characterized by hard-driving competitiveness and high demands for achievement

4. The glue that holds the organisation together is the emphasis on achievement and goal accomplishment

5. 5) The organization emphasizes competitive actions and behaviour which requires a winning attitude

6. The organization defines success on the basis of it being a market leader in the South African parliamentary sector

HIERARCHY CULTURE

1) The organization is a strictly controlled and structured place where procedures and rules govern what people do

2) The leadership in the organization focuses on coordinating, organizing and smooth-running efficiency

3) The management style in the organization is characterized by security of employment, conformity, predictability, and clearly defined roles

4) The glue that holds the organisation together is formal rules, procedures and policies

5) The organization emphasizes permanence and stability among its employees

6) The organization defines success on the basis of efficiency, smooth scheduling of the legislature programme and is dependable when it comes to delivery of services to primary stakeholders

Chapter 3

The Case Study and headline results

3.1   The scope of the case study

It is important to keep in mind that the target population of the case study was restricted to the administrative staff of the Legislature. In a way, the presence of legislators in the organisation can be equated to guests in a hotel. The Legislature as an organization exists to make the of legsilating possible, yet legislators themselves do not define the organization. They come and go. It is the administration staff that remain and provide constancy and sustainability.

The case study was done on purpose only in the adinistration of the Legislature. It was assumed that more reliable insights would be obtained from the higher levels of management and the target population was restricted accordingly

The case study was done only be means of a questionnaire which was circulated electronically, using the SunSurvey tool of Stellenbosch University. This made a completely anonymous survey possible. No follow up interviews were conducted. This was done to minimise bias on the side of the researcher, who is a member of staff.

The nature of the questions posed, and the theoretical point of departure in which values play a defining role, means that the responses received can only be interpreted as opinions based on personal experiences and subjective intepretations. There is a huge difference between such experiences and organizational theory, and the achieved responses canot be merely quantitatively manipulated and prsented as objectively validated analyses of the organization.

It nevertheless allows insight into the reality of experienced participation by staff in the organization.

3.1   The data collection process

The survey was administered between 15 August 2016 and 30 September 2016 by means of an electronic tool provided by Stellenbosch University. Respondents in the Gauteng Legislature administration had access to the survey via PC, smartphone and tablets.

Potential respondents were invited to complete the survey through a generalised e-mail which the electronic tool sent to the staff of the legislature. Responses were captured by the tool and eventually transposed into Excel for analysis.

This not only ensured standardisation of the process, but also a very high level of anonymity for respondents.

3.3   Survey response rate and profile

The total number of respondents were 63. This represents 43% of the population of the target group.

With 80% of respondents employed in the Legislature for more than 5 years, 64% occupying their present position for longer than 5 years, and only 20% below the age of 35, the overall picture shows a settled respondents group. This is to be expected as the survey targeted the managerial levels in the Legislature administration.

In accordance with the present job descriptions, the target population was divided into Manager, Supervisor, Director, Administrator and Professional.

76% held university degrees, with 11% holding Magister degrees. At the lower end 7% held only matric and 16% some post-matric qualification, but not degrees.

No gender or racial parameters were surveyed.

Contrary to initial expectations no meaningful differences could be found to any of the questions in the survey, based on any of the above categories. In fact, there seems to be a uniformity of experience across all levels and ages. Perhaps the very high tertiary education levels contributes to the uniformity as well.

The analysis of the responses was, therefore, focused on the weight factors that were built into the questionnaire.

3.4   First round analysis – aggregate responses to the statements

The survey consisted of 24 statements which respondents were asked to evaluate, following the scale: agree strongly, agree moderately, neutral, disagree moderately, disagree strongly. Below follow the aggregate results for each statement.

Throughout all graphs the below legend is used. For better comparability the colour scheme throughout is standardised as shown below

AS   – Agree Strongly – dark green

AM – Agree Moderately

N   - Neutral

DM – Disagree Moderately

DS   - Disagree Strongly

For the sake of easy interpretation disagreement is indicated in shades of red, in contrast to agreement in shades of green. Neutral is always in grey.

The presentation is structured according to the 6 headline sections in the questionnaire.

3.5   Questions on dominant characteristics

3.5.1 The organization is a personal place, just like an extended family, where employees share a lot of themselves
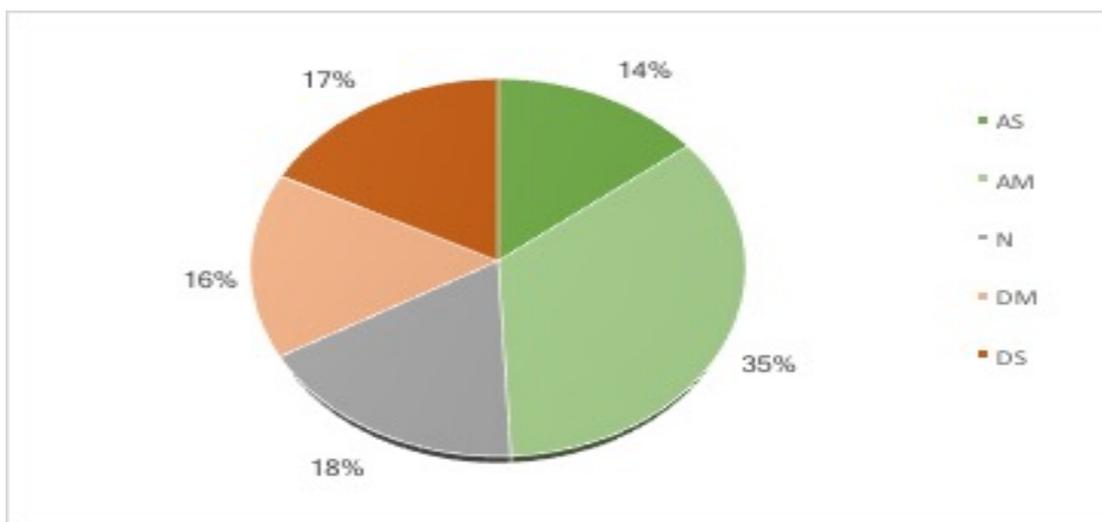
Figure 4.1 Clan characteristics

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Although this graph indicates a strong Clan culture, further responses to later questions negate such an interpretation. On the face of it, this graph shows a high level of personal attachment to the organization . It will become clear in subsequent graphs, the positive attitude displayed in this instance may be more of a reflection of the camaraderie among the staff than their commitment to the organization as such.

3.5.2 Employees are willing to stick their necks out and take risks
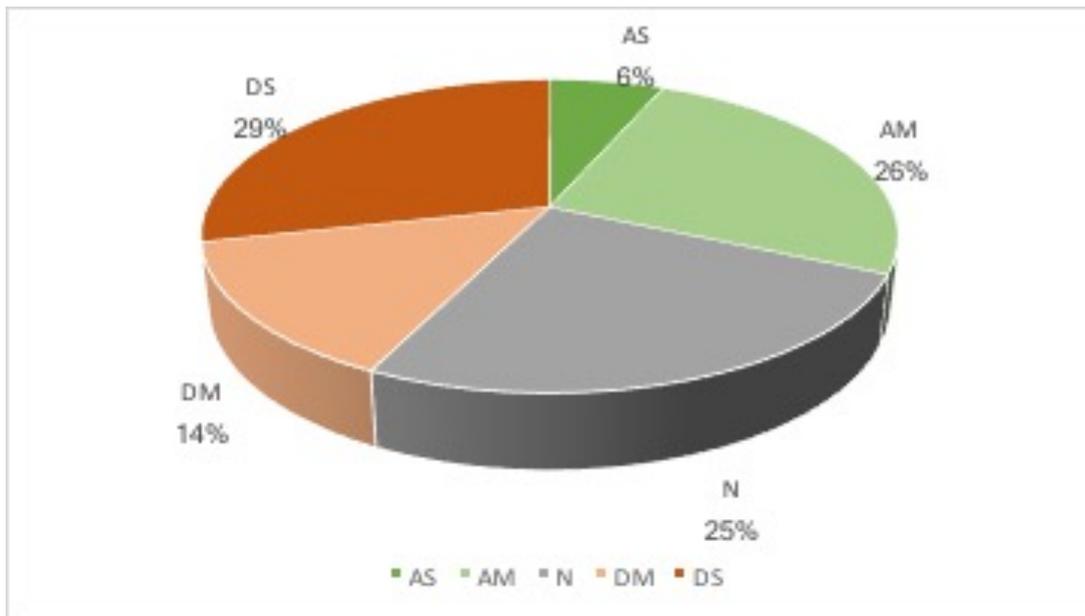
Figure 4.2 Adhocracy characteristics

The optimistic interpretation of figure 4.1 is immediately negated by figure 4.2. It is noticeable how large a percentage (25%) of respondents are neutral. Given the nature of this question a neutral answer is in effect a tacit support for a negative response. Clearly the overwhelming opinion is that caution is a prudent organizational attribute for employees.

3.5.3 The organization is results oriented as it focuses on getting the job done
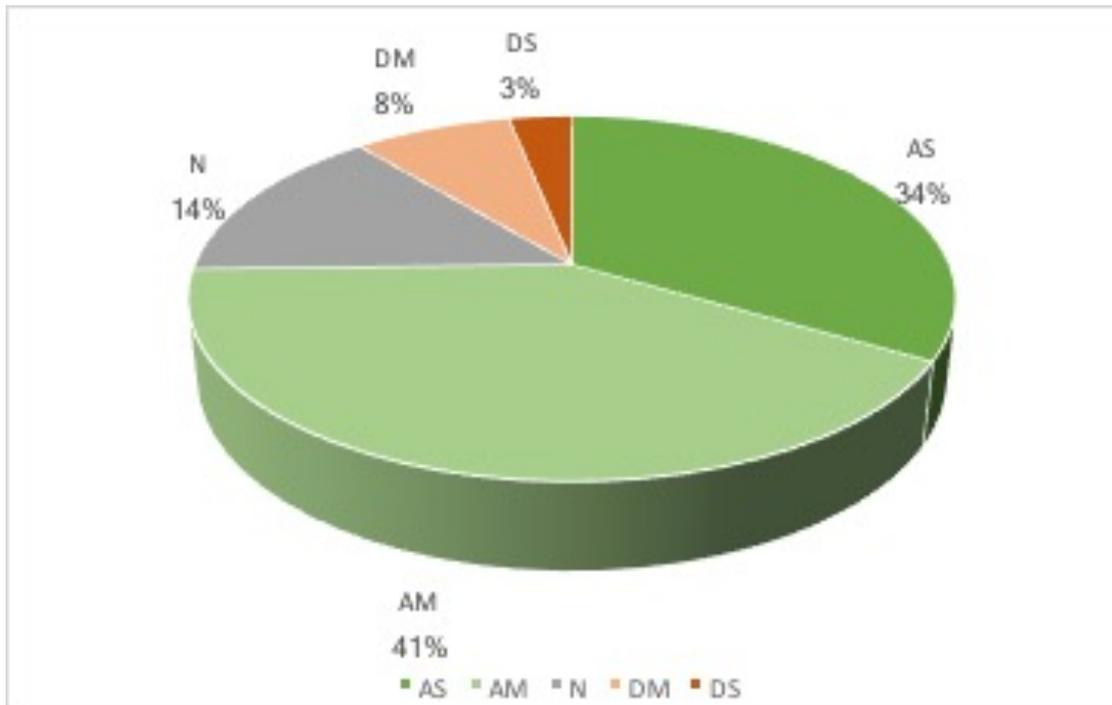
Figure 4.3 Market characteristics

In figure 4.3 a very strong support for the market value of effectiveness is expressed. It must, however, be taken with some reservations. Given the nature of the questionnaire it was not self-evident that this question focused on market forces. The very positive response can be interpreted as a tacit expression of pride in the work that is done. Nevertheless, this attitude does appeal to market conditions, and must be seen as counter to the strictly authoritarian tendencies depicted in other responses.

3.5.4 The organization is strictly controlled and a structured place where procedures and rules govern what people do
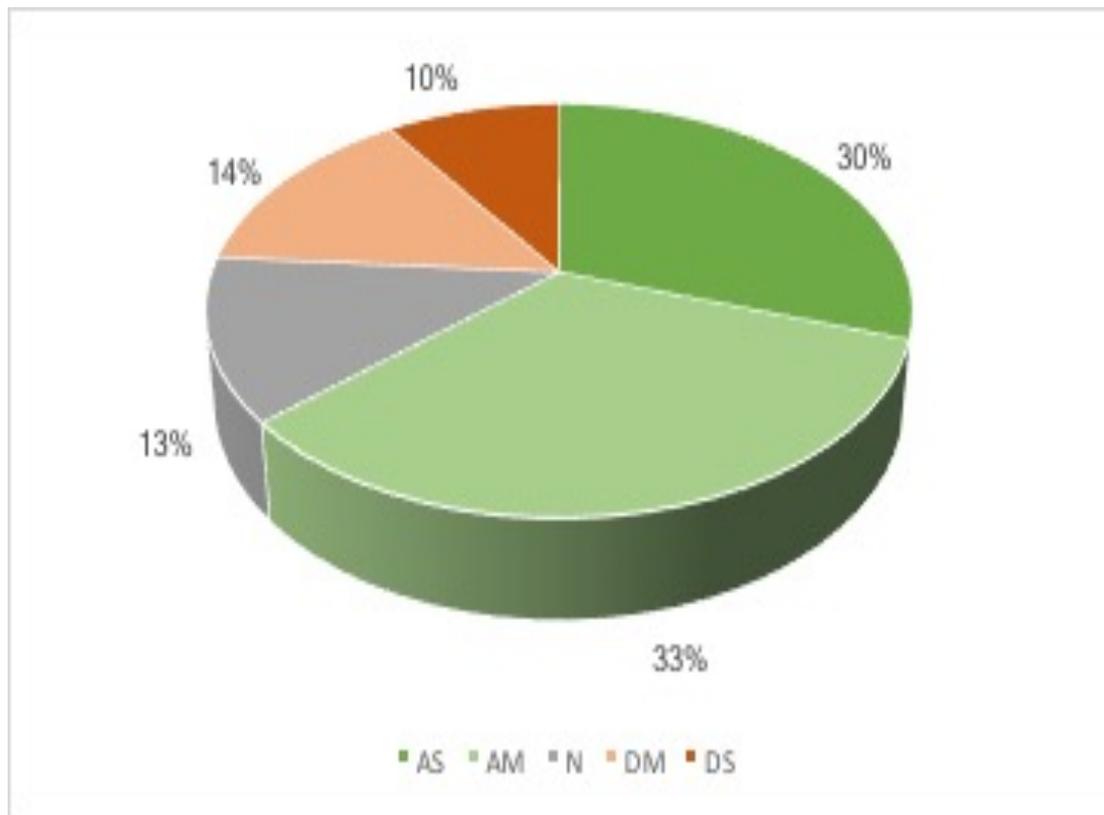
Figure 4.4 Hierarchy characteristics

Of the four responses in this section of the questionnaire, the answer to the fourth question is overwhelming. In this case there is little scope for ambiguity in interpretation. This is the first of a number of responses that show the dominance of a strict hierarchical structure to the organization.

It is against this response that the cautious interpretation of figure 4.1 must be understood. Also figure 4.3 can easily fit with the strict hierarchical context.

3.6   Questions on organizational leadership

3.6.1 The leadership in the organization exemplifies mentoring, facilitating and nurturing
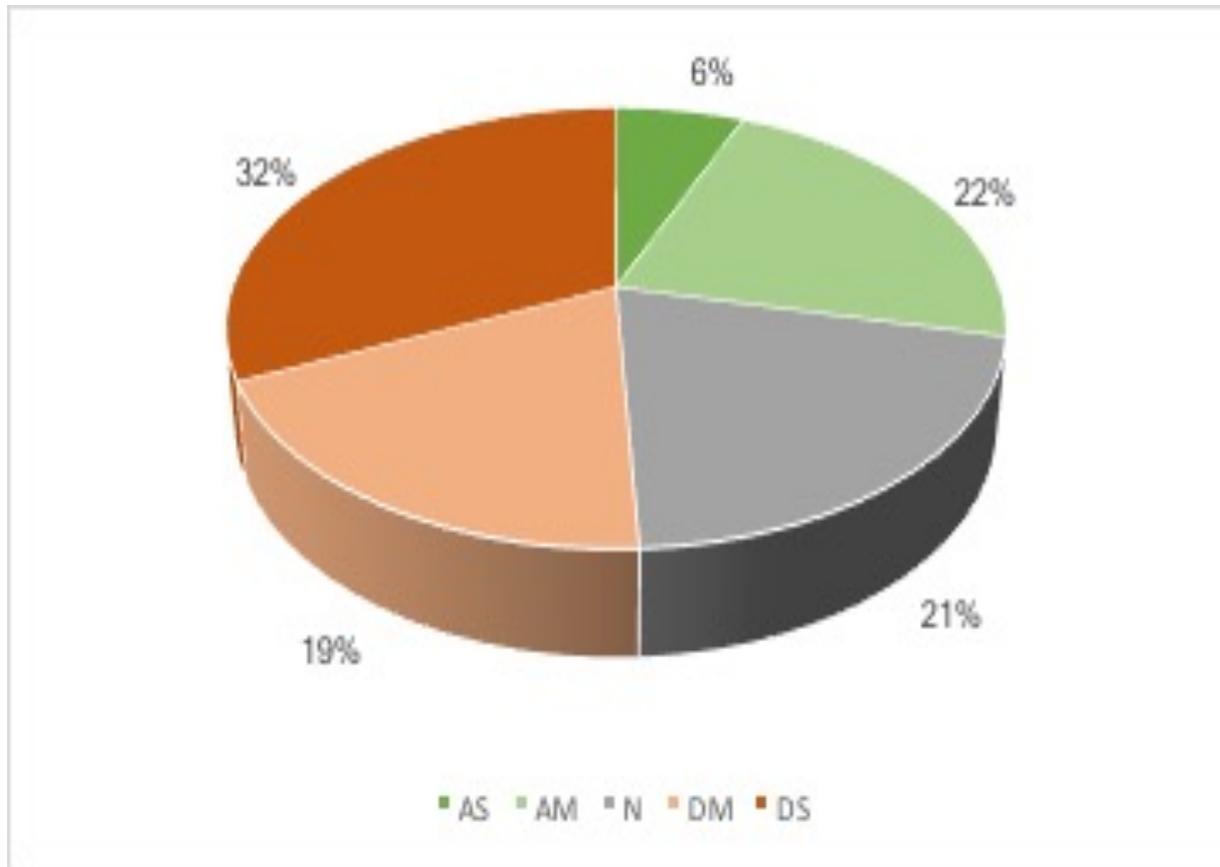
Figure 4.5 Clan leadership

In figure 4.5 a very strong rejection for the clan value in leadership is expressed. It's important to note that this view is solely confined to leadership and not towards the way staff feel or view each other as colleagues. This response can be interpreted as a tacit expression of negative feelings towards the work done by Administrative Leadership in guiding the organization. Nevertheless, a high number of respondents who Agree Moderately cannot just be dismissed outright. This can be attributed to the fact that Leadership does interact and relate with staff socially and this might be the reason for this result.

3.6.2 The leadership in the organization focuses on encouraging new ideas, innovation and risk taking
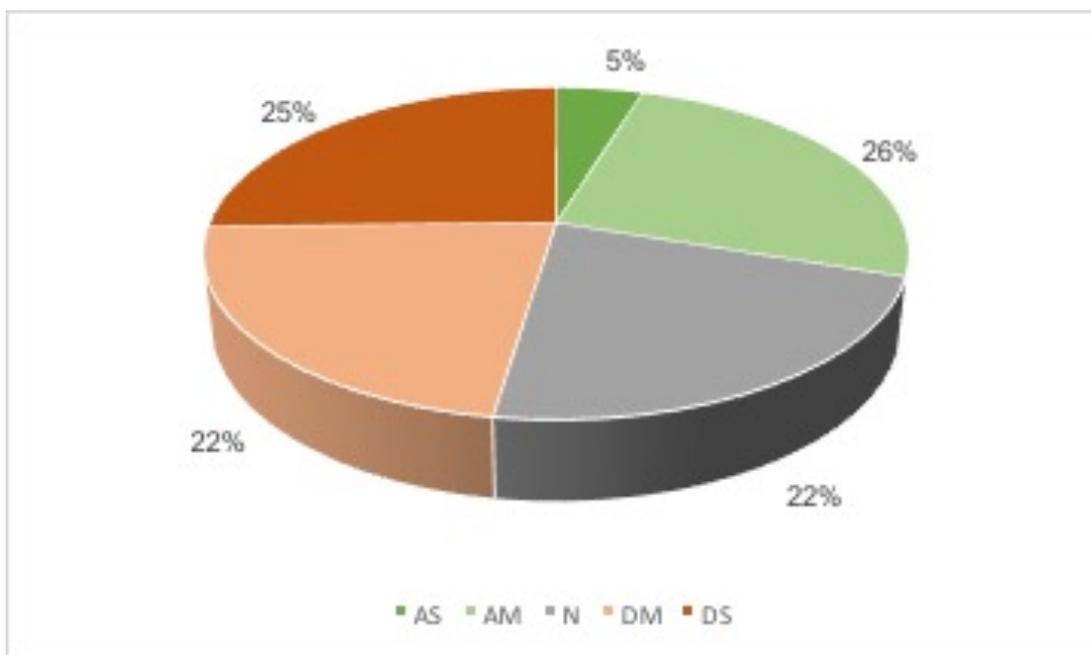
Figure 4.6 Adhocracy leadership

Figure 4.6 should be cautiously understood. The majority of respondents Agree Strongly with this statement. This can be attributed to the nature of the work that the Legislature does, where Sstaff are expected to respond in a manner that satisfies the needs of MPLs. In such cases, policies are overridden to ensure MPLs achieve their objectives. However, there is too much ambiguity in the responses received. The slight difference in responses can be attributed to the confusion that results from the strict application of policies when it comes to the needs of the Administrative Staff and the relaxation of same policies when it comes to MPLs.

It is in this context therefore that one can safely conclude that the responses are a reflection of a hierarchical organization wherein leadership applies the rules and procedures in what can be termed "selectively" and mostly in favour of those deemed powerful or with greater influence.

### 3.6.3 The leadership in the organization focuses on the most efficient ways to achieve results
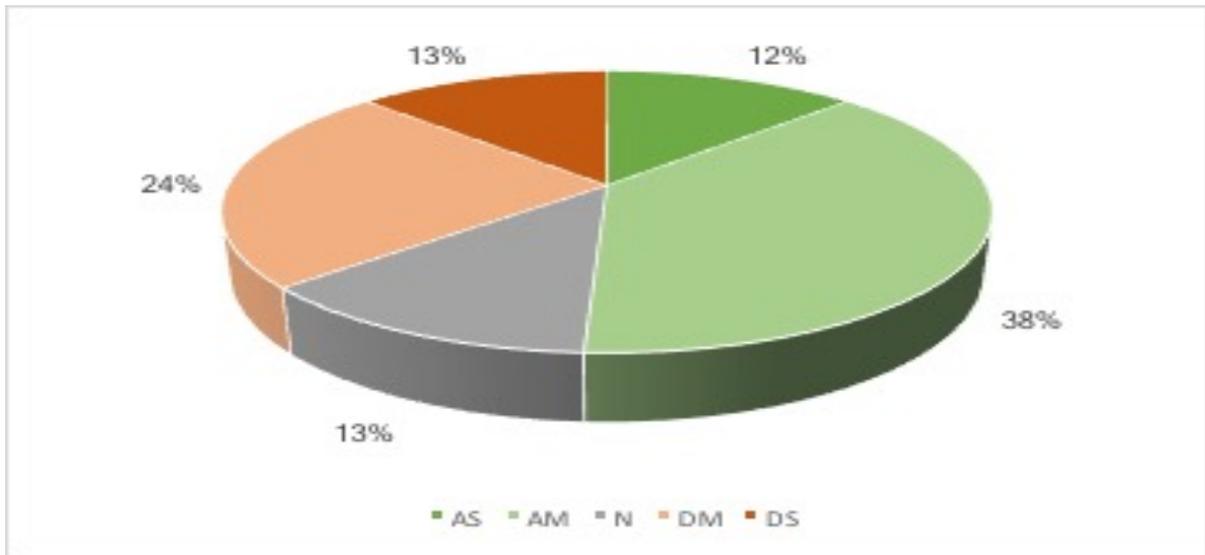
Figure 4.7 Hierarchy leadership

The majority of respondents are in agreement with this statement that characterizes a hierarchical leadership. Given the pattern of responses on hierarchy, Figure 4.7 does not come as a surprise. This can be attributed to the way in which the organization is structured and the way in which the leadership operates.

3.6.4 The leadership in the organization focuses on coordinating, organizing and smooth-running efficiency
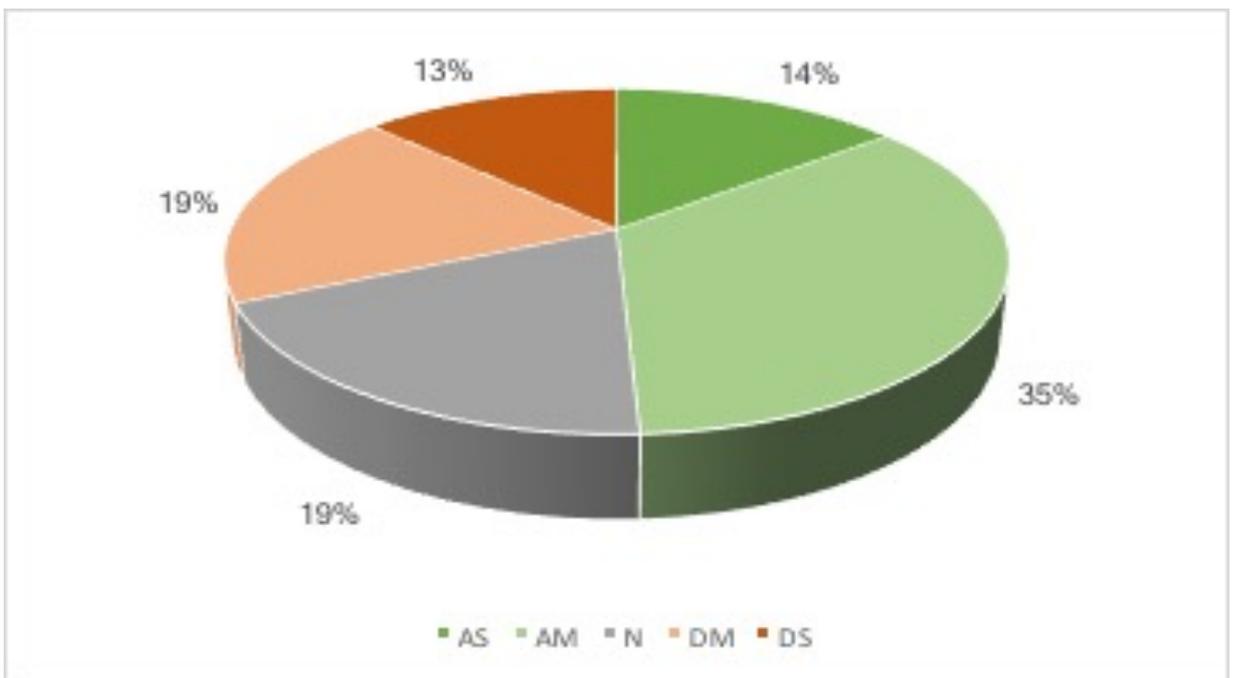
Figure 4.8 Hierarchy leadership

Figure 4.8 shows an overwhelming support of this statement that was testing for a Hierarchical leadership. The majority agree strongly with this statement. There is no ambiguity at all.   It reflects the response mentioned in Figure 4.8

3.7 Questions on employee management

### 3.7.1 The management style in the organization is characterized by teamwork, consensus, and participation
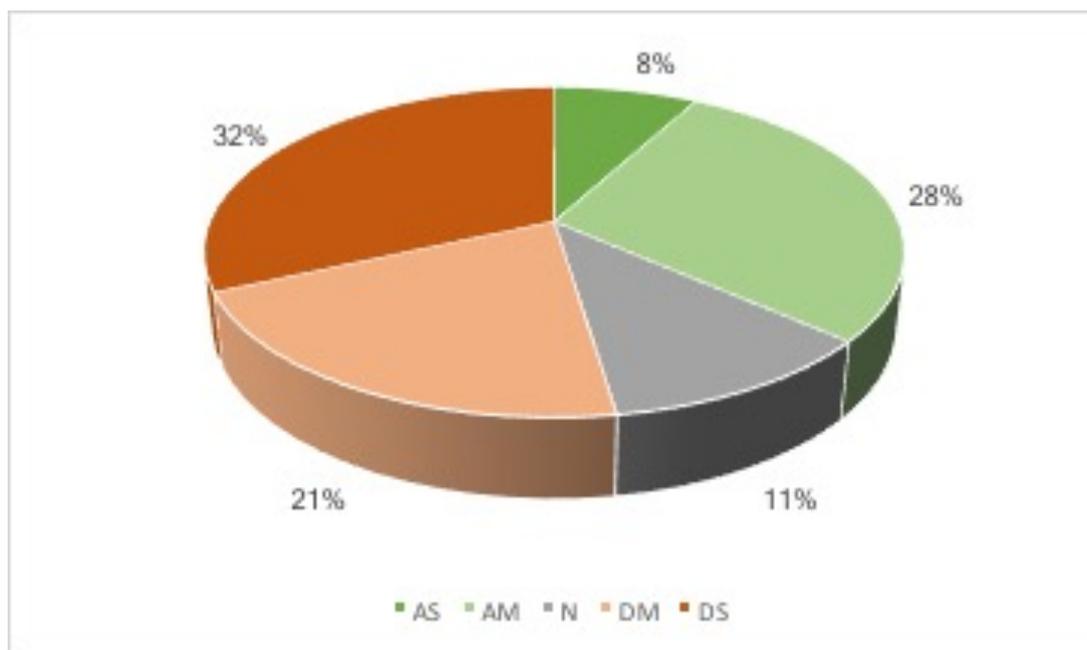
Figure 4.9 Clan leadership

In Figure 4.9, a rejection for the Clan value of teamwork, consensus and participation is expressed. This is consistent with views . far expressing a strictly controlled place that places high value on controlling rather than nurturing. It is also consistent with results displayed in 4.5 which reject the prevalence of Clan values.

Nevertheless, the second highest responses depicting those who Agree Moderately can be a reflection on the way MPLs involve and engage with Administrative staff when doing planning for Committee work. MPLs always expect all support staff to work together in ensuring that successful implementation of Committee work.

3.7.2 The management style in the organization is characterized by individual risk taking, innovation and freedom
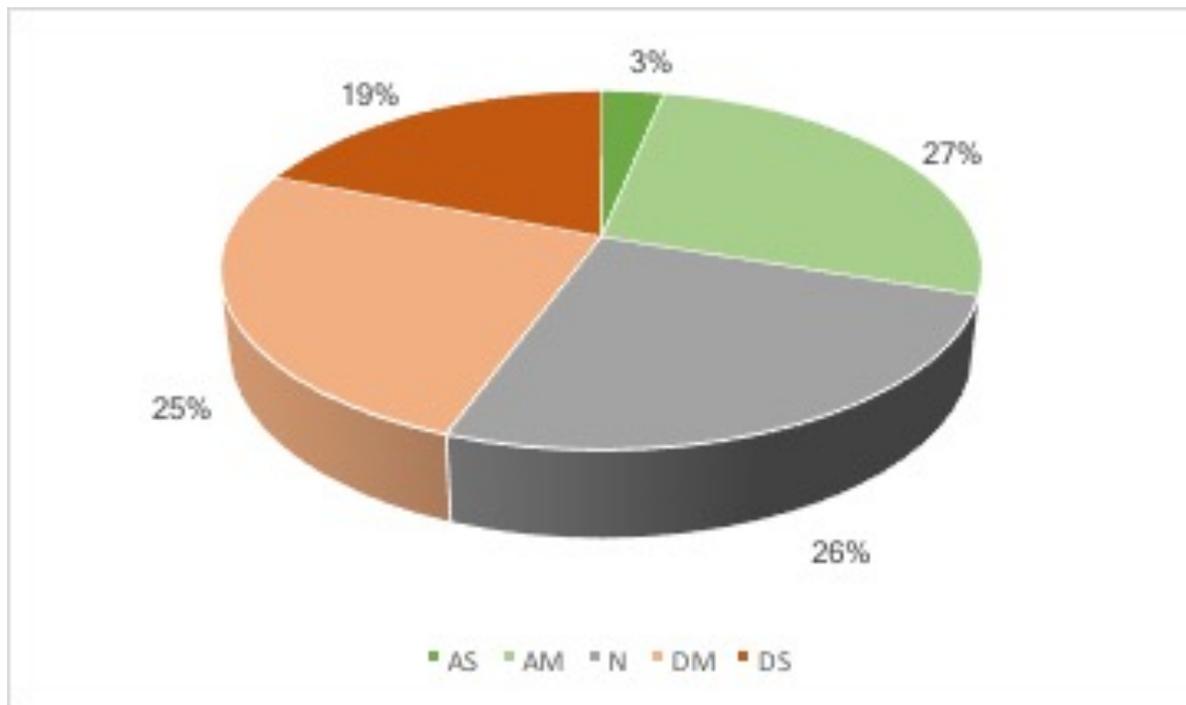

Figure 4.10 Adhocracy

In Figure 4.10, most respondents agree strongly with the statement. On the surface, this might look surprising given that so far, the responses have been biased towards Hierarchy attributes. However, this is consistent with Figure 4.6. In Figure 4.6, it was pointed out that nature of work at the Legislature might give an impression that Staff operate in certain ways only to find that they are allowed by management to do so because they are undertaking activities that are required by MPLs.

The same approach applies here as the respondents might have considered this statement in line with the innovation and freedom allowed in cases where they have to meet the needs of the MPLs .

3.7.3 The management style in the organization is characterized by hard-driving competitiveness and high demands for achievement
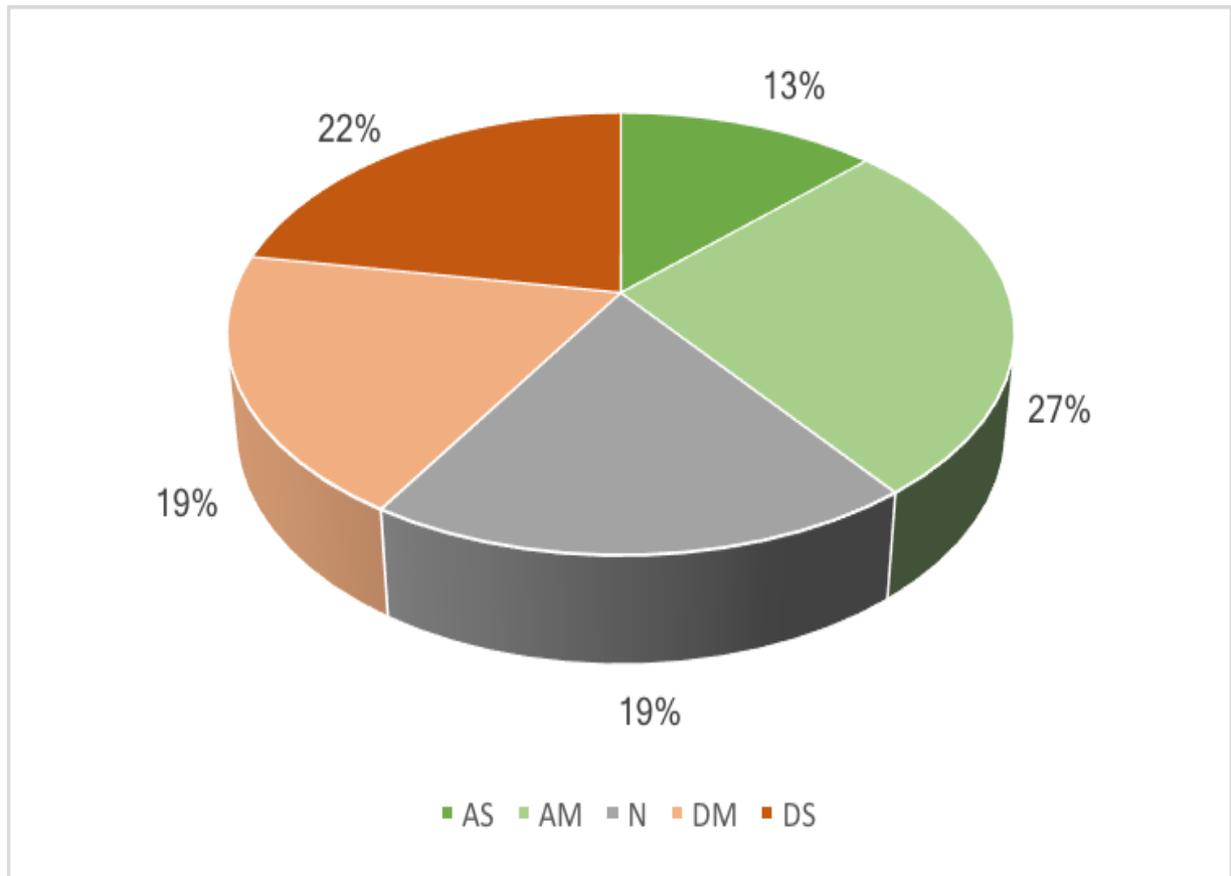

Figure 4.11 Market

In Figure 4.11, most Respondents agree with this statement. This can be attributed to respondents basing their responses on the two management styles that they must report to. For example, Staff who support Portfolio Committee Work report to Chairpersons of Committees and to their Administrative Line Managers.   Chairpersons are deployed by their Political parties and therefore are always driven by competitiveness and high demands for achievement to ensure that their respective political Parties are not targeted for non-performance by the other Political parties.

3.7.4   The management style in the organization is characterized by security of employment, conformity, predictability and clearly defined roles
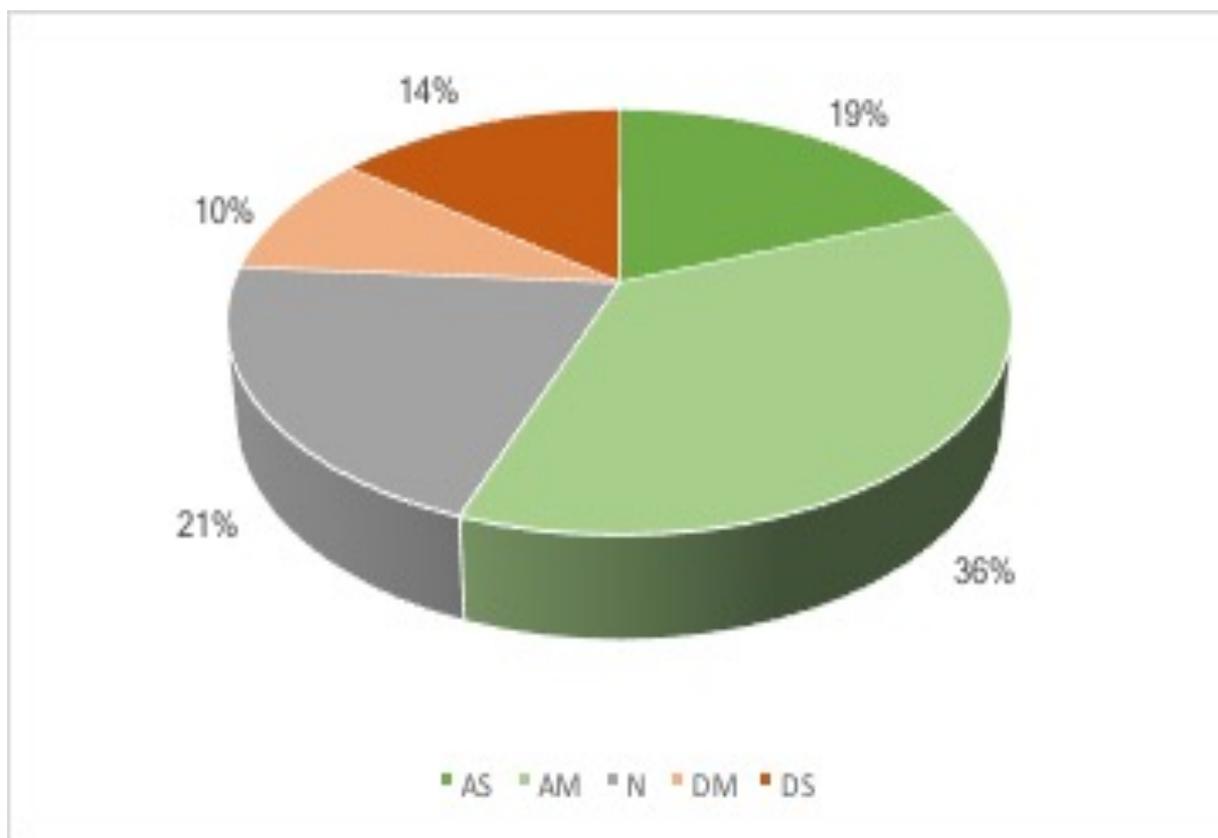

Figure 4.12 Hierarchy

The highest number of respondents agree moderately with this statement. This is not ambiguous given the nature of the Legislature wherein everyone is allocated clear roles and knows what is expected of them.

3.8 Question on organizational glue

3.8.1 The glue that holds the organization together is loyalty and mutual trust
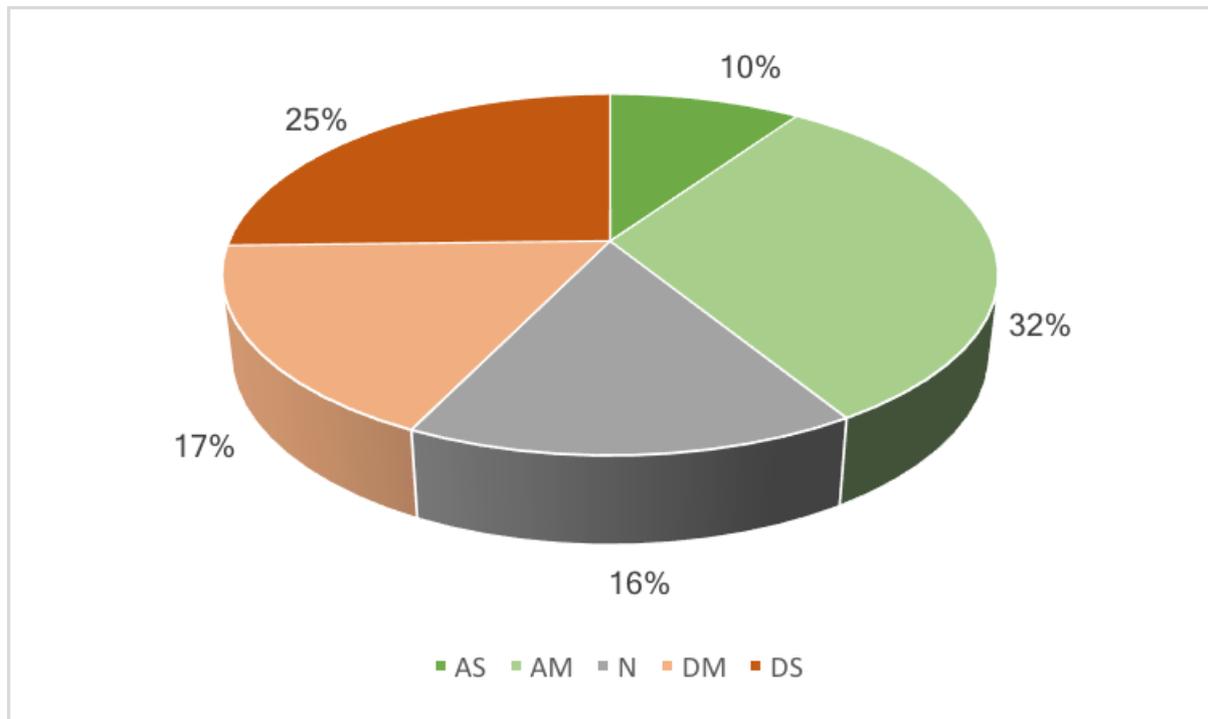

Figure 4.13 Clan

Figure 4.13 indicates that the highest number of respondents Agree Moderately with this statement expressed on Clan values. This goes against the narrative of Hierarchy values which has been dominant thus far. A closer inspection of this result needs to be probed deeper especially considering that if one was to combine the total number of responses between AM and AS one would come up with a higher percentage.

There are several possibilities that could have resulted in such a pro Clan support in this response. These include the initiative by Staff to support each other during family bereavements through various means as well as participating in Sport activities.

3.8.2 The glue that holds the organization together is commitment to innovation and development
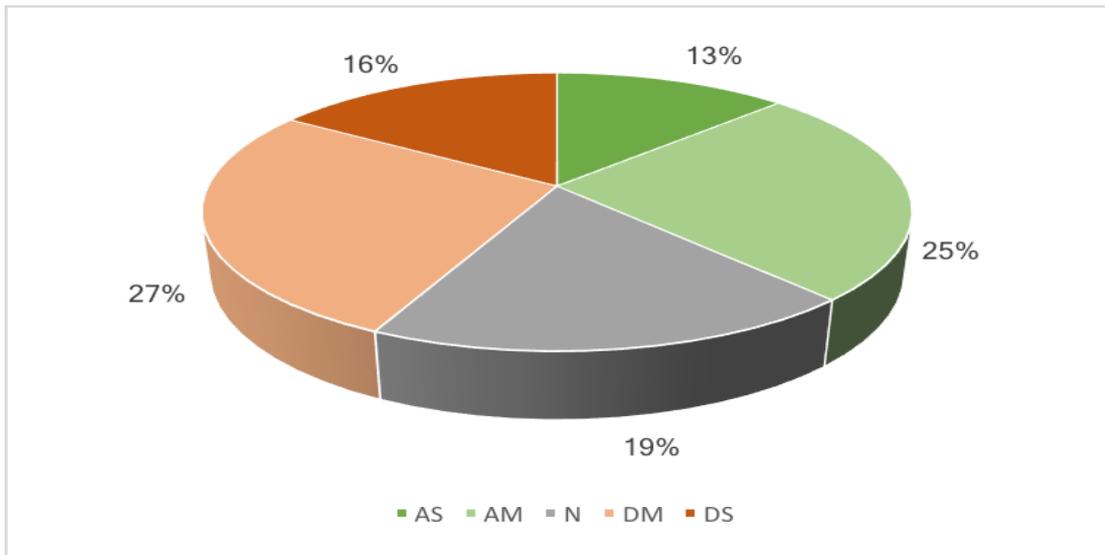

Figure 4.14 Adhocracy

Most respondents reject the statement on Adhocracy values In Figure 4.14 . Given the nature of work at GPL, this is quite understandable. At times, the word "innovation" is confused with an activity that takes place in the private sector where a technological invention is designed and developed. However, the close proximity of the results indicate that some of the Respondents are aware of the fact that innovation is also about initiating new ideas and finding new ways of doing things.

3.8.3 The glue that holds the organization together is the emphasis on achievement and goal accomplishment
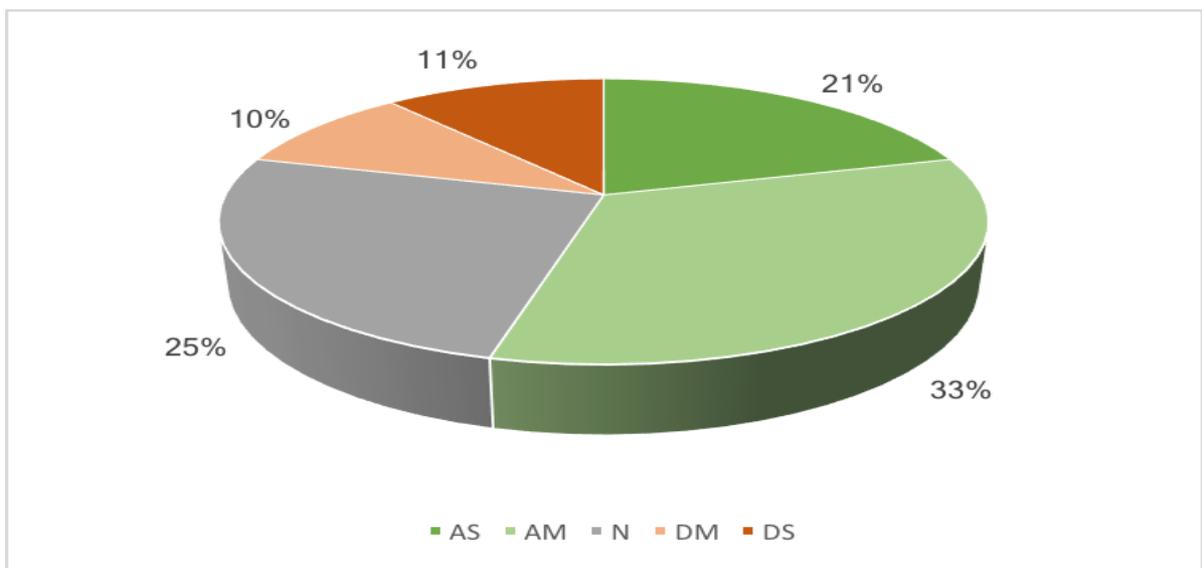

Figure 4.15 Hierarchy

An overwhelming majority agree with this statement. 33% Agree Moderately and 21% Agree strongly. This can be attributed to the focus on delivering services to MPLs and to communities. Committee activities meet at scheduled times and the necessary documentation is delivered to MPLs at the agreed time.

### 3.8.4 The glue that holds the organization together is formal rules, procedures and policies
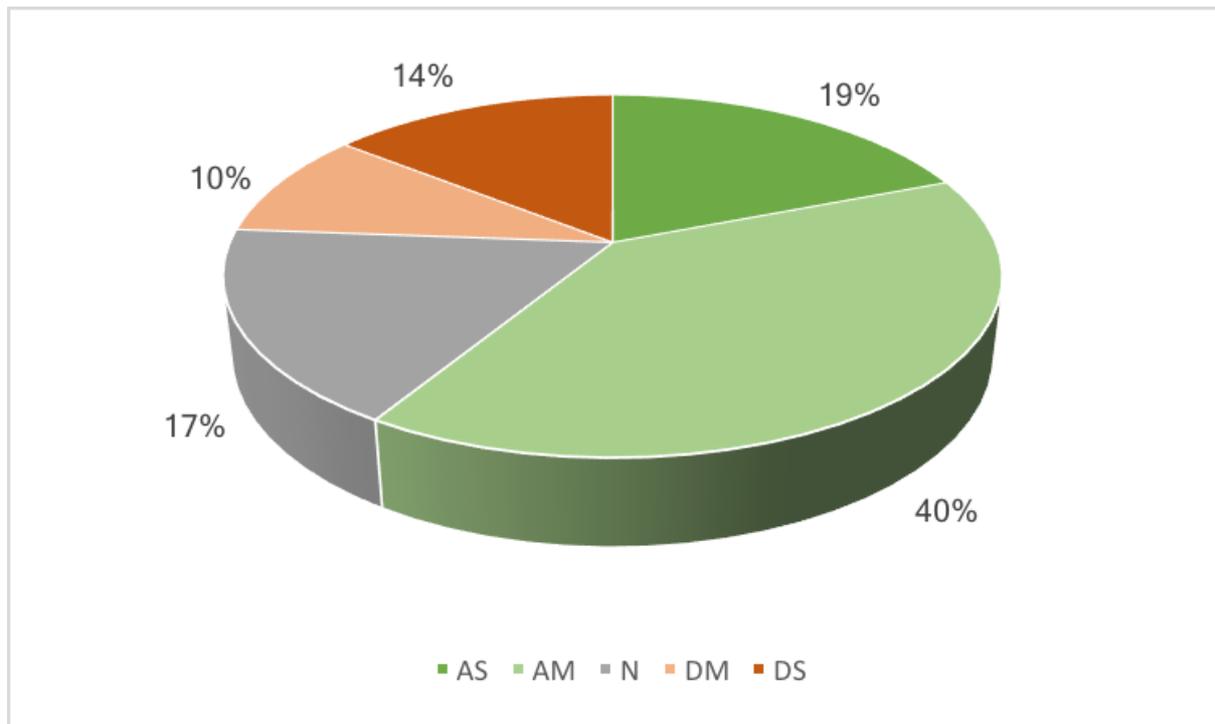
Figure 4.16 Hierarchy

In Figure 4.16, the majority constitute 40% of the Respondents who Agree Moderately with values of Hierarchy. In the Legislature, such a response was expected. What is of concern though, is why 14% feel so strongly against this statement.? It is highly possible though that some Respondents might have aligned this statement with whether they are familiar with institutional policies, formal and procedures or not.

3.9 Strategic emphases

3.9.1 The organization emphasises human development through high levels of trust, openness and increased participation
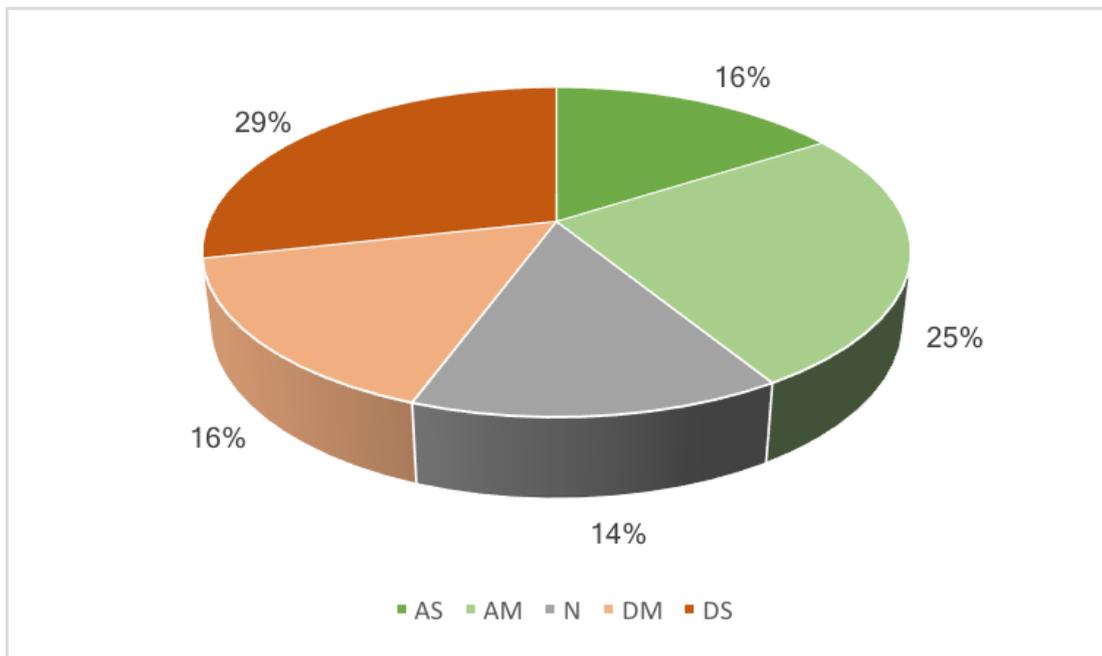

Figure 4.17 Clan strategic emphasis

At 29%, most Respondents Disagree Strongly with this statement. Interestingly, 25% Agree moderately with this statement on the values of a Clan. This value is realized in Committee work where Committees depend on the guidance provided by Staff. Such a value is minimal at a Unit or Administrative Level .

3.9.2 The organization emphasises trying out new ways of doing things and constantly keeps itself abreast new development
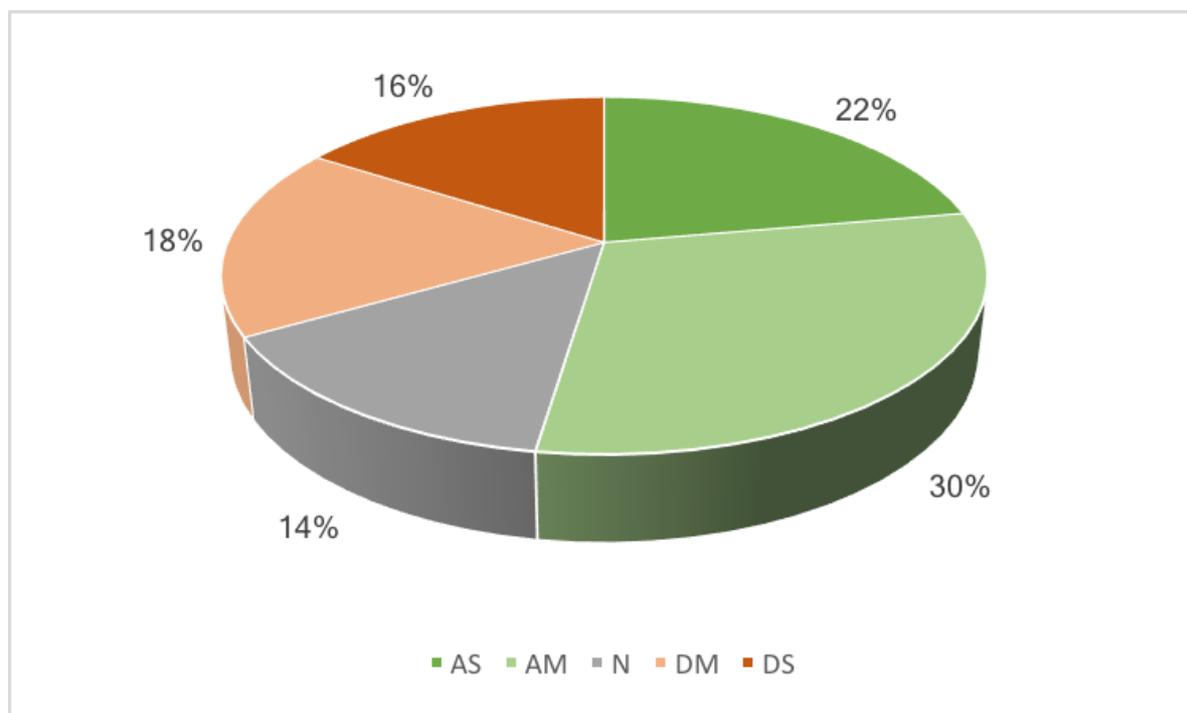

Figure 4.18 Adhocracy strategic emphasis

In Figure 4.18, many Respondents Agree Moderately with this value depicting Adhocracy. The explanation that can be provided for this is that the Legislature staff need to constantly keep themselves abreast with new developments especially those that impact on Committee wok. New Bills that are passed have an impact on the mandate of other Committees and as such, staff need to be able to interrogate these bills on time before being promulgated into Legislation.

In other instances, staff need to keep themselves abreast with news that might require the Committees to respond or make comments.

The 16% and 18% might be coming from those staff Members who are not involved with Committee work but are in Departments that deal with Salaries, Procurement and Human resources.

3.9.3 The organization emphasises competitive actions and behaviour which requires a winning attitude
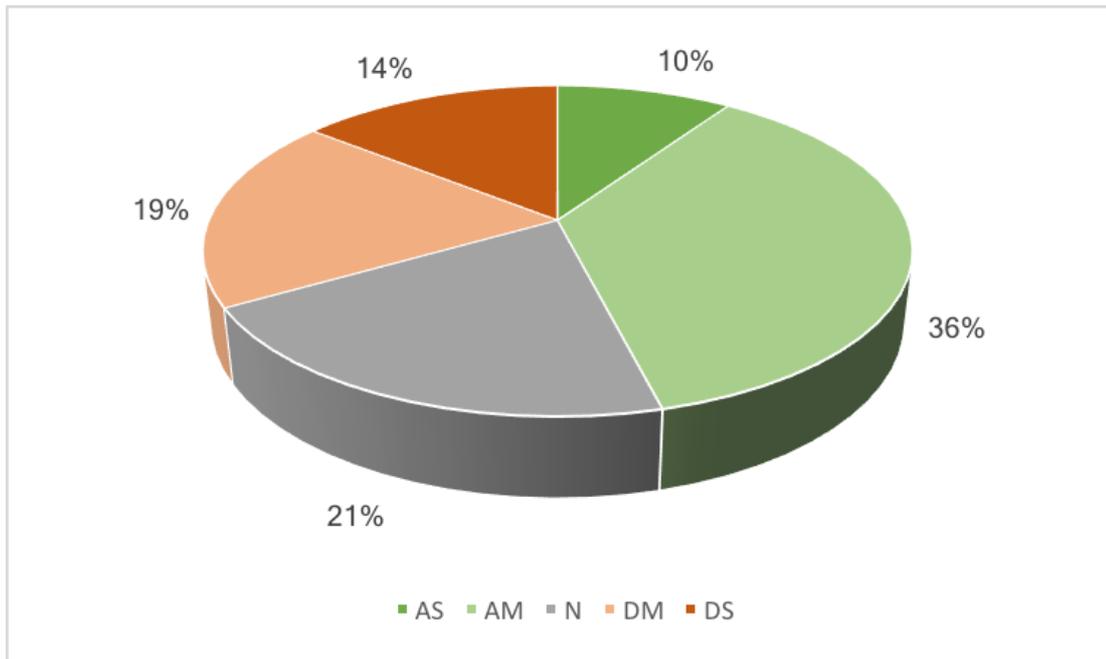

Figure 4.19 Market strategic emphasis

In Figure 4.19, the Market value dominates. Staff are expected to always deliver services as expected.

### 3.9.4 The organization emphasises permanence and stability among its employees
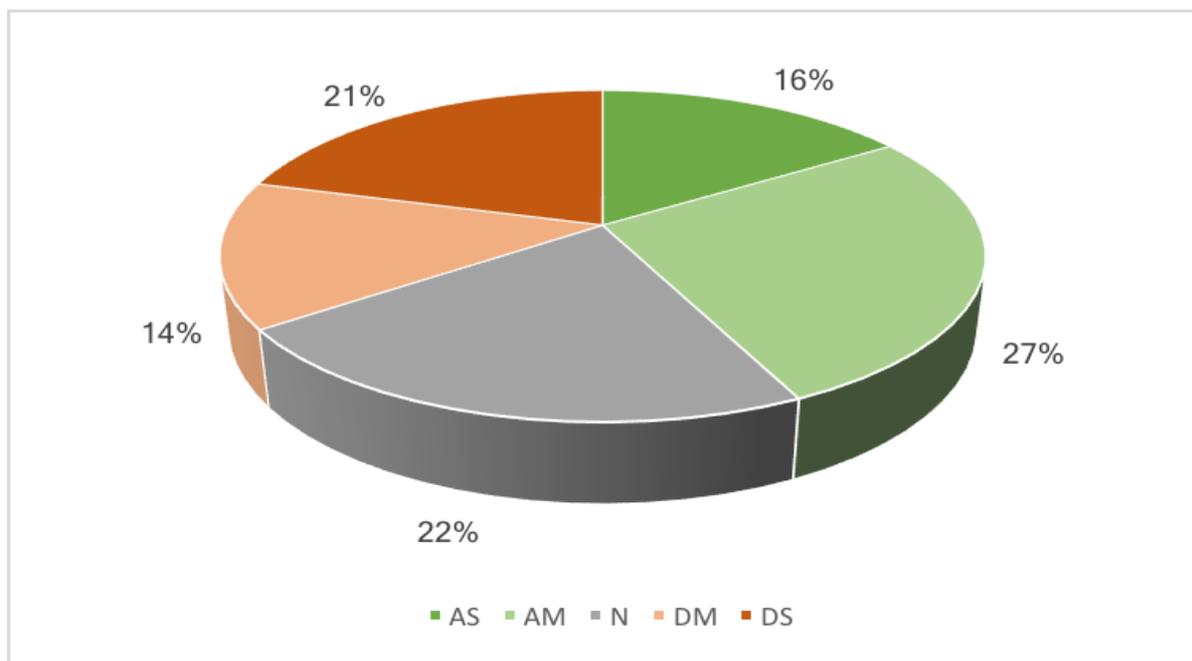
Figure 4.20 Hierarchy strategic emphasis

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The dominant value is the Hierarchy value from the majority of Respondents from Figure 4.20. This is in line with the current practice at the Legislature. Many people have been in the Legislature for more than 10 years.

3.10 Criteria of success

3.10.1 The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for its own employees
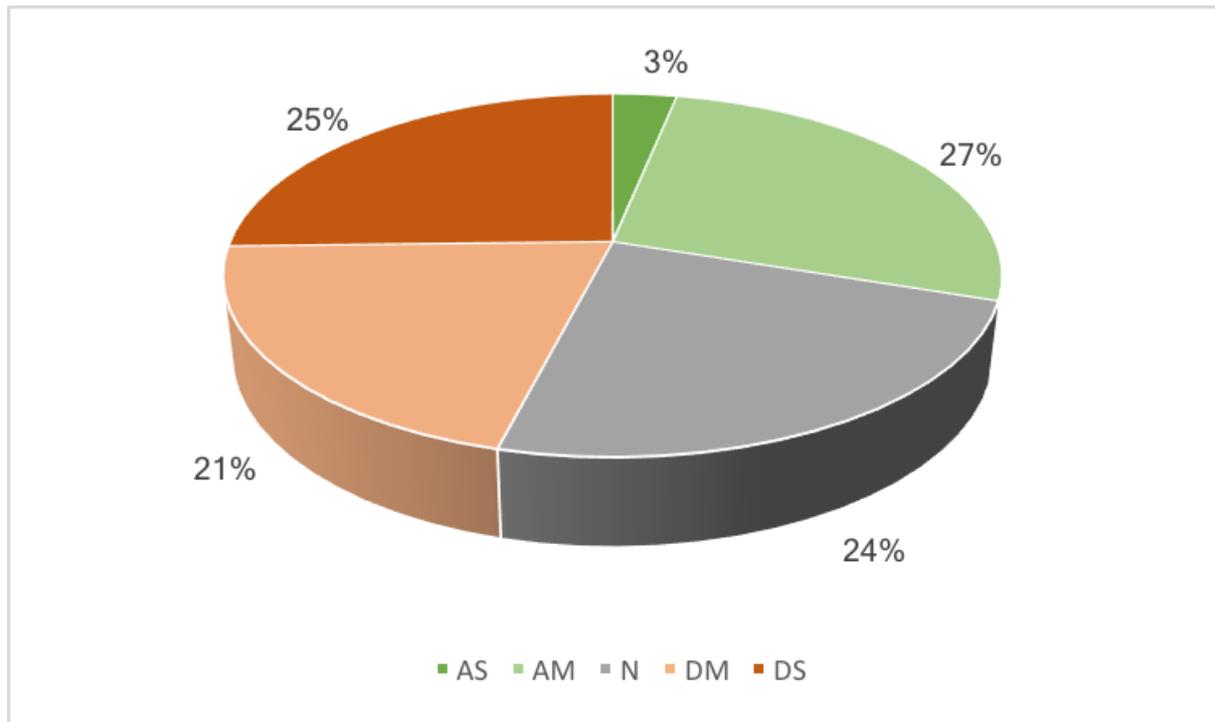
Figure 4.21 Clan criteria for success

27% of Respondents constitute a majority that aligns them with this Clan value on Figure 4.21. This can have attributed to the activities that the Legislature undertakes in order to look after the well-being of its employees. Sport days, a 24-hour Gym, a Coffee Bar and allocation of Legislature branded items to employees might have influenced results from this statement that speaks to a Clan value.

3.10.2 The organization defines success on the basis of being a leader in the parliamentary sector when it comes to innovation
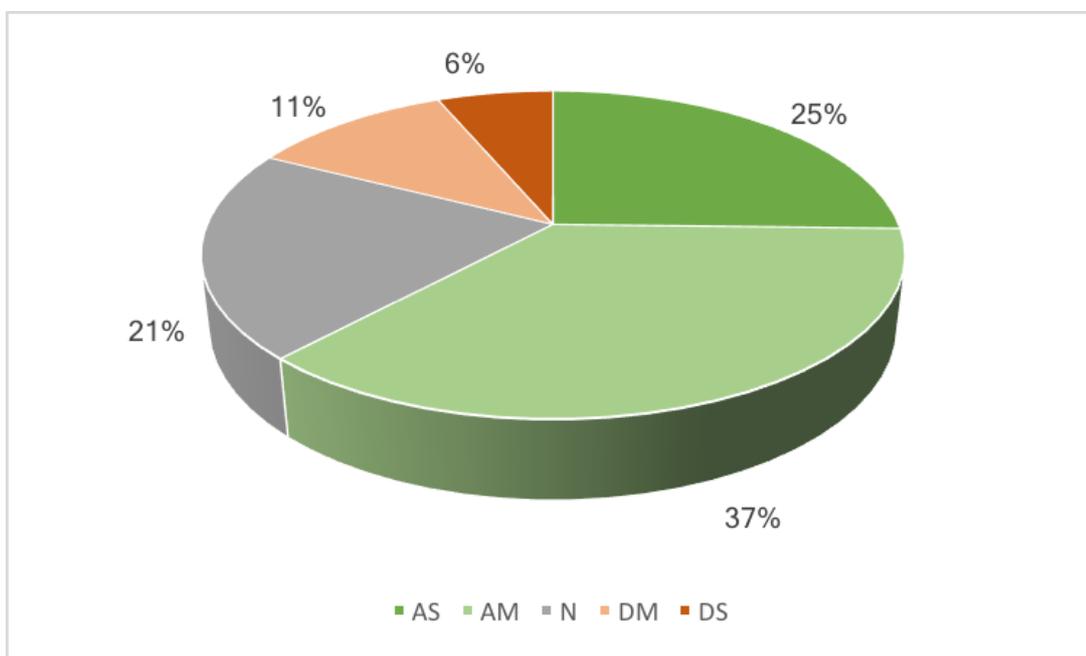
Figure 4.22 Adhocracy criteria for success

In Figure 4.22, 37% of the majority align themselves with this statement on an Adhocracy value. A closer inspection of Figure 4.22 indicates a massive positive response to this statement.

The reason for this can be that the Gauteng Legislature has been regarded as one of the Leading Legislatures in the country. For example, other Legislatures across the Country undertake benchmarking exercises at the Gauteng Legislature. The current Method of Oversight that is used by most Legislatures has been largely adopted from Gauteng Legislature.

3.10.3 The organization defines success on the basis of it being a market leader in the parliamentary sector
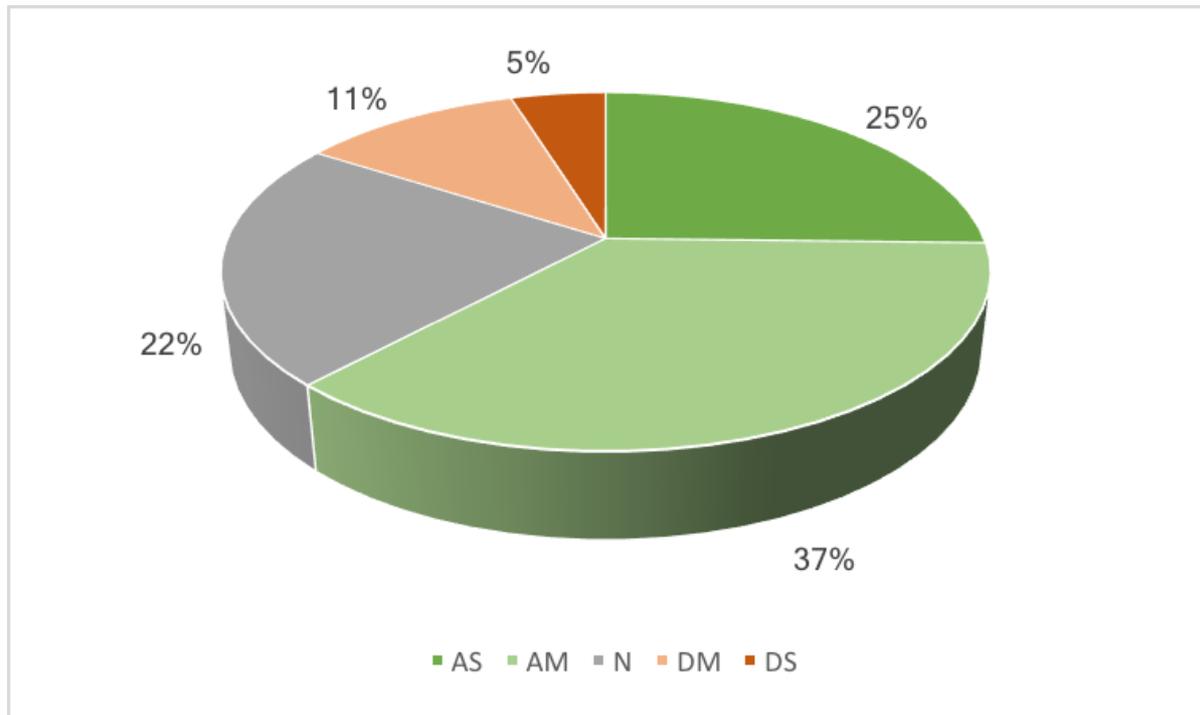
Figure 4.23 Market criteria for success

The results in Figure 4.23 are similar to the results in Figure 4.22. The reasons for the support of this value are also similar to the reasons provided in Figure 4.22.

3.10.4 The organization defines success on the basis of efficiency, smooth scheduling of the legislature programme and is dependable when it comes to delivery of services to primary stake holders
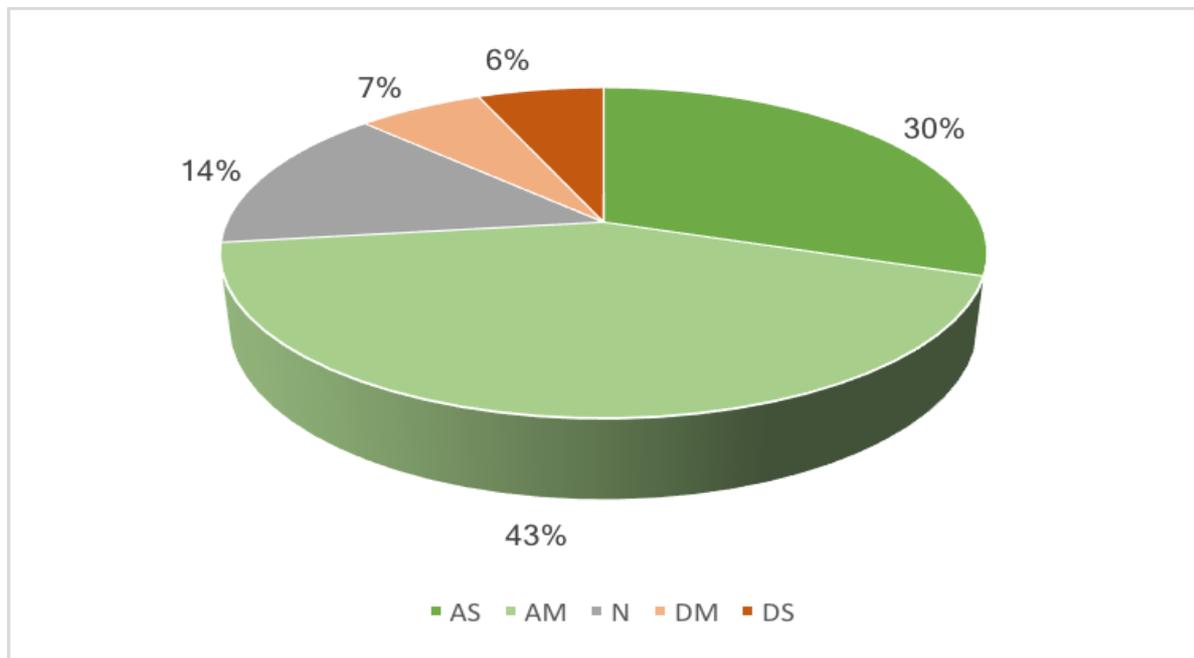
Figure 4.24 Hierarchy criteria for success

The overwhelming opinion here in Figure 4.24 supports the statement. The reason for this massive positive opinion can be attributed to a number of factors. The Legislature programme is hardly deviated from. All Committees meet and deliberate on issues without missing any deadlines. Staff Members always meet the needs of the MPLs and events organized for Communities always produce a massive turnout with quality of inputs being received.

Chapter 4

Case Study analysis and interpretation

4.1 Introduction

This section consists of two parts.

Firstly, comparative analyses that brought significant aspects to the fore are presented.

Secondly, general conclusions based on the case study are offered.

During the comparative analysis phase of the research it became clear that neither age or role in the organization were significant determinants of responses. From the perspective of age and role, therefore, the organization comes across as well integrated and consistent.

This fact lends weight to the findings below, as the factors highlighted below seem to be consistent throughout the organization and at all levels.

4.2 Profiles of types based on positive responses

The graphs below contrast, for each culture type, the proportion of positive responses to statements that indicate the presence of the particular type.

For the purposes of this analysis, moderate and strong agreement were combined. In terms of section 4, it means that all greens combined for each type were calculated as percentages of the total number of responses. The distinction between strong and moderate agreement is retained.

It must be recalled that the survey was structured into 6 headline topics, each comprising 4 statements, where statement A tested for clan culture, statement B tested for adhocracy culture, statement C tested for market culture, and statement D tested for hierarchy. The graphs below show the profiles of greens per category (A, B, C or D) for each of the 6 headline topics.

4.2.1 The Clan Profile
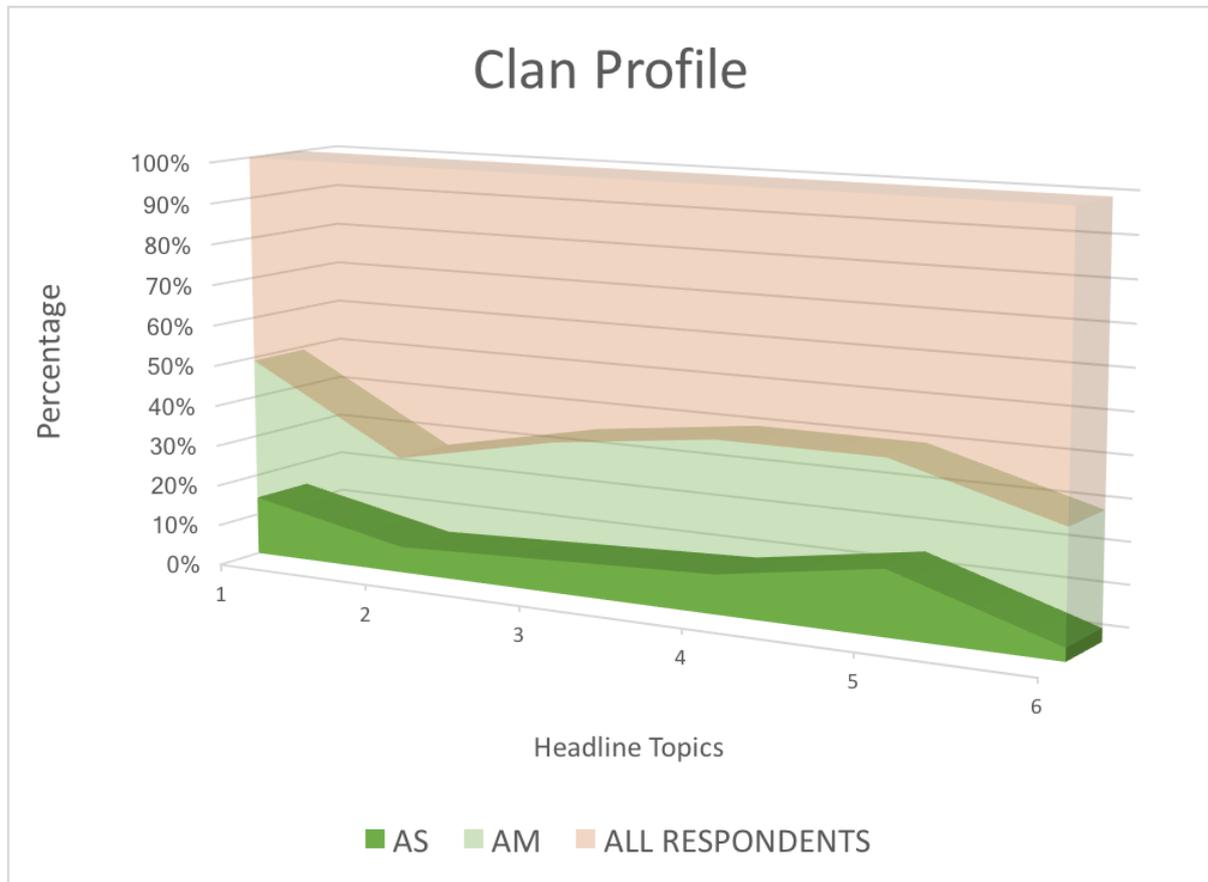
Figure 4.25 Clan profile

Of the four types, the clan culture type is the least supported in the survey results. On all six headline topics, the clan type hardly reaches 30% support.

The only relatively high score is in statement 4.1.1 where support is at 49%. However, it is quite possible that this statement could have been interpreted in a general way of expression for mutual support in the execution of daily tasks, and not as an expression of the dominant feature of the organization as such. It is doubtful that employees think of the GPL in terms of abstract organizational design.

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This reservation about the validity of responses to statement 4.1.1 (in terms of organizational culture theory) is supported by the rather negative response to 4.2.1 where nurturing and mentoring by leadership is very lowly rated. That is inconsistent with an organization which, as an organization, functions like an extended family.

One notable feature, is the relatively strong support for statement 5.1.1. Secondary analysis, however, shows that this cannot be traced to a specific demographic category of respondents. And as is evident in Figure 4.21 strong disagreement is considerably higher than strong agreement. It must, therefore, be taken as a generally shared opinion with no further consequence for this investigation.

4.2.2 The Adhocracy Profile
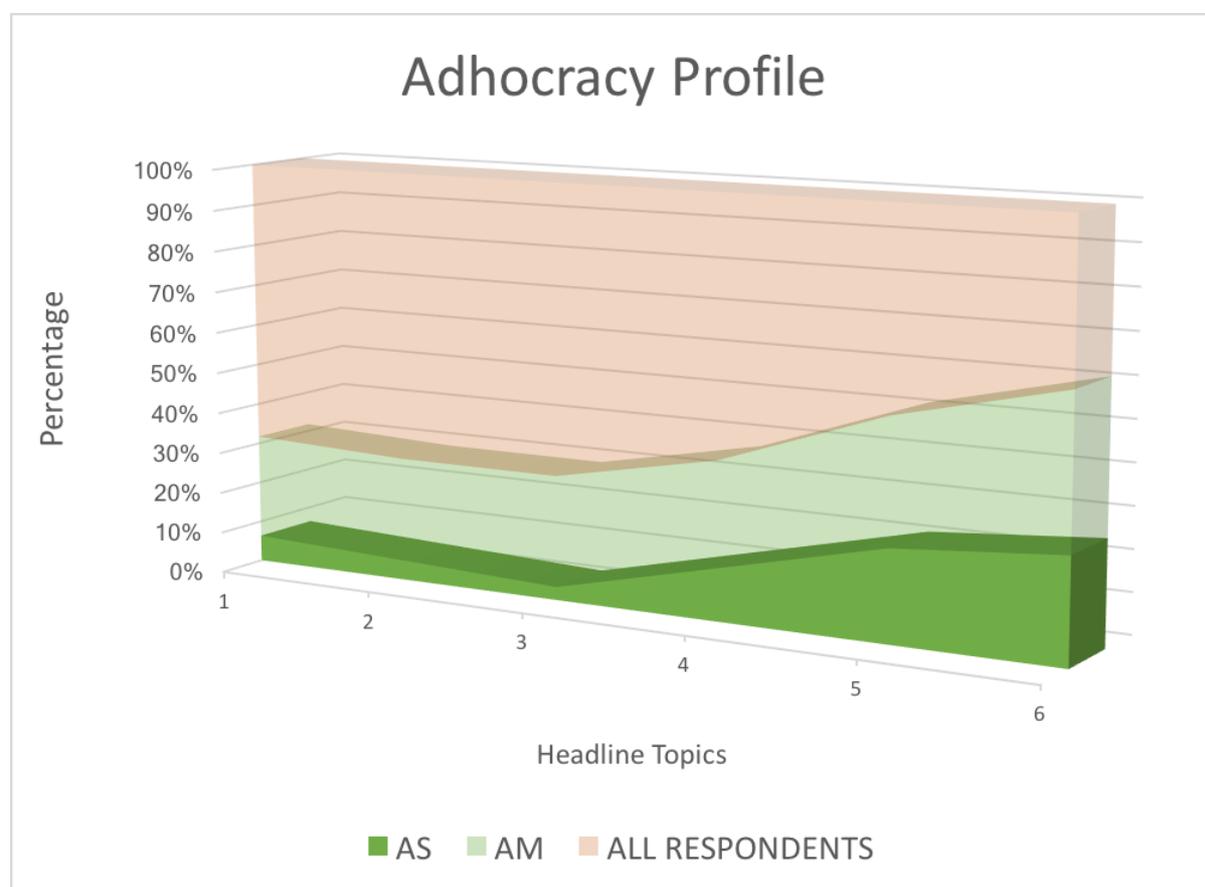
Figure 4.26 Adhocracy profile

Figure 4.26 depicts a response rate of 20% as highest on topic 6. The other significant noticeable high responses are in topic 5 . This can be attributed to the critical role played by topic 6 and topic 5 as dominating elements in the Legislature sector.

The adhocracy profile shows a relatively high rating under the topics of strategic emphases and the criteria of success. This it shares with both the market and hierarchical profiles. The only

reason that can be provided for, .is the same one captured in Figure 4.22, which states that the GPL is viewed by other Legislatures as more advanced than any other Legislatures in South Africa.

4.2.3 The Market Profile
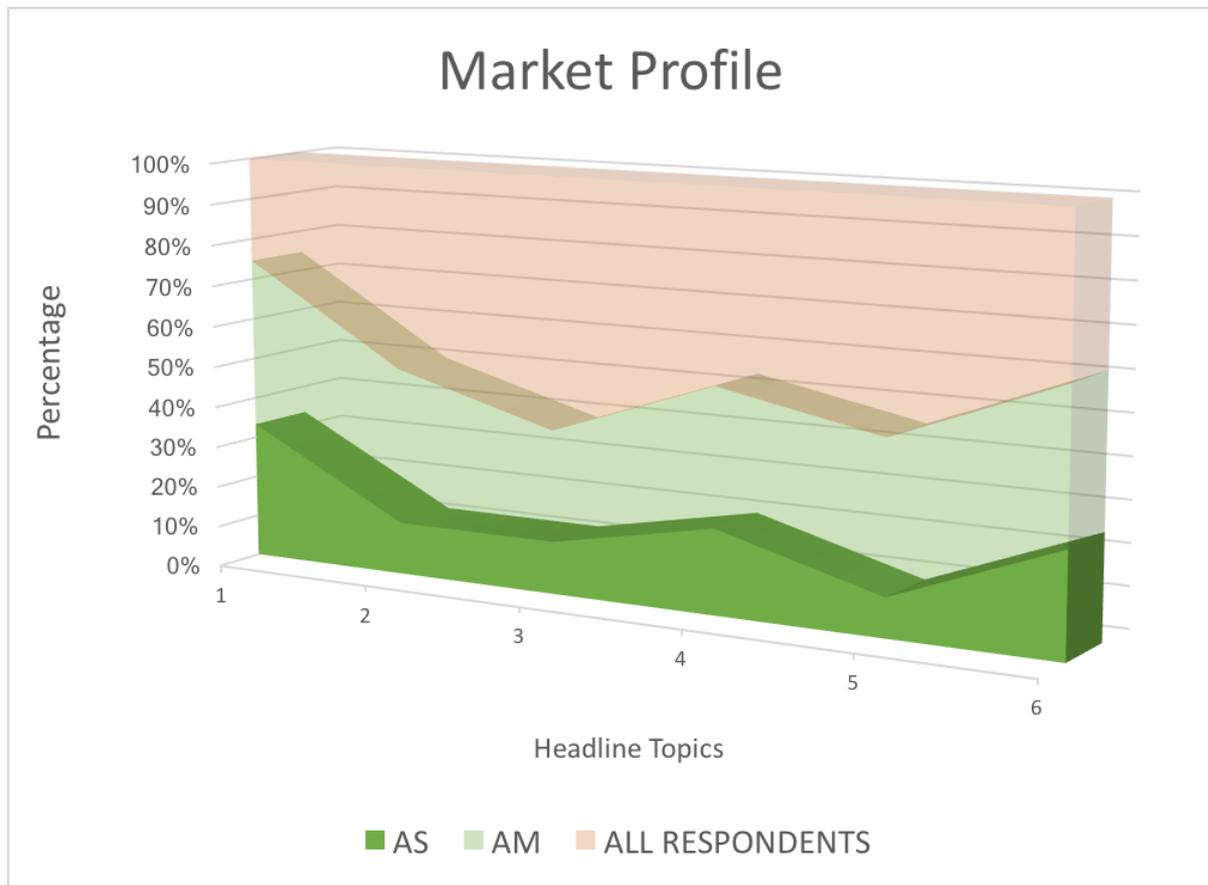
Figure 4.27 Market Profile

In figure 4.27, the following observations are made:

The market culture is strong on topic 1 and on topic 6. However, it fails to reach the 30% point mark in topic 2, 3, 4 and 5. This was expected given the nature of the Legislature as a highly hierarchical organization. The impressive high rate on topic 6 can be attributed to the way in which staff interact with Portfolio Committees where success in terms of meeting committee deadlines is always prioritised.

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4.2.4 The Hierarchy Profile
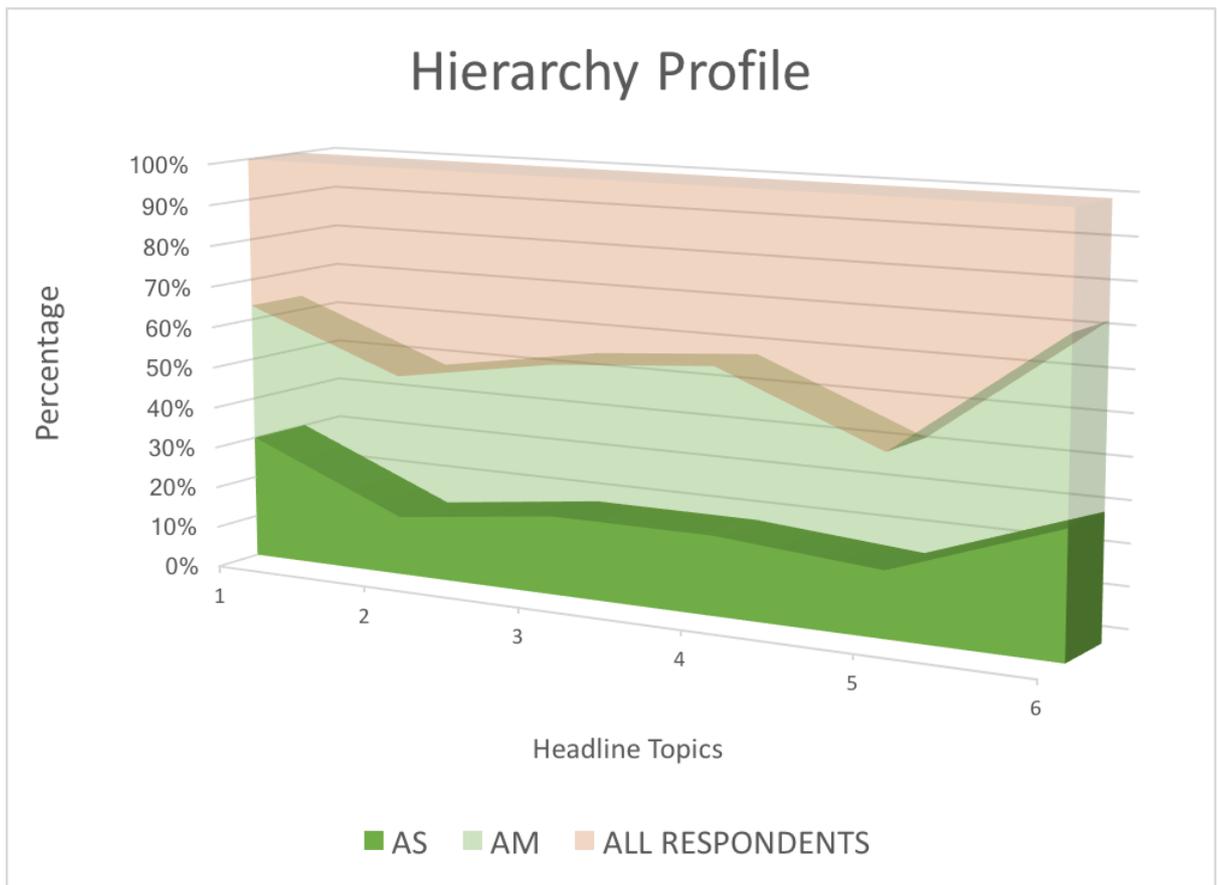
Figure 4.28 Hierarchy Profile

The hierarchy profile is disappointingly not as returning the results that were expected. Although it reaches the 30% mark on two topics (1 and 6), it fails to reach the 30 % mark on topic 2, 3, 4, and 5. This is almost similar to the market profile on figure 4.27. This however, can be attributed to the different leadership styles that staff are exposed to when it comes to reporting to the administrative line managers and to Political leadership.

4.3   Comparative analyses

In this section, significant outcomes of comparative analyses are presented.

The presentations are structured around the six headline topics.

Where relevant, the same colour scheme as in the previous chapter is followed. Green indicates the preponderance of positive responses to a specific headline topic, whereas red indicates the opposite.

4.3.1 Comparison of positive responses across the four types
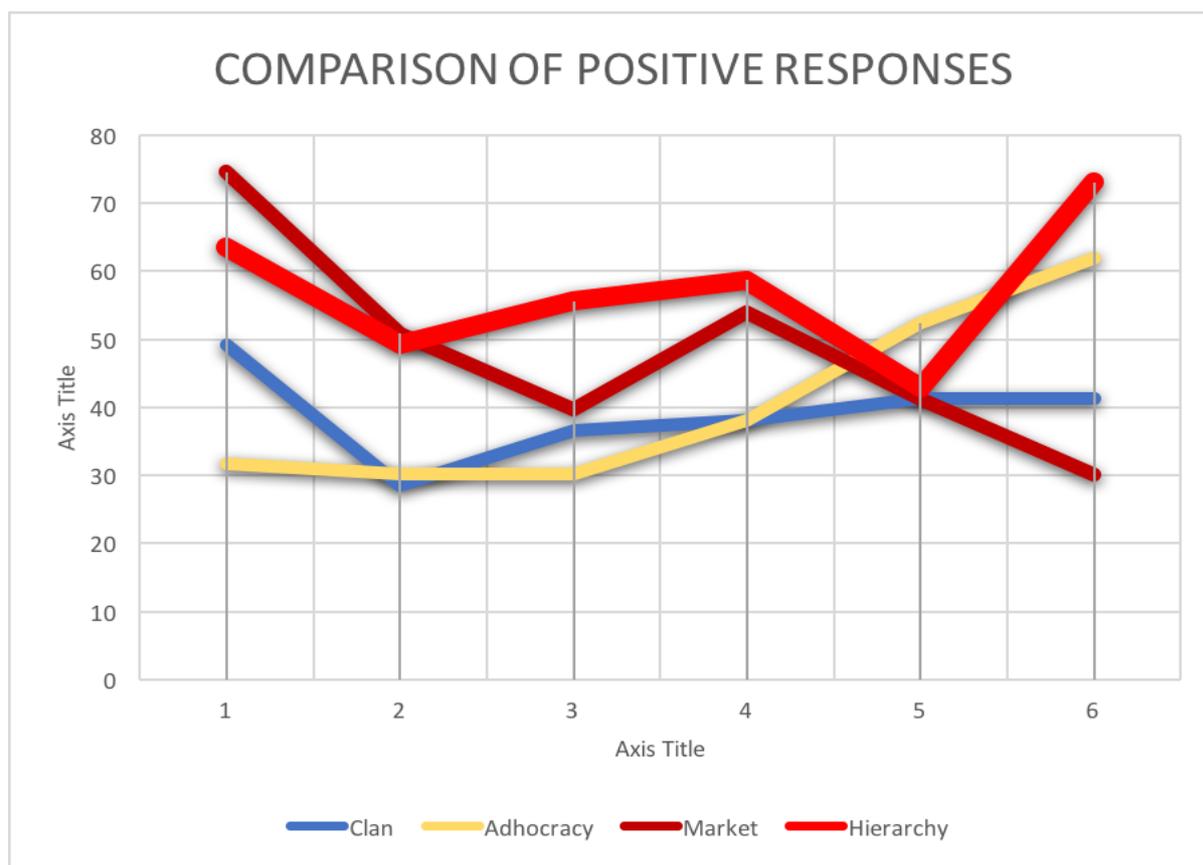
Figure 4.29 Comparisons of Positive Responses

Figure 4.29 compares positive responses across the four types of organizational culture types, viz. Clan, Adhocracy, Market and Hierarchy.

Across the four culture types, positive responses on Title 1 start at 50% on Clan Culture; 30% on Adhocracy; 80% on Market with Hierarchy starting at 70.5%.

Under title 2, Clan and Adhocracy both stand at 30% with Market and Hierarchy standing at 50%.

Under Title 3, there is a small margin between Clan (39%) and Market (40%). Adhocracy remains consistently at 30%. Hierarchy stands at around 55%.

Under Title 4, Both Clan and Adhocracy stand at 40%. Market is at close proximity (55%) to Hierarchy (60%).

On Title 5, Clan, Market and Hierarchy are all standing at 40% with Adhocracy standing at 50%.

Under title 6, Clan is at 40%, Adhocracy at 60%, Market at 30% and Hierarchy just above 70%.

4.3.2 Comparison of divergence in clan responses
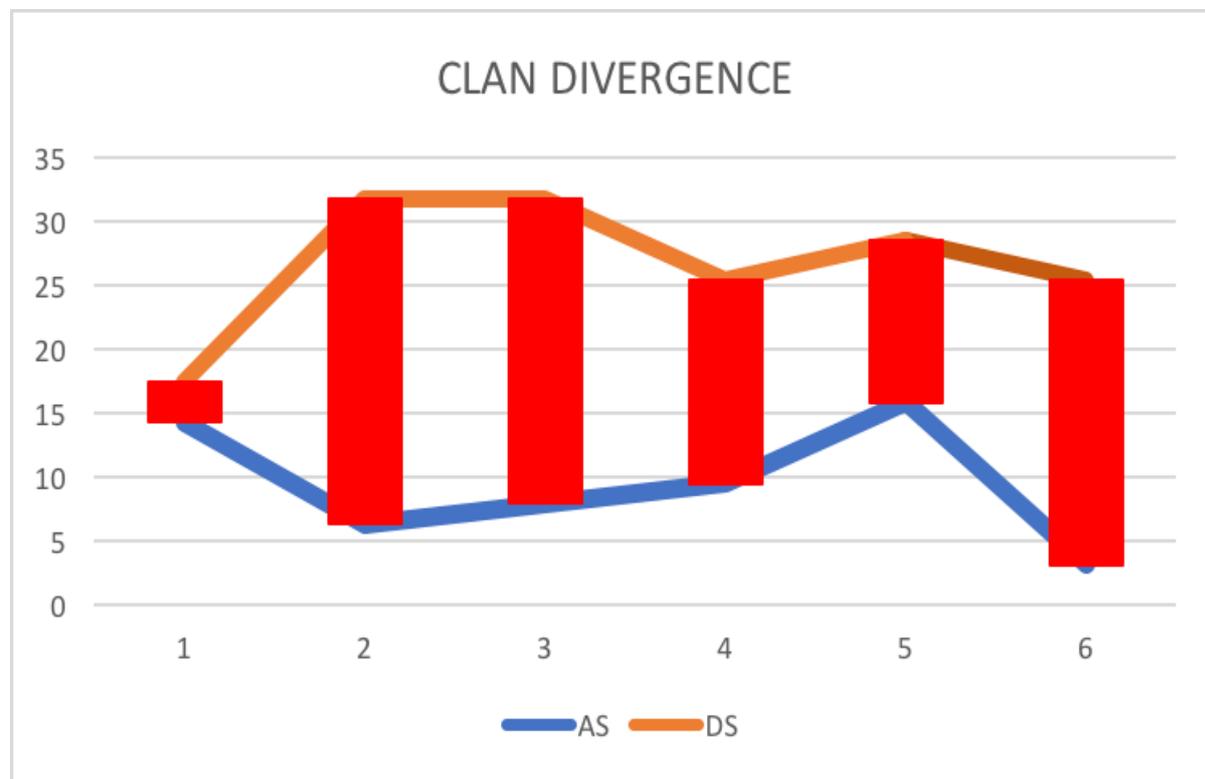
Figure 4.30 Clan Divergence

Figure 4.30 compares positive to negative divergence in Clan responses. Under topic 1, a similar reflection of figure 4.1 is presented. As previously reported   in Figure 4.1, agree strongly was recorded at 35% and disagree strongly was recorded at 17%.

The reason why topic 2 has a high divergence rate to topic 1 can be attributed to the statement 4.1.1 that was speaking directly to respondents and enquiring about something that they are in control of. For example, they can make relationships and can choose what personal information to share with some of their colleagues within the organization. This means that statement 4.1.1 is something within their control as staff.

Topic 2 gets wider than divergence responses on topic 1. This is from 5% to just over 30% and 3 (from just below 10% to just above 30%). Agree strongly stands at 6% and disagree strongly stands at 32%.

The reason for the high divergence rate under topic 2 can be attributed to statement 4.2.1. This statement depicts values that lie outside the control of most respondents. For this statement to

be realised, it will depend on the willingness of organizational leadership to carry it forward.

A noticeable decline in Topic 3 can be observed. This decline shows the clan divergence dropping slightly from topic 2 but remaining way above topic 1. The reason for this decline from topic 2 can be attributed to the inherent nature of work within the legislature which is reflected in statement 4.3.1. For example, staff are required to work as a team (Researchers, Librarians, Legal Practitioners, etc) to ensure that the Committees achieve their objectives. The reason for topic 3 remaining way higher than topic 1 in terms of divergence can be attributed to units under the leadership of Administrative staff where participation and consensus are not fashionable.

A further noticeable decline emerges at topic 4. Agree strongly is standing at 10% and disagree strongly is at 25%. This is way lower than topic 2 and 3. The reason can be attributed to the statement 4.4.1 which reveals itself in the manner where the loyalty of staff to the organization is demonstrated by the majority of them who have been serving the Legislature for more than 10 years.

The divergence becomes closer at topic 5 but still way above topic 1. It reflects the same reasons as in topic 4.

4.3.3 Comparison of divergence in adhocracy responses
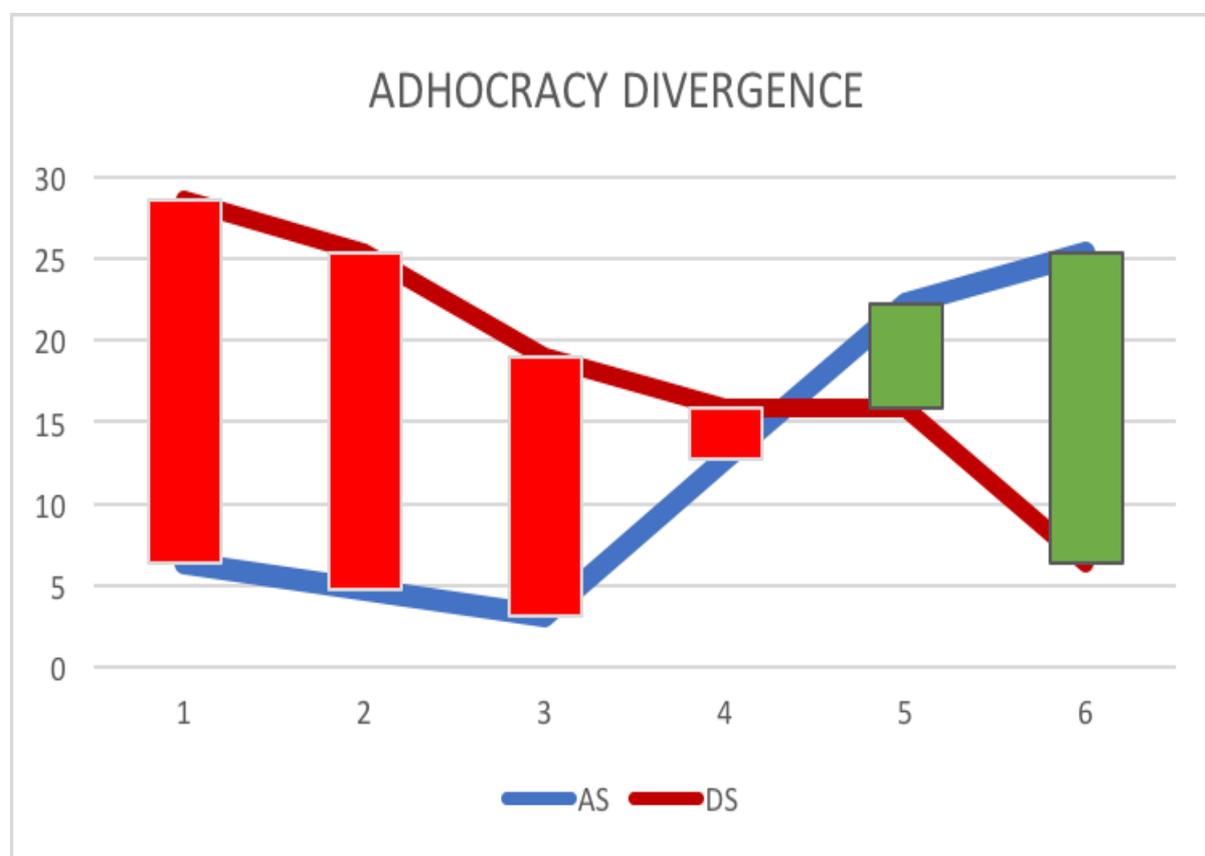
Figure 4.31 Adhocracy Divergence

Figure 4.31 illustrates the strongly agree and strongly disagree divergence. Under topic 1 , the divergence between strongly agree and moderately agree stands at 7% and 28%. Contrast this with topic 6 which stands at 7% and 25%. The difference I divergence is not that much. The same slight difference can also be noticed on topic 2 and topic 6.

4.3.4 Comparison of divergence in market responses
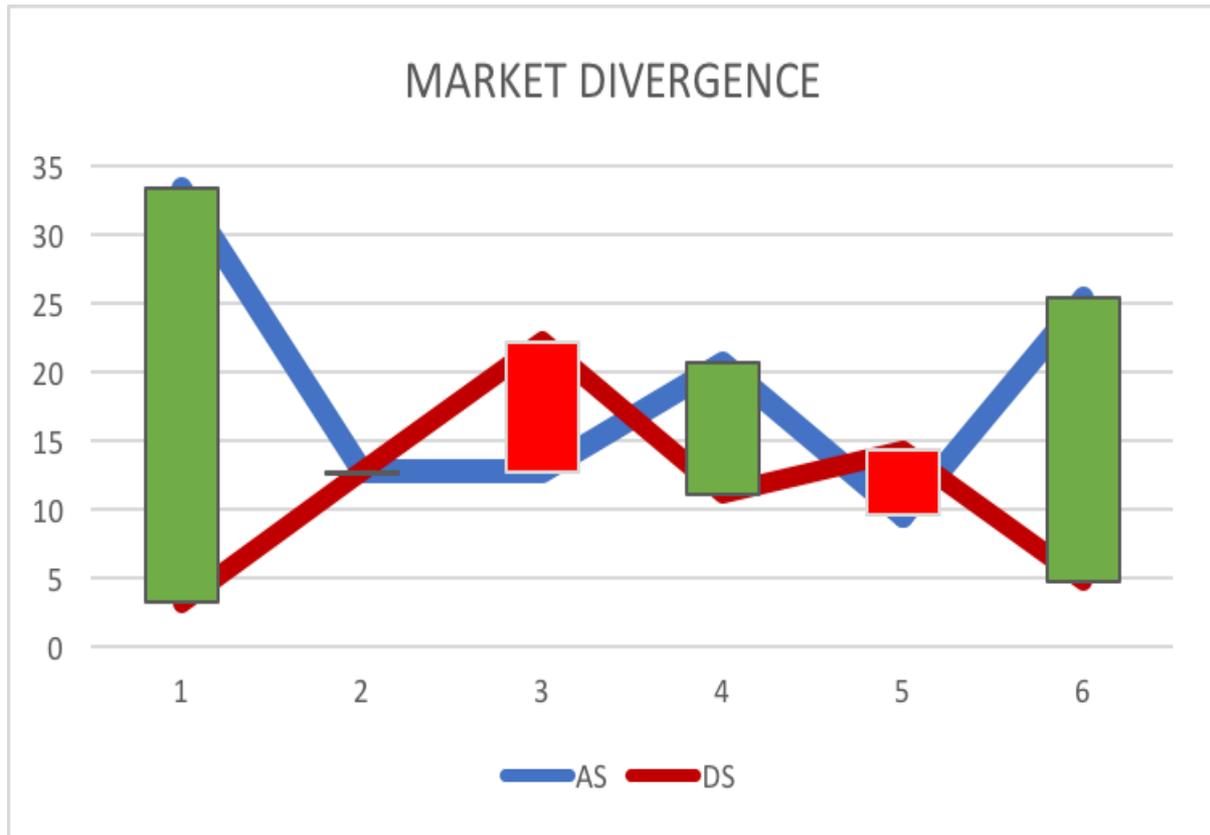
Figure 4.32 Market Divergence

Figure 4.32 illustrates the agree strongly and disagree strongly divergence on the market culture type. There is a high divergence rate of about 35% on topic 1. There divergence here is much higher than in topic 3, 4 and 5 with divergence on topic 6 standing at 25% divergence rate.

4.3.5 Comparison of divergence in hierarchy responses
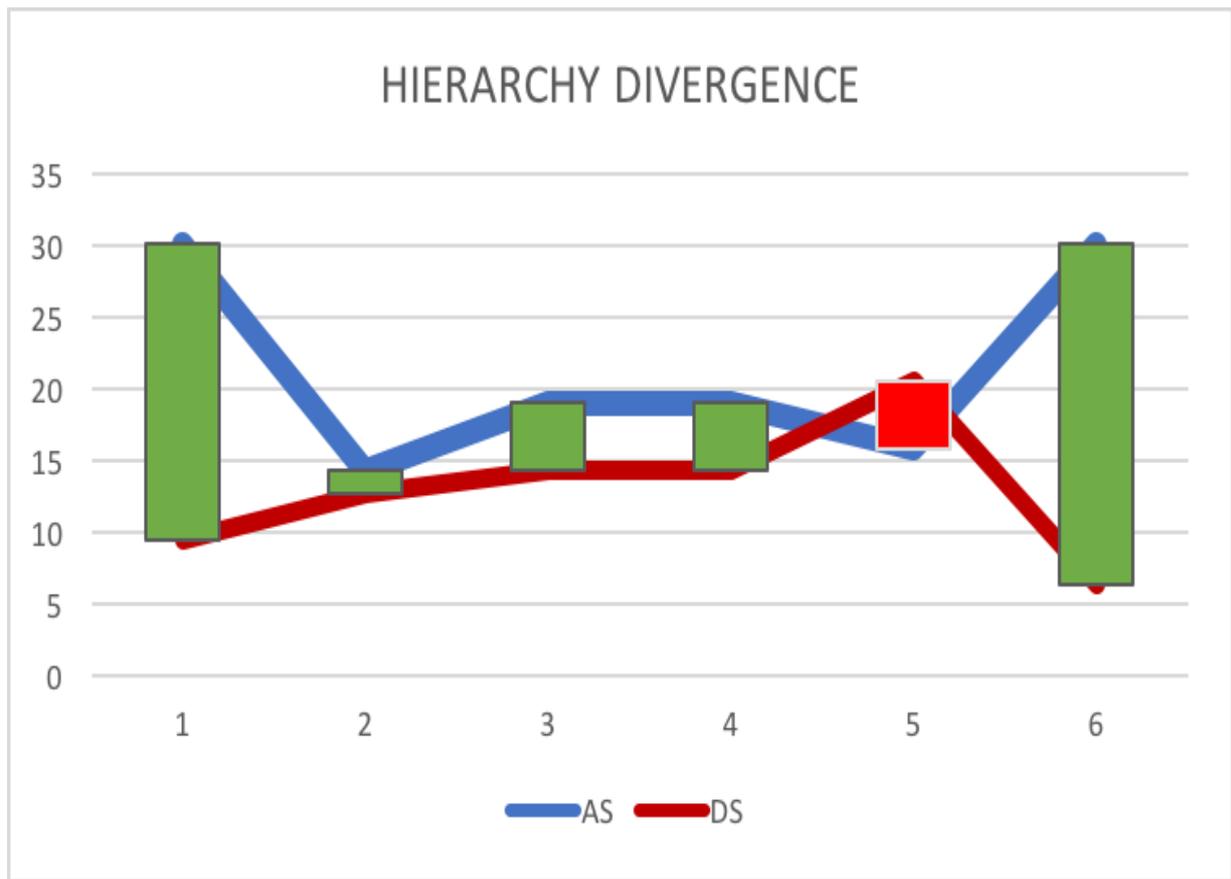
Figure 4.33 Hierarchy Divergence

Figure 4.33 illustrates the hierarchy divergence between strongly agreeing and strongly disagreeing. The divergence is clearly noticeable on topic 1 and topic 6. On topic 1, the strongly agreeing starts from 10% and the strongly disagreeing sits at 30%. There is a 25% divergence on topic 1.

Topic 6 depicts a 25.5% of divergence. This is a surprising finding and very hard to explain given that the Legislature is very strict on scheduling and programming.

4.3.6 The prominence of neutrality
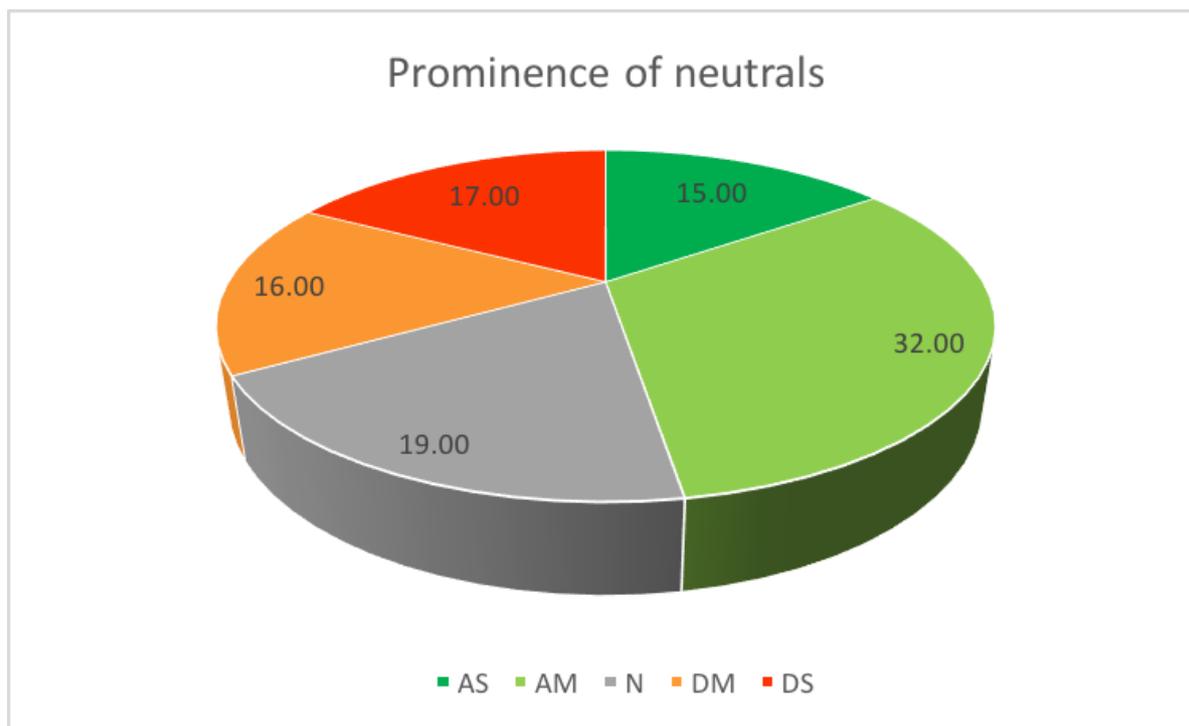
Figure 4.34 Prominence of neutrals

The prominence of neutrals is quiet high from the responses received. This can be attributed to a number of factors. The schizophrenic nature of the organization which is characterised by staff reporting to different leadership indifferent areas of work might have resulted in this response rate. The other reason has to do with the feeling of commitment towards the organization which makes it difficult for respondents to want to be seen as being negative about the organization.

4.3.7 Comparison of Strongly negative with Moderately negative
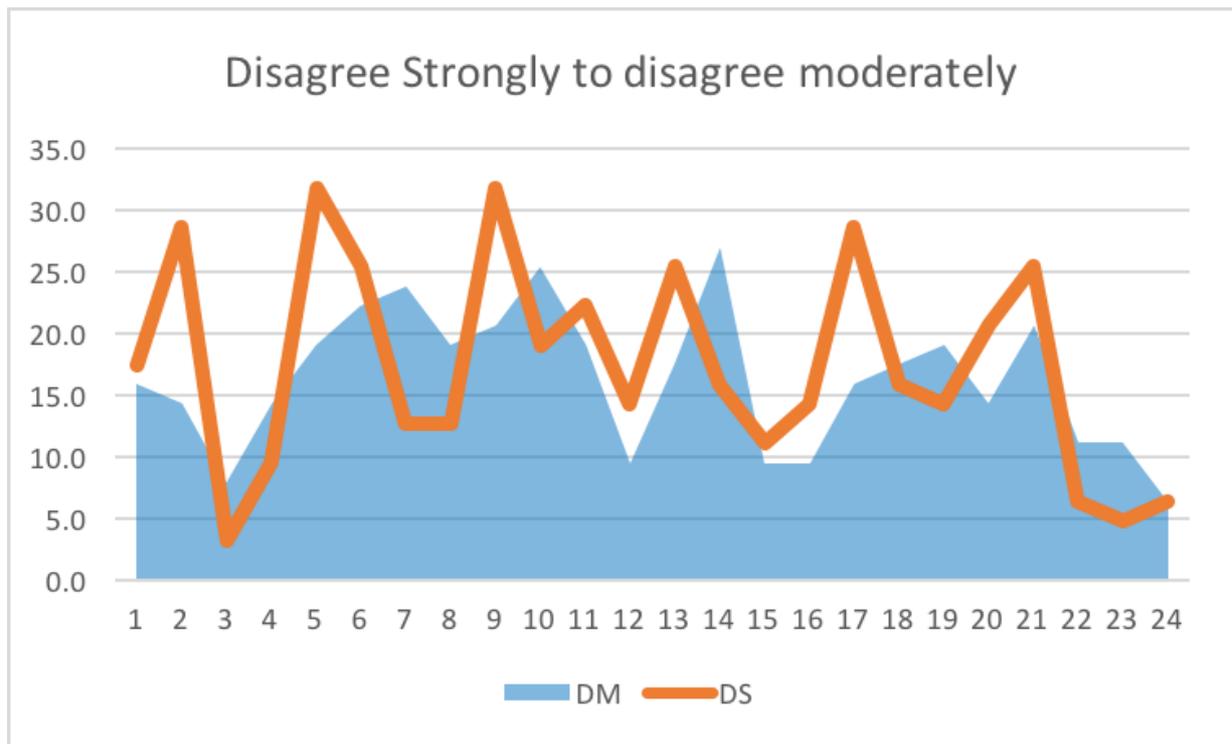
Figure 4.35 DS to DM

Figure 4.35 compares disagree strongly responses to disagree moderately responses.

The highest responses are found in disagree strongly with the highest 2 being slightly above 30.0%, and the other 2 being the second highest at 29.0. The highest disagree moderately stands at 25.2% and 25% respectively.

The lowest recordings however come from responses on disagree strongly which lie at 5.0 and 4.8 respectively.

4.3.8 Comparison of Strong agreement with Moderate agreement
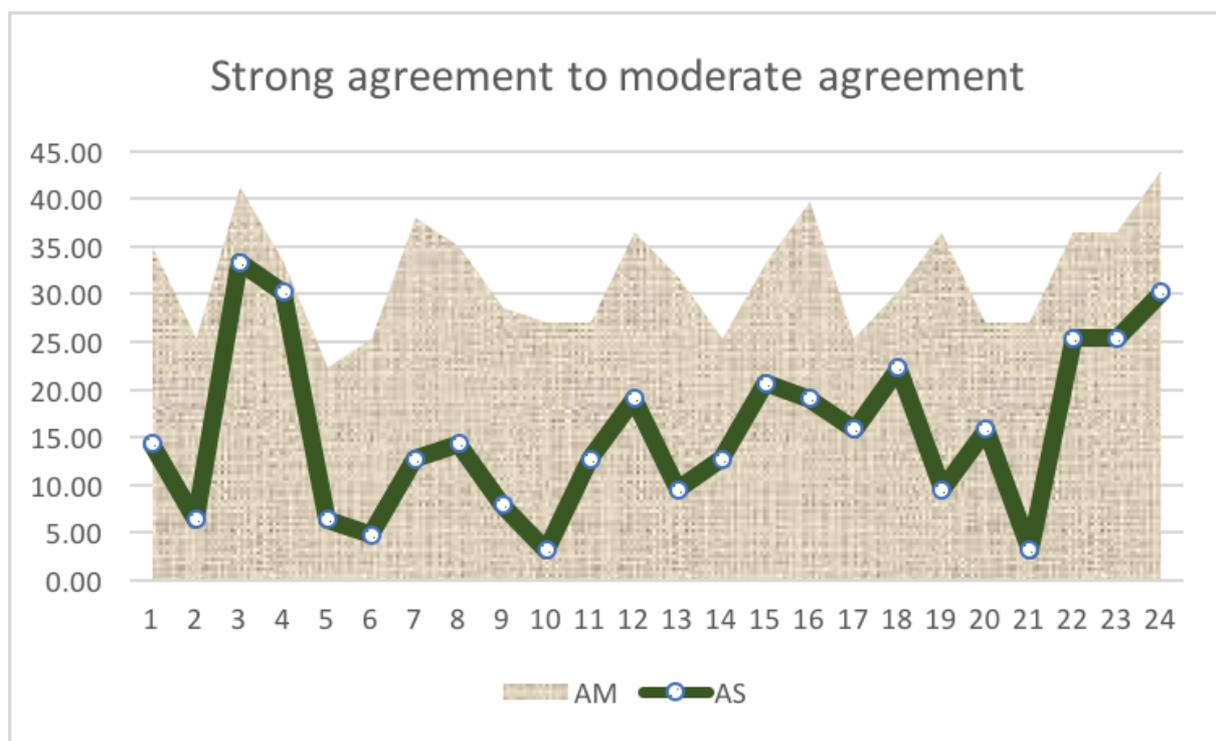
Figure 4.36 Strong agreement to moderate agreement

Figure 4.36 compares responses on strong agreement and moderate agreement. The responses to moderate agreement are dominant with an average of two responses above 40.05%. The strong agreement averages 15.00% compared 25.05% averaged by moderate agreement.

The lowest responses can be found in strong agreement.

4.4   Overall conclusions

The objective of this thesis is to determine which culture type as per the CVF is dominant in the Legislature, in order to make an assessment of the impact that such a dominant culture has on the effectiveness of the organization. Suggestions for future research will also be provided.

By using the subjective views of employees in the Legislature, this study has discovered that the dominant culture type is the Hierarchy type.

The survey was constructed on elements that are based on each Culture type represented in the CVF. However, the CVF cannot tell you if certain culture types can make organizations . become more efficient. What the CVF does however, is to assist with the classifying of certain culture types.

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The survey instrument assisted with the identification of the dominant culture type.

Before the Survey instrument was designed, this study found that there are various approaches that can be used towards determining organizational culture. Out of some of these approaches, this study opted on using the CVF in order to classify the different culture types.

The CVF was found to be a reliable framework and it provided for culture types which were used extensively in this study.

This study also found that there are different definitions on organizational culture and after careful consideration, this study opted for one.

At the initial stages, this study found that organizational culture impacts on organizational effectiveness. It found that all organizations have more than one culture. The dominant culture however, is the one that will impact on the effectiveness of the organization.

It is for this reason why the study was undertaken in order to find solutions in assisting public Service organizations to identify and build the culture type that can enable them to become efficient.

This study found that all 4 Culture types as represented in the CVF are available within the Legislature, i.e. Hierarchy, Clan, Adhocracy and Market.

The Statements in the survey provided Respondents with an option to choose from Agree Moderately (AM), Agree Strongly (AS), Disagree Moderately (DM), Disagree Strongly (DS).

Most Respondents opted for the Agree Moderately in almost all the statements with an exception of a few. Example, a total of 511 responses are from all those who Agree Moderately. This is followed by Neutral which is at 318. Disagree Strongly comes third at 296. Fourthly is 243 which represents Disagree moderately.

This is a signal that Respondents are being cautious. This can be attributed to the nature of the organization where they don't want to be seen as rebellious or challenging the status quo. This in itself portrays the organization being studied as Hierarchical.

In classifying the responses within their cultural attributes, the following results as represented in the TABLE below, provides the following information:

It provides the Statement, the Cultural Type that it represents and the Score amassed from each Statement when combining Agree Moderately and Agree Strongly. The reason for choosing to design this table in this manner was to gather the highest scores of a culture represented

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based on the value of those who Agreed whichever way (strongly or moderately). The highest scores from a specific culture type will then be used as a determinant of the appreciation of culture types in the organization.

Statement	Culture type	AM+AS
The organization is a personal place, just like an extended family, where employees share a lot of themselves.	Clan	31
Employees are willing to stick their necks out and take risks.	Market	22
The organization is results oriented as it focuses on getting the job done.	Hierarchy	48
The organization is strictly controlled and is structured place where procedures and rules govern what people do.	Hierarchy	44
The leadership on the organization exemplifies mentoring, facilitating and nurturing.	Clan	20
The leadership in the organization focuses on coordinating, organising, and smooth running efficiency.	Hierarchy	33
The leadership in the organization focuses on the most efficient ways to achieve results.	Hierarchy	33
The leadership in the organization focuses on encouraging new ideas, innovation and risk taking.	Adhocracy	20
The glue that holds the organization together is loyalty and mutual trust .	Clan	27
The management style in the organization is characterised by security of employment, conformity, predictability and clearly defined roles.	Hierarchy	38
The glue that holds the organization together is formal rules, procedures and policies	Hierarchy	37
The management style in the organization is characterised by hard-driving competitiveness and high demands for achievements.	Market	28
The management style in the organization is characterised by individual risk-taking, innovation and freedom.	Adhocracy	21
The management style in the organization is characterised by teamwork, consensus and participation.	Clan	25
The glue that holds the organisation together is commitment to innovation and development.	Adhocracy	27
The glue that holds the organization together is the emphasis on achievement and goal accomplishment.	Market	36
The organization emphasizes competitive actions and behavior which requires a winning attitude.	Market	31
The organization emphasizes trying out new ways of doing things and constantly keeps itself abreast about new developments.	Adhocracy	35
The organization emphasises human development through high levels of trust, openness and increased participation.	Clan	27
The organization defines success on the basis of it being a market leader in the parliamentary sector	Market	41
The organization defines success on the basis of being a leader in the parliamentary sector when it comes to innovation.	Adhocracy	40
The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for its own employees.	Clan	29
The organization emphasizes permanence and stability among its employees	Hierarchy	29

The organization defines success on the basis of efficiency, smooth scheduling of the legislature programme and is <u>dependable</u> when it comes to delivery of services to primary stakeholders.	Hierarchy	47

From the above table, the following conclusion is reached with regard to the dominant culture that exists in the organization:

The Hierarchy culture is the dominant culture type at the legislature referring to the highest scores above are considered. Therefore, this represents the subjective views of the Respondents. The Hierarchy culture was expected to be a dominant culture type in the Legislature. This is due to the nature of the Legislature which is a public-sector organization. Most public-sector organizations are characterised by a Hierarchy culture type. The Legislature is established by an act of parliament which requires the Legislature to operate within a given legislative framework. Such a legislative framework comes with certain prescriptions which compels the Legislatures to operate in a certain manner. Inherent in such an arrangement is the creation of a structure and operation that exhibits a Hierarchical structure which results in a hierarchy culture type becoming prevalent in the organization.

Hierarchy culture is not an ideal culture type for the Legislature. It might however be suitable for specific areas within the Legislature.

The Market culture comes out strongly out of this. This was unexpected given the nature of the Legislature as described above. However, there is some explanation for this unexpected revelation. It is worth noting that the Market Culture consists of elements relating to the creation of a superior customer value and profitability, customer insight, competitor awareness, collaborative approach and criteria for decisions. [190] Some of these elements can be observed in the Administrative arm of the Legislature. For example, the Administrative arm of the Legislature places MPLs, who are their primary stakeholders, at the core of their function. This focus on the MPLs is in line with the Market element that speaks to the creation of superior customer value which states that "the customer is at the centre". [191] It is in this context that the Market Culture is so prevalent in these results.

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[190] Brown, Linden, Gallagher, Sean, M., Brown, Christopher. 2008. How CEOs can promote a strong market culture. Strategy & Leadership, 36(5): 29

[191] Brown, Gallagher, Brown, p29

The reason for the high prevalence in the Market culture must also attribute . to the level of customer insight by the Legislature staff. Customer insight, an element of market culture, "involves developing a thorough understanding of the firm's target customers to create consistently superior value". [192] In the case of the Legislature, employees fully understand that their primary responsibility is to serve the interests of MPLs. This enables them to consistently tailor services geared towards their respective MPLs allocated to them.

Overall, the results show a strong Clan culture. This sense of community and pride in the work place that the employees do goes against the 'complaint' of a restrictive hierarchical box-in. There are many reasons for this. Firstly, one of the characteristic of a clan culture is the "belief in the importance of the individual". [193] The Administrative arm of the Legislature consists of staff Members who possess different and diverse skills set. For example, each Portfolio Committee is provided with Professional Staff Members who are Librarians, Lawyers, Researchers, Communication Specialists and Budget Officers to name a few. Each of these staff Members possesses specific skills in support of the Portfolio Committee work. Therefore, this means that this community of workers take pride in their work because they complement each other and respect each other's set of skills.

The sense of community and pride also results out of "organizational cohesiveness and internalization of a we/they mentality". [194] As described in the beginning of this Thesis, the Legislature is a unique institution. Part of this uniqueness emanates from a reality that very few institutions exist that undertake similar work like Legislatures, i.e. Oversight, Law making, corporate governance and Public Participation. Skills required to undertake these functions are only learnt within such an environment and not at University. What this means is that means that employees in the Legislative Sector hold each other in high esteem due to the unique skills that they have since they have a better understanding of how things are done in Legislatures.

The Legislature needs to consider molding an Adhocratic culture type if it is to become effective. This is due to a number of reasons which include, amongst others, the immense pressures faced by the Legislatures in ensuring that the needs of the Citizens in various provinces are realized.

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[192] Brown, Gallagher, Brown, p29

[193] Chan, Andrew. 1997. Corporate culture of a clan organization. Management Decisions, 35(2): 95

[194] Chan, p.95

An innovative approach that is agile, transformative, creative and visionary is thus critical. All these elements find expression in an Adhocratic Culture type.

The following graph is an illustration of how preferences of the 4 cultural types are distributed within the GPL. The graph also presents the dominant culture type at the GPL. .
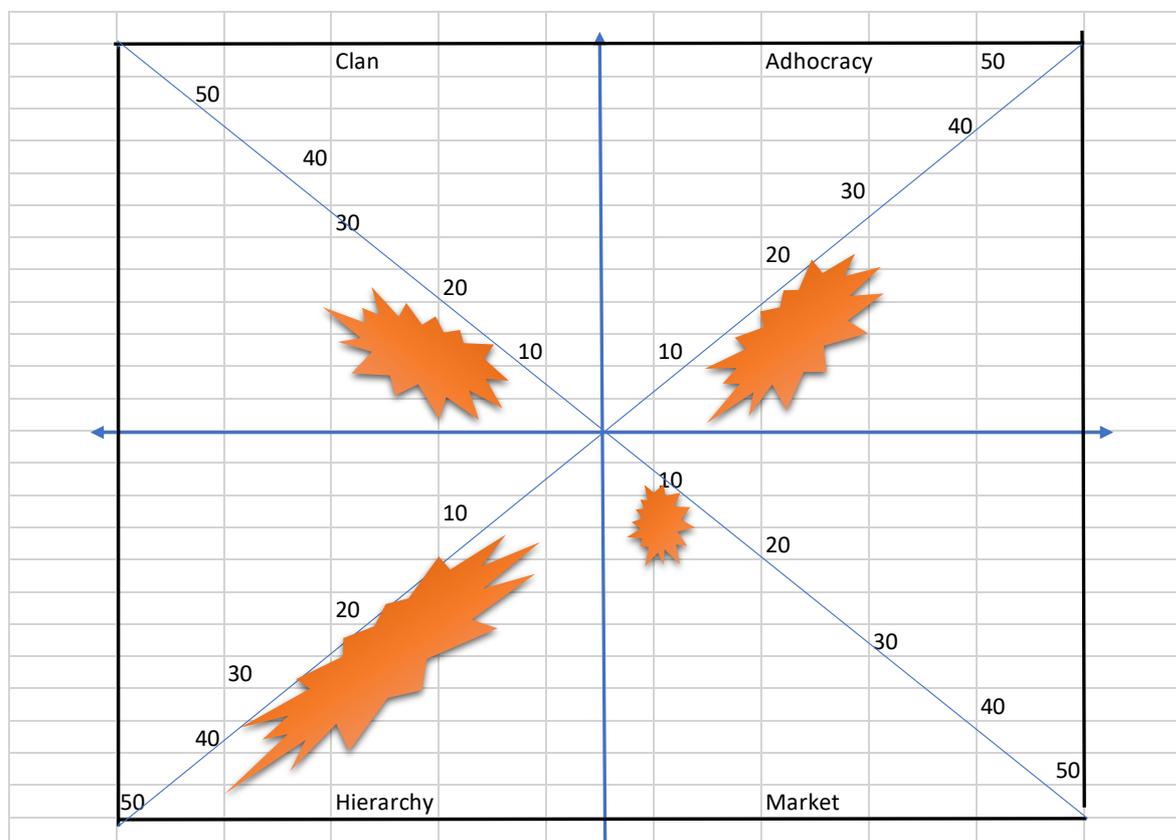
Figure 4.37 Prevalent and dominant culture types at GPL on the CVF

Finally, this study was not exhaustive and thus presents opportunities for further research. A study on organizational culture in various Legislatures can be explored because Legislatures are not the same even though they have similar mandates. Another aspect that can be further researched is a comparative study of organizational culture across Legislatures. A study of the impact that organizational culture can have in advancing the 3 mandates of Legislatures, i.e. oversight, law making and public participation provides another possible research area.

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PURPOSE OF THE SURVEY:

The purpose of this survey is to determine the dominant organisational culture that exists within the Gauteng Provincial Legislature.

In the survey, "the organization" refers to the organization/Unit managed by your boss (or the organization in which you manage).

No one is required to provide their names and confidentiality is guaranteed.

This survey questionnaire is for Academic purposes only and no money will be made out of it.

The survey is completely anonymous and it is impossible to identify you through the answers given by you.

following

SECTION A: INTRODUCTION

Q1. Total work experience within the GPL (Years) :

1, 2-4, 5-10, more than 10

Q2. Work experience in my present position in GPL (Years)

_____

Q. My present position in the organisation?

□ Supervisor/Manager/Director /
□ Administrator/Professional/

Q2. I am:
□ 18-24 years old □ 25-34 years old □ 35-44 years old □ 45-54 years old
□ 55-65 years old □ 66 and older

Q. <u>Highest</u> formal education level (please mark only one box):
□ Matric or equivalent diploma □ Some University (like undergraduate diploma) credit but no degree
□ Trade/technical/vocational training □ Bachelor's degree
□ Honours degree or Post Graduate Diploma □ MBA □ Master's degree
□ Doctoral degree

Q I hold the following number of public service qualifications:

SECTION B

Instructions: Please carefully read each of the following statements and respond by ticking ☑ the response box that best reflects your opinion..

	1. Dominant Characteristics	Strongly agree	Strongly disagree	Slightly Agree/Slightly disagree	Moderately Disagree	Strongly disagree
A	The organization is a personal place, just like an extended family, where employees share a lot of themselves.					
B	Employees are willing to stick their necks out and take risks.					
C	The organization is results oriented as it focuses on getting the job done.					
D	The organization is a strictly controlled and a structured place where procedures and rules govern what people do.					
	1.9 Total					

2. Organizational Leadership		Strongly agree	Strongly disagree	Slightly Agree/Slightly disagree	Moderately Disagree	Strongly disagree
A	The leadership in the organization exemplifies mentoring, facilitating and nurturing.					
B	The leadership in the organization focuses on encouraging new ideas, innovation and risk taking.					
C	The leadership in the organization focuses on the most efficient ways to achieve results.					
D	The leadership in the organization focuses on coordinating, organizing and smooth-running efficiency.					
	1.10 Total					
3. Management of Employees		Strongly agree	Strongly disagree	Slightly Agree/Slightly disagree	Moderately Disagree	Strongly disagree
A	The management style in the organization is characterized by teamwork, consensus, and participation.					
B	The management style in the organization is characterized by individual risk-taking, innovation and freedom.					

		Strongly agree	Strongly disagree	Slightly Agree/Slightly disagree	Moderately Disagree	Strongly disagree
C	The management style in the organization is characterized by hard-driving competitiveness and high demands for achievement.					
D	The management style in the organization is characterized by security of employment, conformity, predictability, and clearly defined roles.					
	1.11 Total					
	1.12					
4. Organization Glue		Strongly agree	Strongly disagree	Slightly Agree/Slightly disagree	Moderately Disagree	Strongly disagree
A	The glue that holds the organisation together is loyalty and mutual trust.					
B	The glue that holds the organisation together is commitment to innovation and development.					
C	The glue that holds the organisation together is the emphasis on achievement and goal accomplishment.					
D	The glue that holds the organisation together is formal rules, procedures and policies.					
	1.13 Total					

5. **Strategic Emphases**	Strongly agree	Strongly disagree	Slightly Agree/Slightly disagree	Moderately Disagree	Strongly disagree
A	The organization emphasises human development through high levels of trust, openness and increased participation					
B	The organization emphasises trying out new ways of doing things and constantly keeps itself abreast about new developments.					
C	The organization emphasises competitive actions and behaviour which requires a winning attitude.					
D	The organization emphasises permanence and stability amongst its employees.					
	1.14 Total					

6. **Criteria of Success**	Strongly agree	Strongly disagree	Slightly Agree/Slightly disagree	Moderately Disagree	Strongly disagree
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for its own employees.					

B	The organization defines success on the basis of being a leader in the parliamentary sector when it comes to innovation.					
C	The organization defines success on the basis of it being a market leader in the parliamentary sector					
D	The organization defines success on the basis of efficiency, smooth scheduling of the legislature programme and is dependable when it comes to delivery of services to primary stakeholders					
	1.15 Total					