

AN EXPLORATORY STUDY OF ORGANISATIONAL FACTORS ASSOCIATED WITH THE EFFECTIVENESS OF COMPANIES IN THE NAMIBIAN TERTIARY INDUSTRY

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Declaration

By submitting this dissertation electronically, I, Matthias Mpareke Ngwangwama, declare that the entirety of the work contained therein is my own, original work, that I am the owner of the copyright thereof (unless to the extent explicitly otherwise stated) and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

M.M. Ngwangwama

March 2018

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Abstract

Understanding the operational and strategic organisational practices and activities associated with effective organisations, collectively referred to as organisational factors in the title of this study, could be a key component of the business management science. With the view of making a contribution to the body of knowledge, this study addressed this key aspect of business management from a developing country perspective.

Investigating this topic from a developing country perspective is important because business, in a constructive relationship with government and other stakeholders, could be a cornerstone of prosperity in society. With prosperous organisations come successful economies and with successful economies come prosperous nations. Like in the case of Namibia, business organisations are generally seen as the “engine for economic transformation and growth”. In this context, business organisations appear to play an important role in people’s daily lives and, therefore, might represent a key ingredient, particularly in developing countries’ efforts to attain meaningful social and economic transformation and development.

One of the long-running issues within the research dealing with developing countries’ situations has been the extent to which management theories and practices rooted in the developed countries’ perspectives can be applied by organisations in the developing countries. Without doubt, the blanket application and transfer of “foreign” management theories and practices appears to be a long and challenging process that is far from ending. This matter has been complicated by several factors, such as the importance of history, values and unwritten rules, norms and related practices that cannot be easily identified and understood by outsiders and, as a result, there seems to be divergent views on this matter.

The critical role of business in society is undisputed. Yet, the reality of non-performing organisations seems to be apparent and around us. It appears that not all business organisations achieve their intended objectives, nor the status of high-performance organisations. Invariably, there still seem to be frequent propositions that organisations, especially those in developing countries, are poorly managed. One outcome of poor management can include non-existing or low organisational performance. Ostensibly, some organisations fail to reach their strategic objectives whilst others achieve only the status of average or good performance, which does not appear to translate into organisational high performance.

This exploratory study investigated this topic in a developing country, a context largely recognised to lack empirical literature on organisational practices, activities, mindsets and behaviours associated with effective organisations. The study is positioned within a constructivist (interpretivistic) research philosophy, which applied a qualitative research approach to investigate

organisational practices, activities, mindsets, and behaviours that appear to be associated with effective organisations in Namibia. The views from 54 key role players and ultra-elites in organisations, such as members of the board, management and employees, were obtained through interviews and analysed using qualitative research techniques. The ideas contained in the interviews, combined with document analysis and observations, were used to develop and frame organisational practices and activities that appeared to be associated with effective organisations in Namibia. A somewhat concrete approach of investigating the actual organisational behaviours, actions, practices and activities of organisations through business actors rather than investigations at a seemingly abstract level was adopted in the study. To avoid the prospect of participants constructing the perceived organisational practices and activities in a favourable light and to avoid self-reporting, a research approach was employed of directly collecting primary data and carefully observing the organisational activities in practice whilst at the same time not informing the participants that the study was about effective or less effective organisations. Moreover, a technique of juxtaposing the views from the effective and less effective organisations was used in presenting the study findings.

At broad levels, the study findings appear to incline towards the divergent view of business management theory and practice. A set of four Namibia-specific contextual influences as well as ten core contingent organisational practices and activities were developed and proposed in the study. Essentially, the study findings appear to suggest three main contextual case-based knowledge considerations. Firstly, the findings of this study relate to the pertinent need to develop strategies to contain the negative effects of the Namibian-specific contextual impediments, such as heavily politicised environments, lack of proper skills, the size of the economy and population as well as fear to express opinions, from adversely affecting organisational performance and effectiveness. Within this regard, the study suggests that the effects of the contextual influences (i.e. heavily politicised environments, lack of proper skills, the size of the economy and population as well as fear to express opinions) should be brought into academic discourses and not be concealed. Secondly, the findings relate to the need for Namibia to capitalise on the soul of what might be one of its key resources, namely the human resource. Namibia should optimally harness its human capital and intellectual resources' potential to enhance organisational high-performance cultures. The mindsets of organisational high-performance cultures in organisations should depart from the premise of recruiting people carefully and correctly. Finally, the study findings relate to the need for the development, inculcation and entrenchment of an interconnected philosophy of a particular organisational mindset and being, that inclines towards reshaping people's mindsets that could have been affected by historical realities such as genocidal and liberation wars, colonial legacies and past discriminatory practices.

The core organisational practices and activities developed in this study are interlinked and suggest the need for developing values-based practices that seek to establish and entrench organisational

virtues and high standards of ethics and moral behaviour in the organisation. For instance, it is absurd to talk about an organisational high-performance culture in the first place, or organisations achieving their intended objectives, if the processes followed to admit members in the organisation are tainted by political interference, nepotism or corruption. Conversely, engaging the human fundamentals in the organisations implies having the courage to resist political interference in recruitment processes, establishing effective and authentic communication practices, entrenching good people management philosophies, exercising leadership that exhibits authenticity, servant and ethical principles as well exercising managerial patience.

Often, there is a temptation to elevate techno-economic factors (such as financial, physical and technological resources) as contributory to effective organisational behaviour relative to human fundamentals. However, this study has found that organisational practices and activities related to human aspects, such as those embodied in the resource-based view of organisations, appear to be significantly associated with the effectiveness of companies in the Namibian context. Therefore, the findings of this study suggest an emphasis on humanistic values and management by human relations philosophies to be the cornerstones of future leadership and organisational cultures in Namibian organisations as well as the basis for managing employer-employee relations, for developing and empowering people, and for offering experiential customer service.

Key words:

Organisational behaviour, organisational practices, organisational activities, effective organisations, Namibia tertiary industry, constructivism, inductive research approach.

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List of acronyms and abbreviations

ANSA	Alternatives to Neo-liberalism in Southern Africa
BEMs	business excellence models
CEOs	chief executive officers
EEC	Employment Equity Commission
EO	effective organisation
Exco	executive committee
FDI	foreign direct investment
GDP	gross domestic product
GLOBE	Global Leadership and Organizational Behavior Effectiveness (project)
HAN	Hospitality Association of Namibia
HPO	high-performance organisation
HR	human resources
ICT	information and communications technology
IMF	International Monetary Fund
IT	information technology
KSFs	key success factors
LEO	less effective organisation
MBA	management by accountability
MBAC	management by attitude change
MBHR	management by human relations
MBNQA	Malcolm Baldrige National Quality Award
MNCs	multinational companies
NamCode	Corporate Governance Code of Namibia
NEPAD	New Partnership for Africa's Development
NEPRU	Namibia Economic Policy Research Unit
NSA	Namibia Statistics Agency
NSX	Namibian Stock Exchange

NTB	Namibia Tourism Board
NTD	Namibia Trade Directory
OAU	Organisation for African Unity
OE	organisational effectiveness
RBV	resource-base view
ROE	return on equity
SADC	Southern African Development Community
SAFLII	Southern Africa Legal Information Institute
SOEs	state-owned enterprises
SRQs	sub-research questions
SWAPO	South West African People's Organisation
TBL	triple bottom line
USA/US	United States of America/United States
USB	University of Stellenbosch Business School
WEF	World Economic Forum

CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

“Ideally all published organisational theories should come with a warning label: The utility of this explanation is limited by its contextual range, which is currently specified as follows”
(Whetten, 2009:38).

1.1. INTRODUCTION

This study focused on developing strategic and operational organisational practices and activities associated with effective organisations in a developing country. Set against the backdrop of the main economic sector in Namibia, the tertiary industry, the study investigated the organisational practices, activities, behaviours and mindsets that appears exceedingly associated with effective organisations in a developing country context. The Namibian tertiary industry is a segment of the Namibian economy concerned with the provision of a wide variety of personal and business services (intangible goods) rather than tangible products. The Namibian tertiary industry comprises several sub-industries. These sub-industries include the wholesale and retail trade, tourism, financial services, transport and communication services, real estate and business services (Republic of Namibia, 2008a:15). The reason for assessing organisations in the Namibian tertiary industry is explained in subsequent chapters, particularly Chapter 2.

The researcher embarked upon this study with two core objectives in mind: First, to discover new insights that elucidate the leading organisational behaviours associated with effective organisations in a developing country context and, secondly, to highlight contextual variables that alter understanding about organisational behaviour in a developing country context.

The organisational behaviours associated with effective organisations has been a subject of extensive and increasing empirical interest in the organisational development and design theory (Lee & Brower, 2006:155; Varadarajan & Ramanujam, 1990:464). An overall understanding of why some organisations are effective, grow and succeed, while others are ineffective and fail is the primary objective of scholars and practitioners in the organisational theory and strategy domains. Understanding the behaviours of effective organisations can assist frontline business practitioners in crafting fitting strategies to remedy organisational non-performance. However, despite the importance attached to understanding the organisational behaviours associated with effective organisations, Africa-focused studies that have addressed this aspect are few compared to almost any other region in the world (Hoskisson, Eden, Lau & Wright, 2000:264; Jackson, 2004:6; Oosthuizen, 2005:69). Due to the lack of studies from African perspectives, an important part of the world, Africa, has remained off the management researchers' radar screen. This gaps needs to be filled.

1.2. BACKGROUND

1.2.1. The interest in organisational behaviours of effective organisations

Understanding the organisational behaviours associated with effective organisations is critical to the business management science. Invariably, some scholars often argue that investigating the organisational behaviours of effective organisations is the ultimate area of interest of just about any area of business management (Richard, Devinney, Yip & Johnson, 2009:719). Arguably, the science of business management with its classical functional areas such as marketing, accounting and finance is, in essence, about gaining insight into what makes some organisations more effective than others in achieving their intended objectives. From this point of view, research on the organisational behaviours of effective organisations has become a significant aspect to business management theory and practice.

In broad terms, the interest in studying organisational behaviours can be explained from the viewpoint that business organisations are entities set up for a purpose (Nwadukwe & Court, 2012:198) and are, therefore, instruments of intended purposes (March & Sutton, 1997:698). Therefore, to achieve the intended purposes of business, organisations should attain the status of organisational effectiveness (OE) and epitomise organisational high-performance cultures. Within the foregoing context, it is pertinent to understand the organisational behaviours that are especially associated with the effectiveness of Namibian organisations.

This study is the first of its kind from a Namibian perspective and is therefore exploratory in nature. Considering its exploratory nature, the study lays the groundwork for research questions and relevant themes to be explored in subsequent academic studies.

1.2.2. Effective organisations: the main debates and inconclusiveness of the debates

There have been ongoing debates and much controversy on variables associated with effective organisations. In the main, the following major debates appear to be preeminent:

First debate: the applicability of management theories and practices across settings

One of the long-running debate within the research dealing with developing countries' situations has been the extent to which management theories and practices rooted in the developed countries' perspectives can be applied by organisations in the developing countries (Gutterman, 2011:1; Hafsi & Farashahi, 2005:484; Oghojafor, Idowu & George, 2012:73). In other words, the question is whether there can be a universal definition, model or one-size-fits-all measures that comprehensively integrate the notion of effective organisations all over the world (Abston & Stout; 2006:753; Ashraf & Kadir, 2012:80; Hossein, Raheim, Yosefi, Sajjadi & Malekakhlagh, 2011:6). Without doubt, the blanket application and transfer of "foreign" management theories and practices appear to be a long and challenging process that is far from ending. This matter has been complicated by several factors, such as the importance of history, values and unwritten rules,

norms and related practices that cannot be easily identified and understood by outsiders. As a result, there seems to be divergent perspectives about this matter.

Researchers have been discussing this debate from the divergence, universality, convergence, and situational perspectives. Proponents of the divergence perspective argued that cultural differences between societies, such as those identified by Hofstede (1980,1983, 2006) and others, make it difficult for Western management theories and practices to be effectively applied in non-Western societal cultures typically found in the developing countries (Gutterman, 2011:1). Accordingly, cross-cultural researchers are said to believe that there is no such thing as a universal theory of management. In sharp contrast, those with universal viewpoints argued that culture does not limit the applicability of management theories and they believe that there are certain similar universal management practices within organisations all around the world (Gutterman, 2011:1). This viewpoint seems to suggest that there are certain universal hypotheses on management practices that can be replicated in organisations around the world. According to the convergence perspective, Western management theories may not be applicable in developing countries because of technical and economic difficulties in these countries rather than cultural constraints. Situational or contingency theorists, as opposed to universalists, consider different situational factors such as the manager's personality, the firm's ownership and sector (i.e. private or public), and their hierarchy, as the main determinants for the applicability of management theories and practices (Hafsi & Farashahi, 2005:483; Oghojafor, Idowu & George, 2012:72).

Hafsi and Farashahi (2005:483) went further to extend the debate on the applicability of management theories and practices by suggesting that the real issue appears to be the ambiguity about whether the primary concern being addressed relates to business practice or theory. These authors (ibid: 483) argued that business practice is usually contextual, affected by the specific conditions and circumstances in which it takes place. However, the applicability of theory is another matter, as it seems that although management practices in countries are different, the same theories seem to apply across settings (Hafsi & Farashahi, 2005:483). The foregoing perspective leads to more questions than answers: If business practice is contextual, affected by the specific conditions and circumstances in which it takes place, should business theory then also not be contextual? Is it not a major contradiction to suggest that business practice is contextual but business theory universal?

Second debate: at which level of analysis can organisational effectiveness be studied?

Secondly, the debate on organisational behaviours associated with effective organisations is about the level of analysis at which organisational effectiveness can be studied. It entails answering the question of where effectiveness resides: is it at the organisational level, individual or group level (Kirby, 2005:31)?

Third debate: the impact of context on the effectiveness of companies

The other major debate relates to the impact of context on the effectiveness of companies. Differently stated, context appears to be not sufficiently recognised and appreciated by researchers and practitioners in assessing organisational effectiveness behaviours. Various researchers, notably Rousseau and Fried (2001:1), as well as Johns (2006:386), have pointed out that contexts have both subtle and powerful effects on organisational performance. In particular, the socio-cultural, historical, institutional and psychological contexts of different countries have been highlighted as areas that appear to significantly affect organisational behaviour in different contexts (Hofstede, 1983:75; House, Hanges, Javidan, Dorfman & Gupta, 2004:178). Johns (2001:31) defined context as the surroundings associated with phenomena that help illuminate those phenomena. This might include organisational behaviours associated with the effectiveness of companies. Context, therefore, refers to level effects in which a stimulus or phenomenon at one level has an impact at another level.

The scope of the field of organisational variables associated with effective organisations is broad and covers several related concepts. The behaviours of effective organisations are vast and manifest, for instance, in the various terms and phrases used as substitute or equivalent expressions for effective organisations. Foremost, proximal outcomes often used interchangeably include, with equivalent terms in brackets, organisational performance (business performance, firm performance, business outcomes), organisational success, organisational high-performance (superior performance), organisational excellence (world-class performance) and sustainable organisational effectiveness (accountable performance, sustainable performance) (Abston & Stout, 2006:747; Cameron, 1986:539; Quinn & Rohrbaugh, 1983:363). Recent literature on effective organisations tends to prefer the concept of organisational high-performance (Abston & Stout, 2006:747). In view of the varying descriptors used to describe the organisational behaviours of effective organisations, the main debates on this topic appear inconclusive.

1.2.3. The literature scarcity reality in developing countries

There is a general scarcity of literature on the behaviours of effective organisations from a developing country point of view (Hoskisson, Eden, Lau & Wright, 2000:264; Jackson, 2004:6; Oosthuizen, 2005:69). The bulk of existent literature on effective organisations is based on the developed countries' perspectives, especially that of continental Europe, Japan and the United States of America (USA). To illustrate this point, Peters and Waterman (1982), Kotter and Heskett (1992), Collins and Porras (1994), Jain (1998), Katzenbach (2000), Foster and Kaplan (2001), Zook and Allen (2001), Collins (2001), Weick and Sutcliffe (2001), Joyce, Nohria and Roberson (2003), as well as Rosenzweig (2007) all explored organisational behaviours from a developed country perspective. A few scholars who have investigated some aspects of organisational behaviour from an African perspective, for instance, Nwagbara, 2011:75; Pietersen, 2005:55; Mbigi, 2002:294; Wariboko, 1999:45; Mangaliso, 2001:23; Nzelibe, 1986:6, have noted sufficient

differences in the organisational behaviours of African and Western organisations, especially in management practices and activities. The significant point of difference appears to reside in the cultural and social milieu (Inyang, 2008:122; Akotia, 2006: 95; Hofstede, 1983:75). Oghojafor, Idowu and George (2012:72) stated that “*Western management theories stop at the cultural boundary of each nation*”.

Seemingly, incongruence of the business and societal cultures in Africa erodes the commitment and productivity of Africans working in modern business organisations (Dia, 1996:9). For instance, the question posed in this regard is whether it is likely that employees would forget their accumulated mental programming (i.e. their traditional cultural orientations) in performing their daily work activities. For this reason, there are spirited arguments that the behaviours in organisations might not be fully understood if the historical and cultural variables from different perspectives are not accorded sufficient attention and detail. In a way, it is argued that, by omitting the specific aspects of the unique African contextual realities, such as distinct history, cultural diversity, different institutional, psychological and socio-cultural systems, existing organisational behaviours associated with effective organisations neglect or overlook explaining organisational behaviour in its entirety (Akotia, 2006:95; Chabal & Daloz, 1999:8; Hofstede, 1983:75; Inyang, 2008:122; Visser, 2008:482).

The lack of empirical data on organisational behaviours associated with effective organisations from a developing country point of view has several implications. For instance, those teaching, consulting and leading African organisations encounter problems in pinpointing the preeminent behaviours associated with effective organisations. In as much as there is a belief that the developing world should move towards and become more like the developed world, constructing organisational perspectives on the behaviours of effective organisations from the viewpoints of developing countries themselves is worthwhile. Considering the unique and complex attributes of African environments, for instance, home to one billion people in 54 independent countries with plentiful business opportunities in agricultural, retail, banking, natural resources, information and communications technology, and infrastructure (Chironga, Leke, Lund & Van Wamelen, 2011:117; Parboteeah, Seriki & Hoegl, 2014:980), filling the differences in context and lack of literature gaps is pertinent. The increasing number of multinational companies (MNCs) from Asia, Europe and North America entering African markets necessitates, as Hoskisson, Wright, Filatotchev and Peng (2013:1295) put it, a fine-grained understanding of the country operating context. For instance, Chinese companies see Africa as a haven for opportunity due to the continent’s wealth in natural resources (Parboteeah *et al.*, 2014:980). According to Jackson (2004:7) and Boamah (2003:1), foreign direct investment (FDI) is a major stimulus to economic growth on the African continent. In Namibia for instance, FDI is seen as a fruitful means for alleviating poor socio-economic conditions (Melber, 2010:12), stimulating rapid economic growth and setting up companies to manufacture goods locally (Boamah, 2003:1). Within the foregoing context, academics and researchers should

assist business organisations through development of empirically assessed effectiveness behaviours.

1.2.4. Divergent organisational perspectives between the developed and developing countries

Organisational behaviours in countries around the world might not be the same. For instance, Hofstede (1980, 1983 & 2006) and House *et al.* (2004), in the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project, have comprehensively demonstrated the impact of divergent national cultures on organisational behaviour. Hofstede (1983:75) studied the differences in people's work-related values among 50 countries and proposed a theory of four dimensions along which the impact of cultural values on organisational behaviour could be analysed. The four dimensions are individualism-collectivism, uncertainty avoidance, power distance and masculinity-femininity. Especially power distance, the degree to which members of a collective expect power to be distributed equally, as well as collectivism, the degree to which individuals express pride, loyalty, and cohesiveness in their organisations or families, appears to have a significant impact on organisational behaviour, particularly with regard to leadership and employee attitudes and mentalities. Hofstede's (1983) model revealed that power distance indexes showed very high scores for Latin and Asian countries, African areas and the Arab world. On the other hand, Anglo and Germanic countries have a lower power distance. This already creates differences in perspectives. Regarding the individualism index, it appears that there is a clear gap between the Western countries on one hand, and Eastern countries on the other. North America and Europe were considered as individualistic with relatively high scores in contrast to Asia, Africa and Latin America with strongly collectivist values.

The other difference with regard to organisational behaviours can be found in the levels of social and economic development. In contrast to the developed economies, such as USA, Japan and Continental Europe, that are classified as very high on the human and social development index, Namibia is categorised as medium on the human development index (WEF, 2015a:46-50). The World Economic Forum (2009a:174), through its Human Development Report 2009, showed that Sub-Saharan Africa has a long way to go in terms of social development as measured by economic growth, human development indices and decent standards of living. For instance, Table 1.1 indicates that Sub-Saharan Africa, of which Namibia is part, ranks last on all economic and human social indicators (i.e. long and healthy life as measured by life expectancy levels, access to knowledge as measured by adult literacy levels, and decent standards of living as measured by gross domestic product (GDP) per capita).

Table 1.1: Human development index by regions (with rank position in brackets)

Regions	Life expectancy at birth in years 2007	Adult literacy rate in % 2007	GDP per capita (purchasing power parity US\$) 2007
Arab States	68.5 (4)	71.2 (4)	8,202 (3)
Central and Eastern Europe	69.7 (3)	97.6 (1)	12,185 (1)
East Asia and the Pacific	72.2 (2)	92.7 (2)	5,733 (4)
Latin America and the Caribbean	73.4 (1)	91.2 (3)	10,077 (2)
South Asia	64.1 (5)	64.2 (5)	2,905 (5)
Sub-Saharan Africa	51.5 (6)	62.9 (6)	2,031 (6)
Namibia	62 (5)	89 (4)	3,360 (5)

Source: WEF, 2009a:174; Sherbourne, 2016: iii.

The above data shows blatant differences between the developed and developing countries, which might affect organisational behaviours differently. Therefore, it might not be prudent to compare different regions that are distinct from each other on levels of social and economic development to understand organisational behaviours and organisational performance. For instance, a question that arises in this regard is: is it fitting to investigate and compare organisational behaviours that epitomise effective organisations in a region with 97.6 percent adult literacy rate, as in the case of Central and Eastern Europe, in the same way as in a region with 62.9 percent as in the case of Sub-Saharan Africa? Adult literacy levels have obvious implications for the skills and knowledge base, as well as managerial capabilities in organisations, which concomitantly affect organisational behaviour.

Within the above-highlighted context, it is problematic to argue that the developed (Western) and the developing (African) countries have the same organisational behavioural tendencies. In the same way that the notion of developed and developing economies' reality is sustained, so should the argument of different organisational behaviours in the developed and developing countries be upheld. Within this context, instead of investigating organisational behaviours linked to effective organisations at abstract and theoretical levels, which implies repeating the storyline of the organisational behaviours perceived in the developed countries, this study adopted an approach of investigating the organisational behaviours that are rooted in concrete organisational realities and daily-lived experiences as they appear to people working in the Namibian organisations.

1.2.5. The argument for investigating organisational behaviours in Namibian organisations

There is a need to investigate the key organisational behaviours at the heart of effective organisations in Namibia. For example, the newfound attractiveness of Namibia to foreign direct investment necessitates the understanding of the drivers of the effective companies. As recent as in 2016, Namibia has seen an unprecedented entry of international airline brands, such as Qatar

Airways, KLM Royal Dutch, Ethiopian and Condor Airlines, to the Namibian market (The Namibian, 2016b:1). Within this context, it is lucid to suggest that the business operating contexts in the country of origin of the MNCs are different to those of the local Namibian operating context. There might be high-level and theoretical similarities at industry level but significant differences at micro (organisational behaviour level) and macro (socio-political) levels. What this implies is that the MNCs entering the Namibian business landscape require empirical research on the dominant organisational behaviours that are associated with operating effectively in Namibia. From this point of view, this study is of theoretical and practical contribution to business theory and practice through its attempt to identify the superseding organisational behaviours that are associated with the effectiveness of organisations in the Namibian context.

Apart from Eritrea in 1993, South Africa in 1994 and South Sudan in 2011, Namibia is the fourth last African country to be independent, with independence gained in 1990. As such, the contextual realities that are distinct from developed countries, such as low levels on human development indices and standards of living indicators, as well as a low level of economic growth, are recent and vivid in the Namibian environment.

1.3. RESEARCH PROBLEM

Currently, the field of business management studies appears to be conceived and developed dominantly from the USA perspective, with some recent inputs from other developed countries in Europe and Asia (Gutterman, 2016:4; Hoskisson, Eden, Lau & Wright, 2000:264; Jackson, 2004:6; Nkomo, 2006a:10; Oosthuizen, 2005:69). As such, most business and management-related theories that have been produced and researched appears to be based on the circumstances in developed countries. For this reason, these theories might include biases and assumptions that will likely make them inapplicable in developing countries (Gutterman, 2016:4). While developing countries represent an overwhelmingly large percentage of the world's population (Chironga, Leke, Lund & Van Wamelen, 2011:117; Parboteeah, Seriki & Hoegl, 2014:980), the relatively small and spotty body of research on management practices and activities in developing countries is a concern. Even though it appears that there is little dispute that the comprehensive understanding of organisational management theories and practices contributes to business growth and development, literature sources conceived from developing countries' perspectives appear scarce. In view of the foregoing context, it is therefore essential to study and understand management practices, activities, behaviours and mindsets that are associated with effective organisations in developing countries. Differently put, the question is this: Are there unique and contextual-based organisational practices, activities, mindsets or behaviours associated with effective organisations in developing countries that are different from those typically cited in the developed countries?

Developing from the above-stated problem statement, here then, is the main research question in this study:

Which key organisational practices, activities, mindsets and behaviours are especially associated with effective organisations in a developing country?

Statement of purpose of the study

The purpose of this study was to develop the organisational variables that exceedingly appear to be associated with the effectiveness of companies in the developing country of Namibia.

1.4. RESEARCH OBJECTIVES

There is now an increasing need among management scholars studying organisational behaviours to properly account for context effects in empirical studies (Christensen & Raynor, 2003:72; Johns, 2006:386; Rousseau & Fried, 2001:1; Whetten, 2009:29). Considering the foregoing viewpoint, the primary objective of this study was to develop organisational practices, activities, and mindsets that are generally associated with effective organisations in a developing country context and that are deeply rooted in the contextual and daily-lived realities in a developing country. With a view to extend the broader understanding of the organisational behaviour body of knowledge, the rationale for developing such behaviours and practices is to highlight the main organisational antecedents that significantly impact organisational high-performance cultures in the Namibian business environment.

To help achieve the study objectives, several research questions had to be posed. Figure 1.1 below depicts the study research questions, which include the principal research question and sub-research questions (SRQs). The research methods applied in addressing the research questions are also indicated in Figure 1.1.

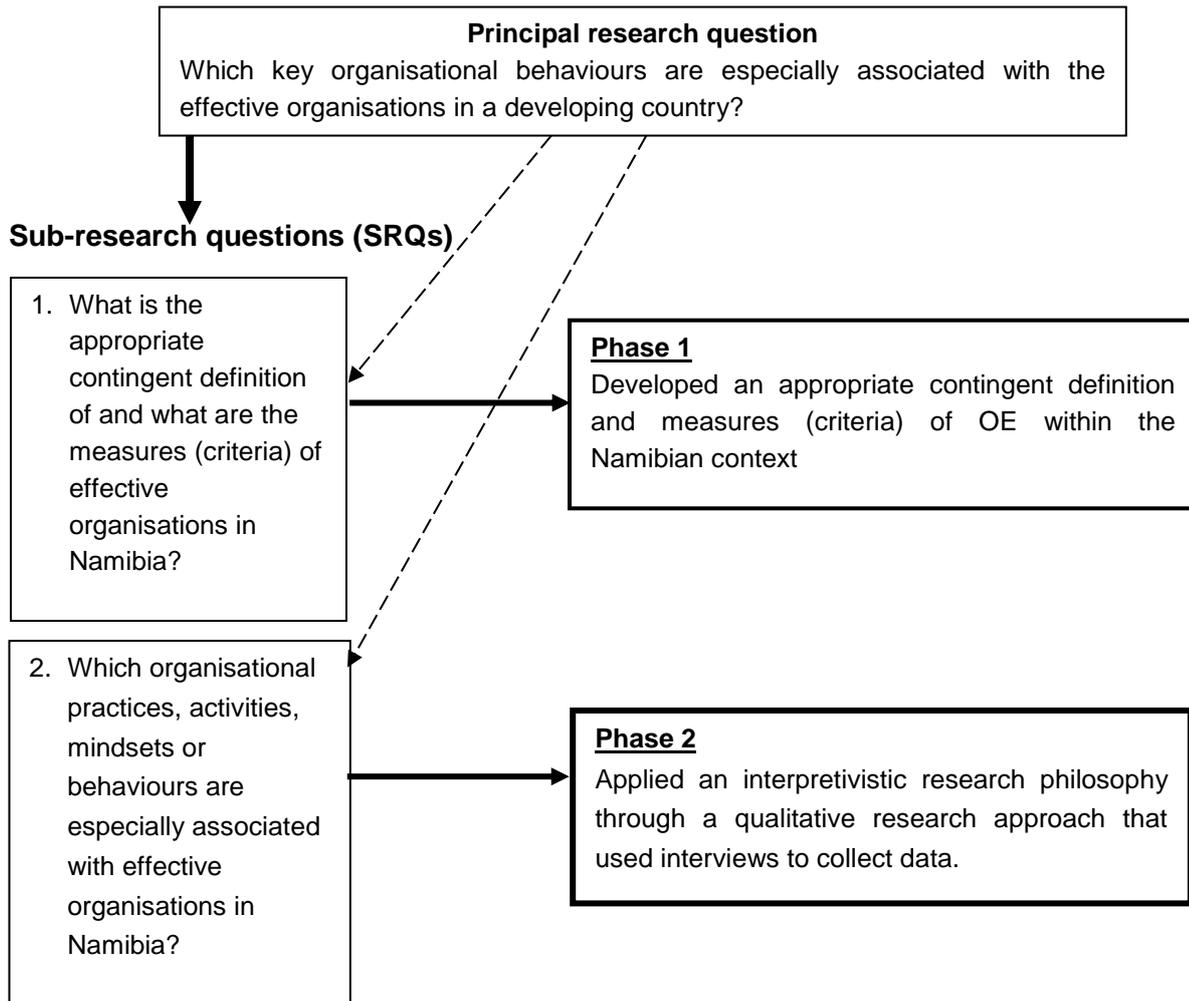


Figure 1.1: Study research questions

Source: Own conceptualisation.

1.5. DEMARCATION OF THE STUDY

Numerous scholars (Ashraf & Kadir, 2012:80; Cameron, 1986:539; Zoogah, Peng & Woldu, 2015:8) have pointed out that organisational behaviour of effective organisations can be a paradox and an infinite concept. Therefore, to contain the scope of the research, effective organisations were defined and measured as per the applicable definition and criteria developed in this study. The definition and measures of effective organisations are presented in the research design and methodology chapter, Chapter 6, of this study. Furthermore, this study was confined to Namibian organisations in the Namibian tertiary industry. The research was limited to medium and large companies that employ more than 200 employees in the Namibian tertiary industry.

To narrow the scope of the research, studies of this nature usually select a specific economic sub-sector as research focus. However, considering the fact that Namibia has a small population size of about 2.1 million (Namibia Statistics Agency, 2013) and, as a consequence, the population of business organisations is smaller than the bigger and developed economies, the study was

broadened to cover all six sub-sectors of the Namibian tertiary industry. The inclusion of broad and diverse sub-sectors of the economy might lead to a perception that the study focus is broad. However, this was necessary in exploring and incorporating a rich and broad perspective on the organisational behaviours associated with effective organisations obtained from diverse economic sub-sectors. In addition, the inclusion of broad sub-sectors of the tertiary industry was an attempt to extract rich, detailed descriptions of organisational behaviours in the country.

Because of the study's context-specificity outlook, the study does not claim outright generalisations of findings. Although the study findings might apply to organisations in similar developing countries, the findings remain only applicable in the context of Namibia until such research is carried out in other countries. However, in developing theoretical concepts in the study, a developing country focus rather than a country-specific focus was retained. This implies that the organisational behaviours developed in this study could apply, at broad notional levels, in other similar developing countries which might stimulate more contextual research and lead to wider theoretical development to benefit the wider organisational behaviour and strategy domains.

1.6. THE STUDY RESEARCH DESIGN

The design of this study comprised effectiveness of organisations as the dependant variable (outcome or effect variable) and organisational behaviours associated with effective organisations as the independent variable (antecedent or predictor variable). One important consideration in the research design and methodology of organisational behaviour studies is to ensure that only outcomes related to effective organisations are measured. This requires that the definition and measures of effective organisations, through an appropriate framework, be made transparent. In fact, debates in organisational behaviour research are fundamentally about the most appropriate framework to conceptualise and define effective organisations and the appropriate measures (criteria) to denote effective organisations (Cameron, 1986:539). In this context, a schematic presentation of the research design framework for this study is shown in Figure 1.2. This is to aid the understanding of the research design of the study that is discussed in detail in Chapter 6.

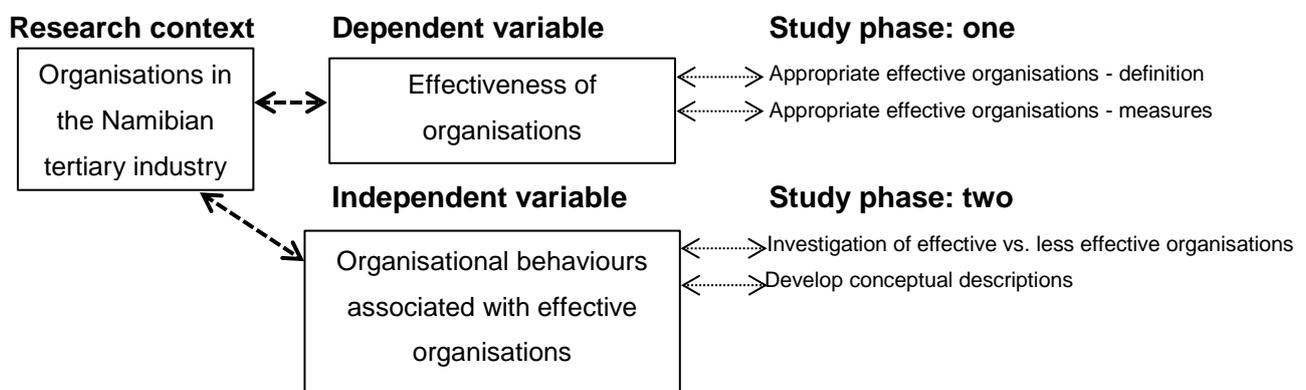


Figure 1.2: Research design framework for the study

Source: Own conceptualisation.

Figure 1.2 prominently demarcates the research context, and the dependent and independent variables in the study. Figure 1.2 further shows the two distinctive research phases of the study. Phase one was concerned with the development of an appropriate definition and measures that denote effective organisations and consequently the selection of organisations that fit the appropriate identified definition and measures (criteria). Phase two involved inductively investigating the organisational behaviours associated with effective organisations from the perceptions of people who work in the selected organisations.

Various scholars frequently acknowledge that investigating the organisational behaviours associated with effective organisations is a complex and tricky undertaking. It is not a simplistic endeavour. For instance, Rosenzweig (2007:139) argued that the undiscerning and generic application of business management theories as universal and immutable in all contexts is the principal fiction at the heart of much business management literature. Rosenzweig (2007:139) continued:

“Claiming that one approach can work everywhere, at all times, for all companies, has a simplistic appeal but does not do justice to the complexities of business. That a company can choose to be great, that following a few key steps will predictably lead to greatness, that success is entirely of its own making and not dependant on factors outside its control is a delusion of organisational physics”.

Therefore, the research design of a study about organisational behaviours is essentially about considering a research design that best establishes the appropriate definition in a particular research context and, consequently, selecting a combination of appropriate indicators as evidence of effectiveness in that context.

According to Quinn and Rohrbaugh (1983:365), two options are available to a researcher investigating the organisational behaviours associated with effective organisations. The first approach is the application of a deductive approach, in which an *a priori list* of literature-determined organisational behaviours associated with effective organisations can be “imposed” and verified. The second approach is through an inductive approach in which identifying key organisational behaviours associated with effectiveness of companies is seen as an active joint venture between the researcher and organisational members (Boynton & Zmud, 1984:17). Organisational behaviours associated with the effective organisations can be established through structured dialogues between researchers and key resourceful members of the organisation and should be extracted from a cross-section of the organisation’s main functional areas (Boynton & Zmud, 1984:17). All that a researcher has to do is to ask the right questions from the right knowledgeable sources and make the right interpretations (Leidecker & Bruno, 1984:27).

This study is rooted in a specific context. Considering the purpose and research questions of the study which desired to identify and highlight context-specific organisational behaviours, *a priori list*

of literature-determined organisational behaviours could not be applied. Using a *a priori list* of literature-determined organisational behaviours could have implied the failure to recognise the competing values and paradoxical nature of organisations, i.e. not recognising the contextual organisational behaviours associated with the effective organisations that might be different from other contexts. As of now, organisational behaviours associated with effective organisations have been predominantly studied from one context, namely from perspectives of the developed economies. This means that the available *a priori list* of literature-determined organisational behaviours is dominantly from the Western context and, thus, cannot be exclusively verified in another context that appears to have been under-researched.

To solve the problem of an appropriate research design for investigating organisational behaviours associated with effective organisations in a specific context, Rousseau and Fried (2001:1) proposed a three-tiered approach for systematically examining contextual effects, consisting of: (i) rich description; (ii) direct observation and analysis of contextual effects; and (iii) comparative studies. In essence, what Rousseau and Fried's (2001) suggested is a constructionist and inductive research approach. Johns (2006:402) was explicit in this regard, stating that well-conducted qualitative research has great potential to illuminate context effects. Within the above context, the research design of this study was designed to investigate organisational behaviours associated with effective organisations, the independent variable, through an inductive approach. The inductive approach began with observations that are specific and limited in scope, and proceeded, in light of accumulated evidence, to a generalised conclusion about the primary drivers of organisational behaviours associated with effective organisations in Namibia.

1.7. SIGNIFICANCE OF THE STUDY

An understanding of why some organisations are effective, grow and succeed while others are ineffective and fail has been a regular objective of scholars and practitioners in the organisational behaviour field. Nations become prosperous because of the proliferation of effective organisations. People have built or lost careers because their institutions were deemed effective or ineffective. Such is the significance of understanding the organisational behaviours associated with effective organisations. However, whilst the overall management science has made significant progress in globalising its international reach and stature, studies with specific focus on the contextual realities of organisations in developing countries have remained the missing link (Zoogah *et al.*, 2015:7). Yet, the African continent is seen as an important region in terms of global trade. On this score, this study is significant to the field and practice of business management.

But what exact contribution does this study make to organisational behaviour theory and practice? Broadly speaking, the study contributes to organisational behaviour theory and practice through *phronesis*; an Aristotelian term translated to mean practical wisdom or contextual case-based knowledge (Cassel, Bishop, Symon, Johnson & Buehring; 2009:517; Clegg & Ross-Smith 2003:86;

Flyvbjerg, 2008:153; Zackariasson, Styhre & Wilson; 2006:421). Understanding the main organisational antecedents of organisational behaviours associated with the effectiveness of organisations in a specific context might lead to a significant policy shift, particularly with regard to the design, development and delivery of a psycho-educational approach to business management education and training. For instance, the study conclusions might necessitate the re-design and implementation of Namibian business management education courses, workshops and seminars to specifically target the identified organisational behaviours instead of focusing on generic training modules and interventions.

1.8. STRUCTURE AND WRITING PLAN FOR THIS DISSERTATION

Figure 1.3 below delineates the schematic structure of the study which informed the chapter content design of the dissertation. Figure 1.3 also informed the structure followed for writing the dissertation.

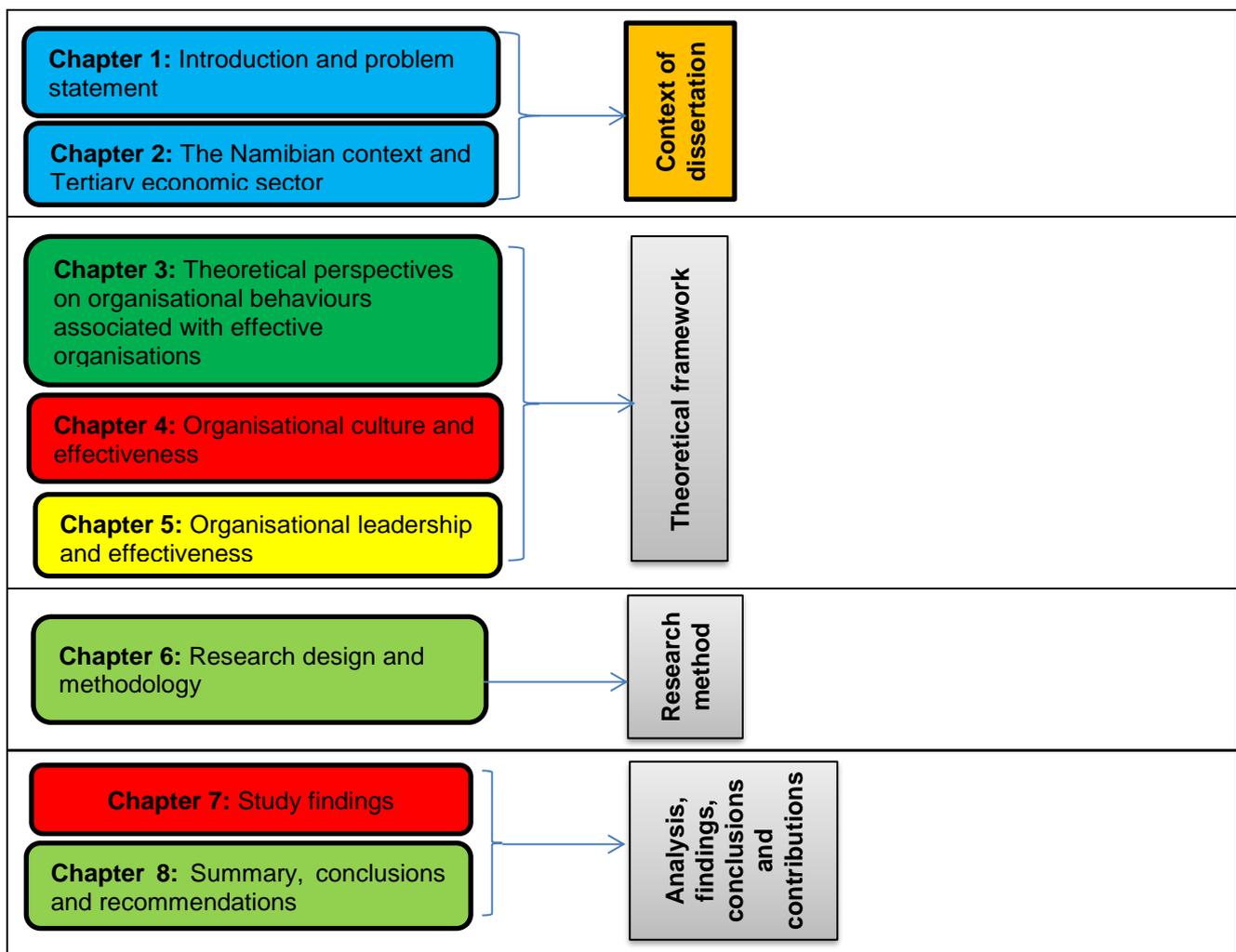


Figure 1.3: Structure of this dissertation

Source: Own conceptualisation.

There are eight chapters in this study. Chapter 1 provides an introduction, context and background of the study. The main intention in Chapter 1 is to orientate the reader with the purpose and important features of the study.

Chapter 2: The Namibian context and tertiary economic sector

As a contribution to the overall dissertation structure, Chapter 2 presents the high-level Namibian topographies. The chapter sets out the key characteristics of the Namibian economic and business landscapes. Chapter 2 depicts the research setting of the study and motivates the reasons for selecting the Namibian tertiary industry as study focus.

Chapter 3: Theoretical perspectives on organisational behaviours associated with effective organisations

Chapter 3 offers some theoretical perspectives on the organisational behaviours associated with effective organisations. Current concepts, themes, models, theories and conceptual frameworks on the behaviours of effective organisations are detailed in this chapter.

Chapter 4: Organisational culture and effectiveness

Chapter 4 extends the discussion from Chapter 3 by positioning organisational culture as an unavoidable and one of the foremost organisational concepts recurring in literature to be significantly associated with effective organisations.

Chapter 5: Organisational leadership and effectiveness

Leadership is presented in Chapter 5 as another key concept in literature sources that appear to be prominently associated with effective organisations. The nature and the various approaches of leadership are highlighted in Chapter 5.

Chapter 6: Empirical research design and methodology

Research methodological issues, such as the research approach and strategy, sampling, data collection and data analysis, are presented in Chapter 6.

Chapter 7: Data analysis and study findings

Chapter 7 details the processes followed in analysing data and presents the results of the study. Qualitative research approaches are used to analyse the results and develop conceptual descriptions of organisational behaviours that are associated with effective organisations in the Namibia.

Chapter 8: Summary, conclusions and implications

As a concluding chapter, Chapter 8 provides a study synopsis as well as the overall conclusions and recommendations of the study. Possible future research on this topic is also outlined in this closing chapter.

1.9. CHAPTER SUMMARY AND CONCLUSION

Chapter 1 has discussed and motivated the introduction, background, relevance and expected contributions of the study, as well as presenting the research problem of the study. The dilemma of treating organisational behaviours associated with effective organisations as universal instead of contextual was also argued in Chapter 1. In particular, an argument was advanced that considering the economic and human social indicators in Namibia, i.e. long and healthy life as measured by life expectancy levels, access to knowledge as measured by adult literacy levels, and decent standards of living as measured by GDP per capita that are different to other countries, the level of effectiveness of the Namibian organisations is different from other (particularly Western) contexts. In this regard, this study has argued that the development of the core organisational behaviours associated with effective organisations rooted in a developing country context is a noble and worthwhile undertaking.

The next chapter (Chapter 2) discusses the research context of the study, namely the Namibian business and economic landscape. Providing the research context of this study is important in highlighting the characteristic features of Namibia that seem discrete from other research contexts. Also, Chapter 2 shows the significance of the Namibian tertiary industry as study focus.

CHAPTER 2

THE NAMIBIAN CONTEXT AND THE TERTIARY ECONOMY SECTOR

“Without context, words and actions have no meaning at all. This is true not only of human communication in words but also of all communication whatsoever, of all mental process, of all mind, including that which tells the sea anemone how to grow and the amoeba what he should do next” (Bateson, 1979:79).

2.1. INTRODUCTION

This study was conducted within a Namibian research setting. From a practical standpoint, it is commonly recognised that contemporary environments provide a source of understanding phenomena. In this regard, the population ecology model, for instance, posits that organisations that survive are those that respond appropriately to their environment (Hannan & Freeman, 1977:933). Considering the foregoing views, Chapter 2 discusses the Namibian-specific business and economic landscapes as well as other pertinent Namibian topographies. The focus of Chapter 2 is to provide context of the Namibian business and economic realities from which purposive samples of organisations were selected for empirical assessments. Also, another main objective of Chapter 2 is to make explicit the reasons for selecting the Namibian tertiary industry as study focus.

2.2. SKETCHING THE BROADER HISTORICAL AFRICAN CONTEXT

Providing contextual backgrounds has a great potential to illuminate phenomena (Johns, 2001:31). Specific realities observed about organisational aspects are that they have their root in the contextual environment. Therefore, it is necessary to provide a contextual background as the foundation upon which present realities exist, such as organisational behaviours associated with effective organisations.

Namibia is part of the African continent. Arguably, the colonisation of Africa by European countries was an epic milestone in the development of Africa as it is known today. Therefore, understanding the major historical forces that shaped the history of Africa could, possibly, aid in the understanding of the present conditions of the African continent (Ojo, 2015:110). Within the foregoing context, sketching a broader historical context of the African continent, of which Namibia is part, is appropriate before providing the Namibia-specific context of the study.

The current realities on the continent might have roots in the major historical forces that have shaped the large parts of Africa. Naudé (2010:223) sketched the main historical forces that shaped the African continent to encompass, but not be limited to, the Atlantic slave trade 1440–1870, colonialism (1884–1961), post-colonial misrule (1950 to present day) and the entrenchment of a

global economic system (1878–1990). The rudiments of these historical forces are briefly discussed below as broader context of this study research setting:

The slave trade 1440–1870

The Atlantic slave trade developed over a period of about 400 years (1440–1870) (Ojo, 2015:110). There is no obvious scholarly consensus as to the origin, extent and effects of the slave trade on Africa and the slave importing nations. However, the outcomes of the slave trade on the African continent were mixed: On one hand, the barter trade in goods like iron, textiles and liquor, and the opportunity to access more advanced arms brought about many positive economic effects, including a diversification of the local economies (Naudé, 2010:223). On the other hand, there were devastating demographic and social effects on African societies that were then built primarily on kinship and patriarchy (Ojo, 2015:110; Esq, 2003: 887).

Colonialism (1884–1961) and post-colonial rule in Africa (1950 to present day)

The start of Africa's colonialism can be traced to the Berlin Conference of 1884–1885, where all the European powers met and partitioned Africa, recognising each other's share of the continent (Melber, 2014:8; Groth, 1995:196). The conference was called to reach agreement on imperial boundaries so as to avoid any future inter-state conflicts among European states. Following World War I, which lasted from 28 July 1914 to 11 November 1918, Germany, as a defeated power, was deprived of all her colonial possessions, which were distributed to the victorious allies as trust territories under the League of Nations' mandate system.

Naudé (2010:225) postulated that the proverbial "scramble for Africa", or colonisation of Africa, was driven by a powerful combination of economic and political forces, and was based on the emerging assumption that European civilisation was superior to Africa's and that the latter needed developing towards a societal model based upon European religion and values. According to Naudé (2010:225), the major European countries increased their administrative, economic and eventually military-political control over Africa, starting in West Africa and spreading over into South, East and North Africa. By 1914, Africa, with the exceptions of a few countries, was under foreign control. As a direct consequence, Africa lost its self-worth, self-reliance and the ability to compete equally in the commercial exploitation of its own natural resources.

The decolonisation of Africa started in the late 1940s and occurred, inter alia, due to the rising tide of nationalist liberation movements, political instability, and the acceptance of the Universal Declaration of Human Rights by the newly established United Nations. Thus, between 22 and 25 May 1963, delegates from 32 African countries convened in the Ethiopian capital of Addis Ababa to establish the Organisation for African Unity (OAU), which amongst other objectives, intended to form the continental base for pan-Africanism (Harshe, 1988:373). One of the foremost objectives of the OAU was to eradicate all forms of colonialism from Africa (South African History Online, 2011). As of now, the foregoing objective was achieved in that all African states, with the exception of the people in Western Sahara, have achieved political independence and freedom. However, despite

political independence, post-colonial Africa was ill-prepared by its colonial and cultural histories to accept responsibilities for its own affairs (Naudé, 2010:225). A number of factors contributed to a somewhat sombre picture of Africa after independence. Colonial powers neglected to invest in general education, and training in political administrative rule; power transitions were poorly managed; new rulers compiled economic policies that could not be sustained and which led to indebtedness; dictatorships emerged due to weak civil societal structures, corruption and misrule became widespread; tribal wars escalated; and multi-party democracies were not sustainable due to inadequate levels of preparation for governments of this nature (Naudé, 2010:225).

Creation of a global economic system (1870 to present day)

Economic historians generally agree that, in the main, three attempts were made in standardising world economic systems and exchange rates. First of such attempts was the Gold Standard, formalised in 1878, and which remained in force until the advent of the First World War in 1914. In its basic form, the Gold Standard links the value of major currencies to a fixed price of gold, setting up a system of regulated exchange rates (Naudé, 2010:227). The second attempt at standardising economic systems is the Bretton Woods system and the current emerging system of free capital flow that is subject to negotiated trade rules. The Bretton Woods System is a managed multilateral system that leaves individual countries with considerable autonomy to pursue national economic goals, whilst they subject their exchange rate and international trade practices to international agreements. Two important institutions are embodied in the Bretton Woods System: First, the International Monetary Fund (IMF), that was formed to promote international co-operation in monetary matters, facilitate the expansion and growth of international trade, encourage fixed values of different currencies and to provide temporary financing for countries' balance of payment deficits (ANSA, 2007:7). Second, the World Bank formed to provide long-term loans for reconstruction and development purposes (Naudé, 2010:227). According to *Alternatives to Neo-Liberalism in Southern Africa* (ANSA, 2007:7), the developed countries effectively control the IMF and the World Bank because voting power of member countries is determined by the size of membership contributions of member countries.

2.3. NAMIBIA-SPECIFIC CONTEXT

2.3.1. Key country topographies

Namibia is located in Southern Africa and derives its name from the Namib Desert, thought to be the oldest desert in the world (Best of Namibia Volume 2:17). Currently, the country has about 2.1 million inhabitants with a population density of 2.2 per kilometre (Namibia Statistics Agency, 2013). Bordering Angola to the north, South Africa to the south, Botswana, Zambia and Zimbabwe to the east and the Atlantic Ocean to the west, Namibia is a vast, semi-arid, south-west African country. The country's geographical area covers 825 234 square kilometres (Namibia Statistics Agency, 2013).

Figure 2.1 below shows the geographical location of Namibia, with a clear indication of the country's neighbours.



Figure 2.1: Map of Namibia

The country is generally known as an extraordinarily beautiful country with unspoilt natural magnificence (Thornberry, 2004:3); the land of wide-open spaces, the only country in the world where the desert literally meets the sea, and is well-known for the friendliness of its people (Belda, 2008:14). For instance, as indication of the country's natural beauty that has attracted many tourists around the world, the Namibian tourism sector was ranked in 2015 as the fourth best in Sub-Saharan Africa after South Africa, Seychelles and Mauritius (WEF, 2015b:20). The inhabitants are used to being close to nature, and visitors are impressed by being able to experience truly wild and unspoilt Africa at very close quarters (Belda, 2008:14). Unlike the huge, sprawling, concrete jungles that constitute the capital cities of most countries, where people feel alienated from the countryside, Namibia's capital, Windhoek, with about 368 000 inhabitants, has retained the feeling of space and freedom. The features, such as those highlighted above, have made Namibia one of the best tourist countries on the continent and one of the best places to do business in the 21st century.

2.3.2. The Namibian genocide and war of liberation

The German Empire annexed the territory of Namibia with all its diverse tribal groupings as South West Africa in 1884. There was considerable resistance to colonial rule, culminating in a tragic war, 1904–07, in which the Herero and Nama peoples were defeated and subjected to a campaign of genocide (Sturges, 2004:47). Some scholars suggest that one of the first genocides of the 20th century took place between 1904 and 1907 in which about 100 000 indigenous Herero and Nama

people were killed (Sarkin, 2011:1). When the German colonialists were confronted by a resistance from the Herero and Nama people about forfeiting their land, the result was one of the worst atrocities ever. The Herero genocide in 1904 was the inaugural holocaust, succeeded by the Jewish Holocaust in 1940, enacted by the same sovereign power, Germany (Sarkin, 2011:vi).

During the First World War that lasted between 1914 and 1918, South Africa successfully invaded the colony. Consequently, the country was constituted as a League of Nations trust territory, administered by South Africa in 1921. In 1947, South Africa attempted to annex the country, but the League's successor, the United Nations, refused to agree. Abandoning this approach in 1961, South Africa then sought to establish South West Africa as a quasi-independent client state. During the whole period, South Africa integrated many aspects of the country into the apartheid system, with Africans allowed only about ten percent of the land and confined to townships in the capital and other towns (Sturges, 2004:47). The more densely populated north was used as a labour reserve for the farms and factories of the white-owned preponderance of the land. The roots of resistance were in the labour organisation led by the Ovamboland People's Congress, and involving many of the future leaders of the South West African People's Organisation (SWAPO). In 1966, SWAPO took up armed resistance and in 1968 the United Nations agreed to declare South African occupation illegal.

2.3.3. Current Namibian political and legal context

Namibia gained political independence from South Africa on 21 March 1990. This was after the legacies of German colonialism (1884–1914) and South African rule (1915–1989) described in the preceding sections. The country is now a multi-party Parliamentary State with a democratic constitution (Republic of Namibia, 1990:2). The Constitution of Namibia guarantees the separation of powers between the executive, legislature and judiciary. The three branches of the Namibian government, executive (cabinet), legislature (parliament) and judiciary (courts) are subject to checks and balances of a judicial review (Belda, 2008:72). Executive power is exercised by the President and the cabinet (Belda, 2008:72). The President of Namibia is elected on a five-year term and is both the head of state and the head of government. However, while the President is both head of state and government, all members of the government are individually and collectively responsible to the legislature. Namibia has a bicameral Parliament with the National Assembly as lower house, and the National Council as the upper house. Namibia has a system of courts that interpret and apply the law in the name of the state. The judicial structure comprises a Supreme Court, Higher Court and lower courts (Republic of Namibia, 1990:2).

2.3.4. Education and literacy levels

At independence in 1990, there were about 1204 schools in Namibia. In 2016, about 1700 schools were recorded, showing a growth of 41 percent (Republic of Namibia, 2000:335). Namibia has free education for both primary and secondary education levels. Grades 1–7 are primary level and

grades 8–12 are secondary. Compared to 1990 when the number of learners was about 382 445, there were about 400,325 Namibian students in primary school and 115,237 students in secondary schools in 1998 (Republic of Namibia, 2000:336; Namibia Statistics Agency, 2013). The pupil-teacher ratio in 1999 was estimated at 32:1, with about eight percent of the GDP being spent on education. The adult literacy rate is 89 percent (Namibia Statistics Agency, 2013).

Curriculum development, educational research, and professional development of teachers are centrally organised by the National Institute for Educational Development (NIED) in Okahandja. Most schools in Namibia are state-run, but there are quite a few private schools - also part of the country's education system. There are four teacher training universities, three colleges of agriculture, a police training college, and two universities, the University of Namibia (UNAM) and Namibia University of Science and Technology (NUST). The Namibia College of Open Learning (NAMCOL) became a parastatal in 1998 with the objective to render educational services to learners who could not complete their junior or secondary phase in formal schooling (Republic of Namibia, 2000:335).

2.3.5. Ethnic composition and languages

Namibia, comprising 14 regions, is a melting pot of different cultures (Boermeester, 2013:17). In the main, Namibia's population consists of 11 ethnic groups, with the Owambo ethnic group (50%) being the majority. The other groups are Kavango (9%), Ovaherero (7%), Damara (7%), White (7%), Nama (5%), Caprivians (4%), San (3%), Rehoboth Basters (2%), Coloureds (1%) and Tswanas (0.5%) (Boermeester, 2013:17). The country is in the process of social identity construction and nation-building and, therefore, the division of people into cultural or tribal groups can be a sensitive issue, and most people prefer to think of themselves as Namibians.

Namibia's official language is English and, until 1990 with political independence, German and Afrikaans were also official languages. Other indigenous languages (Oshiwambo, Afrikaans, Ru-Kavango, OtjiHerero and Lozi) received semi-official recognition and are used as medium of instruction at primary school level. Half of all Namibians are first language Oshiwambo speakers while the most widely understood language is Afrikaans (Boermeester, 2013:17).

2.3.6. Socio-cultural context

With 43 percent of the population living in urban areas, the majority of the remaining population resides in the northern areas where rainfall is the highest and staple crops can be grown (Namibia Statistics Agency, 2013). The improvement of people's socio-economic conditions and quality of life as well as an inadequately trained and unproductive workforce are seen as vices in the Namibian society (Republic of Namibia, 2004:62; Gawaxab, 2010:7; WEF, 2009b:232). In addressing socio-economic challenges, the Namibian Government adopted Vision 2030 as the main strategic thrust. Namibia Vision 2030 (Republic of Namibia, 2004:36) is a major government

policy of which the aim is for all partners, including government, the private sector, academic institutions, communities and civil societies to be moving towards an industrialised state that is on par with the world's developed countries by the year 2030 (Republic of Namibia, 2004:36). As per Vision 2030 objectives, Namibia desires to attain an industrialised state by the year 2030.

2.3.7. Namibian citizenship requirements

Article 4 of the Namibian Constitution (Republic of Namibia, 1990:2) provides for the acquisition and loss of Namibian citizenship. In the main, acquisition of Namibian citizenship can be through two ways: Firstly, citizenship by birth and, secondly, through marriage. A person may be a citizen of Namibia at birth either through operation of Article 4(2) (descent from a Namibian citizen) or birth in Namibia to a citizen parent or to a parent who is ordinarily and legally resident in the country). Article 4(3) mandates a period of at least two years' wait before a non-Namibian may obtain Namibian citizenship through marriage to a Namibian (Republic of Namibia, 1990:3). In 2010, the Cabinet brought forth a bill to amend Sections 3 and 5 of the Citizenship Act to set the required time to ten years. Article 4(5) provides for naturalisation. A minimum period of five years of residence in Namibia is required for naturalisation (Republic of Namibia, 1990:2).

2.3.8. The Namibian Labour Act and conditions of employment

Discriminatory statutory frameworks under colonial rule, especially apartheid laws, fermented employment relations and development along racial lines. As a result, it created highly adversarial and low trust employment relations (Klerck, 2008:355). After independence, the Namibian Government attempted to restore favourable employment relations and conditions. The Labour Act, 2007 (Republic of Namibia, 2007) regulates all labour-related and employment compliance and awareness of rights and obligations of all role-players and stakeholders in the labour market. The Act encourages employers, employees, trade unions and employers' organisations to co-operate in achieving positive labour relations. The Labour Act, 2007 (Republic of Namibia, 2007), outlines its purpose specifically as follows:

“To consolidate and amend the labour law; to establish a comprehensive labour law for all employers and employees; to entrench fundamental labour rights and protections; to regulate basic terms and conditions of employment; to ensure the health, safety and welfare of employees; to protect employees from unfair labour practices; to regulate the registration of trade unions and employers' organisations; to regulate collective labour relations; to provide for the systematic prevention and resolution of labour disputes; to establish the Labour Advisory Council, the Labour Court, the Wages Commission and the labour inspectorate; to provide for the appointment of the Labour Commissioner and the Deputy Labour Commissioner; and to provide for incidental matters” (Republic of Namibia, 2007:2).

As it is clear from the above, the Labour Act is comprehensive concerning the entrenchment of fundamental labour rights and protections; regulating basic conditions of employment; providing for

the prevention and resolution of labour disputes; establishing labour courts to adjudicate labour disputes; providing for registration of trade unions and employers' organisations; and regulating strikes and lock-outs. However, the Labour Act, 2007 (Republic of Namibia, 2007) is often seen as liberal to workers and strict to employers, which some argue encourages low employee productivity and low performance cultures (Klerck, 2008:365).

The Namibian labour market is highly unionised. According to Jauch (2004:6), unionisation rates are fairly high, estimated to be above 50 percent of the total workforce, particularly in the public sector, the mining industry as well as the fishing, textile, wholesale and retail sectors. On the other hand, the small business sector, banking and financial institutions and domestic workers are still poorly organised. There are two main trade union federations representing workers in Namibia, namely the National Union of Namibian Workers (NUNW), which is affiliated with the ruling SWAPO party, and the Trade Union Congress of Namibia (TUCNA), which is not affiliated with any party.

2.3.9. Employment equity and affirmative action requirements

The Affirmative Action (Employment) Act, 1998 (Act 29 of 1998), was enacted by the Namibian Parliament in 1998 with a view to redress imbalances in the workplace arising from past discriminatory practices. The rationale of the Affirmative Action (Employment) Act, 1998 (Republic of Namibia, 1998) is stated as follows:

"To achieve equal opportunity in employment in accordance with Article 10 and Article 23 of the Namibian Constitution; to provide for the establishment of the Employment Equity Commission; to redress through appropriate affirmative action plans the conditions of disadvantage in employment experienced by persons in designated groups arising from past discriminatory laws and practices; to institute procedures to contribute towards the elimination of discrimination in employment; and to provide for matters incidental thereto" (Republic of Namibia, 1998:2).

"Affirmative action" is defined in the Affirmative Action (Employment) Act, 1998 (Republic of Namibia, 1998), as a set of "... **measures** designed to ensure that persons in **designated groups** enjoy **equal employment opportunities** at all levels of employment and are equitably represented in the workforce of a **relevant employer**." The highlighted phrases in the definition (**bold print**) are indicative of the bases of the Act, indicating the method (affirmative action measures); target groups (designated groups); objectives (equal employment opportunities and equitable representation); and actors (relevant employers). The expression "equal employment opportunities" suggests that all direct or indirect discriminatory employment practices, rules or conditions must be eliminated. "Equitable representation" refers to the desired situation in which a relevant employer's staff contingent proportionally, more or less, reflects the country's demographic structure in terms of racial/ethnic composition, percentage of females and proportion of disabled persons.

Part II of the Affirmative Action (Employment) Act, 1998 (Republic of Namibia, 1998), from section 17–43, extensively details the procedures that are to be followed in implementing the objectives of the Act, which can be described as follows: Firstly, the relevant employer, comprising a staff contingent of designated group employees and non-designated group employees, is required to conduct a workforce analysis in consultation with employees and (if applicable) trade union representatives with a view to prepare a statistical affirmative action report. Based on, inter alia, the statistical affirmative action information, the relevant employer, with the necessary consultation, has to prepare a three-year affirmative action plan, and draft and prepare an affirmative action report (which includes the plan) to be submitted to the Employment Equity Commission. The Commission appoints a review officer who examines the report and submits findings and makes a recommendation to the Commission indicating whether the employer's report should be approved or rejected. If approved, the Commission issues a compliance certificate and the plan can be implemented and monitored by the relevant employer in consultation with the employees and trade union. If rejected, the Commission refers the employer's report to a review panel for a formal public hearing to determine whether the report should indeed be rejected or not. If the review panel finds that the report does have unacceptable shortcomings, the review panel will strive to mediate and persuade the employer to accept certain voluntary changes to redress what was identified as affirmative action deficiencies. If mediation succeeds, the report is approved subject to such alteration being made and the Commission then issues an affirmative action compliance certificate. If mediation fails, the panel issues a final order containing affirmative action instructions regarding the compulsory amendments which have to be made to the report and no compliance certificate is issued.

The affirmative action plan must be implemented and monitored in consultation with the employees and trade union. After a 12-month period, a further report must be submitted to the Employment Equity Commission in which feedback is given on implementation progress. The procedure repeats itself in an open-ended manner as described above.

For the purposes of the Affirmative Action (Employment) Act, 1998 (Act 29 of 1998), there are three designated groups whose members are to benefit by the implementation of affirmative action measures, namely racially disadvantaged persons; women (irrespective of race); and persons with disabilities (physical or mental limitations, irrespective of race or gender). The phrase “racially disadvantaged persons” means all persons who belong to a racial or ethnic group which formerly was, or still is, directly or indirectly disadvantaged in the sphere of employment as a consequence of social, economic, or educational imbalances arising out of racially discriminating laws or practices before the independence. Where several suitably qualified candidates from the designated groups qualify for a position of employment, an employer must give preference to Namibian citizens and to candidates who belong to more than one designated group, for example

a disabled woman. The phrase “suitably qualified person” is defined as a person who has the abilities, formal qualifications or relevant experience for a position of employment.

Although affirmative action policies appear noble, and explicitly appeal for the recruitment of “suitably qualified” people with the necessary qualifications, but not experience, affirmative action implementation is often seen as some form of corrupt decision making in which personal friends get the job or promotion. However, Lwendo and Sazita (2016:1074) stated that few people, even if not qualified for the jobs, were given preference in Namibia simply because of their colour at the expense of other qualified Namibians.

2.3.10. Appointments of board of directors

As extensively discussed in the preceding paragraphs, under the Namibian Labour Laws and Affirmative Action requirements, the Affirmative Action (Employment) Act, 1998 (Act 29 of 1998) and the Labour Act, 2007 (Republic of Namibia, 2007) are two major forms of legislation that have an influence on the appointment of people, in general, and board members in particular. In addition, the Companies Act No. 28 of 2004 and the Corporate Governance Code for Namibia (NamCode, 2014) regulate the Namibian companies. Chapter 8, Part 1–6, of the Companies Act No. 28 of 2004 extensively deals with boards of directors in Namibian companies. It stipulates, amongst others, the duties of directors, the manner in which directors are to be appointed (Part 1), disqualifications as directors (Part 3) and restrictions on directors, their powers and certain acts (Part 4). The NamCode (2014), which is a code for good corporate governance practices in Namibia, deals with a number of pertinent governance matters which, inter alia, include the following:

- Matters concerning the board and directors, such as the composition of the board, duties of the chairperson and the chief executive officer (CEO), the board appointment process, director development, remuneration, and performance assessment of directors;
- Roles and functions of the audit committee, inclusive of integrated reporting (both financial and sustainability reporting), responsibility for risk management (including IT risks) and the introduction of a combined assurance model;
- Emphasis on a risk-based approach to internal audit;
- Inter-relation between risk management and the company’s strategic and business processes;
- Alternative dispute resolution and stakeholder relationships;
- IT governance and IT risk management;
- Compliance with laws and regulations.

The State-owned Enterprises Governance Act No. 2 of 2006 and the Public Enterprises Governance Amendment Act No.8 of 2015 regulate matters pertaining to boards of directors in public enterprises (parastatals, SOEs). A public enterprise is defined in the State-owned Enterprises Governance Act No. 2 of 2006 as a company incorporated under the Companies Act No. 61 of 1973 in which the State is the sole or majority shareholder.

2.4. THE NAMIBIAN ECONOMIC AND FINANCIAL CONTEXT

On the economic front, the country has a GDP of approximately US\$12.5 billion, with per capita annual income registered at almost US\$6,000 (Humavindu & Stage, 2013:2). It is classified as an upper-middle-income country. The Namibian economy has a number of distinguishing features. First, Namibia is an open economy that is highly integrated into the global economy with about 44 percent of exports of goods and services as a percentage of GDP and 68 percent imports of goods and services as a percentage of GDP (Sherbourne, 2016:iii) with the Republic of South Africa (RSA) being the main source of an estimated 80 percent of the imports. Second, Namibia has modern economic markets which produce most of the country's economic wealth, and a traditional subsistence sector. As indicated in Table 2.1 below, Namibia's per capita GDP is relatively high among developing countries but obscures one of the world's most unequal income distributions with a Gini coefficient of 0.70 (Republic of Namibia, 2004:62; Sherbourne, 2009:6). A Gini coefficient of above 0.55 indicates a very unequal income distribution (Republic of Namibia, 2004:62). Compared to the Southern African Development Community's (SADC's) average Gini coefficient of 0.58, Namibia's Gini coefficient is relatively high. The current Gini coefficient of 0.70 is envisioned to be reduced to 0.30 by the year 2030.

Namibia has well-established and functioning financial markets and systems (WEF, 2009b:232). The first Namibian Stock Exchange (NSX) was established in the southern part of Namibia, in Luderitz, at the start of the 20th century. A diamond rush, that brought hundreds of prospectors to the desert, resulted in the establishment of the first stock exchange and the town of Luderitz. Within a few years, the rush was over and the exchange closed. With a market capitalisation of N\$994 billion as at 16 March 2010, Namibia boasts with the second biggest stock exchange in Sub-Saharan Africa, with the JSE in South Africa being the biggest (Gawaxab, 2010:3). The regulation of Namibian companies is in accordance with the Companies Act No. 28 of 2004. South Africa is Namibia's major trading partner. The one-to-one parity between the South African Rand and the Namibia Dollar eliminates exchange rate uncertainty and promotes free trade and investment between the two countries.

Table 2.1: SADC member states' GDP per capita (Atlas method)

	Country	2007
		U\$
1	Seychelles	8,960
2	Botswana	5,910
3	South Africa	5,760
4	Mauritius	5,450
5	Namibia	3,360
6	Swaziland	2,580
7	Angola	2,560
8	Lesotho	1,000
9	Zambia	800
10	Tanzania	400
11	Zimbabwe	340
12	Madagascar	320
13	Mozambique	320
14	Malawi	250
15	Democratic Republic of Congo	140

Source: World Bank, 2008:1.

Namibia's economic structure comprises companies in three different economic industries (sectors), namely the primary economic industry, the secondary economic industry and the tertiary economic industry (Republic of Namibia, 2008a:8). Consistent with the character of a developing economy, the Namibian economy is natural resources-based, in other words, dependent on minerals, fishing and agriculture (Hansohm, 2001:4; Parker & Veldsman; 2010:1). However, the agricultural sector's performance is highly subject to the vicissitudes of weather. In addition, the continued reliance on minerals has made the economy more vulnerable to cyclical declines in international commodity prices (Bank of Namibia, 2002:25). According to Klerck (2008:357), Namibia has all the hallmarks of a country that does not consume what it produces and does not produce what it consumes based on imports as a percentage of GDP in relation to exports.

Table 2.2 below provides an outline of the composition and the structure of the Namibian economy. Providing the below outline is important in highlighting the relative contribution of each economic sector to the Namibian economy.

Table 2.2: GDP by activity – current prices’ percentage contribution to GDP

Industry	2000	2001	2002	2003	2004	2005	2006	2007	Total	Average
Agriculture and forestry	6.1	4.9	5.4	5.4	5.3	6.2	6.1	5.8	45.2	5.7
<i>Livestock farming</i>	3.0	2.0	2.4	2.3	2.2	3.5	3.4	3.1	21.9	2.7
<i>Crop farming and forestry</i>	3.1	2.9	2.9	3.1	3.1	2.7	2.7	2.8	23.3	2.9
Fishing and fish processing on board	4.6	4.8	4.6	4.8	3.7	4.2	3.6	3.6	33.9	4.2
Mining and quarrying	9.9	12.0	13.5	8.0	9.7	9.2	12.3	12.4	87.0	10.9
<i>Diamond mining</i>	7.1	9.3	10.1	7.1	8.1	6.9	8.5	5.8	62.9	7.9
<i>Other mining and quarrying</i>	2.8	2.6	3.4	1.0	1.8	2.3	2.3	6.6	22.8	2.9
Primary industries	20.6	21.7	23.5	18.2	18.7	19.6	22.0	21.8	166.1	20.8
Manufacturing	11.7	11.6	11.9	13.8	12.5	12.4	14.4	15.7	104.0	13.10
<i>Meat processing</i>	0.3	0.3	0.4	0.4	0.3	0.4	0.3	0.4	2.8	0.4
<i>Fish processing on shore</i>	1.9	1.7	2.0	2.4	1.8	1.0	1.2	1.3	13.3	1.7
<i>Other food products and beverages</i>	4.9	4.9	5.3	5.8	5.0	4.9	4.7	4.8	40.3	5.0
<i>Other manufacturing</i>	4.6	4.8	4.3	5.3	5.4	6.1	8.2	9.3	48.0	6.0
Electricity and water	1.9	1.9	2.1	2.0	2.1	2.4	1.9	1.8	16.1	2.0
Construction	2.0	3.0	2.0	2.6	2.7	2.7	3.5	3.3	21.8	2.7
Secondary industries	15.5	16.6	16.0	18.4	17.3	17.5	19.8	20.9	142.0	17.8
Wholesale and retail trade, repairs	9.9	10.0	10.2	11.0	10.9	11.3	10.9	11.0	85.2	10.7
Hotels and restaurants	1.6	1.7	1.7	1.8	1.8	1.8	1.7	1.8	13.9	1.7
Transport and communication	4.4	4.1	4.1	5.2	5.6	5.8	4.7	4.8	38.7	4.9
<i>Transport and storage</i>	2.1	1.8	1.4	1.9	2.1	2.1	1.5	1.9	14.8	1.9
<i>Post and telecommunications</i>	2.4	2.3	2.8	3.3	3.5	3.7	3.2	2.8	24.0	3.0
Financial intermediation	3.6	3.6	3.6	4.5	4.0	3.9	4.1	4.1	31.4	3.9
Real estate and business services	8.9	9.0	8.5	9.2	9.2	9.1	8.3	8.0	70.2	8.8
<i>Real estate activities</i>	7.2	7.1	6.7	7.1	6.8	6.6	6.0	5.7	53.2	6.7
<i>Other business services</i>	1.7	1.9	1.8	2.1	2.4	2.5	2.3	2.3	17.0	2.1
Community, social and personal services activities	4.1	4.0	3.4	3.5	3.6	3.7	3.4	3.2	28.9	3.6
Public administration and defence	9.8	9.6	9.2	9.9	9.0	8.9	8.2	8.3	72.9	9.1

Industry	2000	2001	2002	2003	2004	2005	2006	2007	Total	Average
Education	7.9	7.8	7.4	7.5	7.8	6.9	6.9	6.4	58.6	7.3
Health	5.2	4.9	4.4	4.5	4.2	3.4	2.8	2.7	32.1	4.0
Private household with employed persons	0.9	0.8	0.8	0.9	0.8	0.8	0.7	0.7	6.4	0.8
Tertiary industries	56.3	55.5	53.3	58.0	56.9	55.6	51.7	51.0	438.3	54.8
Less: financial intermediation services indirectly measured	1.5	1.5	1.4	1.5	1.1	1.1	1.2	1.3	10.6	1.4
All industry at basic prices	91.1	92.3	91.4	93.3	91.8	91.6	92.3	92.4	736.2	92.0
Taxes less subsidies on products	8.9	7.7	8.6	6.7	8.2	8.4	7.7	7.6	63.8	8.0
GDP at market prices	100.0	800.0	100.0							

Source: Republic of Namibia, 2008a:15.

Table 2.2 indicates the relative importance and dominance of the tertiary economic industry. It is on the basis of the relative importance of the tertiary economic industry, as a contribution to GDP, that the tertiary economic industry was selected as study focus in this study.

2.5. SIGNIFICANCE OF THE NAMIBIAN TERTIARY INDUSTRY AS RESEARCH FOCUS IN THIS STUDY

As per Table 2.2 above, the Namibian Economic Sector consists of three economic industries, namely the primary, secondary and tertiary economic industries. From the three economic industries, the tertiary industry is the biggest as seen in Table 2.2. Figure 2.2 below illustrates the recent industry contributions to GDP in 2015.

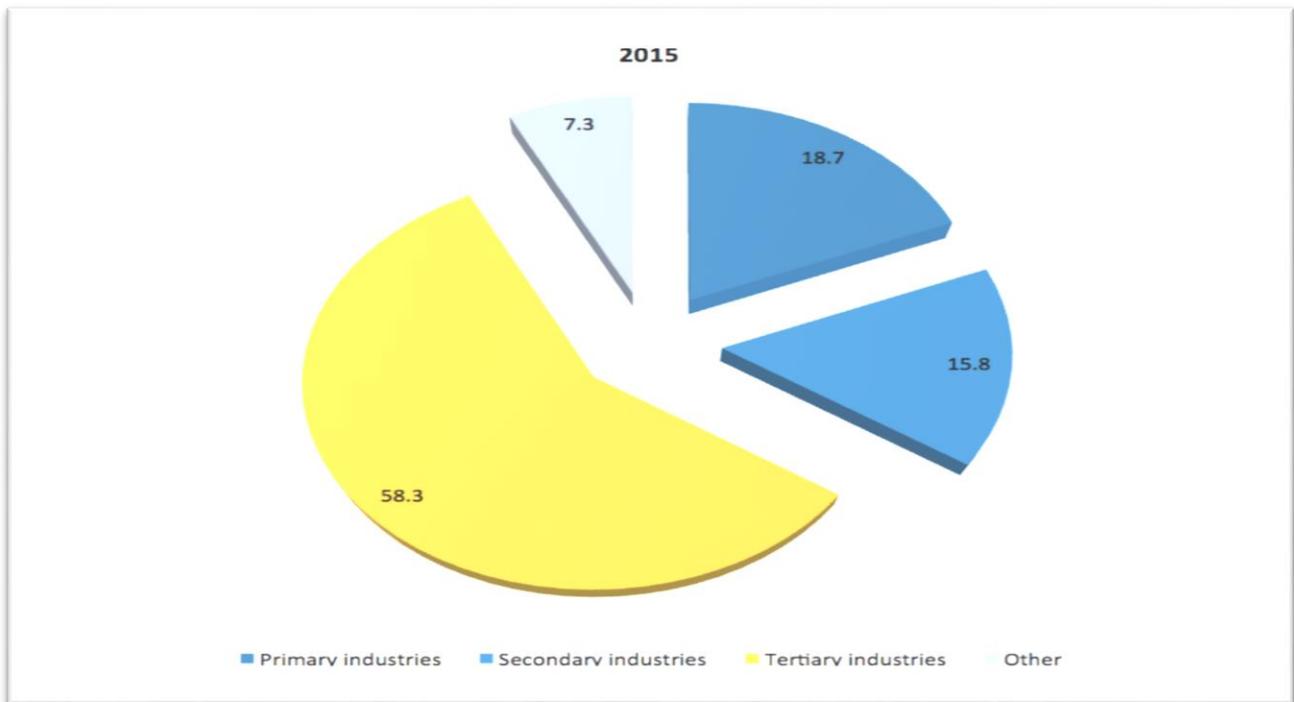


Figure 2.2: Industry contributions to GDP in 2015

Source: Namibia Statistics Agency, 2015:13.

Table 2.3: Namibian macro-economic indicators by the year 2030

Indicator	2015	V2030
Primary industry (% of GDP)	18.7%	10.00%
Secondary industry (% of GDP)	15.8%	42.00%
Tertiary industry (% of GDP)	58.3%	48.00%
Other (Taxes minus subsidies added to GDP)	7.3%	-
Total	100%	100%

Source: Namibia Statistics Agency, 2015:13; Republic of Namibia, 2004:62-63; Republic of Namibia, 2008b:3; Republic of Namibia, 2010:3.

From Figure 2.2 and Tables 2.2 and 2.3 it becomes evident that of all the Namibian economic industries, the tertiary economic industry is the biggest contributor to the Namibian GDP. This in itself is not surprising because aspiring for a developed country status implies moving from low value-added sectors of agriculture and natural resources extraction to a knowledge-based economy driven by intellectual and capital resources (Parker & Veldsman, 2010:1).

Even viewed from a futuristic outlook (refer to Table 2.3) the tertiary economic industry is expected to remain the biggest contributor to the Namibian GDP by the year 2030. Sherbourne (2009:235-281) specifically cited the sub-industries of tourism, transport, telecommunications and financial services as key sub-sectors of the Namibia tertiary economic industry. The transport and communication sector directly or indirectly influences the profitability of all trade activities (Ndulo,

Hansohm & Hodge, 2005:47). As the Namibia Vision 2030 (Republic of Namibia, 2004:77) states, information and communications technology (ICT) is at the heart of recent social and economic transformations in the developed and many of the developing economies, hence these sub-sectors are highly valued for their economic developmental value in the future.

The Namibian tertiary economic industry is not only significant to the Namibian economic growth but also to other SADC countries' developmental needs (Ndulo *et al.*, 2005:2). This is the case because the tertiary economic industry promotes structural economic transformations due to linkages with other economic sectors and serves as key input to all economic activity (Humavindu & Stage, 2013:10). Considering the fact that Namibia shares borders with land-locked countries such as Botswana, Zambia and Zimbabwe, the Namibian tertiary economic industry, particularly the transport and communication sector, is significant for some other SADC countries' developmental needs. This is in view of the Namibian port of Walvis Bay – which is regarded as one of the most developed ports in Africa – from where Namibia is positioning itself as the logistics hub for the SADC region (Sherbourne, 2009:69). Considering the significance of the Namibian tertiary economic industry to the Namibian and regional economies, the tertiary economic industry was selected as research focus for this study.

2.6. THE DUAL MODERN AND TRADITIONAL CONTEXT OF NAMIBIA

Table 2.4 summarises other typical Namibian contextual features. Both the dual and modern contexts are evident.

Table 2.4: Other essential Namibian features

Nominal context	Features	
	Modern	Traditional
Sector	Urban	Rural
Proportion	43%	57%
Systems		
Economic	Registered businesses (the largest in retail and wholesale as well as tourism and accommodation establishments)	Agricultural and subsistence
Capital	Economic	Social
Markets	Commercial	Autarky
Credit and finance	Well-developed banking and financial institutions	Kinship and interpersonal networks
Technology	Global	Local
Property rights	Private and tradable	Communal and intergenerational transfers
Education	Literate	Illiterate
Political	Republic	Chieftaincy
Legal	Courts	Tribal councils
Culture	Individualistic and national identity	Collectivistic and tribal identity
Social	Nation	Tribe and family

Source: Adapted from Zoogah *et al.*, 2015:11; Namibia Statistics Agency, 2013.

In Table 2.4 above, the characteristics of a dual Namibian economy come to the fore. The urban/rural mix of 43:57 percent is particularly significant due to its implications regarding literacy and human resource capacity, as well as people behaviour and value systems in influencing organisational behaviours. Also, the 43–57 percent urban and rural split represents the modern (Western context) and traditional (rural context) in one country. There is a noticeable difference between the characteristics of the urban and rural contexts. The urban context is associated with urban locations and metropolitan centres with features similar to the Western context. In contrast, the rural context is represented by rural areas characterised by ethnic identities, traditional leaders, an agrarian and subsistence form of living. The duality of contexts results in a situation where national and ethnic institutions and policies co-exist, sometimes in harmony and other times in conflict. It has been frequently argued that countries that demonstrate significant educational progress (as evidenced in higher urban levels) achieve socio-economic and political transformation faster than those with no educational progress.

Table 2.5 shows the urban and rural population ratio of international regions relative to Namibia.

Table 2.5: Urban and rural population ratios of international regions compared to Namibia

Region	Urban population in %	Rural population in %
North America	82	18
Latin America and Caribbean	80	20
Europe	73	27
Asia	48	52
Africa	40	60
Namibia	43	57

Source: United Nations Department of Economic and Social Affairs, 2014:1.

2.7. CHAPTER SUMMARY AND CONCLUSION

Chapter 2 provided a contextual background on the key topographies of the Namibian social, business and economic contexts. The chapter disclosed that of all the Namibian economic industries, the tertiary industry is the biggest contributor to the Namibian GDP at present and will be in the future. Moreover, the Namibian tertiary economic industry was shown to be significant to the economies of other SADC countries. For these reasons, the focus of the study was on business organisations in the Namibia tertiary industry. Chapter 2 also showed the reality of a dual economy, as manifested in the urban and rural features. The ratio of the urban and rural populations has a significant effect on the intellectual and managerial capabilities in organisations.

In the next chapter, Chapter 3, the focus is on presenting some theoretical perspectives on organisational practices and activities that are associated with the effective organisations and the root notion of organisational effectiveness. Chapter 3 aims to highlight the main debates around

and perspectives of the organisational behaviours of effective organisations and organisational effectiveness in broad terms.

CHAPTER 3

THEORETICAL PERSPECTIVES ON ORGANISATIONAL BEHAVIOURS ASSOCIATED WITH EFFECTIVE ORGANISATIONS

“The distinctive competence of an organisational behaviour scholar is the ability to study behaviour in and of organisations in context” (House, Rousseau & Thomas-Hunt, 1995:74).

3.1. INTRODUCTION

The debates on organisational behaviours, specifically the behaviours associated with effective organisations, are primarily about definitions and measures of the root concept of organisational effectiveness. This means that the definitions and measures of effective organisations are made transparent through an appropriate theoretical framework (Cameron, 1986:539). Another key related feature is to demarcate the unit of analysis in the study, in other words, to indicate if organisational effectiveness behaviour is moulded at the organisational level or individual level. In view of this, the purpose of Chapter 3 is, firstly, to draw attention to the meaning of the notion of organisational effectiveness, in which the attendant concept of effective organisations is located, and secondly, to discuss and suggest an appropriate framework for defining and measuring effective organisations in this study.

The initial discussions in this chapter broadly deal with the notion of organisational effectiveness. These initial discussions are necessary because as Summers (2001:407) argued, terms, phrases, concepts and theories used in empirical studies are the building blocks of theory. Without well-developed definitions of terms, concepts and constructs, developing a coherent theory is impossible.

The initial discussions are based on a broad coverage of literature since extended literature reviews on the specific organisational concepts emerging as key organisational practices and activities associated with effectiveness are provided later in the associated literature review chapters.

3.2. THE NOTION OF ORGANISATIONAL EFFECTIVENESS

Business organisations are entities set up for a purpose (Nwadukwe & Court, 2012:198) and therefore are instruments of intended purposes (March & Sutton, 1997:698). Hence, the efficiency with which organisations achieve their intended purposes and outcomes compared to actual results or outputs is distilled in the notion of organisational effectiveness (OE). Therefore, the study of organisational practices, activities and behaviours associated with effective organisations can be placed within the notion of organisational effectiveness.

The Oxford Advanced Learner's Dictionary defines effectiveness as *producing the result that is wanted or intended*. In general, the word effectiveness denotes that something has an effect, something that gives the desired result, or developed to give a desired result. Etymologically, OE refers to the study of processes, activities and practices of how organisations achieve their intended objectives and outcomes through a range of variables at the micro (industry and organisational levels) and macro levels (socio-political environments) (Hossein *et al.*, 2011:6).

Based on literature sources, it appears that there is no clear consensus as to what organisational effectiveness is, how it is measured, and its indicators (Ashraf & Kadir, 2012:80; Abston & Stout, 2006:747; Kirby, 2005:36). Scholars often agree that organisational effectiveness is a broad, multi-dimensional and enigmatic construct (Ashraf & Kadir, 2012:80; Cameron, 1986:539; Zoogah *et al.*, 2015:8). For instance, as early as 1957, Georgopoulos and Tannenbaum (1957:534) recognised the complexity of OE, questioning whether it is possible to develop a definition of effectiveness and to derive criteria that are applicable across organisations and can be meaningfully placed within a general conceptual framework. OE studies are complex, so much so that some scholars called for a moratorium on OE research because of (a) difficulty in determining the indicators of OE, (b) over-reliance on single measures of OE, (c) ignoring relationships among variables, and (d) over generalisations to dissimilar organisations (Cameron, 1986:87). However, despite its controversy, OE is central to the business management science and as such, the temptation to study it cannot be halted.

The broadness of the OE field manifests in the various terms and phrases that are often used as pseudonyms. Foremost of the pseudonyms interchangeably used with OE includes (with equivalent terms in brackets) terms such as organisational success, organisational performance (business performance, firm performance, business outcomes), organisational hi-performance (superior performance), organisational excellence (world-class performance) and sustainable organisational effectiveness (accountable performance, sustainable performance) (Abston & Stout, 2006:747; Cameron, 1986:539; Quinn & Rohrbaugh, 1983:363).

To elucidate the foregoing concepts, a brief discussion on the various branches and sub-branches of OE is provided next.

3.3. MAPPING THE KEY BRANCHES OF ORGANISATIONAL EFFECTIVENESS

From an extensive review of literature, the various branches and relationships of organisational effectiveness can be graphically sketched as follows:

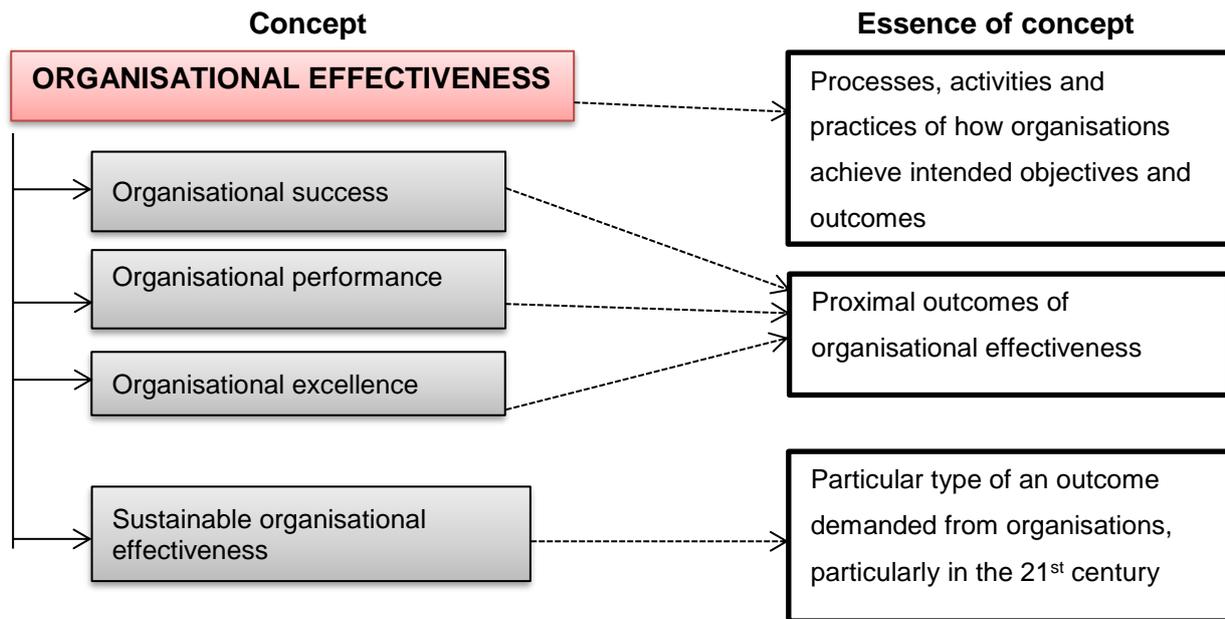


Figure 3.1: Mapping the various branches of organisational effectiveness

Source: Own contextualisation based on literature sources in text.

Figure 3.1 indicates that, at broad levels, organisational effectiveness is at the construct level, meaning it is not easily defined or specified and has no objective referent, especially across industries and organisations. Constructs are mental abstractions used by people to interpret their own reality (Cameron, 1986:539).

The various branches and sub-branches of organisational effectiveness can further be elucidated as follows.

3.3.1. Organisational success

Organisational success is a proximal outcome of organisational effectiveness (Zoogah *et al.*, 2015:8), in other words, it measures the extent to which the organisation has achieved its purpose and objectives. For instance, organisational success refers to a positive level of outcome to which the organisation has achieved its objectives. The level of outcome can either be below par, ordinary or extraordinary results (Collins, 2001:3) as evidenced through qualitative and objective financial measures such as earnings per share, beta-coefficient, share price cash flow trends, market share, profits, return on assets, return on equity, return on investment, return on net assets, revenue growth and sales growth (Coats, Davis, Longden, Stacey & Emmanuel, 1991:447; Collins, 2001:3; Gadene, 1998:36). Other non-financial measures, such as reputation rankings by asking well-informed respondents, balanced scorecards and survivorship can also be used to denote the level of outcome of organisational success (Kirby, 2005:31; Richard *et al.*, 2009:733).

3.3.2. Organisational performance

Organisational performance is also a proximal outcome of organisational effectiveness that is evidenced through a set of financial and non-financial measures that provide information on the degree of achievement of organisational objectives and results (Kaplan & Norton, 1996:75). It involves a process of measuring the actual output or results of an organisation against its intended outputs (or goals and objectives). Organisational performance is about achieving organisational objectives as per the organisation's strategic plan. Coats *et al.* (1991:447) defined organisational performance as performance based upon the triangle of profitability (earnings per share, return on equity, return on assets, return on sales, profits), growth and market share (profit growth, market share, sales growth, new products, new businesses) and cash flow (operating cash flow, positive cash flow, working capital ratios). In the early 1990s, the balanced scorecard was developed as a strategy and organisational performance management tool to develop metrics, collect data and analyse the organisation's performance (Kaplan & Norton, 1996:82) based on the following four perspectives:

- **Financial performance:** encourages the identification of a few relevant high-level financial measures such as cash flow, sales growth, operating income, return on equity.
- **Customer/stakeholder satisfaction:** encourages the identification of measures that answer the question "How do customers see us?" Examples: percent of sales from new products, on time delivery, share of important customers' purchases, ranking by important customers.
- **Internal business processes efficiency:** encourages the identification of measures that answer the question "What must we excel at?" Examples: cycle time, unit cost, yield, new product introductions.
- **Learning and growth:** encourage the identification of measures that answer the question "How can we continue to improve, create value and innovate?" Examples: time to develop new generation of products, lifecycle to product maturity, time to market versus competition.

3.3.3. Organisational hi-performance

Organisational hi-performance is a specific outcome of organisational performance and goes beyond just performance. It entails organisation ability to succeed against pre-agreed stretching targets and extraordinary results through achievement of sustained operational and financial superiority over time and across business cycles, industry disruptions and changes in leadership (Leonardi, 2007:2). In other words, a high-performing organisation achieves financial and non-financial results that are better than those of its peer group for a period of, at least, between five and ten years (De Waal & Frijns, 2011:7).

3.3.4. Organisational excellence

Organisational excellence is also an outcome of organisational effectiveness. Instead of measuring the level of achievement of organisational goals, organisational excellence is about status and prestige, being a role model and having a competitive standing. Peters and Waterman (1982) defined excellent companies as prestigious companies whose financial performance supported their halo of esteem (Peters & Waterman, 1982:22). Collins and Porras (1994:2) defined excellent companies as

“premier institutions in their industries, widely admired by their peers and having a long track record of influencing the world around them”.

The European Foundation for Quality Management’s definition is that

“excellent organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders”.

Therefore, excellent companies need not always to be successful and not all successful companies are excellent, but status, prestige and being a role model are sought in organisational excellence.

3.3.5. Sustainable organisational effectiveness

In order to improve global economies, and social and environmental conditions, organisations are increasingly being requested to perform well over three aspects, namely financially, socially and environmentally and no-longer on financial performance only (Mohrman & Lawler, 2014:15). Whilst measuring organisational effectiveness/success through the financial perspective was valid in the industrial economy, it no longer suffices in the networked economy. There is an increasing sentiment that effectively addressing today’s complex pressing global issues requires a different role of business organisations than just financial performance (Mohrman & Lawler, 2014:15). As a consequence, the concept of sustainable organisational effectiveness has been introduced to the organisational effectiveness literature. In academic circles, the attempt to measure success over three fronts is embodied in the triple bottom line (TBL) notion. John Elkington first coined the concept TBL in an attempt to measure organisational performance from three aspects, namely economic, social and environmental aspects (Rogers & Ryan, 2001:282). Porter and Kramer (2011:5) opined that sustainable companies are those that develop policies and operating practices that enhance the company’s competitiveness whilst at the same time advancing the economic and social conditions of communities in which it operates.

3.4. ORGANISATIONAL EFFECTIVENESS MODELS

Over the years, scholarly attempts have been made to solve the organisational effectiveness predicament, that is, to define and measure organisational effectiveness. Although organisational scientists appear to agree that a universal definition and measures of effectiveness are futile, still

various organisational effectiveness models are frequently used as a basis to define, conceptualise and measure effectiveness (Balduck & Buelens, 2008; Ashraf & Kadir, 2012:80). As such, any study on organisational effectiveness should somehow incorporate the existing effectiveness models in its conceptualisation. Therefore, a discussion follows on some of the frequently used organisational effectiveness models.

3.4.1. Rational goal approach

The *rational goal approach* is the oldest, regarded as the most logical, easiest and most used OE model (Abston & Stout, 2006:749; Hossein *et al.*, 2011:5). The rational goal approach posits that effectiveness is the degree to which an organisation has achieved its goals (Abston & Stout, 2006:749). The rational goal approach accentuates the idea of an “ideal organisation” with defined purposes and goals that are rational and coordinated within a functioning system. According to Ashraf and Kadir (2012:81), the rational goal focuses on vivid outputs, e.g. profit, quality, innovation and goals. However, the inadequacy of the rational goal approach includes the use of a single set of evaluative criteria against the multi-dimensional and paradox nature of organisations (Hossein *et al.*, 2011:11). For instance, the competing interests of various stakeholders in organisations render the goal approach problematic. Most obvious is the reality that an organisation may have numerous goals that may conflict with one another. When an organisation’s goals are unclear, unstable, and conflicting with one another, it becomes very difficult to measure organisational effectiveness using the goal approach.

3.4.2. Systems resources approach

A second approach to organisational effectiveness is the *systems resource approach* which conceptualises organisational effectiveness from the point of the organisation (Hossein *et al.*, 2011:5). Organisational effectiveness is viewed as the extent to which the organisation has acquired the needed resources, be they physical, financial or human resources, from its external environment (Ashraf & Kadir, 2012:81).

3.4.3. Internal processes approach

The third approach in defining and measuring organisational effectiveness is the *process approach* in which systems, processes and procedures are internally healthy, efficient, well-oiled and information flows both vertically and horizontally (Ashraf & Kadir, 2012:81; Hossein *et al.*, 2011:5; Cameron, 1980:67). The focus is on the health of the organisation’s internal processes and systems as evidenced through the behaviours of the organisational members.

3.4.4. Strategic constituency

The *strategic constituency approach* conceptualises and measures organisational effectiveness from the angle of minimal satisfaction of all stakeholders’ interests (Ashraf & Kadir, 2012:81;

Hossein *et al.*, 2011:5). The constituency approach aligns to the notion of the TBL which, as stated previously, attempts to measure organisational effectiveness from three fronts, namely economic, social and environmental aspects (Rogers & Ryan, 2001:282). The primary idea behind the TBL is that the ultimate success of a company is not only about financial performance but also about social and environmental factors. An inclusive view on organisational effectiveness, such as the TBL and shared value framework, is commonly accepted by business theory and practice as comprehensive in defining and measuring organisational effectiveness.

3.4.5. Competing values framework

The competing values framework is premised on defining and evaluating organisational effectiveness based on three dimensions (Hossein *et al.*, 2011:13). The first dimension is organisational focus: an internal (micro focus on the development of people in the organisation) versus an external focus (macro focus on the development of the organisation itself). The second dimension is related to organisational structure: a concern for flexibility versus a concern for control. The third dimension is related to organisational outcomes: a concern for means (important processes) versus a concern for ends (final outcomes). Each dimension represents values that influence criteria used in assessing effectiveness (Hossein *et al.*, 2011:13). According to Hossein *et al.* (2011:17), the strategic constituency and competing value framework encapsulate the multi-dimensional nature of business success because it creates a synthesis of the goal approach, process approach and system resource approach.

Table 3.1 below shows how the foregoing organisational effectiveness models were integrated in developing appropriate definitions and measures that embody effective organisations in this study.

Table 3.1: Different OE models and possible applied measures in the Namibian context

OE model	Essence of model	Possible measures (criteria)	How applied in this study
Rational goal model	The degree to which an organisation has achieved its goals (Abston & Stout, 2006:749). "Ideal organisation" with defined purposes and goals that are rational and coordinated within a functioning system.	Vivid outputs such as objective accounting measures: cash flow trends, market share, profits, return on assets, return on equity, return on investment, return on net assets, sales growth, earnings per share, beta-coefficient, share price, productivity (output) levels, level of innovation, skills levels	Used the financial measures of profitability and return on equity to define and measure organisational effectiveness.
Systems resource approach	The extent to which the organisation has acquired the needed resources, be they physical, financial or human resources, from its external environment (Ashraf & Kadir, 2012:81).	Total asset base, gainful employment levels	Used the measure of gainful employment and community improvement and societal transformation through tax contributions as measures of organisational effectiveness.
Internal process approach	Systems, processes and procedures are internally healthy, efficient, well-oiled and information flows both vertically and horizontally (Ashraf & Kadir, 2012:81; Hossein <i>et al.</i> , 2011:5; Cameron, 1980:67).	Staff productivity levels, system efficiency levels, system errors, number of complaints, number of disciplinary cases, staff retention/exit ratios	Not directly applied in this study.
Strategic constituency	Minimal satisfaction of all stakeholders' interests (Ashraf & Kadir, 2012:81; Hossein <i>et al.</i> , 2011:5).	Constituencies' satisfaction; financial, social, environmental and legal/ethical measures	Used the effectiveness measures based on a TBL framework to encapsulate the financial, social and legal/ethical measures in this study.
Competing values framework	Defining and evaluating effectiveness based on organisational focus: an internal (micro focus on the development of people in the organisation) versus an external focus (macro focus on the development of the organisation itself), organisational structure: a concern for flexibility versus a concern for control and organisational outcomes: a concern for means (important processes) versus a concern for ends (final outcomes) (Hossein <i>et al.</i> , 2011:13).	Constituencies' satisfaction; financial, social, environmental and legal/ethical measures	Used the effectiveness measures based on a TBL framework to encapsulate the financial, social and legal/ethical measures in this study.

Source: Own compilation from various literature sources as indicated in the table.

3.4.6. Ineffectiveness models

In addition to the organisational effectiveness models, ineffectiveness models might also define and measure organisational effectiveness. By focusing on the aspects that inhibit successful organisational performance, ineffectiveness models exhibit a different perspective by conceiving the organisation as a set of problems and faults (Cameron, 1984:235). In an ineffective model, an organisation is defined and measured as being effective to the extent that it is free from characteristics of ineffectiveness (Cameron, 1984:235). The basic assumption of the ineffectiveness model is that it is easier, more accurate, more consensual and more beneficial to identify problems and faults (ineffectiveness) than criteria of competencies (effectiveness). Hence, organisational effectiveness is defined as the absence of ineffectiveness factors.

Why an ineffective model might be useful in assessing organisational performance is because respondents find it much easier to identify weaknesses (or indicators of ineffectiveness) than strengths of their organisation (or indicators of effectiveness). Generating criteria indicating success could be a major obstacle to the respondents. It also has been suggested that organisational change and improvement are motivated more by knowledge of problems than by knowledge of successes. Negative feedback is more conducive to advancement than is positive feedback. The consequences of success, therefore, are less clear. All this is to say that the construct space of ineffectiveness appears to be more narrow, more easily mapped and preferences are more easily identified than in the construct space of effectiveness.

3.5. SHORTCOMINGS OF EXISTING EFFECTIVENESS MODELS

Organisational effectiveness appears to be an enigma. On one hand, it is probably the most central construct in organisational behaviour. On the other hand, its definition, meaning and measures are ambiguous with the result that there has never been agreement on how to measure it (Cameron, 1986:542). Within this context, debates about which organisational effectiveness model is the best, in terms of definition and measures, are beside the point: organisational effectiveness is not a model problem but a measurement problem through appropriate criteria development that fit the context of study. No model and one-size-fits-all measures exist that define and measure OE. Context is everything. As Kirby (2005:36) observed, *"You can call anyone a winner depending on how you draw the set around them"*, implying, who is called effective, successful or performing is context-specific in relation to appropriate definition and criteria. Therefore, it is often suggested that researchers and practitioners should attempt to define and measure organisational effectiveness as it is applicable to changing contexts and circumstances (Abston & Stout, 2006:753; Cameron, 1986:544). Measuring organisational effectiveness through appropriate criteria instead of a "coolness" screen is what is proposed for better understanding effectiveness (Kirby, 2005:36).

Since organisational effectiveness studies are essentially a definition and criteria problem (i.e. appropriate definition, criteria and source of criteria), the next section discusses the literature-cited measures of organisational effectiveness and how they were applied in this study.

3.6. MEASURES (CRITERIA) OF ORGANISATIONAL EFFECTIVENESS

Multiple measures of organisational effectiveness exist and are routinely used to assess organisational effectiveness. Such measures relate to the criteria used to analyse and interpret the extent to which organisations are effective in relation to intended goals. As of now, much of the academic literature holds a view that organisational effectiveness/organisational success/organisational performance is evidenced through objective accounting measures such as cash flow trends, market share, profits, return on assets, return on equity, return on investment, return on net assets, sales growth, earnings per share, beta-coefficient, share price (Collins, 2001:3; Gadene, 1998:36; Coats *et al.*, 1991:447). These measures are thought to be the primary evidence of organisational effectiveness and are the most commonly and readily available. However, as indicated earlier, organisational effectiveness is a multi-dimensional construct because it covers diverse purposes and types of organisations and levels. Therefore, other measures of organisational effectiveness include reputation rankings by asking well-informed respondents, balanced scorecards and survivorship (Richard *et al.*, 2009:733). Literature sources agree that it is theoretically sound to use multiple measures, such as the TBL approach of economic, social and environmental dimensions (Richard *et al.*, 2009:735; Rogers & Ryan, 2001:282).

The purpose of studying organisational behaviour is, in essence, to enhance organisational effectiveness behaviours and performance (Zoogah *et al.*, 2015:9). Given the interconnectedness of formal and informal economies, the variety of African economic systems, and the diversity of the African management thought system, organisational outcomes in literature are based on the contextual (internal and external) and temporal (short-term and long-term) dimensions of organisational effectiveness (see Table 3.2). Some organisational outcomes are internal (e.g. profitability); others are external (e.g. customer satisfaction). Some outcomes may be short term (e.g. sales) and others long term (e.g. societal transformation). Collectively, they depend on the context.

Table 3.2: Typology of organisational effectiveness indicators

Internal/short-term	Is measure used in this study?	Internal/long-term	Is measure used in this study?
Profit	X (Yes)	Survival	
Sales		Viability	
Productivity		Learning	
Innovation		Growth and development	
Legitimacy		Advantages	
External/short-term		External/long-term	

Internal/short-term	Is measure used in this study?	Internal/long-term	Is measure used in this study?
Customer satisfaction		Investor attraction	
Political rents		Industrial networks	
Community improvement	X (Yes)	Supplier welfare	
Employee well-being	X (Yes)	Societal transformation	X (Yes)

Source: Zoogah *et al.*, 2015:11/12.

Table 3.2 above indicates with an X, the various measures that applied in this study to define effective organisations. It was not a case of defining and measuring effectiveness from one organisational outcome but from different outcomes such as internal/short-term (e.g. profitability), external/short-term (e.g. community improvement and employee well-being) and external/long term (e.g. societal transformation). Only outcomes from internal/long-term were not applied in this study.

3.7. POSSIBLE FRAMEWORK FOR BINDING AND ASSESSING EFFECTIVENESS

As highlighted earlier, organisations desire to define and measure organisational effectiveness. However, there is an inherent inability to do so precisely. Therefore, it is to be expected that when a construct is unclear, its measurement will also be unclear. In this regard, no study about organisational effectiveness, or organisational ineffectiveness, can include all possible definitions and criteria of effectiveness from all the possible points of view. Therefore, some ways have to be found to specify precisely what the study does and does not include.

One way frequently cited in literature sources for circumscribing assessments on organisational effectiveness is to incorporate the seven critical questions suggested by Cameron (1983:73-75). Cameron (1983:73-75) specified seven critical questions that might assist organisational scientists to bind and assess organisational effectiveness. These questions, indicated below, represent a source of decisions that motivate the definition and measures of an organisational effectiveness study:

- From whose perspective is effectiveness being assessed?
- On what domain of activity is the assessment focused?
- What level of analysis is being used?
- What is the purpose of assessing effectiveness?
- What time frame is being employed?
- What type of data are being used for assessments?
- What is the referent against which effectiveness is judged?

Prior to assessing organisational practices and activities associated with effectiveness in an organisation, analysts must consider these seven critical questions.

The seven critical questions suggested by Cameron (1983) are as briefly highlighted next:

Question 1: From whose perspective is effectiveness being assessed?

Organisational effectiveness must be defined and assessed from someone's viewpoint and therefore it is important that such viewpoint be made explicit in a study. The criteria used by different constituencies to define effectiveness may differ significantly. There are no agreed-upon decisions and rules available to identify one constituency's criteria as being more important than those of another. Invariably, organisations never satisfy all their constituencies, and what appears to be high organisational effectiveness from one point of view may be interpreted as being mediocre or low organisational effectiveness from another constituency's perspective.

Question 2: On what domain of activity is the analysis focused?

Domains arise from the activities or primary tasks that are emphasised in the organisation, from the competencies of the organisation and from the demands placed upon the organisation by external forces. A variety of domains can be identified for almost all organisations but no organisation is maximally effective in all its domains. Moreover, the relevant criteria to be considered often differ markedly in one domain versus another. It is important, therefore, that the particular domain(s) to be assessed be clearly specified in a study.

Question 3: What level of analysis is being used?

Judgments of organisational effectiveness can be made at the individual level of analysis, at the subunit level, at the organisation level, at the population or industry level, or at the societal level. Although the effectiveness of each of these different levels of analysis may be interrelated, often it is not. Organisational effectiveness on one level may be independent on another level. Without attention being paid to which level of analysis is most appropriate, meaningful judgments of organisational effectiveness cannot be made.

Question 4: What is the purpose of assessing effectiveness?

The purpose(s) for judging organisational effectiveness almost always affects the judgment itself. Different data will be made available, different sources will be appropriate, different amounts of co-operation or resistance will be encountered and different types of assessment strategies will be required as a result of differences of the purpose. Sometimes the researcher can determine their own purposes but frequently the purposes for judging effectiveness will be prescribed *a priori* by the analyst, the participants in the evaluation, or the external environment. Whatever the case, a clear conception of purpose is critical in a study of organisational behaviour and effectiveness.

Question 5: What time frame is being employed?

Selecting an appropriate time frame is important because long-term organisational effectiveness may be incompatible with short-term effectiveness. Some organisations, for instance, may tolerate short-term effectiveness in order to obtain long-term effectiveness, or vice versa. Therefore, not being clear about what time frame is being employed could severely handicap an assessment on

organisational effectiveness. Judgments of effectiveness are always made with some time frame in mind. As such, it is important that the time frame be made explicit in a study.

Question 6: What type of data are being used for judgments of effectiveness?

This question involves making a choice between using information collected by individuals outside the organisation and that collected by individuals inside the organisation itself. In addition, it involves a choice between objective data (e.g. organisational records), subjective data or perceptual data (e.g. interviews or questionnaire responses).

Data collected inside the organisation has the advantage of being more fine-grained, detailed and potentially more accurate than data collected outside the organisation. However, data inside the organisation may be more biased and partial, especially regarding areas of weakness. Data collected from individuals outside the organisation have the advantage of assessing the public image and effects of organisational action, but without the insider's view it may miss important details about the phenomena.

Objective data have the advantage of being quantifiable, potentially less biased than individual perceptions and representative of the official organisational position. However, objective data are often unavailable. The advantage of the subjective or perceptual data is that a broader set of criteria of effectiveness can be assessed from a wider variety of perspectives. The disadvantages, however, are that bias, dishonesty or lack of information on the part of the respondents may hinder the reliability and validity of the data. The selection of data by which to judge effectiveness is important because perceptions may generate one set of criteria of effectiveness while objective data may indicate a totally different set.

Question 7: What is the referent against which effectiveness is judged?

There are a variety of referents or standards against which to judge organisational performance. For instance, one strategy is to compare the performance of two different organisations against the same set of indicators (comparative judgment). A second alternative is to select a standard or an ideal performance level and then compare the organisation's performance against the standard (normative judgment). A third alternative is to compare organisational performance on the indicators against the stated goals of the organisation (goal-centred judgment). A fourth alternative is to compare an organisation's performance on the indicators against its own past performance on the same indicators (improvement judgment). A fifth alternative is to evaluate an organisation on the basis of the static characteristics it possesses independent of its performance on certain indicators (trait judgment). Because judgments can differ markedly depending on which referent is used, it is important to be clear about the referent that serves as the basis for judgments in a study.

3.8. APPROPRIATE FRAMEWORK FOR BINDING AND ASSESSING EFFECTIVENESS IN THIS STUDY

To assist with defining, measuring and categorising organisations as effective or ineffective in this study, the critical effectiveness questions discussed in the preceding section, which draws markedly from the views of Cameron (1983:73-75), served as a guide in this study. Table 3.3 below provides a summary of the seven questions and how they were applied in this study.

Table 3.3: Critical organisational effectiveness parameters

Critical question	Example	How applied in study
What domain of activity is being focused on?	Internal activities versus external activities?	The focus in this study was at internal activities level: phase two of the study used the organisation's dominant coalition (board members, management and non-managerial employees) to indicate organisational practices and activities, meaning, organisational members offering perspectives as it appear to them internally within their organisations.
Whose effectiveness perspective, which constituency point of view, is being considered (source/originator of effectiveness)?	Internal constituencies versus external constituencies; all constituencies minimally versus satisfying one constituency maximally	The study adopted a Triple Bottom Line view – economic, social and environmental aspects - broken down into sub-criteria of profits, return on equity, gainful employment creation, tax contributions, legal compliance and ethical conduct, to indicate effective organisations. Much of the academic literature on organisational effectiveness hold a view that integrated economic, social and environmental measures best define and measures OE. In addition to the Triple Bottom Line measures, legal aspects were incorporated in this study because the Corporate Governance Code for Namibia (NamCode, 2014:4) specifically links good corporate governance to legal compliance and ethical conduct.
What level of analysis is being used?	Individual, subunit or organisational level	Through interviews conducted with organisational members to perceive organisational practices associated with effective organisations, the organisational level represented the unit of analysis in this study.
What time frame is employed?	Short-time view versus long-time perspective	Criteria denoting effective organisations were all oriented towards medium-term indicators. A comparative assessment of OE in 64 companies in the tertiary industry over a 10-year period, which is 1999 to 2008, applied in this study.
What type of data is to be used?	Perceptual (from individuals) versus objective (organisational records)	A combination of both objective and perceptual data was used in the study. Phase one of the study used objective accounting measures such as profits return on equity and tax payments obtained from companies' published annual reports as criteria for selecting companies as effective or ineffective. The number of legal transgressions of companies through perusal of 1 219 High, Supreme or Labour court decisions over a 10-year period indicated

Critical question	Example	How applied in study
		legal/ethical behaviour during phase one of the study. Phase two of the study obtained perceptual views from organisational members, through 54 interviews conducted in 18 Namibian companies, in order to construct practices and activities that are associated with effective organisations.
What referent is being employed?	Comparative – relative to competitors; normative – relative to a theoretical ideal; goal-centred – relative to a stated goal; improvement – relative to past performance; trait – relative to effective traits	A weighted comparative assessment of the economic, social and legal performance of 64 companies relative to similar companies in the tertiary economic industry as per the TBL view was adopted in the study to define and measure effective organisations.

Source: Adapted from Cameron, 1983:75.

3.9. ORGANISATIONAL BEHAVIOURS ASSOCIATED WITH EFFECTIVENES

Theorists and academics have attempted to distil organisational practices, activities and behaviours associated with effective organisations into several categories. Broadly speaking, dimensions of organisational effectiveness behaviours can be categorised into higher-level indicators that espouse either a voluntaristic (uses micro-level analysis) or a deterministic stance (uses macro-level analysis) (Lakshman, 2012:157). In this regard, Astley and Van de Ven (1983) explicated the voluntaristic stance as one in which individuals and their organisations are autonomous, proactive and self-directing agents. On the other hand, deterministic stance suggests that individuals and their organisations are not autonomous and self-directed but dependent on the structural arrangements of the environment. A deterministic stance argues that organisations are embedded in their environments and therefore, external factors have more explanatory power than firm level factors (see McGahan & Porter, 1997:29; Rumelt, 1991:167). Frameworks using micro-level analysis, or using single organisations as the unit of analysis, assume that the causes of effectiveness are internal to the organisation (Lakshman, 2012:157). On the other hand, macro-level analysis, which focuses on the population of organisations, attributes effectiveness to factors that are external and out of control of the organisation (Lakshman, 2012:157), that is, organisational effectiveness is caused by external factors over which management has little or no control.

Some of the prominent models hitherto developed to indicate organisational effectiveness include the following. First, the **contingency model** that propagates a fit between a set of contingencies, such as a group of organisational practices and activities related to structure, people, technology, strategy and culture (Deng & Smyth, 2014:1). Second, the **population ecology model** that posits that organisations which survive are those that respond appropriately to their environment, in other words, explaining effectiveness has to do with environmental factors (Hannan & Freeman, 1977:933). Thirdly, the **institutional theory model** that, like the population ecology model,

suggests that organisations are shaped by the institutional environment that surrounds them, thus explaining effectiveness is a function of specifically identifying institutional environmental factors (Dia, 1996:7; Lakshman, 2012:159). Fourthly, the **resource-based models** that propagate the role of resources and capabilities (human resources and management capabilities) as drivers of organisational effectiveness, meaning effectiveness is a function of harnessing resources effectively (Barney, 2001:41). Fifthly, the **psychological models** that provide insights into why people act as they do in the context of work and include theories related to motivation, reciprocity, positivity and group belonging. Finally, the **historical models** that suggest that organisational effectiveness, especially in African organisations, depend on the extent to which colonial practices are reshaped or transformed mindsets decolonised and geared towards effectiveness behaviour after political independence (Zoogah *et al.*, 2015:8). In addition to the above models, integrative frameworks that encapsulate organisational effectiveness behaviours are distinguished.

Discussions on the basic characteristics of the above-mentioned models as well as integrative frameworks are presented next.

3.9.1. Contingency model

The contingency model emphasises the importance of situational influences on the management of organisations (Zeithaml, Varadarajan and Zeithaml, 1988:37). Differently stated, the contingency model argues against the existence of a universal way of managing organisations. Instead, it is deemed appropriate to develop a fit between a contextual set of contingencies, such as structure, people, technology, strategy and culture (Deng & Smyth, 2014:1). The contingency theory departs from the premise that managers and their organisations play an active role in reducing, controlling and removing external variables and structuring their organisations towards effectiveness (Lakshman, 2012:161).

3.9.2. Population ecology model

According to Hannan and Freeman (1977:933), organisations exist within a population or field of similar organisations and consequently, the organisations which survive are those that respond appropriately to their environment. Thus, the population ecology model posits that the environment is the key variable which determines which organisations die out and which ones survive (Lakshman, 2012:158). The environment consists of factors that individual managers and their organisations have no direct control over (Lakshman, 2012:158). Proponents of the population ecology model believe that macro or population aspects and trends, not micro or individual aspects and trends, explain effectiveness. In other words, the population ecology model does not explain individual decisions and responses but environmental variables.

3.9.3. Institutional theory model

The institutional theory model holds the central view that organisations are shaped by the institutional environment that surrounds them (Dia, 1996:7; Lakshman, 2012:159). According to Zoogah *et al.* (2015:9), institutional factors such as regulations and markets, for example, interact not only with each other, but also with resources and capabilities at industry and firm levels to influence organisational effectiveness (Collier & Gunning, 1999:64; Peng, 2003:275).

3.9.4. Resource-based models

According to Zoogah *et al.* (2015:15), resource-based theories propagate the role of resources and capabilities as drivers of organisational effectiveness. The resources include firm-specific and industry-specific resources or human resources and management capabilities, financial and technology. OE, therefore, is a function of harnessing resources effectively (Barney, 2001:41). The premise of the resource-based view is that people and their collective skills, abilities and experience are recognised as a significant contributor to organisational performance and competitive advantage (Barney, 2001:99). The theory maintains that the major part of the organisation's strength or weakness stems from the calibre of its human resources and the quality of their working relationships.

3.9.5. Psychological models

Psychological theories depart from the premise of seeking to explain the reasons why people behave as they do. Psychological theories provide insight into why people act as they do in the context of work and include theories related to motivation, reciprocity, positivity and group belonging (Zoogah *et al.*, 2015:9). One of the well-known psychological models is Maslow's Hierarchy of Needs (1943) which suggested that people need, in the order of first, physiological needs (food, water, shelter, rest), then safety needs (security, safety), then belongingness and love (relationships, friends) and then esteem needs (prestige, accomplishment). It is often suggested that psychological models are positioned within the field of positive psychology. According to Ungerer (2016:415), positive psychology focuses on the study of circumstances and processes required for optimal functioning of people, teams and organisations. Positive psychology thinking was born from the realisation that traditional psychology was not producing enough knowledge of what makes life worth living.

3.9.6. Historical models

Business organisations operate within a national context rooted in history and own separate institutions such as forms of government, legal systems and educational systems. Therefore, historical models argue that historical realities and practices of colonial enterprises should be re-oriented after political freedom towards enhancing organisational effectiveness of African institutions (Zoogah *et al.*, 2015:8). For instance, the seemingly negative reactions of employees

(e.g. shirking and minimising performance and output levels) are due to the imposition of a colonial system of work that deprived them of their independence during colonial times which exacerbated negative reactions during the postcolonial era. Thus Africa's seeming low-level organisational performance is a product of historical realities.

3.9.7. Integrative models

In addition to the models discussed above that may explain effective organisational behaviour, researchers have been trying to integrate contributory conditions with organisational effectiveness into one framework. A case in point is De Waal who developed a single theoretical framework that indicates organisational effectiveness.

3.9.7.1. De Waal's Model

The De Waal (2007) framework is shown in Figure 3.2 below.

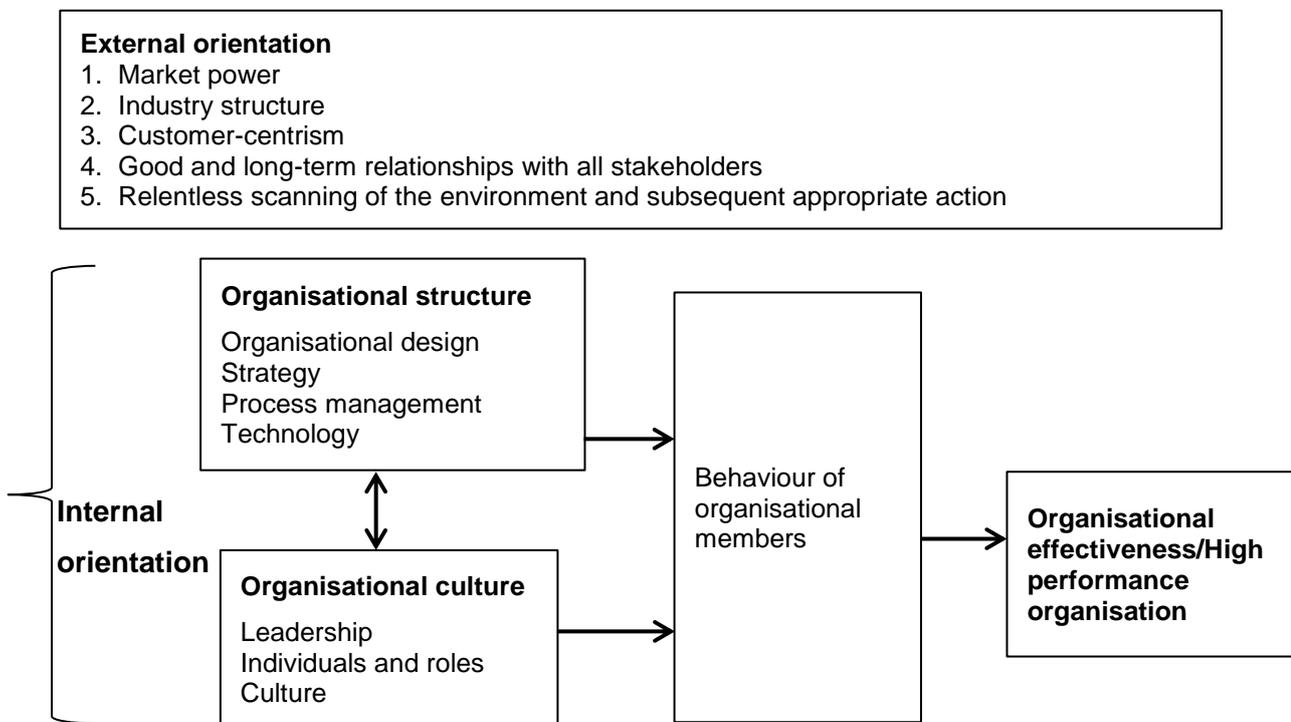


Figure 3.2: Organisational effectiveness framework

Source: De Waal, 2007:181.

According to the De Waal's model (2007:181), successful integration of the organisational aspects, as discussed below, indicate organisational effectiveness behaviour.

- **Organisational structure**

According to De Waal's model (2007:181), organisational structure comprise of the following organisational variables:

Organisational design – Refers to a supportive design in line with organisational goals, simple and informal structures.

Strategy – Refers to a clear vision, measurable goals, clarity and common understanding of company direction, effective execution of strategic paradigm (do what you say), preserve the core but stimulate innovation.

Process and systems management – Refers to simplified processes, good and fair reward and incentives, regular performance management and transparent reporting, highly interactive communication practices, and it desires a world-class status and adopts best practices.

Technology – Flexible IT systems, user-friendly ICT tools.

- **Organisational culture**

According to De Waal's model (2007:181), organisational structure comprise of the following organisational variables:

Leadership – It includes leadership with integrity, leading by example, high personal values, decisive decision making, but informed by collective decision making, assembles a diverse and complementary management team, larger than life mindsets, humility, and holds people responsible.

Individuals and roles – It integrates having the “right people on the bus and in their seats and wrong people off the bus”, continuous and life-long learning, aligns employee culture and values to company culture and direction.

The aspect of organisational culture, inclusive of leadership, is dealt with in more detail in Chapter 4 due to the emerging significance accorded to these aspects in De Waal's (2007) framework and other literature sources.

3.9.7.2. Flamholtz's Model

Organisational effectiveness can also be determined by assessing the stage of organisational growth and development. Flamholtz's (2002) organisational success and failure model, which consists of six strategic building blocks of effective organisations, typifies organisational effectiveness from a growth and development perspective. The premise of the Flamholtz model is that organisations must at each stage of their growth perform, in a stepwise fashion, with certain tasks to enhance organisational effectiveness (Flamholtz, 2002:298). The tasks to be performed, in a sequential order, entail the following:

Task one: The identification and definition of a viable niche market

This task entails developing strategic market plan, customers and their needs, as well as identifying and capturing a niche market to enhance chances of organisational effectiveness.

Task two: Development of product and services for chosen niche market

This phase involves analysing customer needs in target market, designing a product and developing ability to produce it.

Task three: Acquisition and development of resources required to operate the business

This process encompasses acquiring the physical, financial and human resources need in the organisation.

Task four: Development of day-to-day operational systems

This stage comprises acquiring the requisite accounting, billing, marketing, recruitment, training, production and delivery systems.

Task five: Development of management systems necessary for long-term functioning of the organisation

During this stage, the focus is on developing the necessary control systems and performance management.

Task six: Development of fitting organisational culture to guide the organisation

The final task as per Flamholtz's (2002) organisational success and failure model entails developing the organisational identity of shared values (importance of product quality, customer service and treatment of people), beliefs (ideas that organisational members hold about themselves and the organisation) and norms (unwritten rules that guide interactions and behaviour) (Flamholtz, 2002:298-301).

According to Flamholtz's (2002) organisational success and failure model, the success of an organisation in managing the six key tasks of the model positively affects organisational effectiveness. Depending on the size or stage of organisation growth and development, attention should be given to specific critical development areas, namely markets and products at new venture stage, resources and operational systems at expansion stage, management systems at professionalisation stage and corporate culture at consolidation stage (Flamholtz, 2002:304). Failure to give attention to specific areas at specific stages results in a variety of organisational growing pains, which are symptoms that something has gone wrong in the growth and development of the organisation and are thus a signal for change (Flamholtz, 2002:304).

The ten classic symptoms of organisational growing pains include the scenario where people feel that "there are not enough hours in the day". In addition, people feel that they spend too much time "putting out fires". Classic symptoms of organisational growing pains also include the situation where, firstly, people appears to be not aware of what other people are doing; secondly, people lack the understanding of where the organisation is headed, and, thirdly, there seems to be a feeling that they are too few good managers in the organisation. Other symptoms of organisational growing pains comprise people feel that "I have to do it myself if I want to get it done correctly";

most people feel that “our meetings are a waste of time and, after planning, there is little follow up, so things just are not done. Finally, symptoms of organisational growing pains include some people feel insecure about their place in the organisation. Also, the organisation continues to grow in sales but not in profits (Flamholtz, 2002:304-305). Whenever the symptoms high-lighted above are observed in organisations, it is necessary to realise that they are the classic symptoms of organisational growing pains that require appropriate and responsive organisational strategies.

The organisational growing pains can be used in strategic planning as a focus for organisational development and design for each of the six critical development areas of the Flamholtz model, namely markets and products at new venture stage, resources and operational systems at expansion stage, management systems at professionalisation stage and corporate culture at consolidation stage (Flamholtz, 2002:304).

3.9.7.3. The McKinsey’s 7s Model

The earliest authors to combine various organisational facets into one integrative model were Peter and Waterman (1982:19) who analysed a number of American companies to determine whether there were any common denominators to the success the companies then enjoyed. Their research findings were then adopted as a basic tool by the global management consultancy firm, McKinsey, and thus became known as the McKinsey 7s model. The model depicts the successful management of the following organisational aspects as key to organisational effectiveness behaviour.

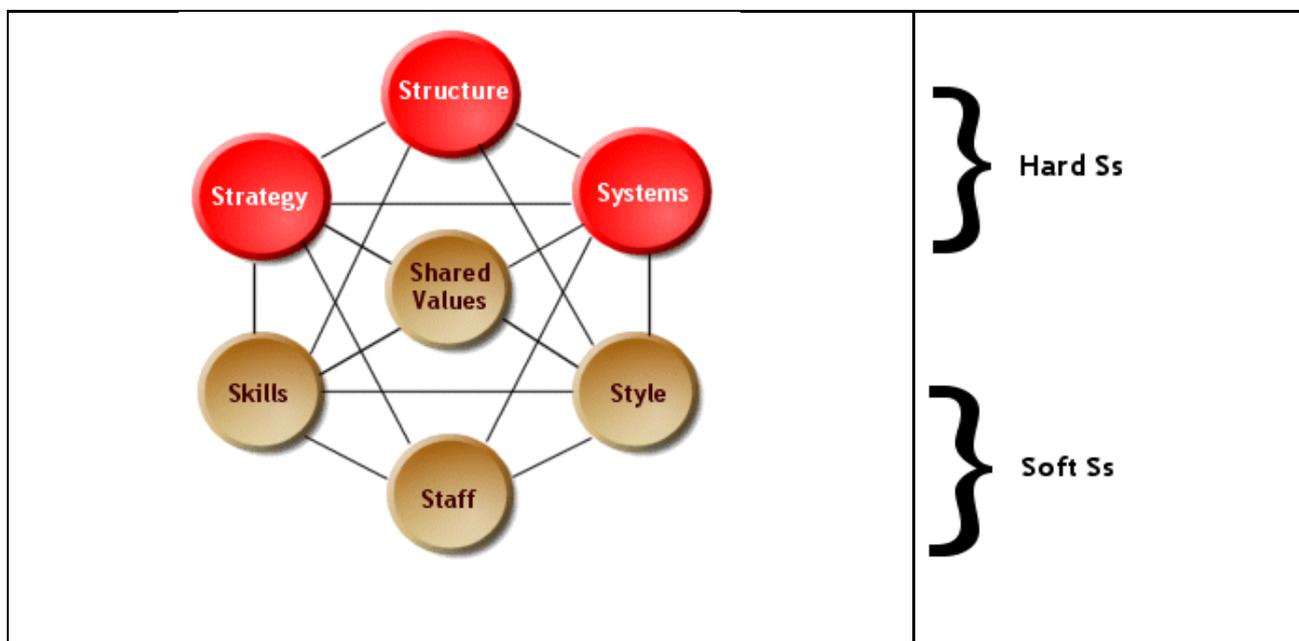


Figure 3.3: McKinsey’s 7s model

Source: Vaidyanathan, 2005:5.

The McKinsey 7s model, as depicted above in Figure 3.3, critically analyses seven different aspects of an organisation to determine if it is functioning effectively or not. Vaidyanathan (2005:4)

summarised the seven critical aspects of an organisation that determine organisational effectiveness as follows:

- **Strategy:** The central integrated concept of how to achieve the firm's objectives. The essence of strategy is choosing a set of core business activities to create value for the customers, and performing those business activities in the most optimal manner.
- **Structure:** The ways in which people are organised, tasks are coordinated, and authority is distributed within an agency.
- **Systems:** This includes IT systems to support internal business processes, performance measurement and reward systems to manage human capital, knowledge management systems to disseminate best practices and other planning, budgeting and resource allocation systems.
- **Style:** The leadership approach of top management and the organisation's overall operating approach; also, the way in which the organisation's employees present themselves to the outside world, to suppliers and customers.
- **Skills:** What an agency does best, its distinctive capabilities and competencies that reside in the organisation.
- **Staff:** The organisation's human resources comprise how people are developed, trained, socialised, integrated, motivated, and how their departments are managed. The ability and competence of staff are also crucial elements in the success of the organisation.
- **Shared values:** The guiding concepts and principles of the organisation – values and aspirations, often unwritten – that go beyond the conventional statements of corporate objectives.

The aspect of organisational culture (the soft aspects of the McKinsey 7s model) and the attendant leadership dynamics come to the fore, and hence a separate discussion on them is provided in Chapters 4 and 5 of this study.

3.10. OTHER PERTINENT CONCEPTS RELATED TO EFFECTIVE ORGANISATIONAL BEHAVIOURS

Other pertinent concepts often discussed with regard to organisational effectiveness behaviours include the following:

3.10.1. The role of business in society

Business, in a beneficial relationship with government and other stakeholders, is the cornerstone of prosperity in society. Until quite recently, businesses were universally premised on a profit maximisation motive without due diligence to the impact of business activities on society. For instance, Friedman (1970:6), Gitman (2003:17) as well as Collins and Porras (1994:8) maintained

that companies exist to “maximise shareholders’ wealth” or “maximise profit”. In fact, such were the attitudes of most businesses that today's negative business practices and activities, such as child labour and environmental degradation, could easily be regarded as normal business practices. However, society has been insisting that organisations conduct their activities in a socially and environmentally responsible manner. In the 21st century, government, unions, rights groups and the media have become adept at holding companies to account for social consequences of their activities (Bonini, Mendonca & Oppenheim, 2006:1). Businesses that are caught off guard with regard to irresponsible business practices and activities might suffer reputational damage and be forced by legislation to comply. Porter and Kramer (2011:5) are of the opinion that the company’s role in the 21st century is to bring business and community together in a shared value creation. Shared value creation refers to designing and implementing policies and operating practices that enhance the company’s competitiveness whilst at the same time advancing the economic and social conditions of communities in which it operates (Porter & Kramer, 2011: 6).

3.10.2. Good corporate governance principles

Good corporate governance is likely to lead to organisational high-performance and effectiveness. Corporate governance refers to the system by which companies are directed and controlled (Rossouw, Van der Watt & Malan, 2002:289). The Institute of Directors in Southern Africa (IoDSA) and the King Committee on Corporate Governance in South Africa, through the King IV Report (IODSA, 2016:6), have established the expected good governance practices in companies. According to the King IV Report (IODSA, 2016:6), ethical and effective leadership forms the foundation of good corporate governance practices. The King IV Report (IODSA, 2016) suggested good corporate governance principles to, at a minimum, encompass the following critical governance outcomes:

- Ethical culture
- Performance across the triple context and value creation
- Effective and adequate control
- Trust, good reputation and legitimacy.

The responsibility for ensuring ethical culture, through good corporate governance systems, is entrusted to the board of directors. Accordingly, the board, through exercising effective leadership in ensuring company sustainability and good corporate citizenry, is the focal point of a corporate governance system and responsible for supervising management (Engelbrecht, 2010:30). The board of directors is responsible for oversight duties, defining strategic direction and providing strategic leadership to the company. As a result, the board of directors is a critical body that creates and maintains the ethical culture in the organisation. Stated differently, the board sets the moral tone of the organisation because leaders can set, create or change environments (Lloyd &

Mey, 2010:2). Therefore, the significance of the board is that it plays a dominant role in the high-performance of an organisation.

3.10.3. Organisational resilience theories

Through the turbulent economic, social and environmental contexts of the 21st century, disruptions and discontinuities are likely to be experienced in organisations, particularly in those in developing contexts. Given the potentially devastating implications of disruptions and complexities, the concept of organisational resilience has gained increasing interest within the academic community over recent years. Researchers in a variety of disciplines have emphasised the concept of resilience, which refers to the capability of a strained body to recover from or adjust to external changes (Watanabe, Kishioka & Nagamatsu, 2004:140). Wildavsky (1988:50) stated that resilience requires improvement in overall capability, in other words, a generalised capacity to investigate, learn, and act without knowing in advance what one will be called to act upon. Within organisations, resilience resides in both the individual and organisational responses to turbulence and discontinuities. From a development perspective, organisational resilience is related to positive adjustments in the face of challenging conditions through a strengthening of the current and future entity.

3.11. ORGANISATIONAL EFFECTIVENESS: INSIGHTS FROM DEVELOPING COUNTRIES

From a developing country perspective, the frequent criticism of the identification of organisational effectiveness behaviour revolves around the failure to take into account historical and socio-cultural realities. For instance, negative reactions of employees to perceived or real imposition of a colonial system of work that came with colonialism and slavery are often attributed to low levels of organisational performance (Zoogah *et al.*, 2015:8). The domination of people by colonial regimes and discriminatory practices, so it is argued, has left a strong mark of a dependence mentality in Africa. As a result, most Western theories that are continuously being used in African organisations appear to have not achieved their desired outcomes because many Africans find it difficult to relate to them, for instance, having to sacrifice their authenticity in order to fully embrace such Western ideals (Theimann, April & Blass, 2006:38). Therefore, effective management has to hinge on the successful harnessing and harmonising of both indigenous and traditional corporate cultures. Unfortunately, the emphasis up to now has been on suppressing indigenous systems rather than appreciating their added value (Mangaliso, 2001:32). Organisational effectiveness models should be rooted in the African culture, value system and beliefs, to provide a practical way for the efficient and effective running of organisations in Africa, with its global competitiveness (Inyang, 2008:122).

As emphasised above, the problem with pinpointing organisational practices and activities associated with effective organisations from a developing country perspective has to do with not sufficiently incorporating the (a) dual economic contexts of developing countries, (b) high-uncertainty of African environments, (c) interconnectedness of formal and informal economies

(Zoogah *et al.*, 2015:8), and (d) the multiplicities and diversity of African environments (Nwagbara, 2011:75). Failure to incorporate socio-cultural aspects and indigenous management practices (Zoogah *et al.*, 2015:9) based on Ubuntu management principles that advocate for shared experience and vision is particularly a shortcoming in existing effectiveness models. Every nation, culture and setting is rooted in its contextual value system and culture (Nwagbara, 2011:77). There is no doubt that “*management in Africa is strongly rooted in cultural beliefs and traditions*” (Inyang, 2008:122). Whereas Western management thinking is said to advocate Eurocentrism, individualism and modernity, Africa management thinking is said to emphasise traditionalism, communalism, co-operative teamwork, and mythology (Nwagbara, 2011:78). One important dimension of African management thought is *traditionalism*, which has to do with adherence to accepted customs, beliefs, and practices that determine accepted behaviour, morality, and the desired characteristics of the individual in African society. Such customs and practices regulate individual attitudes and the formation of individual value systems (Nzelibe, 1986:11). Foreign management systems have generally failed to achieve the expected goals as they discountenanced African cultural inertia and social milieu (Inyang, 2008:122).

According to Zoogah *et al.* (2015:21), interaction of resources and capabilities with institutional factors, market and regulators are key variables that affect organisational effectiveness in Africa. As such, there is a suggestion that management research on organisational behaviour might benefit on two theoretical building blocks, namely the institutional and resources theories of organisations.

In summary, insight from developing countries on organisational effectiveness seems to point towards the socio-cultural variables; failure to incorporate socio-cultural issues in organisational effectiveness models. Therefore, in view of the importance of organisational culture in explaining organisational effectiveness from a developing country perspective, as well as the closely related variable of leadership, the next chapters highlight organisational culture and leadership as leading variables that may impact organisational effectiveness. According to Shirley (2007:26), culture is the shadow of leadership and, therefore, leadership and culture, like Siamese twins, are intertwined.

3.12. CHAPTER SUMMARY AND CONCLUSION

This chapter addressed the dynamics surrounding the notion of organisational effectiveness behaviours. The various branches, sub-branches and relationships of organisational effectiveness were discussed. The chapter presented the potential definition, measures and indicators of organisational effectiveness behaviours, as well as how they were applied in this study. Furthermore, in explaining organisational effectiveness from a developing country perspective, the chapter presented the main shortcomings of existing organisational effectiveness models, such as the failure to incorporate contextual socio-cultural factors.

The focus of the study shifts in the next two chapters to expanding the discussion on the preeminent organisational variables flowing from this chapter to constitute organisational effectiveness behaviour, i.e. organisational culture in Chapter 4 and organisational leadership in Chapter 5.

CHAPTER 4

ORGANISATIONAL CULTURE AND EFFECTIVENESS

“Culture eats strategy for breakfast” (The Namibian: 2016a:20).

4.1. INTRODUCTION

Organisational culture appears to be a frequently discussed theme in organisational management literature, especially with regard to its impact on organisational outcomes. Several studies, for instance those referred to in Chapter 3 under the discussion on contingency, institutional, resource-based, psychological and integrative organisational effectiveness models, concluded that organisational culture is a preeminent variable that significantly affects organisational performance. Several sources have argued that culture has a superseding effect on employee behaviour and organisational performance. For instance, Kotter and Heskett (1992:4) investigated the relationship between organisational culture and performance and found that financial performance is higher in organisations with adaptive cultures. Indeed, there are few studies, if any, which have investigated organisational performance and not discussed culture as a preeminent variable to organisational success. For these reasons, Chapter 4 expands the notion of organisational culture.

4.2. THE IMPACT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL BEHAVIOURS

It is notable that Hofstede (1980, 1983 & 2006) and House *et al.* (2004), in the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project, empirically detailed the impact of organisational culture and leadership on organisational behaviour. In the same vein, Parker and Veldsman (2010:16) concurred that organisational behaviour is significantly influenced by the extent to which organisational activities and practices are applied on the ground through leadership and cultural dynamics. Similarly, Gutterman (2011:4) observed that failure to solve practical African business management challenges could be attributed to failure to link daily existence and experiences, as manifested in national and organisational cultures, to organisational realities. What the foregoing views appear to have in common is that organisational culture, with the closely related variable of leadership, has a superseding impact on organisational performance.

4.2.1. Definition and layers of organisational culture

The concept organisational culture is broad. There is a plethora of definitions about it. Over the years, a multiplicity of definitions have been proposed to define and conceptualise organisational culture. For instance, Barney (1986:657) defined organisational culture as a complex set of values, beliefs, assumptions and symbols that define the way in which an organisation conducts its business. Schein (1992:17) went further and defined organisational culture as consisting of three layers, namely the *artefacts* (the most superficial level found in the visible organisational structures

and processes); the *espoused values* (found in strategies, goals, and philosophies of the organisation); and the *basic underlying assumptions* (the hidden, tacitly accepted beliefs ultimately guiding the organisation). Along the same lines, Kotter and Heskett (1992:4) distinguished between two layers of culture only, namely the deeper value systems which are largely invisible, stable and persistent, and hard to change; and the styles and norms of behaviour which are more visible and not so difficult to change. Organisational culture is considered as that complex whole which includes knowledge, beliefs, art, law, morals, custom, and any other capabilities and habits that the individual acquires as a member of society or an organisation (Inyang, 2008:125). A derivative and common definition of culture as “the way we do things here” has been added to simplify the understanding of organisational culture.

4.2.2. Importance of culture to organisational performance

Without doubt, organisational culture is an integral component of organisational management and outcomes (Nwagbara, 2011:78). Several studies have shown that the practice of management, which has a bearing on organisational performance, is heavily influenced by the traditions, values and habits of people as well as their political, economic and social contexts (Edoho, 2001:73; Fashoyin, 2005:43; Horwitz, 2002:215; Inyang, 2008:125; Jackson, 2004:6; Oshagbemi, 1984:20; Thomas & Schonken, 1998:53). What is invisible through values, norms, beliefs and social attitudes transforms into visible workplace behaviours and affects organisational performance (Mangaliso, 2001:24). Positive organisational culture is often associated with positive business results (Ojo, 2014:1). Consistently, a proposition is made that successful organisations distinguish themselves from less successful ones through their clearly articulated and shared norms and values regarding organisational functioning. Such propositions typically hold that people are the company’s greatest resource, and the way to manage them is not directly by computer reports, but by the subtle cues of organisational culture (Deal & Kennedy, 1982:15). Thus, creating a positive culture is a powerful tool in influencing organisational behaviour in the workplace and for achieving organisational high-performance.

Within the above context, organisational culture is, undoubtedly, the foundation of the organisation’s identity and also the basis for order, direction and cohesion in setting and pursuing its organisational goals. The organisation’s work practices and systems, such as observed criteria by which resources, rewards and rank positions are allocated in the organisation, could be viewed as culture embedding mechanisms (Robbins, 2003:40). Such examples also include the criteria used to recruit, select, promote, retire or exclude members in the organisation. It is also believed that organisational culture is related to organisational strategy, particularly in the implementation of the chosen strategy of the organisation.

4.2.3. Valuable and functional versus dysfunctional cultures

Often, a distinction is made between valuable, functional and dysfunctional organisational cultures. Valuable cultures refer to organisational ability do things and behave in ways that add sustainable financial and non-financial value to the organisation, such as high sales, low costs, high profitability and other non-financial indicators (Barney, 1986:658). For the organisation's culture to be functional, and a source of sustained competitive advantage, it must not only be valuable and rare, but must also be imperfectly imitable (Barney, 1986:661). Without imperfect imitability, any competitive advantage that a valuable and rare culture might have will create strong incentives for imitation. According to Barney (1986:658), three conditions must be met for organisational culture to be worthwhile, namely:

- the culture must be valuable
- the culture must be rare
- the culture must be imperfectly imitable.

For a culture to be valuable, it is essential that it should add to the achievement of organisational goals. Rare cultures refer to attributes and characteristics that are not common to the cultures of a large number of other organisations (Barney, 1986:658). Organisations without an imperfectly imitable culture will struggle to engage in activities that will change their culture to include the required characteristics, and if they try to imitate this culture, they will be at a disadvantage compared to the organisations they are trying to imitate (Barney, 1986:658).

On the other hand, organisational culture can be dysfunctional and a barrier to organisational success; such as being an obstacle to progressive change and workforce diversity (Robbins, 2003:529).

4.2.4. Recruitment practices and organisational culture

Ostensibly, organisational culture and recruitment practices are highly correlated; one variable affects the other. According to Robbins (2003:40), organisational culture has one of the most significant managerial implications on organisational behaviour as far as it relates to employee recruitment decisions. Through selection, socialisation and training procedures, organisations may contribute to both the emergence and entrenchment of shared patterns of norms, values and informal rules within organisations. For instance, the right people selected and in the right positions, significantly improve the chances for positive organisational cultures. To the contrary, hiring or keeping individuals in wrong positions or whose values do not align with those of the organisation is likely to lead to disengaged employees, job dissatisfaction and lack of organisational bonding and commitment. In the final analysis, such a scenario is likely to contribute to organisational inertia and non-performance. As Hamm (2006:122) put it, high-performance cultures can be established if the organisation recruits the right people and requires them to

consistently behave in congruence with the values deeply held by the organisation. Therefore, the type of recruitment practices and processes followed to admit members into the organisation implies the particular type of culture that is likely to manifest in the organisation. The manner and form in which management and leadership are recruited in the organisation requires specific mention because it is often suggested that leaders have the power and influence to embed or dismantle cultures.

4.2.5. The link between culture and leadership

Correct and transparent recruitment processes enhance the chances of good leadership in the organisation and consequently positive cultures that are likely manifest in the organisation. Organisational leadership, in turn, might be a consequence of the type of recruitment practices and processes followed to admit people in organisations. Various scholars often link leadership to the manifestation of a particular type of culture in the organisation. For instance, it is typically argued that culture is the shadow of leadership (Shirley, 2007:26), meaning that organisational culture is built up through the behaviours of managers and leaders. Leaders are culture builders and organisational culture is significantly entrenched by leaders. In this context, it is no wonder that the culture that manifests in an organisation is directly linked to the behaviours and attitudes of its senior management. Managers, and especially senior and c-suite (executive) managers, play a crucial role in the culture formation as they embed and transmit culture in thinking, feeling and behaviour of members of the organisation. According to Schein (1992:20), managers have several primary culture embedding mechanisms. These include what they as leaders regularly pay attention to, how they react to organisational situations and their role in engaging, empowering and coaching subordinates.

4.2.6. What if culture and leadership are dysfunctional in the organisation?

Ineffective leadership and dysfunctional organisational cultures are likely to be experienced in the lifecycle of organisations. Therefore, these organisational aspects might be worthy of consideration in assisting the organisation towards organisational effectiveness and sustainability. That organisational effectiveness behaviours to a large extent depend on effective leadership and functional culture is not contestable. However, what might be pertinent in developing countries is what should be done if the organisation manifests signs of dysfunctional leadership and culture.

Collins' (2001:63-64) proposition of "got right people on the bus, wrong people off the bus and the right people in their right seats" might be an answer to the choices available in correcting poor leadership and dysfunctional cultures. Shareholders/owners have to take bold steps in withdrawing dysfunctional leaders and finding suitable leaders who can break the trajectory of organisational inertia. However, the foregoing steps are not easily achieved due to possible expensive litigations and labour disputes. A plausible option might be to recruit the correct people in the right positions in the first place.

The field of organisational change and renewal has been fairly developed over the years to assist organisations with organisational change management and renewal strategies, be it leadership, systems or culture change. According to Moran and Brightman (2001:111), change management refers to a process of continually renewing the organisation's direction, structure and capabilities to respond to ever-changing needs of the internal and external customers. The first and most obvious definition of change management is that the term refers to the task of managing change. Managing change is in itself a phrase that could have at least two meanings. One meaning refers to making organisational changes in a planned and systematic manner. The second meaning entails the response to changes over which the organisation exercises little or no control, such as legislation, social and political upheaval, the actions of competitors and changing market environment (Moran & Brightman, 2001:111). The foremost aim of change management is to implement new leadership, methods or systems in the organisation so as to address leadership deficiencies or dysfunctional organisational cultures.

4.3. EMPLOYEE ENGAGEMENT AND PEOPLE EMPOWERMENT

As pointed out earlier in this chapter, organisational culture can be a source of sustained competitive advantage and high-performance outputs. The workplace has changed over the past decade and most organisations should develop creative strategies to survive in a competitive global economy. For this reason, organisations need to deliberately manage employee behaviour and attitudes that manifest as workplace behaviours (culture). Within this context, it is necessary to understand the dynamics that have a significant impact on organisational culture, such as employee job satisfaction, values, attitudes, designing jobs well, providing support and setting goals for employees (Robbins, 2003:37). Therefore, managers have to promote employee engagement and people empowerment because employee disengagement or alienation is often contributory to low-level employee performance, job dissatisfaction, stress, burn-out and lack of organisational commitment (Olivier & Rothmann, 2007:49). Employees need to be engaged in variables such as these that have greater impact on their performance through, among other strategies, the use of positive psychology in the organisation. Ungerer (2016:415) defined positive psychology as having to do with the study of circumstances and processes required for optimal functioning of people, teams and organisations.

4.3.1. Benefits of employee engagement

In essence, employee engagement refers to the level of commitment and involvement an employee has towards their organisation and its values (Sirisetti, 2012:72). Employee engagement is the expression of the self through work and other employee-role activities whereas employee disengagement is described as a disconnection from the work roles by employees hiding their true identity, thoughts and feelings during role performances (Olivier & Rothmann, 2007:49).

Some researchers have found a positive correlation between employee engagement and organisational performance (Olivier & Rothmann, 2007:49). An engaged and positive workforce can “make or break” organisations. When employees are engaged in their organisations, everyone benefits through authentic and synergistic contributions to the organisational goals.

The level of employee job satisfaction might be a key indicator of an engaged employee. In this regard, Sirisetti (2012:72) posited that improved engagement happens when there are positive working relationships, employee input in decision making, and growth and development being supported with learning opportunities.

4.3.2. Ways of creating a culture of people engagement

A culture where people know that their work matters and that their contributions to the organisation’s goals are valued, are two of the most important considerations for engaging employees (Sirisetti, 2012:73). Other considerations that are important in engaging employees include:

- providing interesting and challenging work;
- establishing good rapport and interactions with co-workers, colleagues and managers;
- creating opportunities for professional growth and development;
- receiving regular, balanced feedback from managers;
- setting clear objectives and expectations;
- giving meaningful recognition, being valued and respected; and
- providing fair and equitable rewards.

There are a number of ways of creating a culture of employee engagement. Building positive working relationships with organisational members through regular communication, connecting the daily work of the employee to the overall purpose of the organisation and its success, seeking employees’ input and providing appropriate decision making authority, finding out what matters to employees are all considered as constructive measures of engaging employees (Sirisetti, 2012:74). The manager/leader is often recognised as a key role player in the engagement of employees through the use of critical thinking skills, insight, intuition, and the use of both persuasive rhetoric and interpersonal communication, that includes both active listening and positive discourses as well as facilitates and draws forth the opinions and beliefs of followers (Winston & Patterson, 2006: 7).

4.3.3. Employee empowerment

Closely related to employee engagement is the notion of employee empowerment. For all intents and purposes, employee empowerment refers to the organisational culture of putting employees in charge of what they do and encouraging their participation in work-related decisions (Robbins, 2003:19). Employee empowerment can be a source of engaging employees. In view of democratic

and liberal constitutions in recent times, especially in the Sub-Saharan context, the culture of empowering employees in the workplace appears to be gaining momentum. It is believed that employee empowerment contributes to a high-performance culture because of the positive psychology it creates within the workforce and organisation.

4.4. MEASURING ORGANISATIONAL CULTURE

The definition of organisational culture by Barney (1986:657) suggested that it has to do with a complex set of values, beliefs, assumptions and symbols that define how the organisation conducts its business. As such, measuring culture implies measuring the extent to which the basic underlying assumptions, namely the hidden and tacitly held values, beliefs, assumptions of organisational members, manifest in the organisation. The level and type of culture prevalent in the organisation manifest in the type of work-related attitudes that manifest in the organisation (Robbins, 2003:72). As such, most of the research on measuring organisational culture has been concerned with three employee behaviour attitudes that manifest in the workplace, namely job satisfaction, job involvement and organisational commitment. These aspects are briefly discussed next.

4.4.1. Job satisfaction

The first obvious employee behaviour that manifests as a result of the type of organisational culture prevalent in the organisation is the level of employee job satisfaction. Job satisfaction refers to the employees' general attitude towards their jobs, namely the extent to which work is the source of personal need fulfilment and contentment (Olivier & Rothmann, 2007:49). An individual with a high-level job satisfaction is likely to have a positive attitude or culture, in relation to an individual who is not happy with their job and has a negative attitude about the job and work experience (Robbins, 2003:72). The workplace, such as a factory, company or office, is the place where an employee spends most of their time. Thus, work-related environmental aspects as well as human relations at the workplace strongly affect employee behaviour and the level of job satisfaction. Therefore, it is essential that employees are satisfied with their work and job environment if attaining the organisational objectives is to be likely.

What has been stated in the preceding suggests the need to constantly measure the levels of job satisfaction in the organisation. However, measuring job satisfaction is not easy because it requires an objective measure to quantitatively express the level of satisfaction. In this regard, employee satisfaction surveys have been designed to assess employee behaviour and satisfaction with their particular job. Broadly, existing job satisfaction measuring methods can be classified into two groups: the direct methods and the indirect methods (Robbins, 2003:72). Each category has its own constraints, advantages and disadvantages. The direct methods are mainly based on public opinions and perceptions. Any method of this group is based on conducting a poll among employees, with appropriately prepared questions. An advantage of the direct methods is that

there are exact answers to the set questions as per the level of detail required. However, the reliability of such methods that draw perceptions and opinions from employees is a concern. Anonymity is a very sensitive condition for honest answers. For instance, if a respondent suspects the possibility of unmasking following some threat, they might provide unreliable answers.

Another direct method of assessing people's level of satisfaction is through interviews and retrospective reflections. However, depending on how questions are set, the risk of positive self-reporting, where interviewees project themselves more favourably than the reality, is possible with interviews and retrospective reflections (Rosenzweig, 2007:65).

Indirect methods of measuring people's job satisfaction levels are based on observation of employee behaviour, such as absenteeism, staff turnover and number of accidents (Robbins, 2003:72). An obvious advantage of such methods is that measurements can be made permanently, without the direct influence of the main objects of the research, that is, the employees. Disadvantages are connected to the question of whether such methods truly and explicitly identify reasons of employee satisfaction or dissatisfaction. In addition, indirect methods necessitate additional interpretation or supplementary investigations, which might be time consuming and costly.

4.4.2. Job involvement

Another employee behaviour that manifests as a result of the type of organisational culture prevalent in the organisation is the level of employee job involvement. Job involvement has been defined as the measurement of the degree to which an employee is involved in their job and takes part in decision making (Robbins, 2003:73). Job involvement is an important aspect that has a significant impact on individual employee and organisational outcomes.

4.4.3. Organisational commitment

The final employee behaviour that manifests as a result of the type of organisational culture prevalent in the organisation is the level of employee organisational commitment. The focus of organisational commitment is on the individual employee and it highlights the extent to which one identifies with and is deeply involved in the organisation (Robbins, 2003:72). Organisational commitment is different from employee engagement in the sense that the focus of organisational commitment is on the organisation, whilst engagement focuses on the employee and the work itself (Olivier & Rothmann, 2007:49). Organisational commitment is significant to an organisational high-performance culture because of, for instance, the aspiration to retain skilled and experienced employees.

4.5. THE RELATIONSHIP BETWEEN NATIONAL AND ORGANISATIONAL CULTURE

In the globalised economy, it became inevitable that managers become more adept at working with people from different nationalities and cultures. Therefore, cross-cultural managerial dynamics

have become a critical component of management and leadership (Jackson, 2012:153). Managers need to be skilful in managing cross-cultural dynamics across continental divides like the South-North or West-East divides (mainly dealing with the interaction of different knowledge systems, including power relations and how to cope with these). Similarly, African managers have to manage across African borders, which might present cross-national management and cultural challenges which require particular skill sets. Also, managers have to manage within country inter-cultural interactions in the workplace and between organisations and communities. What the foregoing annotations suggest is a high-level understanding of the relationship between national cultures and organisational culture and how national cultures impact organisational performance.

4.5.1. National cultures and organisational performance

It is an undeniable reality that business organisations operate within specific national contexts and not necessarily in a universal context. Therefore, national cultures should be critically taken into account when assessing organisational performance and behaviour (Fashoyin, 2005:43; Inyang, 2008:125; Jackson, 2004:6). According to Hofstede (1983:75), nationality impacts on organisational outcomes, mainly within three contexts. The first is within the political context in the sense that nations are political units rooted in history with their own separate institutions such as forms of government, legal systems, educational systems, union and employers' federation systems. Secondly, it is within the sociological context, that is national and regional differences are felt by people to be reality and therefore they are reality (Hofstede, 1983:76). The third is within the psychological context in the sense that people's thinking is partly conditioned by national cultural factors, referring to the fact that their thinking takes place and is internalised over years. Therefore, there is an inalienable relationship between national cultures and organisational performance which should be internalised in organisational management.

4.5.2. Hofstede's framework for assessing cultures

One of the most frequently-cited models in literature for assessing how values in the workplace are influenced by culture has been the work of Geert Hofstede. Hofstede (1983:75) surveyed more than 116 000 IBM employees in 50 nationalities about their work-related values and proposed four value dimensions along which national cultural values can be analysed. These four value dimensions entail individualism-collectivism; uncertainty avoidance; power distance and masculinity-femininity. Individualism-collectivism refers to the preference of people to belong to a loosely knit society where importance is placed on the self and autonomy, whilst collectivism places importance on interdependent social units such as the family, rather than on the self (Hofstede, 1983:75). In individualistic societies, people are likely to espouse the freedom to work independently and they desire challenging work (which is more important than personal relationships) that will help them reach self-actualisation. In collectivistic cultures, unchallenged

management structures are responsible for the organisation of teams of employees and the cohesion of the collective (Hofstede, 1983:75).

Uncertainty avoidance refers to people's tolerance of ambiguity (Hofstede, 1983:75). In high uncertainty avoidance cultures, people prefer a structured environment with rules and policies in place. In contrast, in weak uncertainty avoidance cultures rules create discomfort and fear, and only exist where absolutely necessary.

Power distance defines how social inequality is perceived and accepted in different cultures, for instance with regard to respect of elders and power inequality between superiors and subordinates. Employees in high power distance cultures are likely to prefer a more autocratic leadership style where subordinates are expected to be told what to do and there are wide wage gaps in the hierarchical structure. On the other hand, in low power distance cultures inequality is not desired, employees prefer to be consulted with regard to decision making and thus prefer a more resourceful and democratic leader.

According to Hofstede (1983:75), masculinity-femininity represents cultures with distinct gender roles where men focus on success, competition and rewards while women focus on tender values such as quality of life and modesty. Femininity represents cultures where gender roles overlap. In masculine cultures managers are defined as more assertive and decisive, whereas feminine cultures breed more intuitive managers who negotiate disputes and encourage participation in decisions.

4.5.3. The Global Leadership and Organisational Behavior Effectiveness Framework for assessing culture

Another frequent framework for assessing how values and leadership practices in the workplace are influenced by culture is the work of House *et al.* (2004) in the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project. The GLOBE project is a comprehensive international research project on leadership, and national and organisational cultures. The major finding of the research was that leadership effectiveness is contextual, in other words, that it is embedded in societal and organisational norms, values and beliefs of the people being led.

The project placed 60 of the 62 countries shown in Figure 4.1 and Table 4.1 into country clusters. Cultural similarity was said to be greatest among the societies that constitute a cluster whereas cultural difference increases the further the clusters are apart. For instance, the Sub-Saharan Africa cluster is most dissimilar from the Nordic Europe.

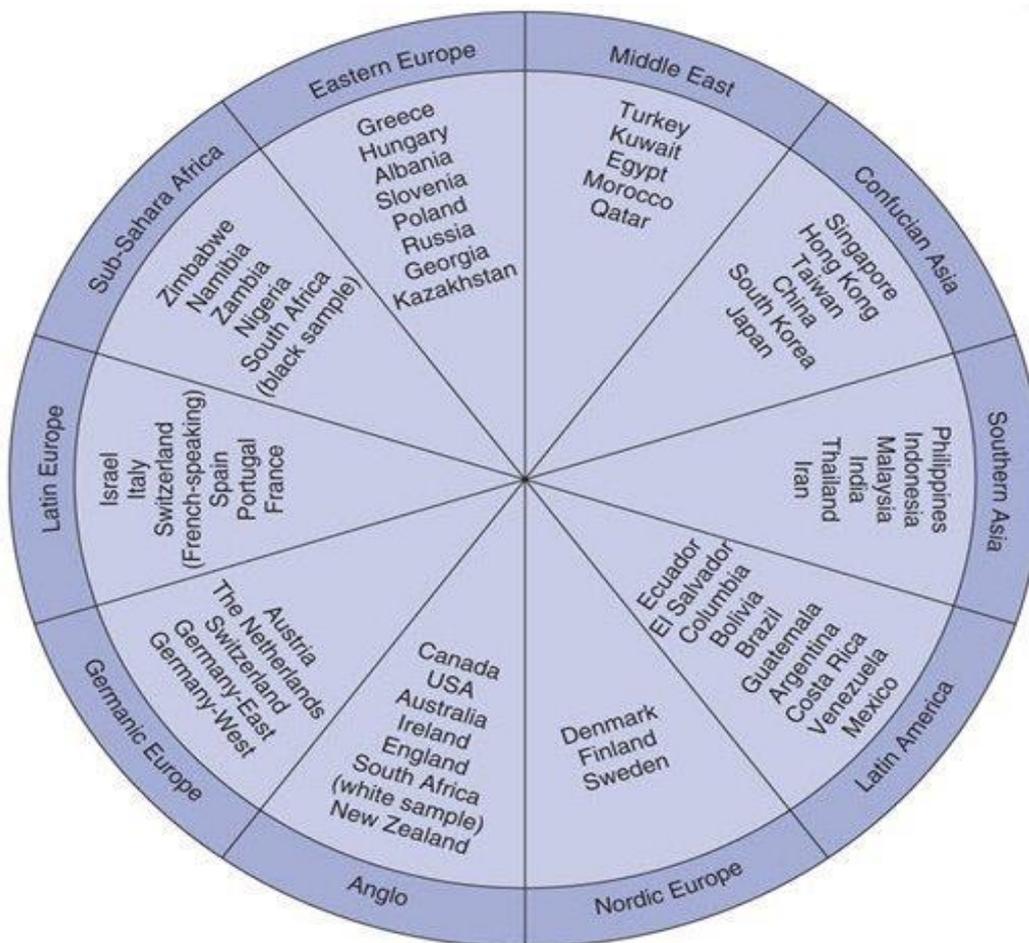


Figure 4.1: Societal cluster classification

Source: House *et al.*, 2004:178.

The GLOBE project (House *et al.*, 2004:178) placed Namibia's national culture, which is under the Sub-Saharan cluster, to be closely related to the national cultures of Eastern Europe, Latin Europe, Germanic Europe and the Middle East. Likewise, the Globe project (House *et al.*, 2004) positioned Namibia's national culture to be distinct from the national cultures of Confucian Asia, Southern Asia, Latin America, Nordic Europe and Anglo cultures.

National values and culture studies such as the GLOBE project (House *et al.*, 2004) and that of Hofstede (1983) are frequently criticised for their use of Western value measures and approaches which is said to contribute to the lack of accurate understanding of the fundamentals of non-Western indigenous values (Vilakati, 2016:480).

Table 4.1: Societal cluster classification

Anglo Cultures	Latin America
England	Costa Rica
Australia	Venezuela
South Africa (White Sample)	Ecuador
Canada	Mexico
New Zealand	El Salvador
Ireland	Colombia
USA	Guatemala
Latin Europe	Bolivia
Israel	Brazil
Italy	Argentina
Portugal	Sub-Sahara Africa
Spain	Namibia
France	Zambia
Switzerland (French Speaking)	Zimbabwe
Nordic Europe	South Africa (Black Sample)
Finland	Nigeria
Sweden	Arab Cultures
Denmark	Qatar
Germanic Europe	Morocco
Austria	Turkey
Switzerland	Egypt
The Netherlands	Kuwait
Germany (Former EAST)	Southern Asia
Germany (Former WEST)	India
Eastern Europe	Indonesia
Hungary	Philippines
Russia	Malaysia
Kazakhstan	Thailand
Albania	Iran
Poland	Confucian Asia
Greece	Taiwan
Slovenia	Singapore
Georgia	Hong Kong
	South Korea
	China
	Japan

Source: House *et al.*, 2004:178.

4.6. CULTURE DEBATES FROM DEVELOPING COUNTRY PERSPECTIVES

The multiplicities and diversity of African environments, and the resulting cultural diversity, make assessment of national cultures more complex than in less-diverse cultural environments. Within this context, the approach adopted to manage diversity and cultural aspects can break or build organisations in African environments. Unlike in the developed economies (USA, Continental Europe and Japan) as well as in East Asia, attempts to modernise African organisations after independence completely neglected the indigenous cultural traditions and tried to transfer ready-made contexts and “tidy-plug-and-play solutions” instead (Duze, 2012:54). Organisations need to

be cognisant of, and incorporate during their strategic planning sessions, what is often referred to as the “*African reality*” that includes the particular culture, limited resources, poverty, poor and under education and under-skilling (Duze, 2012:54; Hoskisson *et al.*, 2000:264; Inyang, 2008:122). For this reason, the culture debates from developing countries, especially African countries, seem to strongly appeal for business management and leadership textbooks, journal articles and case studies that incorporate African perspectives and not predominantly those from the developed countries’ perspectives (Nkomo, 2006a:10).

Usually, the culture of the organisation is distilled in the espoused values statements as well as operating policies and procedures. However, the capability to live values as a daily-lived experience through “walking the talk” breeds constructive or dysfunctional cultures. To breed a functional culture, it is essential to ensure that the following do not creep into the company culture: dysfunctional African cultures, such as high power distance relationships, highly centralised and bureaucratic systems, and internal wrangling taking up much time; intuition rather than formal objective data analysis guiding decision making; and the perception that knowledge rests with seniors. This was aptly put by Akotia:

“the way of African organisations need not be the way of its people” (Akotia, 2006:106).

Organisations need to do internal branding to deliberately develop and grow internal cultures that align and support organisational goals. Internal branding is usually interpreted to mean aligning leadership practices and individual behaviours with the corporate brand through the development of an internal culture that supports the corporate brand values (Akotia, 2006:96).

4.7. CHAPTER SUMMARY AND CONCLUSION

This chapter argued that organisational culture, and the integrally related concept of organisational leadership, has a significant impact on organisational effectiveness behaviours. The chapter detailed the fundamentals of organisational culture and its impact on organisational high-performance cultures. The chapter argued that the costs for not effectively managing organisational culture could be to the detriment of organisational high-performance. The next chapter, Chapter 5, discusses the impact of a closely related theme and *sine qua non* to organisational effectiveness behaviour, namely organisational leadership. Leadership embeds cultures in organisations. Also, people engagement and empowerment practices, which might contribute to high-performance cultures, are the primary function of leadership. Within this context, leadership is discussed in the next chapter.

CHAPTER 5

ORGANISATIONAL EFFECTIVENESS AND LEADERSHIP

“The world is in dire need of good leaders who can inspire people, not only through words, but by service to others” (Kalungu-Banda, 2006:9).

5.1. INTRODUCTION

The previous chapter indirectly hinted at the close relationship between organisational culture and leadership. It was argued that organisational culture and leadership have a significant impact on organisational high-performance cultures. In this chapter, leadership is further discussed as a concept that has another superseding effect on organisational performance.

The discussion on leadership firstly provides the reader with basic definitions and processes of leadership; secondly, it contextualises leadership as one of the foremost strategic organisational capabilities that can impact organisational performance; thirdly, it highlights the differences between leadership and management; and, finally, the discussion elucidates the different leadership approaches available to frontline business practitioners.

5.2. DEFINING A LEADER AND LEADERSHIP

A plethora of leadership definitions have been proposed in academic literature over the years with numerous scholars attempting to define leadership in different ways. However, whatever descriptions are used, leadership is said to revolve around mainly two things: processes and behaviours, that is to say, the effect and impact it has on others (Winston & Patterson, 2006:6). In a comprehensive search of the Expanded Academic Database of published articles using the term “leadership”, Winston and Patterson (2006:6) returned over 26,000 articles that attempted to define and describe leadership. These authors (Winston & Patterson; 2006:6) uncovered over 90 variables that might be used to construct an all-encompassing definition of a leader and, concomitantly, leadership as follows:

“A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization’s mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives”.

From the above definition, it becomes clear that a leader has an inherent ability to bring a group of people together and make them perform above their current capabilities towards achieving organisational goals. A leader achieves influence by humbly conveying a prophetic vision of the future in clear terms that resonate with the followers’ beliefs and values in such a way that the followers can understand and interpret the future in present-time action steps (Winston &

Patterson, 2006: 6). This is achieved through the leader presenting a prophetic vision of the future that is different from the current state and realities of the organisation. Presenting a prophetic vision of the future is delivered through the use of critical thinking skills, insight, intuition, and the use of both persuasive rhetoric and interpersonal communication, that include both active listening and positive discourses, as well as facilitates and draws forth the opinions and beliefs of followers (Winston & Patterson, 2006:7). Throughout each leader-follower-audience interaction, the leader must, according to Winston and Patterson (2006:7), demonstrate their commitment to the values of (a) humility, (b) concern for others, (c) controlled discipline, (d) seeking what is right and good for the organisation, (e) showing mercy in beliefs and actions with all people, (f) focusing on the purpose of the organisation and on the well-being of the followers, and (g) creating and sustaining peace in the organisation – not a lack of conflict, but a place where peace grows.

The preceding paragraphs have dealt with who and what a leader is. However, leadership is a noun that refers to the action of leading a group of people or an organisation to achieve the intended results. Veldsman (2016:14) defined leadership as acts of persuasive influence exercised by a collectivity of individuals engaging a set of stakeholders in enabling and empowering ways to bring about the desired effect within a specific context.

The aspect of social influence and persuasion in leadership, and not authority and force, is something often emphasised in leadership discourses. It is the element of positive influence, that is, the ability to influence people to achieve good results, arising out of an inner desire and free will, which makes leadership a critical organisational capability to organisational performance. For instance, the following statement attributed to Williamson (2007) quoted in Sirisetti (2012:72) amplifies the fact that the true measure of good leadership is the element of positive influence:

“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. We ask ourselves, who am I to be brilliant, gorgeous, talented, and fabulous? Actually, who are you not to be? We were born to make manifest the glory of God that is within us. And as we let our own light shine, we unconsciously give other people permission to do the same”.

5.3. LEADERSHIP AS KEY STRATEGIC ORGANISATIONAL CAPABILITY

Leadership appears to be a critical aspect in organisations, communities and society in attaining desired organisational outcomes. Library shelves in business schools carry many books and materials that cite leadership as a key process, activity and phenomenon that significantly contributes to organisational effectiveness. Within this context, it is often inferred that everything rises and falls on leadership. For instance, Ungerer, Pretorius and Herholdt (2011:269) pointed out that a 2010 world-wide survey by IBM among top executives identified leadership capability as the most significant organisational capacity required for success over the next five years.

That leadership emerges as vital to organisational success is not surprising, because as Thompson, Strickland and Gamble (2007:15) and the King IV Report (IODSA, 2016:6) postulated, clarifying and implementing the strategic intents of the organisation are largely strategic management exercises for which leadership is responsible and accountable. Managers and leaders are the foremost and visible faces of the organisation. Without doubt, organisational leadership acts as a catalyst that accelerates the achievement of organisational goals and, as such, has a significant impact on organisational performance.

5.4. LEADERSHIP VERSUS MANAGEMENT

The words leader and manager, or leadership and management, are often used interchangeably in organisational management theory and practice, but they mean two completely different things. Even though both manager and leader are needed in organisations, various authors on leadership and management often discourage the temptation to confuse management and leadership. It is said that management obtains its influencing power from formal power whilst leadership obtains its influencing power from a social influence process (Winston & Patterson, 2006: 6). The differences between a leader and manager might be elucidated per Bennis' (2015:365-366) summation presented in Table 5.1 below.

Table 5.1: Differences between management and leadership

Management	Leadership
The manager administers;	The leader innovates.
The manager is a copy;	The leader is an original.
The manager maintains;	The leader develops.
The manager focuses on systems and structure;	The leader focuses on people.
The manager relies on control;	The leader inspires trust.
The manager has a short-range view;	The leader has a long-range perspective.
The manager asks how and when;	The leader asks what and why.
Managers have their eyes on the bottom line;	Leaders have their eyes on the horizon.
The manager imitates;	The leader originates.
The manager accepts the status quo;	The leader challenges it.
The manager is the classic good soldier;	The leader is his/her own person.
The manager does things right;	The leader does the right thing

Source: Bennis, 2015:365-366.

Based on the views contained in Table 5.1, leaders and managers are basically different types, considering the processes involved in each. In leadership, the emphasis is on achieving results through the process of influence. On another hand, management rely on using formally designated

authority to achieve results. However, in line with the thinking of Mintzberg (1971:97), management and leadership are mutually inclusive, implying that they are one and the same and not mutually exclusive. In other words, individuals are often called upon to be both leaders and managers. Differently stated, the separation of leadership and management role lies in the tasks rather than individuals.

According to Mintzberg (1971:97), managers perform ten basic roles which fall into three distinct groupings. Firstly, the interpersonal roles that describe the manager as figurehead, external liaison, and leader. Secondly, the information processing roles that describe the manager as the nerve centre of the organisation's information system; and thirdly, the decision making roles that suggest that the manager is at the heart of the system by which organisational resource allocation, improvement, and disturbance decisions are made.

Within the context of contrasting views on leadership and management as presented in the foregoing paragraphs, leadership and management appear to be a paradox in the sense that both are needed at the same time in organisations. This (the fact that leadership and management are both needed at the same time) suggests that a leader in an organisation should also have managerial capabilities. Equally, a manager must also espouse leadership abilities.

5.5. LEADERSHIP: CHOICES AND APPROACHES

In the 21st century, the world is often described as a volatile, uncertain, complex and ambiguous (VUCA) world. In this context, it is significant to pose questions of what types of leaders, or leadership, need to be developed in the VUCA world and why they are necessary. Within the context of business organisations, there are many leadership approaches to choose from. In various literature sources, prominent leadership scholars have discussed different leadership choices available to business organisations. Below are some of the frequently highlighted leadership approaches that are argued to be critical to organisational effectiveness.

5.5.1. Leadership approaches

There are various types of leadership that are claimed to produce results and in its basic form, several typologies of leadership can be distinguished. Goleman (2014:43) summarised six different leadership styles that good leaders can adopt to meet the needs of different situations and organisations. These leadership styles are listed in Table 5.2 below. The main statement in Goleman's (2014) viewpoint is that good leaders must be emotionally intelligent or sufficiently sensitive and interpersonally aware to know which styles to adopt for different situations.

Table 5.2: Goleman's six leadership styles

Type	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilises people towards a vision	Creates harmony and builds emotional bonds	Forgoes consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"do what I tell you"	"come with me"	"people come first"	"what do you think?"	"do as I do, now"	"try this"
Underlying emotional intelligence	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick-start a turnaround, or with problem employees	When changes require a new vision, or when a clear directive is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Source: Goleman, 2014:43.

The above leadership styles as per Goleman's (2014:43) summation can be further expanded into distinct leadership approaches and behaviours. These leadership approaches include, but are not limited to, virtuous leadership (Ungerer, 2016:415), transformational and change leadership (Blanchard, 2007:10; De Waal, 2007:183; Parker & Veldsman, 2010:16; Paruk, 2016:535), ethical leadership (Lloyd & Mey, 2010:2; Van Vuuren, 2016:457; Wiley, 1995:22), authentic leadership (Khoza, 2011:157; Wulffers, 2016:391;), spiritual leadership (Law, 2016:443), board leadership (Le Grange, 2016:581) and African leadership (Edoho, 2001:71; Nkomo, 2006b:10; Nzelibe, 1986:10; Vilakati, 2016:477). The foregoing approaches are some of the leadership approaches frequently cited to produce positive influences on followers and organisational performance.

The above-mentioned leadership approaches are discussed next.

5.5.1.1. Virtuous leadership

Virtuous leadership is described as a focus on the highest potentiality of human systems that is oriented toward acting rightly by being and doing good (Ungerer, 2016:416). As the word virtuous implies, virtuous leadership has to do with virtues. The term "virtue" is thought to have originated from the Greek word *arête* which means excellence. A virtue is defined as moral excellence and

righteousness; goodness; a particular efficacious, good or beneficial quality; and an advantage a person might have (Ungerer, 2016:416). A virtue is often seen as the noblest of all the good qualities of a person and it is a trait of character or intellect that is morally laudable and presents an ideal to which all good living aspires.

The concept virtuous leadership appears broad and is linked in the literature sources to related concepts such as moral-, ethical-, servant-, spiritual-, inclusive-, authentic-, transformative-, transformational- and responsible leadership (Ungerer, 2016:416).

Considering the broad scope and all-encompassing nature of virtuous leadership, it is discussed in more detail in the next sections.

When reference is made to virtuous leadership, in effect it refers to the extent an individual espouses the six broad universal virtues with their associated 24 virtue strengths and competency areas (Ungerer, 2016:416). These six broad universal virtues with their associated 24 virtue strengths and competency areas consist of the following:

- **Wisdom and knowledge**, which includes the cognitive competencies of creativity, curiosity, open-mindedness, love of learning and perspective.
- **Humanity**, which includes the social competencies of kindness, love and social intelligence.
- **Justice**, with the associated social competencies of fairness, leadership and teamwork.
- **Courage**, which includes the personal and emotional competencies of authenticity, bravery, persistence and zest.
- **Temperance**, with personal competencies of forgiveness, modesty, prudence and self-regulation.
- **Transcendence**, which includes the personal competencies of appreciation of beauty, gratitude, hope, humour and religiousness.

The implications of Virtuous Leadership on organisational effectiveness is that if a cadre and generations of leaders are developed with virtuous qualities, organisations, societies and the world will be better places to live and work in (Ungerer, 2016:422).

Over the years, the field of Virtuous Leadership has been developed, to an extent, that instruments to measure the level of virtuous leadership in organisations have been designed. For instance, an 18-factor behaviour-based Virtuous Leadership Questionnaire has been developed to create a baseline perspective for a leader. Although the Virtuous Leadership Questionnaire does not claim universality, the identified virtues and associated individual strengths are commonly present in all people of the world and thus represent the “best” virtues that mankind can strive for. An example of items in a Virtuous Leadership Questionnaire is indicated in Table 5.3.

Table 5.3: Virtuous Leadership Questionnaire

Leadership virtue category	Definition	Question items
Likert-type response format (1=Never; 5=Always)		
Humanity	A character trait underlying leaders' love, care, and respect of others.	17. My supervisor shows concerns for subordinates' needs. 7. My supervisor shows concern and care for peers. 2. My supervisor expresses concern for the misfortunes of others.
Justice	A character trait motivating respectful recognition and protection of rights of others to be treated fairly, in accordance with uniform and objective standards	9. My supervisor allocates valued resources in a fair manner. 1. My supervisor respects individual interests and rights when allocating responsibilities. 12. My supervisor resolves conflicts in a fair and objective fashion.
Courage	A character trait enabling leaders to do without fear what they believe is "right"	3. My supervisor acts with sustained initiative, even in the face of incurring personal risk. 4. My supervisor speaks up on matters of injustice and personal conviction, despite risking "backlash". 13. My supervisor initiates a long-term and worthwhile project despite risking personal reputation. 16. My supervisor leads fundamental change though it may entail personal sacrifice and personal risk.
Temperance	A character trait helping leaders control their emotional reactions and desires for self-gratification	15. My supervisor avoids indulging their desires at the expense of others. 6. My supervisor behaves unselfishly even when there are opportunities to maximise self-gain. 18. My supervisor prioritises organisational interests over self-interests. 5. My supervisor downplays personal successes to avoid discomforting less successful others.
Prudence	A character trait enabling leaders to make "right" judgments and choose the "right" means to achieve the "right" goals	10. My supervisor exercises sound reasoning in deciding on the optimal courses of action. 14. My supervisor efficiently and effectively assesses requirements demanded by any given situation. 11. My supervisor grasps the complexity of most situations when making judgments. 8. My supervisor uses only the resources necessary in responding to the demands of any given situation.

Source: Ungerer, 2016:423.

The higher an individual scores on the Virtuous Leadership Questionnaire, the more virtuous the individual is said to be as a leader.

One of the foremost and pertinent questions on leadership is how it is developed: Is it something one is born with or it is learnt and developed? In this regard, Ungerer (2016:424) suggested as follows:

“Until an authentic virtuous core is discovered by individual leaders, no matter how rationally they are constrained by legal limits, structures, and punishments, they will forever be vulnerable to the slings and arrows of corruption that have toppled many of the most prominent executives” (Ungerer, 2016:424).

Therefore, leadership in general, and virtuous leadership in particular, is about authenticity; it is about the discovery of personal inner core values that should manifest exteriorly in a person. Discovery of personal inner core values, or authenticity, can contribute to, as Naudé (2010:223) inferred, restoration of human dignity through creating positive social identity construction and respect of the self-worth of a human being.

5.5.1.2. Transformational leadership

Transformational leadership is another leadership approach frequently discussed in management and leadership literature sources – see for instance Blanchard (2007:10), De Waal (2007:183), Parker and Veldsman (2010:16). Literature indicates that transformational leadership is positively associated with organisational effectiveness. According to Sethibe and Steyn (2015:325-334), transformational leadership means being (a) influential, (b) inspirational, (c) charismatic, (d) motivational, and (e) intellectually stimulating. Effective transformational leaders understand that their role is to bring out answers in others. True transformational leadership therefore means the ability to bring a group of people together and make them perform above current capabilities; hence the positive association of transformational leadership to organisational effectiveness. To deliver organisational high-performance, a leader must have a clear strategic concept and be able to effectively implement the strategic concept of the organisation through other people.

As in the case of virtuous leadership, the aspect of positive social influence on followers also comes to the fore in a transformational leadership approach.

5.5.1.3. Ethical leadership

More in recent times, multiple cases of misconduct in business activities related to ethical conduct have impelled researchers to analyse causes of unethical business conduct. Such attempts are made with a view of understanding what leads people to behave unethically so as to subsequently develop a leadership approach that is opposite to unethical behaviour. As the word indicates, ethical leadership is closely associated with ethics. Ethical leadership is a particular leadership approach that seeks to achieve results by promoting a system of normative beliefs, judgements and behaviours for the common good as opposed to self-interest (Law, 2016:445). Therefore,

ethical leadership suggests that there are acceptable and unacceptable ways of behaving that serve as a function of philosophical principles.

Ethics is a philosophical term originating from Greek word “ethos”, meaning custom or character (Wiley, 1995:22). Amongst others, ethics is concerned with defining and prescribing moral requirements and behaviours through a code of values and moral principles that guide individual or group behaviour with respect to what is right or wrong. As such, ethical behaviour is defined as behaviour which is morally accepted as “good” and “right” as opposed to “bad” or “wrong” in a given situation and implies how individuals and organisations ought to act (Wiley, 1995:22). An ethical organisation is a place where norms, customs, rules and values are inherently just, honest and shared by all, or most, people (Lloyd & Mey, 2010:2). In contrast, an unethical organisation is a place where norms, customs, rules and values are inherently unjust, dishonest and not shared by all, or the majority of people. Examples of unethical behaviour include abuse of office, corruption, cheating on expense accounts, disrespect of others, forging signatures and dishonest conduct.

5.5.1.4. Authentic leadership

Authentic leadership refers to leadership that is true and real to self and others (Khoza, 2011:157). Authentic leadership is premised on the congruence between a leader’s exterior behaviours and inner core values. Wulffers (2016:393) defined authentic leaders as those who understand who they are, and what they believe in; who display transparency and consistency between their values, ethical reasoning and actions; who focus on developing positive emotional states such as confidence, optimism, hope and resilience within themselves; and who are widely known and respected for their integrity. Authentic leaders know and are true to themselves and have a strong moral underpinning for the greater good of all (Wulffers, 2016:393). As a Latin proverb perceived, “It is absurd that a man should rule others, who cannot rule himself”. Therefore, self-regulation is a paramount aspect in an authentic leadership approach.

During the process of research for this study, the researcher came across an interview in a local newspaper with the executive chairman of a reputable company in Namibia which might encompass the meaning of an authentic leadership approach in the Namibian context. Verbatim excerpts from that interview are quoted below. The relevant references to leadership authenticity are in bold.

Interviewer: What have you learned about dealing with people?

*ST. The biggest thing I have learned about dealing with people is that you have to **create a culture within which people are free to flourish**. This is possible when **people are inspired** because they are able to **connect their personal purpose to the purpose of the organisation**, and where a risk-free environment is created and people are free to be creative and innovative. In creating a breakthrough culture, you have to focus on the following leadership dimensions: **Affinity** – ensuring affinity levels are high, people do not have personal agendas, but engage with complete*

*honesty and openness because they share a common vision; **Ownership – where everyone owns the whole**; Interdependence – an environment where people make early contributions in business solutions and harness the strength of collaboration, with **leadership being the key to creating a healthy business culture**. There is one very important conclusion, and that is that **culture eats strategy for breakfast**.*

Interviewer: What does leadership mean in three words?

ST. Lead by example

Source: The Namibian, 2016a:20.

5.5.1.5. Spiritual leadership

Spiritual leadership is another type of leadership approach that focuses on and promotes higher purpose values that are founded on a set of undisputed universal values (Law, 2016:445). Higher purpose values refer to the way in which one expresses oneself and adds value in relation to one's personal calling (ibid). Law (2016:448) synthesised the core values of a spiritual leader to include the following eight core values:

- **Altruistic love** - Being selfless and giving unconditional love that is based on genuine care and wanting happiness for others.
- **Integrity/honesty** – Being truthful and demonstrating alignment between internal values and behaviour.
- **Ubuntu** – Embracing values such as compassion, respect, dignity, empathy and humility with a view of strengthening community or organisation.
- **Service** – Placing the interests of others before one's own interests.
- **Trust** – Establishing reciprocal relationships based on one's confidence in another's integrity and reliability.
- **Forgiveness/acceptance** – Showing acceptance and gratitude rather than focusing on negative thoughts and experiences such as jealousy, gossip, failed expectations, hatred and revenge.
- **Gratitude/positive use of adversity** – Showing appreciation of positive outcomes and extracting positive lessons from difficult experiences.
- **Reflective practice** – Engaging in introspective practices such as journaling, meditation, prayer and being in nature to contextualise experience from a wider perspective.

Invariably, the core values of spiritual leadership can be developed and perfected by anyone and are thus not exclusively for the chosen few. The significance of spiritual leadership lies in its ability

to generate positive psychology in organisations, which ultimately may create a favourable environment for the achievement of organisational goals.

5.5.1.6. *Servant leadership*

Another type of leadership approach is servant leadership. Servant leadership and spiritual leadership, as discussed in the previous sections, seem closely related. In its broadest sense, servant leadership refers to leadership that serves others (Khoza, 2011:157). The servant leadership philosophy might be exemplified in a concept clearly outlined by the Lord Jesus Christ as recorded in the Holy Scriptures. In one of his leadership sessions with his followers, he put it this way:

“Jesus called them together and said, ‘You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave—just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many’ ” (Tidball, 2012:31).

Servant leadership is a practical leadership philosophy focusing on choosing to serve others first. Servant leaders are "servants first" with the objective of making sure that other people's highest priority needs are being served (Khoza, 2011:157). In a servant leadership approach, leaders put the needs of their followers first.

Based on the frequent usage of the word “boss” in the daily-lived experience of business practice, servant leaders seem rare in business organisations. This might be due to the conventional leadership philosophy that trained and conditioned people to believe that being in leadership means being a “boss” that should be “served”.

5.5.1.7. *Board leadership*

The board is tasked with governance aspects of the organisation. A board’s job is to make sure things are going in the right direction and when they are not, to step in and make changes in an attempt to get things back on track.

Board leadership departs from the premise of the role of business in society perspectives. At a time when the role of business in society is under the spotlight, organisations are moving away from the era of shareholder value towards an era of stakeholder value (Le Grange, 2016:581). This suggests that boards, as influential institutions with the ability to influence both financial and social, economic and environmental impacts, must, as a collective, apply their minds to govern organisations in a responsible, accountable and transparent way (Le Grange, 2016:581).

5.5.1.8. *African leadership*

African leadership is a leadership approach that attempts to respond to the particular practical realities on the African continent. As in the case of examining other dynamics on the African

continent, the context of African leadership cannot be divorced from the historical context of Africa. According to Naudé (2010:223), the main historical forces that shaped the African continent and should thus always be kept in mind when analysing African phenomena encompass the Atlantic slave trade 1440–1870, colonialism (1884–1961), post-colonial misrule (1950 to present day), and the entrenchment of a global economic system (1878–1990).

Some scholars have attempted to respond to the above-mentioned historical forces that shaped the African continent, and the perception that Africa's meaning and contribution are defined "somewhere else". This has led to a field of study known as African management leadership and philosophy that, in part, aims to address the relegation of Africa's leadership and management to the margins of global leadership and management practice. Such a leadership approach takes cognisance of Africa's historical and cultural roots and does not reflect the Western perspective only (Vilakati, 2016:477). African leadership seeks to integrate an Africa, with its soul intact, into the global world. Informed by African values, African leadership aspires to exhibit a sense of rootedness, membership, belonging, and connectedness to an authentic indigenous community (Vilakati, 2016:485).

Edoho (2001:71) defined African management philosophy as a practical way of thinking about effective management of private and public organisations on the basis of African ideas and in terms of how social and economic life is actually experienced on the continent. Such thinking should be intertwined with the daily existence and experiences in Africa (Edoho, 2001:71). According to Nkomo (2006b:10), African management philosophy is consistent with the postcolonial theory that calls for the colonised to reclaim a culture of their own, a history of their own, aesthetics of their own, all based on an essence of their own, free from and independent of the images of the "Other". However, a question can be posed: What sufficiently distinguishes African management philosophy from other philosophies, such as Western leadership philosophies? Nzelibe (1986:10) described the typical differences as follows:

"Whereas Western management thought advocates Eurocentricism, individualism and modernity, African management thought emphasises Ethnocentrism, traditionalism, communalism, co-operative teamwork and mythology".

The implications of the above is that African elements, such as communalism, co-operative teamwork and mythology, need to be part and parcel of organisational management and realities of African organisations. Traditionalism has to do with the adherence to accepted customs, beliefs and practices that determine accepted behaviour, morality and characteristics of individuals in African societies. The communalism of African management originates from the belief that the individual is not alone, but belongs to the community (Chabal & Daloz, 1999:53). As a result, emphasis is placed on teamwork and the group. According to African management thought, leaders and managers should focus on promoting the welfare of the entire group and not the individual.

One of the well-known African leadership approaches in the Southern African context is generally referred to as “Ubuntu”, and broken down into forgiveness, reconciliation, friendliness, respect for others, neighbourliness and helpfulness (Pietersen, 2005:54). Ubuntu, which means humanness – a pervasive spirit of caring and community, harmony and hospitality, respect and responsiveness – is the foundation for the basic philosophy of thinking and behaving toward self and others in an African context (Mangaliso, 2001:23). African humanism is about authenticity as evidenced through “a light within” and can be learned and attained; it is not automatic or natural behaviour. Once attained, Ubuntu should be maintained. Therefore, it is not just about policies but should be acceptable in the hearts and minds of people (Nussbaum, 2003:5). Humanism is a philosophy opposed to war, tyranny, unjust and oppressive systems, environmental exploitation, hierarchy, autocracy, inhumane treatment of people and any policy rule, institution or form of conduct detrimental to human dignity, integrity and well-being (Pietersen, 2005:54).

In the final analysis, the leadership approaches applied all over the world, including Namibia, seem to emanate from the USA, and have been developed primarily by studying American leaders (Nkomo, 2006b:3). Therefore, in order to frame the various leadership approaches discussed above within the framework of the Namibian context, this study deemed it necessary to develop specific operational and strategic organisational practices, activities and behaviours, which appear exceptionally associated with effective organisations in Namibia.

Visions of a new Africa:

To champion African leadership on the continent, the African Union adopted the New Partnership for Africa’s Development (NEPAD) in 2001 as its blueprint for economic recovery and reconstruction (UNDP, 2001). The NEPAD Framework Document (UNDP, 2001) sums up the NEPAD rationale as a pledge by African leaders based on a common vision and a firm and shared conviction that they have a pressing duty to eradicate poverty and to place their countries, both individually and collectively, on a path of sustainable economic growth and development and, at the same time, participate actively in the world economy and body politic. From the foregoing, it becomes clear that the type of leadership required in a 21st century Africa is one that places sustainable economic growth, development and active participation in the world economy and body politic at its core.

NEPAD is augmented and articulated through the African Renaissance that is premised on self-development, self-empowerment and self-reliance for recognition and development. African Renaissance is famously popularised by former South African President, Thabo Mbeki, in his “I am an African” speech during a parliamentary session in May 2006. The African Renaissance is a call to African people and nations to solve the problems facing Africa by creating value sets and culture, and developing solutions to African problems, that are unique (Sesanti, 2016:27). African Renaissance refers to vision and mission for transformative change and development that are premised on the understanding that the future of Africa and the Diaspora lie in the fundamental

process of renewal, re-invention and rebirth (Sesanti, 2016:27). Mbeki's African renaissance ideal has its focus on ordinary people and called for the empowerment of ordinary people with education, knowledge and information, so that they become their own liberators and participate in the construction of both their lives and the lives of their countries (Sesanti, 2016:27).

African leadership is new to organisational business environments. For instance, Nkomo (2006b:3) who reported on a postcolonial and anti-colonial review of representations of African leadership and management in organisation studies, revealed that 98 percent of leadership theory emanates from the US and has been developed primarily by studying American leaders (Nkomo, 2006b:3). According to Vilakati (2016:485), business leadership in the context of emerging countries requires three types of knowledge and skills: context, complexity and connectedness. With regard to context, the business leader needs to develop tools for scanning the environment, especially with regard to aligning socio-cultural and economic dynamics to the financial objectives of the organisation. Complexity involves managing the competing demands of different stakeholders such as business, economic, government and political stakeholders. Connectedness involves being connected to communities by building effective and long-lasting relationships.

5.5.2. The currency of leadership

Personal characteristics, voice and personal relationships are the key currencies of leadership, in other words key resources in the leader's arsenal (Ungerer *et al.*, 2011:269). Voice is a currency because through communication one has to influence others and not insult or threaten them. Equally, relationships should be about presence, whether the situation is good or bad. Relationships should also be of a positive and boosting nature and not destructive. Leaders need to ask the right questions in a non-threatening and engaging way. Relationships inherently imply trust between people.

In view of the foregoing context, leaders should, in addition to technical competencies, exhibit well-developed people competencies. As Behling (1998:2) stated, hiring people is not only about finding people with the right qualifications but rather finding people with the right mindset. Behling (1998:5) further asserted that, depending on the job requirements, the right mindset is one or a combination of the following "big five" personality dimensions:

- Extroversion – the degree to which a person is active, assertive, gregarious, sociable and talkative;
- Emotional stability – the degree to which a person is angry, anxious, depressed, emotional, insecure and worried;
- Agreeableness – the degree to which a person is co-operative, courteous, flexible, forgiving, good natured, soft hearted, tolerant and trusting;

- Conscientiousness – the degree to which an individual is achievement-oriented, careful, hardworking, organised, planful, persevering, responsible and thorough; and
- Openness to experience – the degree to which an individual is artistically sensitive, broad minded, cultured, curious and original.

5.5.3. Leadership attributes and personality features

Literature sources indicate that the leader's personal traits are core foundations for organisational performance. For instance, Collins (2009:20) made a contribution to organisational effectiveness theory by showing the importance of appropriate leadership attributes at certain stages of organisational decline (or organisational success). By understanding the stages of decline, leaders can largely reduce their chances of falling all the way to the bottom by adopting an appropriate leadership approach. Collins' (2009) research project, as per Figure 5.1 depicted below, charted a path towards organisational decline or organisational growth.

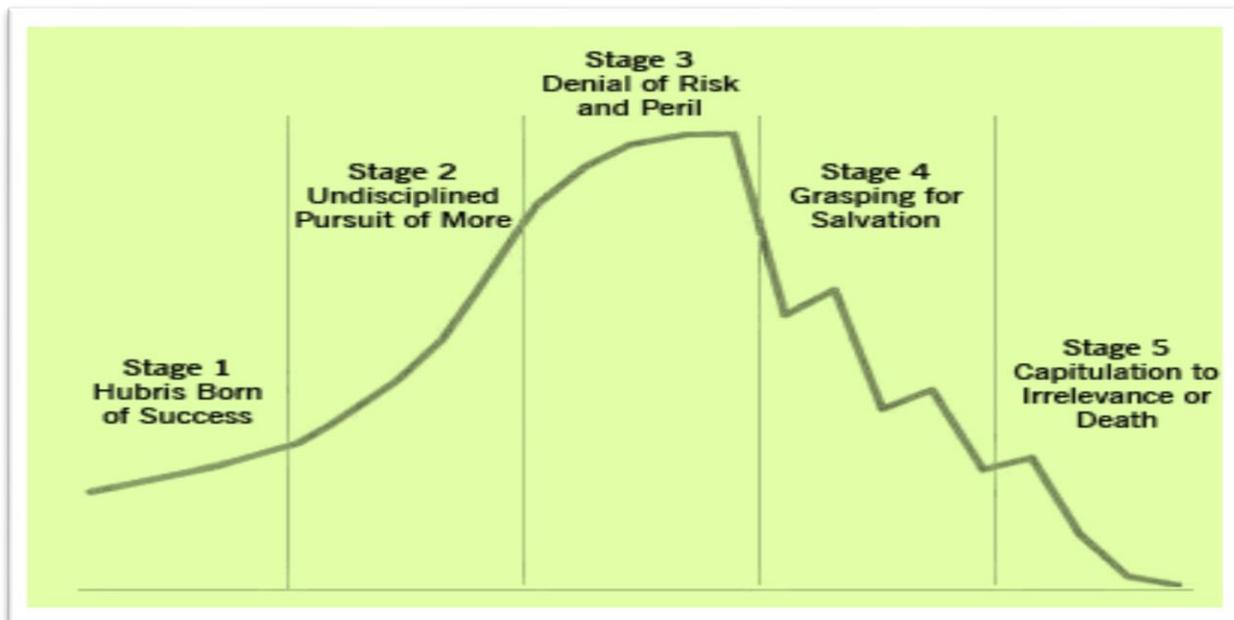


Figure 5.1: Collins's five stages of decline

Source: Collins, 2009:20.

Collins's (2009) stages of decline are interesting because they point out that understanding organisational decline or success implies understanding the behaviour and response of leaders at certain stages of the organisation. For instance, the question asked at the first stage of decline (hubris born of success) is how a leader should behave or respond at that stage. Should a leader become boastful, arrogant, adopt an entitlement mentality, view success as deserved and believe that success is perpetual and engage in an undisciplined pursuit for expansion or should a leader become humble and disciplined? In the same way, if leadership adopted a strategy that is not working, should they (leaders) listen to critical voices and admit that something is wrong in the

company or do they adopt a tendency to discount or explain away negative data? Therefore, what determines effectiveness or ineffectiveness, according to Collins (2009:20), is the behaviour and response of leaders at certain stages of the organisation. The leader's personal traits, behaviours and attitude, as well as the concomitant response, are where the understanding of organisational effectiveness has to be located.

Collins's five stages of decline suggest that organisational success or decline is voluntaristic, or differently stated, within the control of individual leadership attitude. The stages indicate that organisational success or decline is largely self-inflicted, and recovery largely within the control of the organisation through adopting a particular leadership approach and behaviour. Is it no wonder then that a significant responsibility rests on leadership in achieving organisational effectiveness? To deliver high-performance, a leader must first have a strategic concept, then implement the concept, and high performance will follow. As Thompson *et al.* (2007:439) asserted, exerting strategic leadership is the "spark plug" for ramrodding things through, achieving and showing results; the strategic leader trusts people in leadership positions, and is a resource acquirer and allocator, motivator, policy enforcer, head cheerleader, crisis solver, decision maker and task master.

Pretorius (2008:13) summed up the key characteristics of effective leadership to comprise the following:

- Basic intelligence (intellectual curiosity to question and learn)
- Moral intelligence (applied integrity and moral compass)
- Spiritual intelligence (ability to live by values that seek meaningful purpose and go beyond self-interest)
- Emotional intelligence (ability to manage one's own emotions in relation to others)
- Humility (realisation that leadership is only partly about you and largely about those around you)
- Integrity (clear about personal values, priorities and live by core principles that epitomise their personal characters)
- Hardiness (perseverance and toughness to emerge from devastating circumstances without losing hope)
- Discipline (to drive forward when tired and when rested, when healthy and when fatigued, when focused and when distracted), aspiration, passion and energy (desire to achieve, to go the extra mile).

5.6. CHAPTER SUMMARY AND CONCLUSION

The role of leadership in organisational effectiveness behaviours and organisational high-performance, or the lack thereof, was detailed in this chapter. It was shown that organisational leadership is a superseding variable that greatly impacts on organisational effectiveness. The various approaches of organisational leadership were discussed. The chapter argued that leadership comprises many demands and challenges to make things work in the organisation. There are other moderating variables such as availability of resources and other external factors which the organisation has to deal with, but leaders are nevertheless expected to adequately control and mitigate the internal and external variables.

The focus of the study shifts in the next chapter, Chapter 6, to presenting the research design and methodology deemed appropriate in answering the study questions.

CHAPTER 6

RESEARCH DESIGN AND METHODOLOGY

“Well-conducted qualitative research has great potential to illuminate context effects” (Johns, 2006:402).

6.1. INTRODUCTION

Chapter 1 explained that the purpose of this study was to identify the main organisational behaviours (as in organisational practices, activities, mindsets and behaviours) that are associated with effective organisations in a developing country. This chapter discusses the appropriate research design and methodology that were selected for the study and explains how the research was planned and carried out.

Customarily, a chapter about research design and methodology usually incorporates discussions on four research choices, namely the choice of research paradigm (philosophy), research approach, research strategy and methodology (Terre Blanche & Durrheim, 1999:33). The foregoing aspects constitute the research design and methodology of a study with techniques employed to collect and analyse data specifically referring to the methodology of the study. All these aspects should link to the overall purpose of the research because the superseding purpose of all research is to add something of value to the body of accumulated knowledge.

Since all research aims to add something of value to the body of accumulated knowledge, this chapter commences by discussing the nature of research contributions. This discussion will be followed by presenting all other aspects related to the research design and methodology of this study,

6.2. NATURE OF RESEARCH CONTRIBUTIONS

Research, specifically PhD studies, should make a “significant contribution” to the existing body of knowledge. But what does significant contribution to the existing body of knowledge actually consist of? Answering this question necessitates a discussion on the nature, types and extent of contributions.

6.2.1. The constituents and spirit of contributions

Figure 6.1 shows various ways in which contributions to the existing body of knowledge can be made. Fundamentally, a contribution to the body of knowledge must be arrived at in a scientific and methodical way, that is, conducted in a coherent, orderly and investigative way (Berthon, Pitt, Ewing & Carr, 2002:416; Eisenhardt, 1989:532).

As Figure 6.1 indicates, contributions can be made at three key levels, namely theory, context and method.

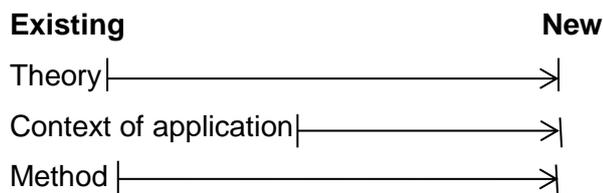


Figure 6.1: Different levels of research contributions

Source: Adapted from Berthon *et al.*, 2002:416.

6.2.1.1. Contributions to theory

Theory is the currency of the scholarly realm (Corley & Gioia, 2011:12). Theory refers to a statement of concepts, and their interrelationships, which shows how and/or why a phenomenon occurs (Corley & Gioia, 2011:12). Differently stated, theory is a statement predicting which actions will lead to what results and why (Christensen & Raynor, 2003:68). As seen in Figure 6.1, in order to make a contribution to existing knowledge, a new theory can be created or an existing theory extended.

- **Creation of new theories**

Creating a new theory means adding a new explanation to the body of accepted knowledge (Whetten, 2009:35). The use of theory from one context to generate novel insights in another context, an occurrence often referred to as borrow with the intent to improve, can also lead to creating new theories. A characteristic feature of theory is its explanatory power, meaning, its focus on answers to the “why” questions (Whetten, 2009:33). A well-rounded theory is formed by four key elements (Whetten, 1989:490). Firstly, the *what* of theory wherein the factors (variables, constructs and concepts) should be made transparent. The what of theory entails a comprehensive description of the phenomenon (Christensen & Raynor, 2003:68) and should include all relevant explanatory factors and exclude unessential factors (Whetten, 1989:490). Secondly, a well-rounded theory must incorporate the *how* of theory which must show the relatedness of factors that explain the phenomenon. Finally, a good theory must contain the *why* that justifies the choice of factors and explains the relationships between variables and constructs, in other words, should include a statement of what causes what and why. Good theories should not just end with a description of attributes related to the phenomenon, but should extend to explaining what causes an outcome and the reasons thereof.

- **Extension of existing theories**

As is apparent in Figure 6.1, a contribution to theory can be made by extending existing theories. Existing theories can be extended by providing new revelatory insights or new explanations in different contexts (Berthon *et al.*, 2002:424). By extending existing theory, theoretical insights come from demonstrating how the addition of new variables significantly alters understanding of social phenomena, especially in another context (Whetten, 1989:492).

- **This study's expected contributions to theory**

Figure 6.1 indicates that contributions to theory can be demonstrated through the extent to which a study adds something to or improves existing theory. This is frequently based on a scale moving from existing to new contributions. According to Whetten (1989:492), most research efforts will not completely generate a new theory from scratch but rather improve existing theory. Within this context, the question that arises is to what extent did this study improve existing theory?

By identifying and explaining organisational practices and activities within a specific research context, this study has created contextual case-based knowledge that can add to existing knowledge on organisational management. Differently put, this study has created new insights and improvised existing theories on organisational practices and activities associated with effective organisations in a developing country context. As Christensen and Raynor (2003:71) argued, good theories are *circumstance contingent*: they define not just what causes what and why, but also show how existing theories will produce different outcomes in different contexts. Within this context, rich, thick, detailed descriptions of organisational practices, activities and behaviours that are associated with organisational effectiveness in a Namibian setting were constructed and proposed, as explained in Chapters 7 and 8.

6.2.1.2. Contributions to context of application

The contribution to context of application arises when theory provides revelatory insights of what otherwise would not have been known (Corley & Gioia, 2011:17). The purpose of contributions to context is to understand differences in the contextual nature of organisational phenomena through new interpretation of existing evidence/theories. This is usually achieved by enhancing the utility (usefulness) of theory by adding a context-sensitive moderator that is prominent in the studied context (Whetten, 2009:37). A contribution to context of application preferably requires a comparable analysis of existing theories.

- **This study's contributions to context of application**

This study investigated organisational practices and activities associated with effectiveness in a Namibian context. Few studies have been conducted in the Sub-Saharan context in general and the Namibian context in particular. As such, the contributions to context of application in this study encompass identifying context-sensitive moderators that are rooted in concrete daily-lived experiences in the Namibian environment.

6.2.1.3. Contributions to method

Another way in which a study can contribute to the existing body of knowledge is through creating new research methods or refining existing methods. The domain of the current research paradigms and methods is fairly advanced. Several research methods exist in which organisational theory has been developed or tested. Organisational practices and activities that are associated with

organisational effectiveness behaviours have been studied through multiple research approaches and paradigms in the past. Therefore, this study did not make use of novel methods to investigate the research problem. The study followed familiar features of qualitative research design, as described by Eisenhardt (1989:535), and other qualitative researchers, such as Glaser and Strauss (1967:106), Lincoln and Guba (1985:41), Coffey and Atkinson (1996:47), Creswell (2003:9), Charmaz (2006:46), Silverman (2006:118) as well as Bogdan and Biklen (2007:173), to investigate the research topic. In general, the study applied typical inductive reasoning as an iterative theory refinement tool to analyse and develop patterns and trends that explain organisational practices, activities, mindsets and behaviours that are associated with organisational effectiveness.

In line with Miles and Huberman (1994:9), the iterative theory building and refinement process incorporated the following:

- The recorded and transcribed interviews were coded manually through Excel to develop initial codes and structure of data. In the latter stages of data analysis, Atlas-ti, a qualitative data analysis tool, was used to develop somewhat higher-level themes.
- The codes generated were structurally transformed into intelligible classifications by identifying similar phrases, patterns, themes, relationships, sequences, differences and similarities in interview data so as to answer the research questions.
- The small set of generalisations that emerged from the data was gradually elaborated on.
- Lastly, generalisations that emerged from data were transformed into concentrated and chronological descriptions of effective organisations on one hand, and the less effective organisations, on another hand, so as to reach a general and in-depth understanding of practices and activities contributing to organisational effectiveness in the Namibian context.

6.2.2. Extent of contributions

According to Corley and Gioia (2011:17), the idea of a contribution rests on four dimensions, namely (a) incrementally advancing understanding of existing knowledge, (b) advancing understanding of existing knowledge by providing some form of revelation, (c) providing theoretically useful insights, and (d) providing practically useful insights.

As a whole, this study contributes at three levels. The first contribution is at context of application level by identifying contextual organisational practices and activities that are associated with organisational effectiveness which, in the process, incrementally advanced understanding of existing knowledge on this topic. Secondly, on theoretical levels by identifying context-specific attributes that might not always be emphasised in the mainstream literature sources due to their particularity or uniqueness to the Namibian context. Thirdly, the study contributes to the practical utility of theory by providing practical insight to the drivers of organisational performance in the Namibian context.

The full contributions of the study are discussed in Chapter 8.

6.3. RESEARCH PARADIGM, APPROACH AND STRATEGY CHOICES

How else can one realistically understand organisational practices and activities other than attempting to enter into the mindset of an organisation as represented by its organisational members? This was a driving question that preoccupied this study and consequently informed the research design and methodology choices.

The reality of a lack of literature and poor data in African environments on just about any feature of organisational management is widely acknowledged (Hoskisson *et al.*, 2000:264; Jackson, 2004:6; Olusoji & Ogunkoya, 2015:1; Oosthuizen, 2005:69). In addition, available data sources on organisational behaviours appear to be from a developed country point of view which seems to not always resonate to the actual realities in developing countries. Considering the foregoing, the choice of research paradigm, approach and strategy of this study can be stated as follows:

- **Paradigm/philosophy** - Interpretivism (Constructivism)
- **Approach** - Inductive
- **Strategy** – Case study approach.

These choices are argued next.

6.3.1. Choice of the study research paradigm (philosophy) and approach

This study envisioned, as practically as possible, to understand the organisational practices, activities and behaviours associated with effective organisations in a specific context. As such, the study did not plan to merely theorise about organisational behaviours at abstract levels but rather to develop a more concrete approach of investigating the actual organisational behaviours, practices and activities in a specific context through the perceptions of key organisational members.

According to Quinn and Rohrbaugh (1983:365), research questions on effective organisational behaviour can be investigated in two possible paradigms, namely through a deductive or an inductive approach. In a deductive approach, *a priori list* of literature-determined organisational behaviours emanating from other contexts can be “imposed” and verified. In an inductive approach, identifying key organisational effectiveness behaviours are seen as an active joint venture between the researcher and organisational members to derive at the perceived organisational behaviours (Quinn & Rohrbaugh, 1983:365).

Unfortunately, using literature-determined organisational behaviours emanating from other contexts to investigate organisational behaviours could not be applied in this study, mainly for the reasons mentioned above (i.e. the reality of lack of literature and poor data in African environments and sources on organisational behaviour being mostly from a developed country point of view). For

instance, using an *a priori* list of literature-determined organisational behaviours emanating from the developed economies' contexts could have meant missing out on contextual effects in a developing country context. Namibia's apparent lack of reliable data manifests, for instance, in the reality that only about 30 Namibian companies were listed on the Namibian Stock Exchange as at 22 April 2008 (NSX, 2008:1). Lack of data such as this is a challenge that most researchers will face in any field in an African environment. Therefore, the temptation is always to rely on the available literature on organisational behaviour and management, which is from the developed countries' perspectives. However, using those perspectives may result in a lack of complete understanding of a phenomenon. For this reason, this study could not use the *a priori* list of literature-determined organisational behaviours from the Western context to verify organisational practices and activities in another context, Namibia, that appears under-researched.

Considering the above-stated difficulties, this study opted for the interpretivism/constructivism paradigm. Such a choice is aligned to Taylor and Bogdan (1998:131) who suggested developing patterns and themes such as "*conversation topics, vocabulary, recurring activities, meanings, feelings, or folk sayings and proverbs*" obtained from rich detail about an unexplored phenomenon. Interpretivistic research generates and inductively develops patterns of meanings from the data collected and does not, as for instance in positivism, start with a theory.

Creswell (1998:19) defined research paradigms as basic sets of beliefs and worldviews that guide research action. According to McGregor and Murnane (2010:419), a research paradigm is a set of assumptions, concepts, values and practices that constitutes a way of viewing reality for a particular community that shares such views. Healy and Perry (2010:118) suggested a paradigm as a set of linked assumptions about the world that are shared by a community of scientists investigating that world. Essentially, a research approach refers to a plan of action or general orientation that provides specific direction for conducting the research in a systematic manner (Creswell, 2003:13).

To further clarify the choices for an interpretivistic research paradigm and inductive research approach in this study, a discussion on the different basic beliefs manifested in the different research paradigms is necessary. Table 6.1 illustrates the different beliefs espoused in the different research paradigms.

Table 6.1: Basic beliefs manifested in the different research paradigms

Item	Positivism	Postpositivism	Critical theory	Constructivism/ Interpretivism
Ontology	Naïve realism - "real" reality but apprehendable; akin to the beyond reasonable doubt principle of law	Critical realism – "real" reality but only imperfectly and probabilistically apprehendable; akin to the on balance of probability principle of law	Historical realism – virtual reality shaped by social, political, cultural, economic, ethnic, and gender values; crystallized over time	Relativism – local and specific constructed realities

Item	Positivism	Postpositivism	Critical theory	Constructivism/ Interpretivism
Epistemology	Dualist / objectivist; findings true	Modified dualist / objectivist; critical tradition/community; findings probably true	Transactional subjectivist; value-mediated findings	Transactional subjectivist; created findings
Methodology	Experimental/ manipulative; verification of hypotheses; chiefly quantitative methods	Modified experimental / manipulative; critical multiplism; falsification of hypotheses; may include qualitative methods	Dialogic / dialectical experimental	Hermeneutical / dialectical

Source: Guba and Lincoln, 1994:109.

As per Table 6.1, the ontological perspective in interpretivistic research is one of relativism that seeks to establish specific local and constructed realities. As Hofstede (1983, 2006) and others, notably the GLOBE project in House *et al* (2004), have argued, organisational behaviour is a multi-dimensional concept. There is no specific existing reality of understanding it but it significantly depends on locally created findings that are informed by the operating context and environment. In this regard, Rousseau and Fried (2001:1) proposed a three-tiered interpretivistic approach, consisting of (i) rich description; (ii) direct observation and analysis of contextual effects; and (iii) comparative studies as helpful in providing new insights when examining contextual behaviours and effects.

6.3.2. Choice of the study research strategy

A research strategy is a general plan of how the researcher will go about answering the research questions (Saunders, Lewis & Thornhill, 2009:600). In this regard, Bryman (2008:698) identified research strategy as a general orientation to the conduct of research. Research strategy, therefore, provides the overall direction of the research including the processes by which the research is conducted.

This study made use of some features of multiple case studies as research strategy. Table 6.2 illuminates the type of questions that inform the choice of a research strategy.

Table 6.2: Choosing a research strategy

Strategy	Typical research questions
Experiment	How, why
Survey	Who, what, where, how many, how much
Archival analysis	Who, what, where, how many, how much
History	How, why
Case study	How, why

Source: Rowley, 2002:17.

Choosing a research strategy can be a function of the study research questions. A research strategy is directly linked to the research questions (Saunders *et al.*, 2009:600). This study was conceived mainly because Africa-focused studies on the behaviours associated with effective organisations are few compared to almost any region in the world. Considering the lack of literature from a developing country context, the research question for this study was an open-ended question that required comprehensive description (how) and explanation (why) of the behaviours linked to the effective organisations in Namibia. Case studies are appropriate to support deeper and more detailed investigation of a phenomenon and help to answer the how and why questions. In the main, a case study is a research strategy that involves the intensive study of a relatively small number of situations or cases (Struwig & Stead, 2001:8). Context and in-depth data collection involving multiple sources of information rich in context are essential in a case study.

6.3.3. Rudiments of a case study approach

Usually, less than 50 cases are recommended in a case study (Mouton, 2006:149). The emphasis is, as Struwig and Stead (2001:8) suggested, to arrive at a complete description and understanding of the phenomenon being studied, despite the small number of cases. In this context, Boynton and Zmud (1984:17) suggested that organisational behaviours associated with effective companies can be established through structured dialogues between researchers and key resourceful organisations and members of the organisation extracted from a cross-section of the organisation's main functional areas. All that a researcher has to do is to "*ask the right questions from the right knowledgeable sources and make the right interpretations*" (Leidecker & Bruno, 1984:27). An approach that is closer to asking the right questions from the right knowledgeable sources so as to make the right interpretations is by means of case studies.

Numerous scholars – Creswell (1998, 2003), Collis and Hussey (2003), Bogdan and Biklen (1998), Yin (1994), and Eisenhardt (1989) – have developed scholarly definitions of a case study. Yin's (1994:13) definition of a case study as "*an empirical inquiry that investigates a contemporary phenomenon within its real life-context, especially when the boundaries between phenomenon and context are not clearly evident*" provided a good working definition of some features of a case study in this dissertation. The foregoing definition emphasises the strength of a case study as its inherent ability to undertake an investigation into a phenomenon in its context.

Six typologies of case studies can be identified (Collis & Hussey, 2003:55) First, an exploratory case study (where a deficient body of knowledge exists), second, a descriptive case study (where the objective is restricted to describing current practice), third, an illustrative case study (where the research attempts to illustrate new practices adopted by organisations), fourth, an experimental case study (where the research examines the difficulties in implementing new procedures and techniques and evaluating the benefits), fifth, an explanatory case study (where existing theory is used to explain and understand events in the organisation) and finally, case studies that arise by

chance (where circumstances give the researcher access and the opportunity to examine a phenomenon).

The type of case study in this research was an exploratory case study which, like Collis and Hussey (2003:55) stated, is appropriate where a deficient body of knowledge exists. The appropriateness of a case study method in this research can further be supported by Eisenhardt's (1989:548-549) proposition that it is:

“particularly well suited to new research areas or research areas for which existing theory seems inadequate. This type of work is highly complementary to incremental theory building from normal science research”.

6.4. STUDY RESEARCH METHODOLOGY

The techniques employed to collect and analyse data specifically refer to the methodology of the study. The next sections detail the techniques that were employed to collect and analyse data for this study.

The data research phases and data collection strategies for this study are first schematically depicted in Figure 6.2 below.

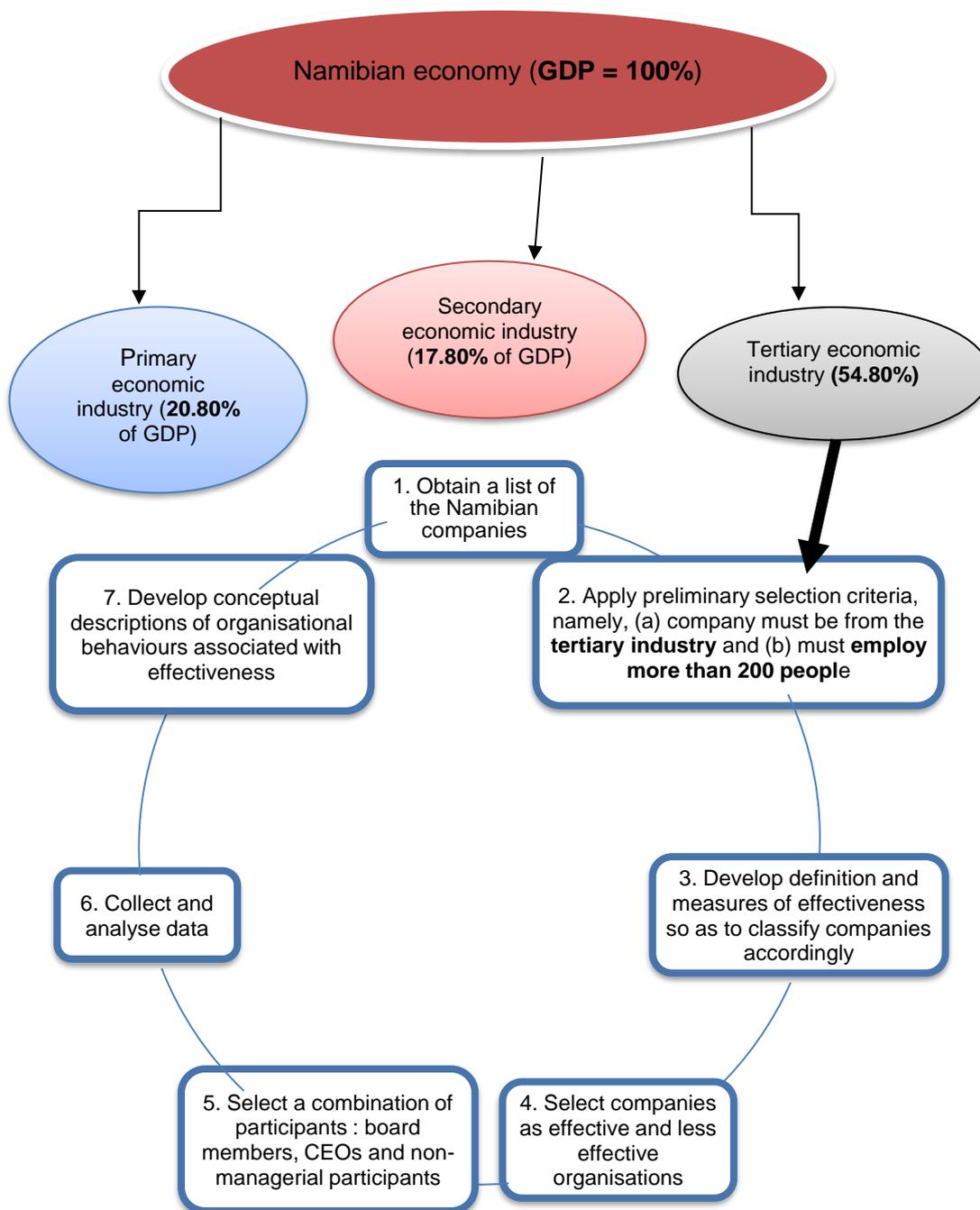


Figure 6.2: Research phases of the study

Source: Author's own.

The research steps illustrated in Figure 6.2 are expounded next.

6.4.1. Obtain list of Namibian organisations

The selection of organisations for in-depth investigations in this study began with obtaining a reliable and comprehensive list of the Namibian organisations. It was a necessary initial step because the aim was to obtain a reliable list of Namibian organisations from which a purposive or criterion-based sample, namely effective and less effective organisations, could be selected.

Usually, a financial institution such as a stock exchange can provide reliable data about listed companies in a country. However, only about 30 companies were listed on the Namibian Stock Exchange as at 22 April 2008 (NSX, 2008:1). Therefore, the NSX could not provide a complete and reliable list of Namibian organisations. Faced with this difficulty, the researcher then obtained a list of 622 companies that had submitted annual affirmative action reports to the Employment Equity Commission (EEC) during the financial year ended 31 March 2008.

The EEC is a Namibian statutory body, established through the Affirmative Action (Employment) Act No.29 of 1998 (Republic of Namibia, 1998). The main objective of the EEC is to redress what is referred to as the conditions of disadvantage in employment, arising from past discriminatory laws and practices, experienced by persons in designated groups (Republic of Namibia, 1998:2). In achieving these statutory provisions, the EEC requires that all Namibian companies which employ more than 23 persons annually submit affirmative action reports and other employment data. Failure to submit such reports is a contravention of the law. For this reason, all bona-fide Namibian business organisations ought to register with the EEC. Therefore, the EEC list, attached as Appendix I, was considered as an appropriate proxy of the Namibian organisations.

Essentially, the list obtained from the EEC included all demographics of the Namibian organisations. It included public and private companies, small, medium and large companies, unionised and non-unionised companies as well as potential effective and less effective organisations. From insurance companies to legal firms, old age homes to commercial banks, and restaurants/hotels to transport companies, all were included on the list obtained from the EEC.

6.4.2. Apply preliminary selection criteria

The list of organisations obtained from the EEC comprised all types of companies. Therefore, it was first necessary to standardise organisations into related clusters in order to select companies that met specific preliminary selection criteria. For easier following and illustration of the preliminary selection criteria, Figure 6.3 below illustrates a three-step approach followed in selecting organisations that met the preliminary selection criteria.

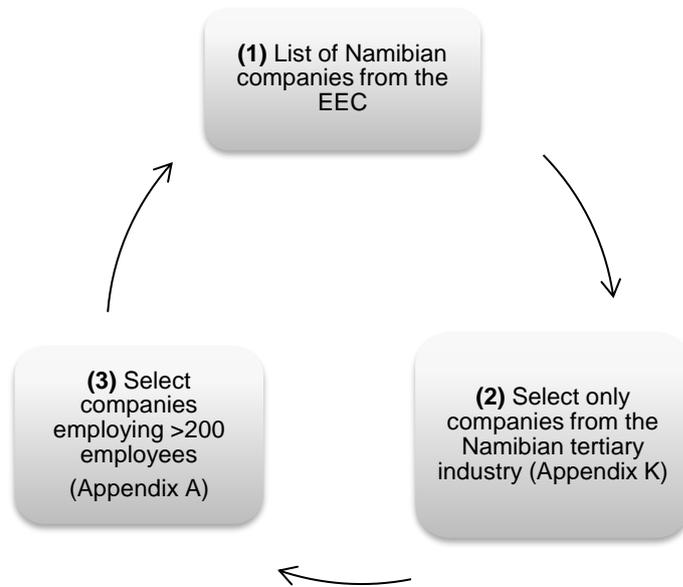


Figure 6.3: Preliminary selection criteria

The study applied two preliminary selection criteria. First, only organisations from the Namibian tertiary industry were eligible and, secondly, only those organisations in the Namibian tertiary industry that employ more than 200 permanent people were selected. The reason for focusing on the tertiary economic industry was discussed in Chapter 2. Since there are various types of organisations in the Namibia tertiary industry in terms of size and sub-industries, selecting organisations that employ more than 200 employees was necessary in order to standardise the selection of companies. The organisations from the Namibian tertiary industry as well as those selected based on the number of employees are appended as Appendix K and Appendix A respectively.

Even though the standard categorisation of a large company is 250 employees, a benchmark of 200 employees was used in this study in order to include a sizeable number of organisations. According to Benzing, Chu and Kara (2009:65), the universal threshold for categorising companies is as per Table 6.3 below.

Table 6.3: Threshold for categorising companies into micro, small, medium and large categories

Category	Number of employees
Micro	<10
Small	10-49
Medium	50-249
Large	>250

Source: Benzing *et al.*, 2009:65.

From the list of 394 companies in the tertiary industry – see Appendix K – the majority, 281 companies, employed less than 200 permanent employees, 64 companies employed more than 200 permanent employees, and 49 companies' employee profile data could not be obtained. The 64 companies that met the preliminary criteria of employing more than 200 employees then progressed for assessments on the substantive organisational effectiveness definition and measures that included both assessments on economic, social and ethical aspects. Organisations that did not meet the preliminary criteria were eliminated at this stage.

Table 6.4: Summary of organisations in the Namibian tertiary economic industry

	Total	Reference	%
Total organisations as per the EEC list	622	Appendix I	100%
Total organisations from the Namibian tertiary economic industry	394	Appendix K	63.34%
Total organisations meeting criteria of employing more than 200 people	64	Appendix A	16.24%
Organisations employing less than 200 employees	281	Appendix K	71.31%
Total organisations whose employment statistics could not be obtained	49	Appendix K	12.43%

Table 6.4 reveals that the majority of companies in the Namibian tertiary economic industry employ less than 200 employees. However, even though companies that employ more than 200 employees represent only 16 percent of companies in the tertiary industry, the 64 companies are big and significant in the Namibian economy. For instance, the 64 companies employ a combined total of about 39 151 employees, as listed in Appendix A. From the total number of people employed per industry – see Appendix G – which indicates 44,635 people employed in the tertiary industry, the 39 151 employed by the 64 companies represent 88 percent of the total number of employees employed in the Namibian tertiary industry. Therefore, the 64 companies selected are significant although they may seem few in number in relation to employing more than 200 people.

6.4.3. Develop definition and measures of effectiveness

Hard copies of the annual financial statements of the 64 companies that met the preliminary selection criteria were obtained from the libraries of the Polytechnic of Namibia, University of Namibia, National Assembly as well as the Namibia Economic Policy Research Unit (NEPRU) Library. For the companies whose annual reports were not available in hard copies, soft copies were accessed via their websites on the Internet. As discussed under section 3.8 and Table 3.3, data over a ten-year period on the five substantive organisational effectiveness measures, namely (a) profitability, (b) return of equity (ROE), (c) total gainful employment, (d) tax payments, and (e) good corporate citizenry and ethical conduct, were collated from the annual statements and analysed. The organisational effectiveness definition and measure of companies as per these five criteria were then developed on Microsoft Excel as reflected under Appendices A to F.

To assist with defining, measuring and categorising organisations as effective or less effective in this study, the seven critical effectiveness measures suggested by Cameron (1980:75) served as a guiding theoretical framework. The appropriateness of Cameron's (1980:75) framework was fully argued in Chapter 3.

Ultimately, effective organisations in this study were defined as

“Namibian business organisations that, based on published annual reports and other records, have manifested positive profitability and Return on Equity (ROE), have contributed to community improvement and societal transformation such as employment creation and tax payments and have manifested sure-visible signs of good corporate citizenship and adherence to national laws over a period of ten years”.

Figure 6.4 shows the measures that applied to denote the effective organisations in this study. Consequently, arguments to motivate the measures used to indicate effective organisations are provided next.

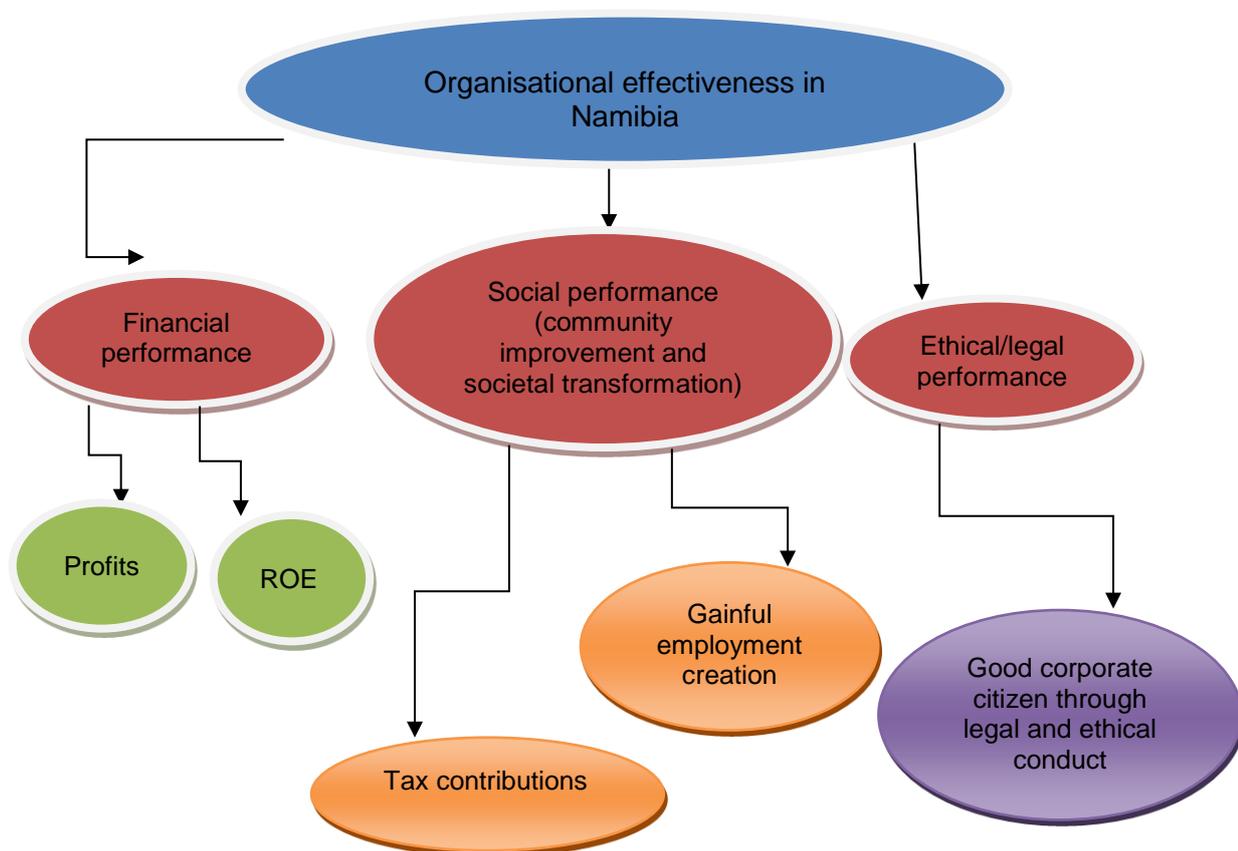


Figure 6.4: Measures applied to denote effective organisations in the study

Source: Own conceptualisation based on the Triple Bottom Line framework.

Five measures were used in this study to score and rank organisations as effective or less effective. These measures included profitability, ROE, employment creation, tax payments and

ethical behaviour. The measures were rated on a scale moving from zero (0 points) to high (4 points), as per the following point allocation system:

- **Profitability and ROE** – zero (0) points for unavailable or lack of data, low (1 point) for profitability over one to five years, medium (3 points) for profitability over six to nine years and high (4 points) for consecutive profitability over the period of 1999 to 2008.
- **Employment creation** – zero (0 points) for unavailable or lack of data, low (1 point) for employment levels between 200 to 399 people, medium (3 points) for employment levels between 400 to 599 people and high (4 points) for employment levels between 600 to 999 people over the period of 1999 to 2008.
- **Tax payments** – zero (0 points) for unavailable or lack of data, low (1 point) for tax payments between N\$1 to N\$999 thousand, medium (2 points) for tax payments between N\$1 million to N\$4 million, high (3 points) for tax payments between N\$5 million to 999 million and excellent (4 points) for tax payments over N\$1 billion over the period of 1999 to 2008.
- **Ethical behaviour** – zero (0 points) for more than four court cases, low (1 point) for between 3 to 3.99 court cases, medium (2 points) for between 2 to 2.99 court cases and high (4 points) for between 0 to 1.99 court cases over the period of 1999 to 2008.

The measures applied to denote effective or less effective organisations in this study were scored on a weighted scale basis. As Bhargava, Dubelaar and Ramaswami (1994:235) suggested, a choice can be made among the competing measures to select “the most important” measure. The importance of the measure can be based on the value created to shareholders and stakeholders as well as realities in the operating context (Bhargava et al., 1994:235). The weights of measures in this study are indicated in Table 6.5 below.

Table 6.5: OE weights and measures used in this study to assess organisations

Measure	Weight
Profitability	10%
ROE	10%
Employment creation	40%
Tax payments	10%
Ethical behaviour	30%
Total	100%

Appendix F outlines the weighted scoring methodology followed to appraise organisations as effective or less effective.

The basis for applying these measures in this study and their relative importance to stakeholders in the operating context are motivated next:

Profitability – In classical management theory, one of the ultimate goals of a company, apart from shareholder returns, is profitability (Collins & Porras, 1994:8; Friedman, 1970:6; Gitman, 2003:17; Sundaram & Inkpen, 2004:350; Zhou, Ho Park & Ungson, 2013:476). Therefore, profitability in this study represents a measure that tracks the financial performance of the Namibian organisations. Profitability is a universally acceptable, quantifiable and measurable metric notwithstanding research context.

Return on equity (ROE) – Indicator has the same attributes as those discussed in profitability, i.e. characterises the financial view of business. ROE epitomises the efficiency of meeting the core financial objectives of companies and it is an observable and measurable criteria.

Number of gainful employment opportunities created – Unlike companies in the developed economies, companies in Namibia are not bound to the shareholders only but also to other strategic constituents. For instance, company profitability is appreciated equally by government and society due to the potential to align with national employment targets and anticipated tax revenues (Zhou *et al.*, 2013:476). Therefore, in a country such as Namibia where the unemployment rate is at 51.2 percent (Republic of Namibia, 2008b:3), the number of permanent employment opportunities created is a significant measure of business success, especially viewed from the perspective of strategic constituencies.

Tax contributions – Like the measure of gainful employment, tax contributions are also both an external short-term measure and external long-term measure in terms of community improvement and societal transformation. Namibia is a developing country which requires significant investments in the local economy to acquire resources. This means that resources have to be acquired from, inter alia, tax payments from companies to be utilised to stimulate economic growth, industrialisation and built modern physical infrastructure such as telecommunications, road networks, schools and hospitals to fast-track community improvement and societal transformation.

Ethical/legal conduct (legal transgressions of a company over a ten-year period) – As the NamCode (2014:4) stated, there is a link between good governance and compliance with the legal requirements. In conducting business activities, organisations should strive towards good corporate citizenship by doing what is right, legal, fair and honest (Wiley, 1995:2). Since business is premised on enterprise and integrity, legal/ethical behaviour is an essential component of business regardless of context (Rossouw *et al.*, 2002:297). Therefore, the number of High, Supreme and Labour Court decisions, which represent the Superior Court decisions of the Namibian Judiciary system was used as a proxy to measure legal/ethical behaviour over a ten-year period. Results from a perusal of 1 219 court decisions over a ten-year period indicated the extent to which companies in this study manifested ethical behaviour. These court decisions were obtained from the data maintained by the Southern Africa Legal Information Institute (SAFLII, 2011).

It is evident from the above discussion that a variety of measures and combination of short-term internal measures (profitability, ROE, and community improvements through tax payments) and long-term external measures (community development and societal transformation) were integrated in this study. The measures (criteria) used in this study are appended to this dissertation as follows:

Appendix A – Assessment on gainful employment created

Appendix B– Assessment on profitability

Appendix C – Assessment on ROE

Appendix D – Assessment on social investment through tax payments

Appendix E – Assessment on good corporate citizenry and ethical conduct

Appendix F – Final weighted assessment and selection of companies.

Data on company profits, ROE and tax payments were extrapolated from the companies' published annual financial statements. Data on gainful employment was obtained from the companies' annual affirmative action reports submitted during the 2007/08 financial year to the Namibian Employment Equity Commission (EEC). Data on good corporate and ethical behaviour was obtained from perusing 1 219 court decisions maintained over a ten-year period by the SAFLII (2011).

6.4.4. Sampling techniques

Since specific criteria informed the final selection of organisations, the selection of effective and less effective cases in this study was based on purposive sampling techniques, in other words, specific outcomes of effective or less effective, informed the judgement in selecting company cases. Purposive sampling, also known as judgment, selective or subjective sampling, is a non-probability sampling method in which the researcher relies on own judgment informed by the purpose of the study to select members of a population to participate in the study (Maxwell, 2005:88). The final sample was purposive and criterion-based, meaning that the final selection of organisations was premised on weighted assessments on profitability, ROE, number of employment created, tax contributions and good corporate citizenry and ethical conduct.

The selection of cases in a qualitative research study follows an uncommon approach, different from that in quantitative research approaches (Maxwell, 2005:88). There are no hard and fast rules about the number of cases, but richness of the sample is a major consideration. Cases are purposively selected in qualitative research based on their potential to yield information-rich data as well as their relevance to the research question and the argument being developed.

As a general rule, organisations that ended first and last in respective tertiary industry sub-sectors, as outlined under Appendix F, were adjudicated as either effective or less effective. However, in some sectors, such as the tourism and hospitality as well as wholesale and retail sectors, convenience-sampling techniques, in addition to results from the assessments on organisational

effective measures, were used to select effective and less effective organisations. Essentially, convenience sampling entailed purposively selecting one less effective company in the tourism and hospitality sector that faced financial difficulties but survived and purposively selecting two organisations in the wholesale and retail sectors. One company was selected based on being consistently selected as best company to work for in 2010, 2011 and 2012, whilst the other company was selected based on survivorship and longevity after it was established in 1992.

6.4.5. Selection of organisations as effective or less effective and selection of participants

A total of 12 organisations were selected as effective cases and six organisations as less effective cases. The organisations that were selected comprised two effective organisations and one less effective organisation per each of the six sub-sectors of the Namibian tertiary industry as reflected in Table 6.6. Subsequently, three research participants in each of the 18 company cases, of which 12 were effective and six less effective cases, were selected which accounted for the total 54 interviewees in the study.

In each organisation, the board chairperson, the CEO and a non-managerial employee were selected as research participants. The diverse participants were necessary to enable a wide range of insights to emerge. In some instances, the CEO was not available for an interview and thus delegated an executive committee (Exco) member as a participant. The board chairperson and CEO were selected because they were considered as elites and ultra-elites in their organisations. Harvey (2011:433) defined elites as people who have significant decision making powers within or outside the organisation. A non-managerial employee was selected for purposes of triangulating views obtained from senior management.

6.4.6. Collect data through interviews

According to Vivar, McQueen, Whyte and Armayor (2007:65), data collection in qualitative research usually comprises four basic types of methods, namely observations, interviews, document and audio-visual materials analysis. Selecting these types of data collection methods gives the researcher a level of detail about a phenomenon (De Vaus, 2001:9). According to Bogdan and Biklen (1998:93), interviewing is the predominant method for data collection in qualitative research and may be divided into one-to-one interviews and focus group interviews. An interview is a purposeful conversation, usually between two people but sometimes involving more people, aimed at obtaining information to clarify the research problem or answer specific research objectives.

Over a period of two and a half years, from September 2011 to April 2014, a total of 54 interviews were conducted with research participants in the field. On average, each interview lasted about one hour. Table 6.6 below provides the details of dates on which the interviews were conducted, the sub-sector of the tertiary economic industry from which companies were selected, as well as other details relating to the research participants. After a reflection, the names of the participants

were omitted to protect their identities. Although company names are stated in Table 6.6, the company names were omitted in reporting findings as it might have an impact on the image of the company in the market place.

Table 6.6: Record of interviews conducted

	Tertiary industry sub-sector	Company name	Position	Interview date	Round
1	Financial intermediation	Bank Windhoek	Manager	14 Oct 2011	1
			Employee	23 Apr 2012	2
		Standard Bank	Board	12 Oct 2011	1
			Manager	11 Oct 2011	1
			Employee	29 Sept 2011	1
		Namibia Development Corporation (NDC)	Board	02 Oct 2012	2
			Manager	07 Nov 2012	2
			Employee	14 Aug 2014	3
2	Transport	Namport	Manager	18 Oct 2011	1
			Employee	18 Oct 2011	1
			Board	24 Apr 2012	2
		NamPost	Manager	23 Sept 2011	1
			Employee	23 Sept 2011	1
			Board	19 Sept 2012	2
		Roads Authority	Employee	17 Aug 2012	2
			Board	22 Feb 2014	3
			Manager	09 April 2014	3
3	Tele-communications Technologies (ICT)	Telecom	Employee	19 Oct 2011	1
			Manager	03 Mar 2014	3
			Board	07 Mar 2014	3
		MTC	Manager	30 Oct 2012	2
			Board	10 Mar 2014	3
			Employee	09 April 2014	3
		NBC	Manager	27 Oct 2012	2
			Employee	27 Oct 2012	2
			Board	10 Oct 2012	2
4	Tourism and hospitality	Wilderness Safaris	Board	04 April 2012	2
			Manager	08 Aug 2012	2
			Employee	08 Aug 2012	2
		Leading Lodges of Africa	Board	11 Mar 2014	3
			Manager	02 April 2014	3
			Employee	02 April 2014	3
		Namibia Wildlife Resorts	Board	04 Sept 2012	2
			Manager	01 Dec 2012	2
			Employee	25 Feb 2014	3
5	Business services	MVA	Board	24 Apr 2012	2
			Manager	02 Nov 2012	2
			Employee	05 Nov 2012	2
		Nampower	Manager	08 Mar 2013	2
			Employee	03 Apr 2012	2
		Namwater Ltd	Employee	08 Mar 2013	2

	Tertiary industry sub-sector	Company name	Position	Interview date	Round
			Manager	13 Feb 2014	3
6	Wholesale and retail	Agra Co-operative Ltd	Board Manager Employee	06 Dec 2011 16 May 2012 04 Sept 2012	1 2 2
		Olthaver & List	Board Manager Employee	10 Oct 2012 31 Jan 2013 14 Nov 2012	2 2 2
		Wecke & Voigts	Board Employee Manager	28 Feb 2014 04 Mar 2014 07 Mar 2014	3 3 3
7	Expert voices**	Expert views	Industrial Psychologist Business Financier – DBN Director – NIPAM	22 Apr 2014 22 Apr 2014 08 Aug 2014	3 3 3
6		18	54		

There are six sub-sectors within the Namibian Tertiary economic industry as reflected in Table 6.6 above. From each of the six sub-sectors, three organisations, comprising two effective organisations and one less effective organisation, were selected informed by results on assessments of organisations based on set-criteria.

During the data coding process, frequently repeated and recurring codes emerged. There was consistent reference to, amongst others, codes on employee recruitment practices, training and development as well as leadership practices. In view of repeated reference to these codes, the researcher then decided to incorporate the views of experts on the emerging codes. As a result, an industrial psychologist specialising in recruitment practices, a reputable Namibian scholar on leadership, as well as a business financier, were incorporated in the data collection process. This was for purposes of deepening the understanding of the emerging codes.

6.4.7. Interviewing and question strategies

- The researcher sent the study participants a letter in which they were formally invited to participate in the study. The letter explained the purpose of the study in broad terms and invited the participants to an interview – see Appendix H. At the commencement of each interview, the participant was welcomed, the purpose of the interview explained and the interview process outlined. Much effort was invested in establishing rapport with the participants in order to promote unrestrained self-expression. Confidentiality was highlighted and participants were allowed to ask questions, which were dealt with immediately.
- The interviewing strategy centred on asking questions that circumvented self-reporting and “halo effect” answers. For example, questions such as “which organisational practices and activities do you believe contributed to your organisational success” were avoided. On the

contrary, questions that aimed at untangling organisational practices and activities that contributed to the effectiveness state of the organisation as perceived from the participants' point of view were posed. These type of questions included questions such as "from your perspective, which management operating practices are currently used in your organisation to achieve organisational goals and objectives?"

- The interviews consisted of probing questions and semi-structured questions. The first part of the interviews consisted of probing and non-directive questions aimed at soliciting spontaneous answers. Examples of these probing questions included the following:
 - What do you think about company X and why?
 - What are your feelings towards company X and why?
 - How do you experience company X and why?
 - What key words, phrases and pictures do you associate with company X?

The second part of the interviews consisted of semi-structured questions aimed at soliciting Namibia-specific organisational practices, activities and behaviours. The semi-structured questions as per the interview themes appended as Appendix J were posed to all the participants. Typical semi-structured questions posed included the following:

- Can you list specific management activities (what you do) and practices (how you do it) that you think contributed to good management practices in your company?
- Can you list to me specific strategies how you develop and uphold these management practices and activities in your company?
- Can you please explain to me, in detail, how the practices and activities listed above were, or are, handled during the development and implementation stages of your organisational strategy?

The study applied a phased approach in collecting, coding and analysing data. Initially, ten interviews were collected and coded. This was followed by 26 interviews in the second round and ultimately 18 interviews in the final round. In line with Strauss and Corbin's (1998:119) theoretical framework on coding, line-by-line coding was used to code data. The coding process was initiated by selecting the interview transcripts and reading them multiple times and in various sequences. In this study, frequent conversation topics, namely words and phrases regularly used by participants, were highlighted and interpreted as a basis for developing operational and strategic organisational practices and activities that seem to be associated with effective organisations.

6.4.8. Data analysis

The study collected and analysed data in a phased and reiterative approach and not as a once-off event. Some features of the strategies described by Schurink (2003:4) as analytic induction were employed to analyse and narratively report data.

Initially, ten interviews were collected and analysed. This was followed by 26 interviews in the second round and ultimately 18 interviews in the final round. The phased approach in collecting and analysing data assisted in the continuous improvement of the research instrument (interview guide) as well as in the data coding and analytical processes. For instance, the interview questions were revised after the initial round of ten interviews because of the obvious shortcomings detected in the way the initial interviews had been conducted. With the initial interviews, the interview questions were general and, as a result, elicited general responses rather than specific organisational activities and practices that the participants observed in their organisations. For this reason, subsequent questions in the next round of interviews were improvised to elicit specific responses that identified and described specific activities and practices evident in organisations. In a way, the initial ten interviews served as pilot interviews which, with hind-sight, improved the study rigour.

The manner of reiteratively collecting and analysing data in this study is illustrated in Figure 6.5 and described below.

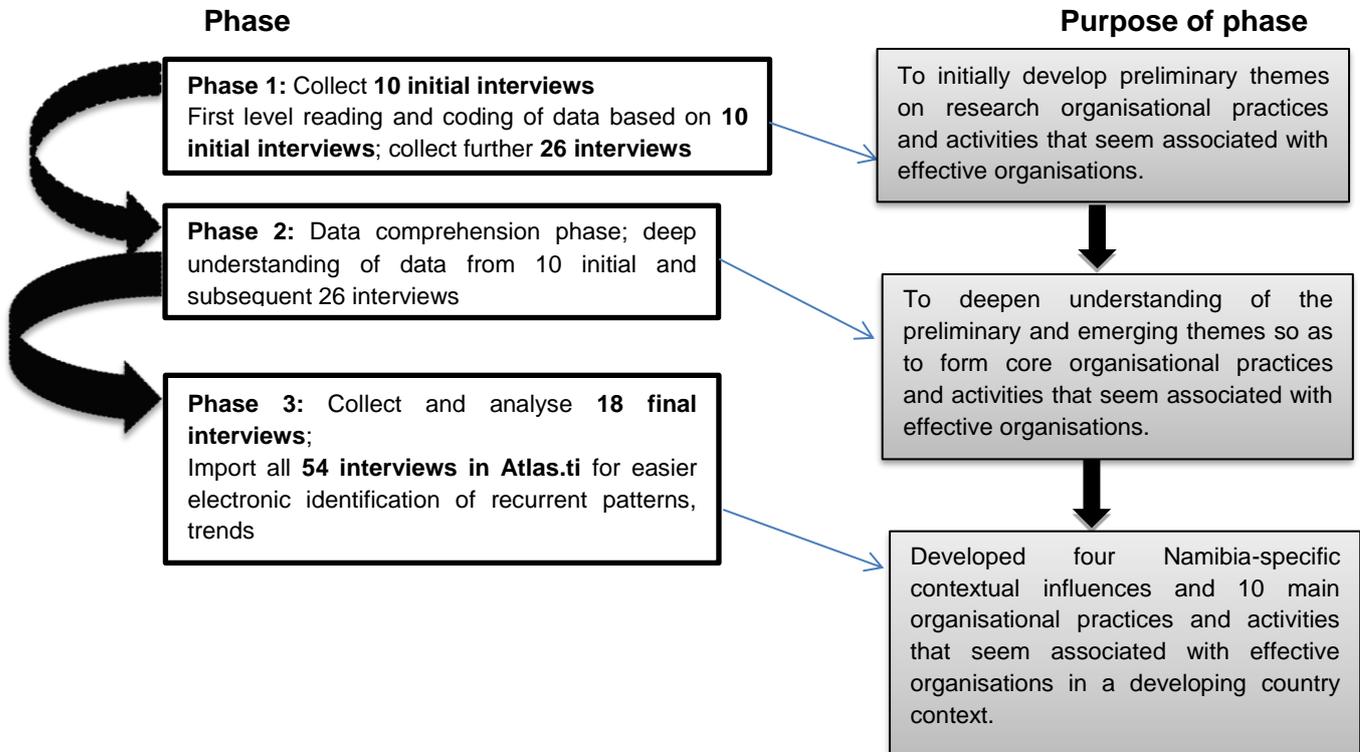


Figure 6.5: Phases of data collection and analysis in the study

As mentioned previously, this study applied reiterative data collection and analysis processes, and not a one-off event. In line with Tuckett's (2004:7) data saturation principles, this meant that data were continuously collected and analysed until no new data, information or categories emerged from the interview data.

The process followed to simultaneously collect and analyse data is expounded next.

- **Phase one: First level reading and coding of data based on ten initial interviews**

Ordinarily, the first step in analysing data in a qualitative research approach is through coding. Different terms and phrases are used in literature sources to describe data coding, such as topic coding (Miles & Huberman, 1994), open coding (Glaser & Strauss, 1967), initial coding (Charmaz, 2006), narrative coding (Riessman, 2008), provisional coding (Miles & Huberman, 1994) and line-by-line coding (Strauss & Corbin, 1998). All these terms imply the need to read and work through data so as to develop preliminary answers to the research questions.

A total of ten interviews that were collected during the initial round of data collection were used as a basis to code and analyse data at this stage. The ten interviews were sorted on Microsoft Excel in files of effective and less effective organisations. A sub-folder, either under the effective or less effective label, was opened for each of the 18 companies selected as set out in Table 6.6, and subdivided in worksheets for Board, management and employee participants. A column, on the left, was provided for as margin for open coding and interpretive notes. All the copies of the interview transcripts were alphabetically stored in a file as physical working papers.

Figure 6.6 below illustrates a typical example of the coding of data in Excel during phase one.

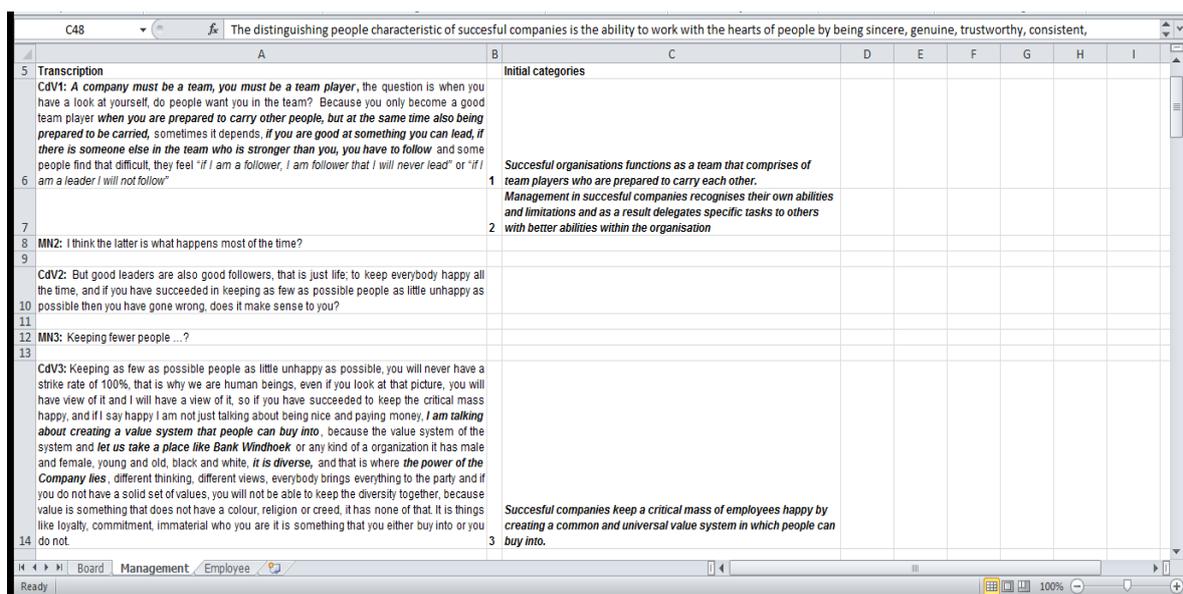


Figure 6.6: Typical coding and structural analysis of data in Excel

In line with Strauss and Corbin's (1998:119) theoretical framework on coding, line-by-line coding was used to code data. According to Coffey and Atkinson (1996:26), line-by-line coding is the close examination of data, phrase by phrase or word by word in order to assign tags and labels to the data. The basis for assigning tags and labels to data is, as Charmaz (2006:3) suggested, answering the question of what is happening in data. In this study, frequent conversation topics, namely words and phrases regularly used by participants, were highlighted and interpreted as a basis for developing organisational practices and activities that seem to be associated with the effective organisations.

The first step in analysing data in this study was the broad reading of interview transcripts with emphasis on finding interesting features that answer the research question. The aim at this stage was to gain a superficial idea about what the participants perceived as organisational practices and activities that seem associated with effectiveness in their organisations.

- **Phase two: Subsequent collection and analysis of further 26 interviews**

After the analysis of the initial ten interviews, a further 26 interviews were collected and analysed. Applying similar procedures, like those described for the initial ten interviews, the 26 interviews conducted during the second round were also analysed. Codes that were similar to those developed earlier in phase one were merged and those that seemed different from earlier codes were created.

As per Appendix L, a total of 180 propositional statements as basis for developing organisational practices and activities that seem associated with effective organisations were developed during the second round of data collection and analysis. The propositional statements developed during the first and second rounds of data collection and analysis as per Appendix L were analysed and interpreted during phase two. Broadly, phase two involved reflecting and thinking about the statements, developing further codes, and writing reflective notes and observations.

- **Phase three: Collect and analyse final 18 final interviews; import all 54 interviews in Atlas.ti**

After the collection and analysis of 36 interviews, ten in phase one and 26 in phase two, a further 18 interviews were conducted and analysed. At this stage of the study, a total of 54 interviews had been conducted and analysed. For ease and convenience in seeking patterns, trends, similarities and dissimilarities in the interview data based on the various main categories in the study, such as effective and less effective organisations, the various industry sub-sectors and the different types of participants, a decision was made to import and analyse the 54 interviews in Atlas.ti. Atlas.ti was helpful in organising, retrieving quotes and comparing data per the various main categories in the study.

The 54 interviews were imported, labelled and stored in Atlas.ti. Data was labelled in such a way so as to indicate the interview number, company name, whether an effective organisation (EO) or

less effective organisation (LEO), the industry sub-sector and the participant type. The data labelling structure was organised that way to allow for inter- and intra-variation and analysis of data based on the various clusters of data, namely effective and less effective organisations, the various industry sub-sectors and the different types of participants, namely Board (b), management (m) and employees (e).

Table 6.7 below illustrates a typical data recording and retrieval scheme in Atlas.ti as per various sources of data indicated in the foregoing.

Table 6.7: Data labelling structure in Atlas.ti

In sequence from left to right: interview (document) number, company name, status of company, sub-industry and participant
P 1: NBC-LEO-ICT-b.docx
P 2: NBC-LEO-ICT-e.docx
P 3: NBC-LEO-ICT-m.docx
P 7: O&L-EO-WR-b.docx
P 8: O&L-EO-WR-e.docx
P 9: O&L-EO-WR-m.docx

Network manager on Atlas.ti, assisted with a process of deconstructing, restructuring, re-analysing and developing organisational practices and activities that seem associated with effective organisations through a reiterative process. A typical reflective and discernment coding scheme used in developing and integrating organisational practices and activities from data is presented in Figure 6.7.

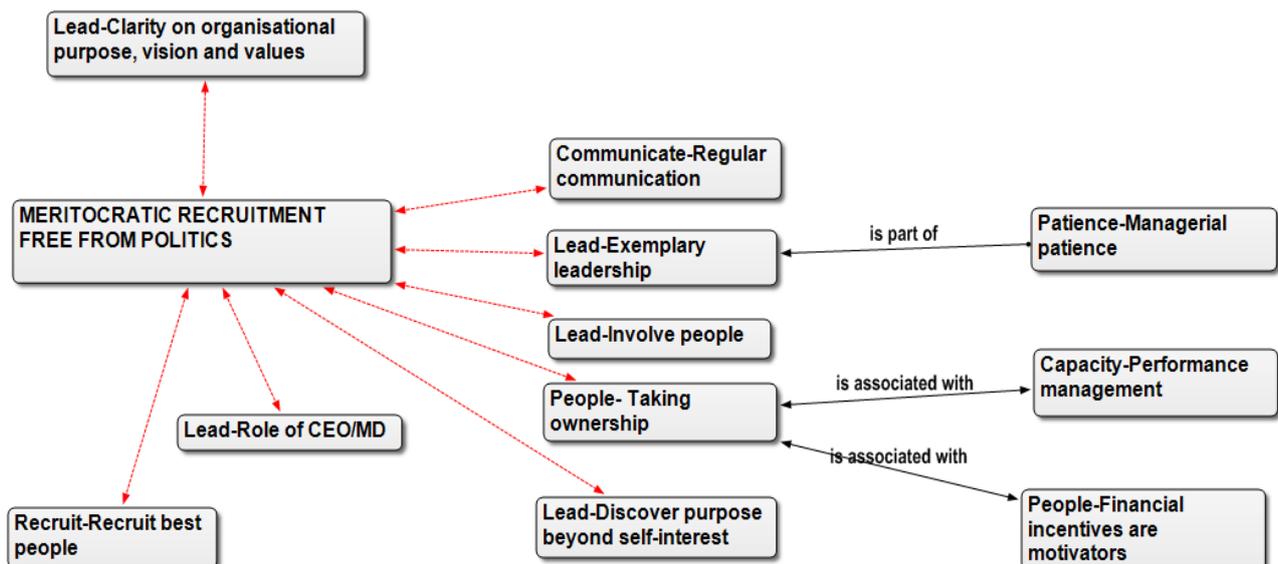


Figure 6.7: Typical example of an integration of codes process in Atlas.ti

Through the use of a typical coding scheme like the one in Figure 6.7, organisational practices and activities that seem to be associated with the effectiveness in Namibia were developed. The

organisational factors that seem to be associated with the effectiveness in Namibia are detailed in Chapter 8.

6.5. RELIABILITY VS. TRUSTWORTHINESS AND AUTHENTICITY CONSIDERATIONS

Why should the findings of a qualitative study be trusted? Several writers on qualitative research methods, notably Schwand (2007), Silverman (2006), Lincoln and Guba (1985) as well as Glaser and Strauss (1967) have demonstrated how qualitative researchers can incorporate quality assurance measures in their studies so as to ensure rigour. The usual criticisms about qualitative research include seemingly not “rigorous” enough, “off-the-cuff” analysis and “everything goes in there”. According to Shenton (2004:63), these criticisms can be ascribed to differences between the nature of quantitative and qualitative research approaches. For instance, quantitative researchers emphasise validity and reliability whereas qualitative researchers emphasise trustworthiness. In this context, Guba and Lincoln (1994:114) proposed four sub-criteria, namely credibility, transferability, dependability and objectivity, as alternative measures to validity and reliability to evaluate the trustworthiness of qualitative research.

The application of the foregoing criteria to augment trustworthiness in this study is explained next.

6.5.1. Credibility/authenticity

Credibility/authenticity aspects relate to whether a study presents the true picture of the phenomenon studied (Shenton, 2004:64; Guba & Lincoln, 1994:114), and thus involves assessing if there is a match between the research participants’ views and researcher’s re-construction and representation thereof.

There are several techniques to ensure credibility/authenticity in a study. According to Shenton (2004:64) as well as Guba and Lincoln (1994:114), some of these methods encompass the following:

- The adoption of appropriate and well recognised research methods
- Development of early familiarity with the culture of participating organisations
- Random sampling of individuals serving as informants
- Triangulation via use of different methods, different types of informants and different sites
- The use of tactics to help ensure honesty in informants
- Iterative questioning in data collection dialogues
- Negative case analysis
- Debriefing sessions between researcher and superiors
- Peer scrutiny of project
- Use of “reflective commentary”
- Description of background, qualifications and experience of the researcher
- Member checks of data collected and interpretations/theories formed

- Thick description of phenomenon under scrutiny
- Examination of previous research to frame findings.

In this study, familiar and well-known research design strategies applied. The inductive research paradigm, qualitative research approach and interview strategy applied in this study are all entrenched research design and techniques used around the world.

With regard to ensuring credibility/authenticity in this study, another technique that applied is the application of a double-blind strategy. As used in this study, the double-blind strategy implied that participants were told that they were to describe the management activities and practices observed in their organisations. As such, the interview questions – appended as Appendix J – did not include a hint that the study was about effective or less effective organisations. If interview questions included a hint that the study was about effective or less effective organisations, the likelihood of participants responding in a more favourable and self-reporting manner, or in an unfavourable and incriminating manner, was high.

According to Heckerling (2005:13), to assess the ethical dilemma of blinding research strategies implies answering four specific questions. First, do the risks to subjects justify conducting a double-blind study? Second, if this is the case, do the benefits to science justify conducting a blinded study? Third, if this is the case, are there harms to subjects that could result from conducting a blinded study? Finally, if such harms exist, do the benefits of a blinded study outweigh the harms? In this study, there were no risks and harms posed to the study participants. All the data collected during the duration of the study were treated with strict confidentiality. In addition, the anonymity of participants were protected during the period of the study as well as during the reporting of findings. On the other hand, benefits to science justify the application of a double-blind strategy in this study. The risks of bias and distorted interview data were reduced by applying a double-blind strategy in this study. Rosenzweig (2007:65) endorsed the double-blind method as one of the best techniques in circumventing the halo effect in business management research. The halo effect is especially damaging because it often compromises the quality of data used in business management research.

The double-blind strategy in this study was not only about the manner in which questions were formulated but also what was revealed to the participants before the commencement of interviews. Even though the researcher was aware that the study was about effective and less effective organisations, the study participants were informed prior to interviews that the study is about examining operating and strategic management activities and practices in organisations.

Furthermore, the study was conducted against a Namibian business landscape. The researcher has lived and worked in Namibia his entire life and therefore the Namibian business environment is the only corporate environment that he knows well. The researcher is relatively familiar with the business cultures of Namibian organisations.

Another strategy that applied in this study with regard to credibility/authenticity relates to the use of negative case analysis. Inherently built in the research design was a strategy that presented juxtaposition of the effective and less effective Namibian organisations through the selection of 12 effective cases and six less effective cases. In general, organisational effectiveness authors discourage studies that focus only on investigating effective cases and not the less effective ones (Denrell, 2003:239). Investigating only the effective cases usually results in biased and distorted findings. As Rosenzweig (2007:xi) exhorted, picking a number of effective organisations and searching for what they have in common without comparing them to less effective ones is one of the common “delusions” in organisational performance studies. To illustrate this point, investigating effective organisations only may reveal that they all have offices in the central business district and that their CEOs wear striped suits every Friday. But does the wearing of striped suits and having offices in the central business district, really indicate effectiveness behaviour? Do the less effective organisations possibly also have offices in the central business district and do their CEOs perhaps also wear-striped suits on Fridays? The foregoing questions are simplified. However, they underscore a point that applying a double-blind strategy that investigates both the effective and less effective organisations was a necessary strategy to ensure authenticity/credibility in this study. By first eliminating the behaviours that the effective and less effective cases have in common, contributed to identifying distinguishing behaviours between the two cases.

6.5.2. Transferability

Transferability is another qualitative research strategy for ensuring trustworthiness. It entails the provision of sufficient detail about the context (Shenton, 2004:64; Guba & Lincoln, 1994:114). Differently stated, it relates to the question whether the research findings can be transferred from one context/situation/case to another.

A comprehensive chapter, Chapter 2, has been included in this dissertation to provide context about the Namibian economic, business and social contexts. This was necessary in allowing sufficient comparisons on the study findings to be made to other contexts so as to determine if the study findings also apply to contexts with circumstances similar to those of Namibia.

6.5.3. Dependability

Dependability refers to the aspect of whether future research would be able to repeat the study (Shenton, 2004:64; Guba & Lincoln, 1994:114). Dependability needs to answer the question whether the research processes are logical, well-documented and audited. Ordinarily, “overlapping methods” and in-depth methodological descriptions are strategies that ensure dependability of findings.

In this study, all 54 interviews were recorded, transcribed verbatim, manually coded and analysed in Excel and electronically in Atlas.ti. Chapter 6 comprehensively outlines the research process

and decisions that preceded the study findings. The chapter also provides an audit trail to track the phases followed in collecting and analysing data in this study.

6.5.4. Confirmability

Confirmability relates to the ability to demonstrate that the study findings emerged from the data (Shenton, 2004:64; Guba & Lincoln, 1994:114). The study should be able to answer whether the researcher has provided evidence that corroborates the findings and interpretations by means of audit trails.

Some of the strategies to demonstrate confirmability include the following:

- Triangulation to reduce the effect of investigator bias
- Admission of researcher's beliefs and assumptions
- Recognition of shortcomings in the study's methods and their potential effects
- In-depth methodological description to allow integrity of research results to be scrutinised
- Use of diagrams to demonstrate the "audit trail".

The organisational practices and activities that are associated with the effective organisations developed in the study are an outcome of various stages of data analysis and not a once-off analysis as previously described. Also, the researcher entered the field with an open mind. By giving an honest account, as described in the study research processes, on how the researcher conducted this study also enables the readers to judge whether the findings are accurate and dependable from the standpoint of, not only the researcher, but also the research participants.

6.6. TRIANGULATION STRATEGIES

Various triangulation strategies, such as data triangulation, i.e. the use of multiple data sources, methodological triangulation, the use of multiple research methods, and theory triangulation, the use of various theories and perspectives, are commonly used in academic research (Burke, 1997:283). When the various procedures and information sources agree, corroboration is said to have been established. The types of triangulation applied in this study are discussed next.

6.6.1. Data triangulation

Data triangulation means the use of multiple data sources to help understand phenomena (Burke, 1997:283). Data triangulation was applied in this study by way of collecting a total of 54 interviews, comprised of 12 effective and six less effective organisations. In addition, data was obtained from triangulated sources, namely board, senior management and non-managerial employees.

6.6.2. Investigator triangulation

Investigator triangulation refers to the use of multiple investigators, such as multiple researchers to collect and analyse data (Burke, 1997:283). In the absence of multiple interviewers, the researcher

incorporated numerous feedback from supervisors, colleagues and peers over the period of the study.

6.6.3. Theoretical triangulation

The use of multiple theories and perspectives to help analyse data constitutes theoretical triangulation (Burke, 1997:283). The study used multiple organisational effectiveness models and theories as discussed in Chapter 3, under Sections 3.3 and 3.8, that ultimately formed part of the conceptual development of the organisational practices, activities and mindsets that are associated with effective organisations in Namibia. For instance, the study integrated views from theories on leadership, good corporate governance principles, organisational resilience, business in society theories, resource-based theories, institutional theories, psychological theories and historical models to frame the study findings.

6.7. ETHICAL CONSIDERATIONS IN THE STUDY

Another aspect linked to trustworthiness and authenticity considerations in qualitative research is adherence to ethical principles. Schurink (2008:43) defined research ethics as concerns and dilemmas that arise over the proper way to execute research. This specifically refers to not creating harmful conditions for the research participants during the research process. As such, ethical principles applied in this study are discussed below.

6.7.1. Expressing views on behalf of companies

Three types of respondents, namely board members, chief executive officers and non-managerial employees participated in this study. The respondents were required to provide their perceptual views on the organisational practices, activities, mindsets and behaviours they perceived as significantly associated with effectiveness of their organisations. As such, the respondents expressed views on behalf of their organisations. To reduce the risk of fear of being regarded as official spokespersons of their organisations, the participants were assured through permission letters obtained by the researcher granting permission to conduct the study in their organisations. In addition, follow-ups with participants through telephone or email before interviews were also done. For instance, the email extract below attests to typical follow-ups done with participants to secure interviews. Names have been deleted to ensure confidentiality.

From: Deleted

Sent: Tuesday, November 06, 2012 12:19 PM

To: Matthias Ngwangwama

Subject: RE: PhD Study

Dear Mr. Ngwangwama,

Mr. (deleted) is available the following dates/times:

Wednesday, 7 November: 09:00 – 10:00 / 11:30 – 13:00 / 14:00 – 17:00

Thursday, 8 November: 14:30 – 17:00

Tuesday, 13 November: 09:00 – 10:00 / 11:30 – 13:00 / 14:30 – 17:00

Please let me know which date/time will suit you, I will then send out a calendar invite to confirm.

Kind regards

6.7.2. Informed consent agreement

Written permission to conduct the study was obtained from the respective chief executive officers (CEOs) and managing directors (MDs) of the selected companies before entering the research setting. A typical letter used to obtain permission from the respective CEOs and MDs is attached as Appendix H. All interviews were conducted at the workplace and office of the various participants.

6.7.3. The right to confidentiality, privacy and anonymity of respondents

Before the start of all interviews, time was set aside to explain the research objectives to the participants so as to assure confidentiality. Appendix J shows the information explained to participants, including the assurance of confidentiality. In part, the assurance of confidentiality statement reads as follows:

Please be assured that all data collected during the duration of the study will be treated with strict confidentiality. The interviews will be handled on an anonymous basis and the results will be reported for the entire study and not on an individual basis. Participation in this study is voluntary and the participant may withdraw from the study at any time.

In a similar way, the right to privacy and anonymity of participants was explained to all the participants before commencement of interviews as Appendix J attests. In this study, the right to privacy and anonymity was explained to the participants as follows:

No one else, besides me and my supervisor, will have access to the recorded conversations. Pseudonyms are given during transcription. The recordings of conversations will be kept in a safe. During my analysis of the typed transcripts, I may re-listen to some of the conversations. Do you have any objections to record this conversation? During the conversation, I may, now and then, jot down notes and observations. You are also welcome to ask me questions during our discussions or if you require clarifications.

6.8. CHAPTER CONCLUSION

Chapter 6 detailed the research design and methodology that underpinned this study. The chapter provided a detailed account of how the research was planned and carried out. Chapter 6 also motivated the preferred paradigm of interpretivism, its origins, its relevance to this study and its general characteristics. Various research choices and phases apparent in this study were explained and justified. An important research strategy incorporated in the research design of this study, namely the double-blind strategy, was explained. In essence, the double-blind strategy suggested that although the researcher was aware that the study is about effective organisations, the study participants were not at any point instructed that they were being interviewed about

effective or less effective organisations. This was necessary in order to reduce the likelihood that respondents would purposefully bias evaluations of their organisation's performance status in a positive direction. In other words, the double-blind strategy was important in avoiding self-reporting and attributions of organisational practices and activities that are associated with effective organisations. In addition, Chapter 6 described the reiterative data collection and analysis process applied in the study. This is to say that the findings of the study, that will become apparent in Chapter 7, were as a result of a series of data collection and analysis processes and not a once-off process.

The next chapter, Chapter 7, builds on the methodological propositions made in Chapter 6 by using the stated data analysis and reporting frameworks to analyse data and present the findings of the study.

CHAPTER 7

DATA ANALYSIS AND STUDY FINDINGS

“Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit” (Aristotle, quoted by Evans, 2011:435).

7.1. INTRODUCTION

How do organisations act or behave rightly in the business management context? This chapter presents and discusses the study findings. In the main, the study sought to establish the key organisational behaviours, i.e. organisational practices, activities, mindsets and behaviours, that are associated with effective organisations in Namibia. Differently stated, the study envisioned to develop a set of core strategic and operational business practices and activities that can be said to constitute *acting rightly* in the Namibian business management context.

Inherent in the study design was an attempt to identify the key organisational practices and activities through a method of juxtaposing the behaviours in effective organisations against the less effective ones. Therefore, this chapter presents comparative discussions and references to the two main categories of organisations investigated, namely the effective and the less effective organisations. The reporting format for the results of this study takes a narrative format. An attempt is made to juxtapose the views and perceptions in the effective organisations against those in less effective organisations. According to Creswell (2003:197), conventions in reporting data in a narrative form include (a) varying the use of long, short and text-embedded quotations, (b) displaying data in a tabular form, (c) using wording from participants, (d) intertwining quotations with the author’s own interpretations, (e) using the first person “I” or collective “we”, and (f) using metaphors. The results attempted to provide a “hearts and minds” account of the study participants as daily-lived experiences in their organisations. For this reason, the everyday language of the participants as typified by direct quotes are used to present the study findings.

7.2. CONSTRUCTING ORGANISATIONAL BEHAVIOURS ASSOCIATED WITH EFFECTIVE ORGANISATIONS

By working through the data, it became apparent that organisational practices, activities and behaviours identified in this study to be associated with effective organisations fell into two high-level categories. The first category comprised findings that appeared to offer *Namibian-specific contextual influences* that seemingly have an impact on effective organisational management in the country. The second category constituted findings that seemed to suggest *specific operational and strategic organisational practices, activities and behaviours* that seem to be associated with the effective organisations.

The first category (Namibian-specific contextual influences) appeared to incline towards contributions on context of application and meaning, and seemed to offer new explanations on the topic from the context of Namibia. The second category (specific operational and strategic organisational practices, activities and behaviours) inclined towards contributions on theory in the sense that it seemed to improve the understanding of organisational effectiveness behaviours in a specific context.

Table 7.1 below demarcates the organisational practices, activities, mindsets and behaviours identified in this study within the two aforementioned categories. The table shows four themes as Namibia-specific contextual influences that appear to significantly impact effective organisational management practices. In addition, Table 7.1 shows a specific set of ten key organisational practices, activities and behaviours that generally appear to be associated with effective organisations in the Namibian context.

Table 7.1: Organisational behaviours associated with effective organisations

Category of finding	Organisational behaviour identified
Namibian-specific contextual influences	<ol style="list-style-type: none"> 1. Political influences 2. Risks (fear) of expressing opinions 3. Scarcity of skills and experience 4. Influence of economic and levels of socio-economic conditions
Specific operational and strategic organisational practices, activities and behaviours	<ol style="list-style-type: none"> 1. Careful recruitment practices and activities 2. Ability to engage the human fundamentals in the organisation 3. Exercise managerial patience 4. Harness both good indigenous knowledge systems and Western knowledge systems. 5. Active social investment and community presence 6. Entrench active and transparent communication 7. Implement fit-for-purpose human capital development 8. Effective performance management and reward systems 9. Maintain beneficial union relationships 10. Practice ethical and moral leadership

The above two categories are discussed next.

7.3. NAMIBIAN-SPECIFIC CONTEXTUAL INFLUENCES

Based on the study data, four Namibian contextual influences appear to significantly impact effective business management practices. Namibian-specific contextual influences refer to context-specific realities in the Namibian environment that seem to shape organisational performance and behaviours. The four contextual influences comprise political influences, risks (fear) expressing opinions, scarcity of skills and experience and lastly, influence of economic and socio-economic conditions. These aspects are discussed next.

7.3.1. Political influences

Based on the study data, politics seem to have spilled over into the business management domain. Due to the country's recent political independence in 1990, politics ostensibly have an effect on all spheres of life. Political interferences seem to be destroying the balance between accountability and autonomy required for an effective principal-agent principle as a standard of effective organisational management.

In the participants' own voices, political influences were perceived as follows in data:

"Over the past few years, we had kind of restructurings and I would say some of the restructuring were driven by personal and political reasons, not by purely business reasons"
(Management participant).

"Because you are not only dealing according to the best business principles, but you also need to consider the political and social environment that you are operating in, so it is even more difficult and more challenging" **(Management participant).**

"But my only problem is just that political interference, because the CEO cannot always do what he wants to do, he always needs to consider the Minister or the political environment that they are operating in" **(Management participant).**

The theme *political influences* emerged from data as an aspect that seems to erode effective business management principles in Namibia. Based on data, as illustrated by some of the quotes above, political influences appear to influence people appointments in Namibian organisations. People seem to be appointed based on political considerations at the expense of qualified and experienced people. Due to the ostensible influence and power of politics, organisational managers seem to comply with requests of appointing politicians' preferred candidates or relatives in fear of losing livelihood. However, the net effect of political considerations appears adverse on organisational performance and behaviour, in other words, likely to result in organisational ineffectiveness or low-level organisational outcomes.

A pertinent question that might arise with regard to political influences could be:

How can the negative effects of politics be effectively contained from spilling over into the business management arena?

7.3.2. Risks (fear) of expressing opinions

Linked to the theme of *political influences* discussed above is the theme *risks (fear) of expressing opinions* by the general Namibian populace. This fear to express opinions is due to perceived or real risks in doing so.

Fear of expressing views and opinions emerged from data, and was repeatedly observed during data collection for this study. For instance, the below quotes epitomise the possible risks of expressing opinions:

“You see, I think one of the biggest differences is fearfulness and holding back; not being open to have honest debates” (Employee participant).

“I may not say it in front of you out of fear that I might lose my job” (Employee participant).

During the period of data collection through interviews, the researcher had first-hand experience of the aspect of fear to express opinions – to such a degree that several requests and pleas had to be made before people agreed to be interviewed or before opening up. For instance, after interviewing one CEO, he remarked as follows:

“Now that I have seen that Matthias is a good chap, make arrangements that he talks to the Board Chairperson” (Management participant).

What is referred to as *“have seen that Matthias is a good chap”* might be the anxiety of the CEO to express views about his organisation. Because of Namibia’s small population, many people actually know each other. As a result, there might be the fear to express opinions because of the possibility of easily being identifiable. As a consequence, bottled up in people’s hearts and minds might be valuable ideas that could unlock organisational high-performance behaviours but these ideas remain unspoken and hidden which could negatively affect organisational performance.

7.3.3. Scarcity of skills and experience

Based on the data, there is a general lack of appropriate skills and work experience in Namibia. The lack of skills and experience appears to have adverse effects on organisational performance and people behaviours.

From data, the lack of adequate skills and experience in the country was perceived by the study participants in the following manner:

“So to get the kind of people with the appropriate experience and the appropriate qualifications is pretty difficult. Because you will find that there are a lot of people who have documents that say they can do whatever they can do, but the reality is that a lot of the time they cannot” (Board participant).

“We need to realise that we are working in a country where there is an acute shortage of skills. And therefore one will not always find the right mix or the optimum mix of skills that you would want to employ or attract. That is why it becomes so critical that you as management or the chief executive or the managing director understand exactly the short comings or the development needs of his or her subordinates” (Management participant).

“I think in various levels there are a lack of depth of skills in Namibia, especially on senior executive level, because skills come in as a function of experience, I am not talking about technical skills, for those you have to learn, but when you talk about experience it is a function of time and a function of mistakes that you have made in the past, you do not pick up experience by doing things right. It is the number of times that you failed that makes you grow” (Management participant).

It appears to be a fact that the levels of human, educational and social development in Namibia are low compared to, for instance, the developed countries classified as high on human and social indexes. Low human and social development levels could have an adverse impact on organisational performance and people's behaviours in organisations.

7.3.4. Influence of economic and socio-economic conditions

Due to a small economy and population, negative tendencies such as anti-competitive practices, price fixing, marketing sharing cartel agreements and other vertical restraints might negatively impact the organisational performance of the Namibian organisations. Organisations may do as much as possible to be effective but if the market is limited, the effect on organisational outcomes can be adverse. The following quotes solidify the seeming apparent influence of economic and socio-economic conditions on organisational performance:

"In this town in Windhoek, and in this country Namibia, the only competition that you have, that maybe somebody else is doing business in this country is sitting in Swakopmund, three hundred and sixty kilometres away from here. They do not care if they do not treat you right because you will not drive to Swakopmund to get your product, you still go to them that's why Namibian customer service is that bad". (Board participant).

"The same explanation, very little competition, you can only get it at that place you are not going to drive to South Africa to get it because it is too much hassle, so you are going to pay the extra ten bucks and you are going to get it here so that is the problem of a small market" (Board participant).

"Do we have as many as a place like Germany or America would have? I do not think so and the reason for that is that quite simple, if we have a look at our economic liberation on the African continent, it is much later than what happened in Europe and America, and we must therefore expect few good managers, leaders and business men" (Management participant).

The size of the Namibian economy and market appears to have specific contextual influences that impact the competitiveness of the Namibian organisations and consequently, the organisational performance and people attitudes in organisations. The small size of the Namibian economy relative to bigger economies has several implications. First, capital resources and funding are not easily available. Second, the government becomes the major role player in the economy on which business organisations depend for survival. Government tenders become significant in the economy and therefore organisational outcomes depend on being in the "good books" of the government. Finally, the small size of the Namibian economy implies that most organisations operating in Namibia tend to have head offices situated elsewhere where major decisions on business strategies are made. As a result, local branches have merely to follow suit in implementing the decisions made elsewhere which means that they do not have a determining say in the organisation's performance and culture.

In conclusion, these Namibian-specific contextual influences are likely to affect the effectiveness of organisations. Therefore, these influences should always be kept in mind in understanding and assessing the organisational behaviours and performance of the Namibian organisations.

7.4. SPECIFIC OPERATIONAL AND STRATEGIC ORGANISATIONAL PRACTICES, ACTIVITIES AND BEHAVIOURS

Specific operational and strategic organisational practices, activities and behaviours that appear to be associated with the effective organisations refer to key organisational practices that in the data seem to be distinctly associated with effective organisations in Namibia. The following ten key themes related to organisational practices, activities and behaviours were developed from the data:

- Careful recruitment practices and activities
- Ability to engage the human fundamentals in the organisation
- Exercise managerial patience
- Harness both good indigenous knowledge systems and Western knowledge systems
- Active social investment and community presence
- Entrench active and transparent communication
- Implement fit-for-purpose human capital development
- Effective performance management and reward systems
- Maintain beneficial union relationships
- Practice ethical and moral leadership.

These organisational practices, activities or behaviours are discussed next, with the various aspects organised as follows: First, a brief meaning of the theme is provided, followed by a schematic illustration of the sub-themes associated with the theme; then, at least three juxtaposed quotes per sub-theme illustrating how the sub-themes were rooted in data are provided; and, finally, a short conclusion on the sub-themes is provided. In instances where three quotes are not apparent in data, the available quotes are provided. Unavailability of three quotes per the two types of organisations investigated in this study, namely effective and less effective organisations may signify that the organisational practice, activity or behaviour is not perceived as important within a specific category (i.e. effective and less effective organisations) of the organisation investigated.

7.4.1. Careful recruitment practices and activities

Careful recruitment practices and activities is the first main theme that appears to be associated with the effective organisations identified in this study. Careful recruitment practices and activities refer to the attained organisational ability to make the right choices with regard to the recruitment of the correct people in the right positions in the organisation. Careful recruitment practices and activities refer specifically to recruitment processes that guard against negative tendencies such as

political interferences, favouritism, nepotism and corruption that erode the quality of people recruited and retained in the organisation.

Based on study data, the sub-themes that constitute the theme *careful recruitment practices and activities* are schematically plotted in Figure 7.1 below.

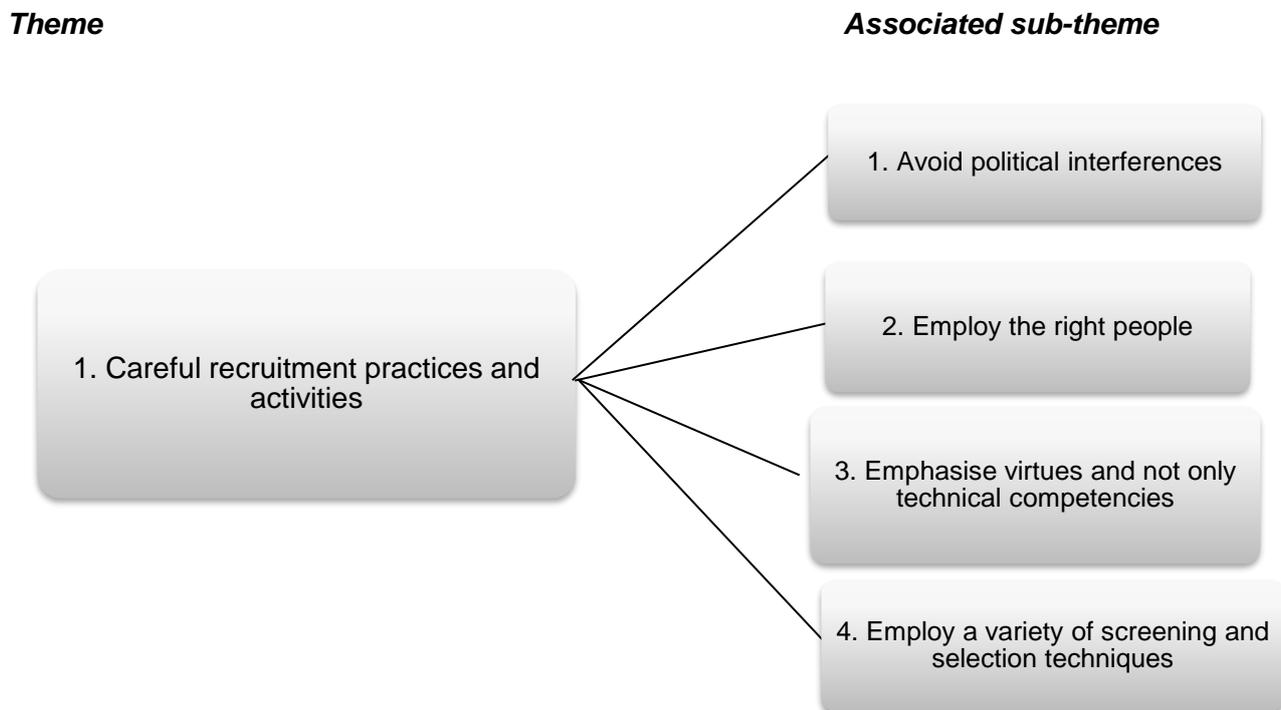


Figure 7.1: Careful recruitment practices and activities

The four sub-themes that makes up the theme *careful recruitment practices and activities*, as displayed in Figure 7.1, are discussed next.

7.4.1.1. Avoid political interferences

Avoiding political interferences refers to the extent to which the organisation resists, avoids and guards against negative tendencies such as political interference, favouritism, nepotism and corruption, that might erode the quality of people recruited and retained in the organisation. Based on the study data, the vices affecting merit-based recruitment in Namibian organisations appear to be just these negative aspects, namely political interference, favouritism, nepotism and corruption. Political influences were identified and discussed under Section 7.3.1, as one of the Namibian-specific contextual influences that are possibly upsetting effective organisational management in Namibia.

Table 7.1 below highlights quotes from the study data in which the sub-theme *avoid political interferences* is grounded.

Table 7.1: Avoid political interferences

Effective organisations	<p><i>“Political figures must be avoided. I know we cannot get that right all the time but really they must be kept to a bare minimum. Because they have a political constituency to respond to. Corporate governance is strictly about doing the right thing at the right time for the right reasons and it is about fairness and transparency” (Management participant).</i></p> <p><i>“I keep the distance, I am going to be very friendly and very nice to Government, but I keep the distance, because I get very few calls from people asking me to do something, now and then they would ask me to organise a wedding up there and I would say that is fine we would do that, but the danger is that if you get dependent, that is the end of the story. I therefore say to you yes good relationship, but not for gaining anything” (Board participant).</i></p> <p><i>“And I think, I mean I may be wrong, but I think in parastatals there is a lot of political interference, so people’s hands are tied. You get recruited to do something but you cannot make a decision because you have got to refer it to someone else, whereas here, it’s a lot more efficient; I have got the power to make the decision, I can make the decision and then move forward” (Management participant).</i></p>
Less effective organisations	<p><i>“Where do our problems originate from? It is usually management. What type of board has been appointed? Was it a political appointment? Was it based on ethnicity or was it actually truly a board made up of skilled people?” (Employee participant).</i></p> <p><i>“Because, unfortunately that is the reality, that in the appointment of CEOs or senior managers, there is always that external interferences and political aspects and that is what is killing the businesses” (Employee participant).</i></p> <p><i>“Like in most cases, we have political appointments and that is what is actually causing us problems. Although positions are being advertised, and people go through interviews, or even before the advertisement of that particular position, people or politicians would already have decided which candidate must be appointed” (Employee participant).</i></p>

7.4.1.2. Employ the right people

Another practice that seems to be associated with careful recruitment practices and activities is employing the right people in the right positions through a merit-based recruitment process. Employing the right people refers to the elementary organisational practice of admitting people correctly in the organisation with the requisite technical and people competencies, educational qualifications and work experience.

Table 7.2 below highlights quotes from the study data in which the sub-theme *employ the right people* is grounded.

Table 7.2: Employ the right people

Effective organisations	<p><i>“Unless and until you recruit the right people who you know understands the concept of what you really want to achieve, you are not going anywhere” (Employee participant).</i></p> <p><i>“So once again it boils down to whether you having the right people in the right place. Starting at board levels.” (Board participant).</i></p> <p><i>“You could probably divide it into two: The first would be attracting the right kind of people, so part of that would be ensuring that people with the appropriate experience and qualifications are brought into the correct positions” (Management participant).</i></p>
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Less effective organisations	<p><i>“Now if you make me a chairperson of the Board based on political affiliation then I do not get that, because then I will be coming here for protecting different interests rather than cutting through to the crux of the issue” (Employee participant).</i></p> <p><i>“It is so difficult to really find out whether that person was appointed with all the qualifications” (Employee participant).</i></p> <p><i>“Then when we say he came with his own people, these people also started appointing people that they know and the kids of Ministers and Members of Parliament that they know. These are the kind of things and then that means that is like putting aside the human capital recruitment policy” (Employee participant).</i></p>
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The quotes in Table 7.2 appear to indicate the extent to which recruitment processes are contentious in Namibian organisations. The net effects of the seemingly compromised recruitment practices and processes are low-level organisational outputs and dysfunctional organisational cultures which negate on high-performance cultures. The gate entry of organisational effectiveness appears to be the recruitment activities and processes. Therefore, it is pointless to talk about organisational effectiveness in the first place, or about organisations achieving organisational high-performance, if the processes followed to recruit members in the organisation are compromised by political interferences.

7.4.1.3. Emphasise virtues and not only technical competencies

Invariably, employing the right people in the right positions is regarded as a function of employing those with good qualifications and work experience only. However, data in this study suggest that employing the right people also refers to incorporating value-based and virtue competencies as significant aspects for selecting the suitable candidates. It appears that effective recruitment is not only about finding people with the right educational qualifications, but also about finding people with the right mindset. The right mindset may include, amongst other things, the lifestyle of the person which integrates basic spiritual, moral and emotional intelligence as well as high personal moral values and integrity.

Table 7.3 below emphasises the importance of incorporating values and virtues in the recruitment processes as perceived by the study participants in this study.

Table 7.3: Emphasise virtues and not only technical competencies

Effective organisations	<p><i>“Because when I interview somebody for a job, I interview not based on the technical skills that they have, but it is mostly about personality because service is all about a personality and a feeling towards other people” (Management participant).</i></p> <p><i>“Ensure that references of a previous employer are obtained. Honesty and integrity is most important. Surround yourself with people you can work with. There are many opportunities, but it is more difficult to succeed but better in the long term if you do not compromise on honesty and integrity” (Board participant).</i></p> <p><i>“We always look for the positive attitudes in people, because I do not want to appoint negative people not at all” (Management participant).</i></p>
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Less effective organisations	<p><i>“Our company struggles with consistency, we struggle with value systems, honesty, integrity, mutual respect and then you have all the other isms, racism, tribalism, nepotism, favoritism (Employee participant).</i></p> <p><i>“You will find individuals and personalities that always clash” (Management participant)</i></p>
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As stated in the last quote under the less effective organisations, perhaps only a few people would want to work in organisations in which *“individuals and personalities always clash”* for it may pollute the work environment and adversely affect optimum employee performance levels. It is within this context, that the emphasis on virtues, and not only on technical competencies, during recruitment processes appears to be fundamental to organisational performance.

7.4.1.4. Employ a variety of screening and selection instruments

The final organisational practice constructed from data to be linked to careful recruitment practices and activities entails employing a variety of screening and selection instruments during recruitment processes. It involves the systematic selection processes of candidates through the systematic gathering of information, conducting interviews, evaluating qualifications and making a final decision about who to appoint. The objective of such a systematic selection process is to match the “whole person” to the “whole job”.

Table 7.4 illustrates how the theme *employ a variety of screening and selection instruments* was perceived by the study participants in this study.

Table 7.4: Employ a variety of screening and selection instruments

Effective organisations	<p><i>“I mean you need to obviously vet people properly, you need to have proper interviewing processes, you’ve got to have reference checks are obviously important – I mean in this day and age it’s easy to create false documents and present something that you are not” (Management participant).</i></p> <p><i>“Meaning that you need to have a strong screening and a knowledgeable Committee, you need to have other instruments like doing tests, practical tests, psychometric testing and all these in place to ease the decision making” (Employee participant).</i></p> <p><i>“So, you either speak to people by word of mouth, you can hear about someone looking for a job, someone comes to you and says you know I can do this, have you got a job. You know one of the ways to do it also, which was actually done here, was to go to your auditors and you say you guys deal with a lot of talent, you deal with a lot of companies, you must have people that are interested in certain positions, so you know speaking to the auditors is always a good point” (Board participant).</i></p>
Less effective organisations	<p><i>“Take the example of X, I believe we now have Ms. Y, she was my teacher at Z, look at her, she was just a teacher of Economics, and eventually she is now a Chief Executive Officer at X” (Board participant).</i></p> <p>The theme <i>employ a variety of screening and selection instruments</i> did not expressively come up in any of the less effective organisations.</p>

Next follows a theme developed in the data that appears to have a close relationship to careful recruitment practices and activities, namely the *ability to engage the human fundamentals in the organisation*.

7.4.2. Ability to engage the human fundamentals in the organisation

Broadly speaking, the theme *ability to engage the human fundamentals in the organisation* refers to a concerted organisational effort to be “human” to others in the organisation. Humans are social and communal beings guided by rationality and emotions such as anxiety, hope, disappointment, fear, anger, excitement, pity and remorse and therefore need to be skilfully engaged in the human fundamentals. When the organisation creates friendly and fitting workplaces in which people are fully engaged and can unleash their full potential, people’s contributions to organisational goals tend to be authentic and from the heart. As a result, high-performance cultures and effective organisational behaviours might be easier to imbed.

Based on study data, the theme *ability to engage the human fundamentals in the organisation* is schematically illustrated to consist of the associated sub-themes as per Figure 7.2 below.

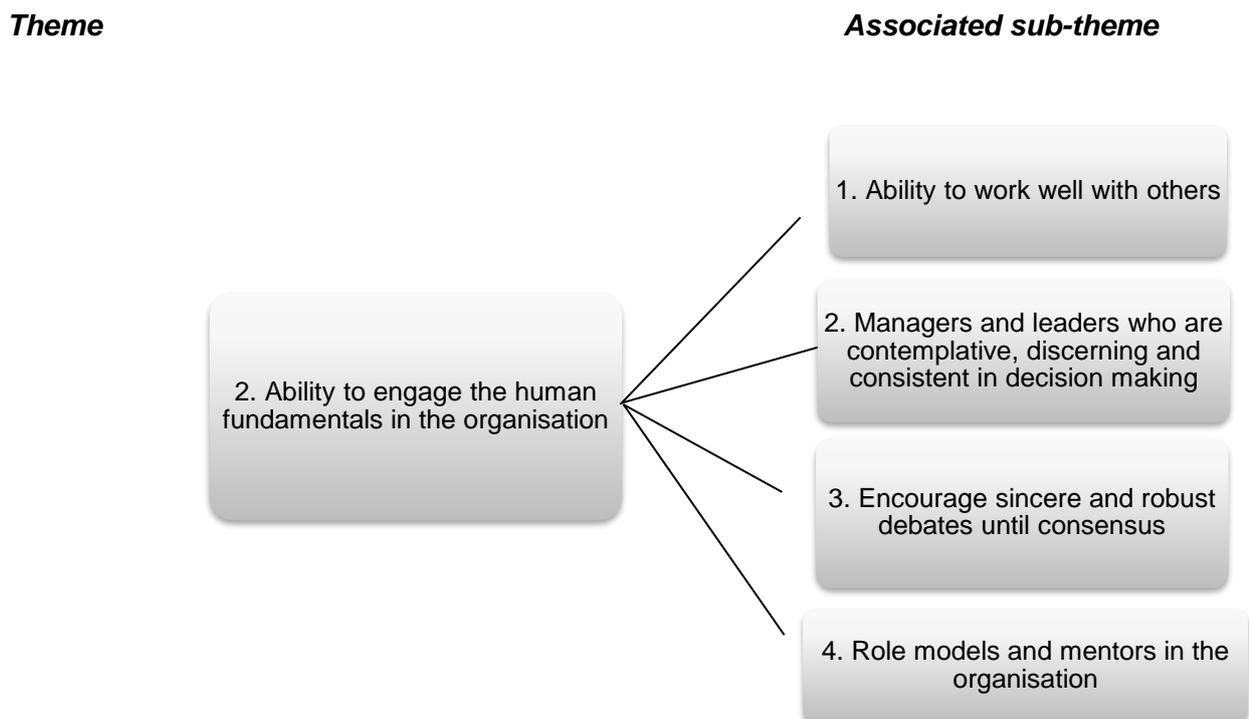


Figure 7.2: Ability to engage the human fundamentals in the organisation

The four sub-themes that make up the theme *ability to engage the human fundamentals in the organisation*, as displayed in Figure 7.2, are discussed next.

7.4.2.1. The ability to work well with others

The human ability to work well with others refers to the extent to which the organisation espouses the ability of fully engaging people to drive high-performance aspirations. Differently stated, it refers to the extent to which the organisation entrenches the culture of functioning in a community of humans. The sub-theme appears to be manifested through being respectful, gentle and kind as well as having a positive attitude towards work. The net effect of working well with others in the organisation appears to relate to the harmonious and conducive working environments created, which makes high-performance cultures possible due to people wanting to contribute from the heart. From the data, the theme *human ability to work well with others* suggests that factionalism and enmities in organisations should be avoided, as they drain people's positive energy. Teamwork and co-operation should be embedded instead as organisational cultures.

Table 7.5 below shows how the sub-theme the *human ability to work well with others* was perceived by the participants in the study.

Table 7.5: The human ability to work well with others

<p>Effective organisations</p>	<p><i>"If you have all the management capabilities, but you do not have the capability to work with the hearts of people, you will not make it. People must believe in you, they must see that you are sincere and that you are not playing games, you must be genuine"</i> (Management participant).</p> <p><i>"Hy is die grootste gentleman wat daar is. Hy is 'n baie goeie mens om voor te werk. Ek kon al baie ander werke gekry het, maar dis 'n baie, baie goeie mens om voor te werk. Hy is menslik. Weet jy, hy is streng, maar hy is nooit ongeskik nie. Ek het al vir baie base gewerk wat jou vloek en skreeu. Hy het net 'n manier van, jy weet jy is streng maar hy sal altyd 'n gentleman met jou bly. Jy weet so dit sê baie van daai man se karakter. ("He is the best gentleman ever. He is a very good person to work for. I should have got other numerous jobs at other places, but he is a very very good person to work for. He is humane, you know, he is strict but never disrespectful. I worked for many bosses before who shout at you and curse you. He just has his way of strictness but he will always be a gentleman to you. You know, it says a lot of that man's character")</i> (Management participant).</p> <p><i>"I think, all in all, there is a sense of caring amongst employees, for example, when an employee's child is sick, it is communicated, then people put money together, or even for funeral of someone's close relative, people put money together and sent it to them, but this is out of the willingness of the employees themselves</i> (Employee participant).</p>
<p>Less effective organisations</p>	<p><i>"Sometimes it is just about the relationship, you just do not like the person, or sometimes it is because this person is outspoken in your department, you feel intimidated or I do not know, and then you just do not need this person in your section"</i> (Employee participant).</p> <p><i>"For me to see you it is nearly impossible because you have become like a "god" that cannot be seen, and I cannot freely come to you".</i> (Employee participant)</p> <p><i>"What Mr X did since he joined Y, was to create enemies within the company rather than trying to pull a group together that would be moving forward with him, what he did when he came was to reshuffle the top management for no apparent reason, and the reshuffle was not meaningful in the sense that the people he removed from certain positions were the same people that he later had to consult to solicit information"</i> (Employee participant).</p>

7.4.2.2. *Managers and leaders who are contemplative, discerning and consistent in decision making*

The second sub-theme that is associated with the theme *human ability to work well with others* is developing managers and leaders who are contemplative, discerning and consistent in decision making. Seemingly, in short supply in the Namibian organisations are managers who are wise, which refers those with the abilities to discern, reflect and able to judge what is correct from what is wrong.

Participants' verbatim references to the significance of *developing managers and leaders who are contemplative, discerning and consistent in decision making* are provided in Table 7.6 below.

Table 7.6: Developing managers and leaders who are contemplative, discerning and consistent in decision making

Effective organisations	<p><i>"But it is introspection, you have to focus on it every day, at times, think twice before you talk once, before you sent an email if you are annoyed before you press the sent button, sit back and relax, think about it make sure whether that is really what you want to say" (Management participant).</i></p> <p><i>"They must never wonder "which profile of Mathias is going to walk into this office tomorrow?" Is it the nice one? Is it the bad one, because he has moods? If people do not feel safe in your company, or they do not feel safe in terms of your leadership in terms of the consistent approach that you have, they lose faith in you" (Management participant).</i></p>
Less effective organisations	<p><i>"I am sorry to say this, but I am putting much of the blame on the current Chief Executive Officer X and this is just to be honest, and this is because he is somebody who cannot take a firm decision, he keeps on consulting and consulting and that is the problem" (Employee participant).</i></p> <p><i>"Especially when you are dealing with people treat everyone the same, I should not come to you today because of a death in the family and you allow me to go and when X comes tomorrow with the same problem you cannot allow her" (Employee participant).</i></p> <p><i>"Because, for example, in our case, if your CEO is not principled, consistent and ethical, the whole business might fall down" (Employee participant).</i></p>

7.4.2.3. *Encourage sincere and robust debates until consensus*

Based on the data, effective organisations appear to encourage sincere and robust debates on various organisational aspects as a way of improving organisational performance. Table 7.7 shows how the sub-theme, *encourage sincere and robust debates until consensus*, was developed from data.

Table 7.7: Encourage sincere and robust debates until consensus

Effective organisations	<p><i>“We like to debate things on a continuous basis, we just do not agree and everybody is part and parcel of that decisions so it’s just not the finance’s decision if you do not accept that proposal than we need to let the people know, so we debate an issue to a point where everybody agrees” (Management participant).</i></p> <p><i>“In 2000 we changed our values, there was a process where everybody was consulted and asked, “name five or six values that you think we should uphold all the time as a company” That debate went on for a year because the Chief Executive Officer at that point in time wanted to make sure that there was a proper consultation and that at least 90% of the people were going to buy into what we were going to call our values” (Board participant).</i></p> <p><i>“The previous Chief Executive Officer could just pop in and call people together and ask them what they were busy doing, and what is going on and how they feel about the company and talk around, and then he would apologise for taking people away from their jobs and leave them to go and continue with their duties. And he was always walking around with someone who took notes of all that was said” (Employee participant).</i></p>
Less effective organisations	<p><i>“There are some of our branch Managers that have adopted dictatorship style of management, but we have new generation managers their management style is different from those old managers” (Employee participant).</i></p> <p><i>“Whatever is decided at management level will never change at grassroots level, it will just come down, even if the decision is wrong we will try and live by it, until a certain issue will come up which is like a problem, and then only will the leadership try and see how to solve it and that is the problem that I have” (Employee participant).</i></p> <p><i>“Let us remove titles and let us communicate freely and let us concentrate on why we are here, because a lot of times we concentrate on the title and we forget why we are here” (Employee participant).</i></p>

From the data, it appears that a consultative and inclusive approach to organisational management, especially from employee perspectives, seems to be preferred over an approach in which decisions are forced upon people. Organisational members appear to respond more positively to an approach in which organisational aspects are debated through a consultative approach than an autocratic approach.

7.4.2.4. Creating role models and mentors in the organisation

The final sub-theme related to the theme *ability to engage the human fundamentals in the organisation* relates to creating role models and mentors in the organisation. Creating role models and mentors in the organisation was grounded in the data as reflected in Table 7.8 below.

Table 7.8: Creating role models and mentors in the organisation

Effective organisations	<p><i>“Or the grooming process where management identify you as an employee and they actually tell you that you are a good employee and this is where we want you to be. The ability for them to groom you or to develop you in order for you to at least reach that level that they want you to reach” (Employee participant).</i></p> <p><i>“How the grooming works is like if we employ a human resource person, we would, for instance, create a position, for say, a human resource assistant, then he/she would work closely with the Human Resource Manager” (Employee participant).</i></p> <p><i>“Because the person is so delighted and happy and the person sees you as a mentor and role model, just for the fact that you have been living it not because you have been given the title” (Employee participant).</i></p>
Less effective organisations	<p><i>“And in my experience amongst the Board members that we have, you might only find one or two people that are critical, the rest are just there for their sitting allowances” (Employee participant).</i></p> <p>Two other quotes not visible in data for the less effective organisations, which might suggest that creating role models and mentors in the organisation does not occur as significant behaviour in the less effective organisations relative to the effective organisations.</p>

7.4.3. Exercise managerial patience

The third main theme developed in this study as a leading organisational practice or behavioural virtue that is associated with effective organisations is managerial patience. Managerial patience refers to a greater understanding and awareness of one’s unique operating circumstances and context, especially the major adverse conditions and obstacles in the operating environment. In this study, managerial patience refers to perseverance and toughness to emerge from severe circumstances without losing hope. Namibia emerged in 1990, from a polarising and brutal colonial history. As a consequence, the mindsets of people working in organisations could have been shaped by colonial legacies and discriminatory practices. Due to this particular historical context, Namibian organisations should embrace an organisational ability to transform historical and other external environmental challenges into advantages; to have resilience to persevere despite challenging conditions arising from the past history. Especially seen from the context of poor socio-economic conditions, low standards of living, low social and human development indices as well as literacy levels, managerial patience appears to be essential in the Namibian context.

One participant explained the importance of exercising managerial patience by stating that “If you are going to a developing market and you find a lack of skills, you cannot turn unskilled people into skilled people overnight, most of the times as unfortunately as evident, throughout Africa at the moment, you get strikes and upheavals by people and there is a lot of anxiety and people being unhappy about things” (**Management participant**). Therefore, exercising managerial patience appears to be a necessary behavioural trait associated with the effective organisations.

Based on data, the sub-themes that make up the theme *managerial patience* are illustrated in Figure 7.3.

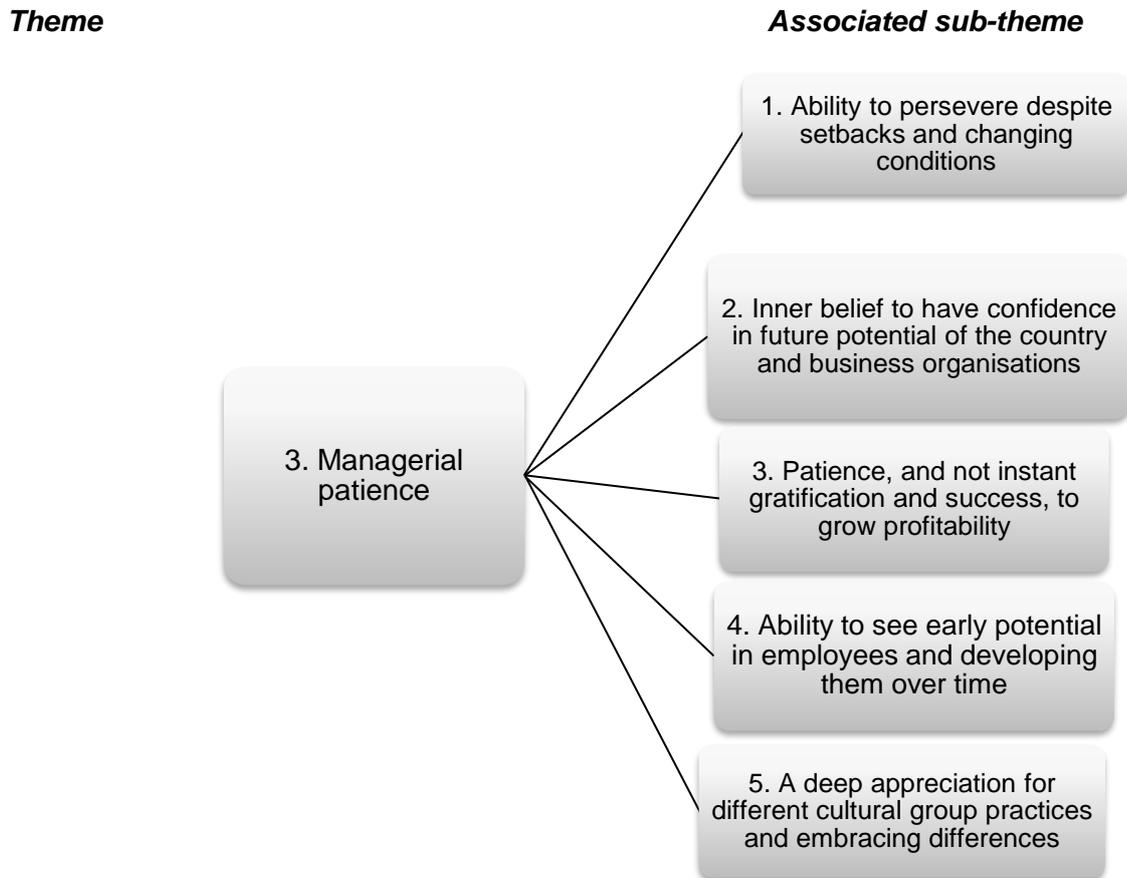


Figure 7.3: Managerial patience

As reflected in Figure 7.3, managerial patience includes the ability to persevere despite setbacks and changing external realities and conditions, inner belief to have confidence in the future potential of the country and business organisations, patience to grow profitability, ability to see early potential in employees and developing them over time to take more responsibilities and a deep appreciation for different cultural group practices and embracing differences. These sub-themes are discussed next.

7.4.3.1. Ability to persevere despite setbacks and changing external realities and conditions

Ability to persevere despite setbacks and changing external realities and conditions refers to organisational resilience to operate in adverse environments caused by specific historical and current realities. Table 7.9 below further elucidates the meaning of ability to persevere despite setbacks and changing external realities and conditions and how it emerged from the data.

Table 7.9: Ability to persevere despite setbacks and changing external realities and conditions

Effective organisations	<p><i>“Here we are sitting in a predicament that we are in the first place not sitting with zillions of people that are skilled to take over the job, at the same time we are all sitting with the responsibility to actually be involved in the up skilling, we cannot pass that on to somebody else, we cannot pass it on to Government” (Board participant).</i></p> <p><i>“We did not have the good schools and good systems and good support structures that other people had in the past and as such we owe it to our people to be patient with them, if we are not patient with them, who is going to be patient with them”? (Management participant).</i></p> <p><i>“I can only think of patience. I think in terms of management, one needs to be a lot more geared to the human element, certainly in Namibia, than you would find in Germany. There if somebody does not perform he gets fired, finish, because I can find a lot of qualified and skilled people out there. (Board participant).</i></p>
Less effective organisations	<p><i>“You are supposed to be able to coach and mentor. And how do you use somebody with two MBA’s or something to coach or mentor somebody who ended up in grade 9. It can be very frustrating” (Management participant).</i></p> <p><i>“Look the thing is I never studied anything. I did not go to University, I did not go to high school, I did not go, I stopped studying when I was eighteen and i started working” (Management participant).</i></p>

7.4.3.2. Inner belief to have confidence in future potential of the country and business organisations

Another sub-theme that appears to be an integral part of the theme *managerial patience* is inner belief to have confidence in the future potential of the country and business organisations. Input from participants, listed in Table 7.10 below, further expands on the meaning of this sub-theme.

Table 7.10: Inner belief to have confidence in the future potential of the country and business organisation

Effective organisations	<p><i>“We feel very patriotic, we feel we cannot let the Nation down, as a Company we feel that we must serve this Nation, we feel being part of the Namibian people” (Management participant).</i></p> <p><i>“People are so inspired by the purpose, they take it by themselves, it is like “this is mine,” and that shows you that there are too few people in this country who talk about why we do what are doing, if people are responding to our purpose in such a way, it means there is a lack of finding a purpose in the country” (Board participant).</i></p> <p><i>“But we are asking to go further, we are asking to find the purpose so that everybody knows why they are going to work” (Board participant).</i></p>
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Less effective organisations	<p><i>“Then where is the fault and for me it is the management, they are not looking after their people, and they do not care about the Economy of Namibia and they are not taking our needs to heart” (Employee participant).</i></p> <p><i>“Yes, we are living on overdraft, so I do not know, I really do not have words for this Corporation at this moment and I can also not be specific and tell you it is a; b; c and d” (Employee participant).</i></p> <p><i>“Because of these changes in leadership, and people do not have direction anymore” (Employee participant)</i></p>
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7.4.3.3. Patience, and not instant gratification and success, to grow profitability

From the data, it appears that patience to grow the business and profitability is a virtue associated with the effective organisations. Table 7.11 below indicates how patience, and not instant gratification and success, to grow profitability emerged from the data.

Effective organisations	<p><i>“Quick bucks is not a solution, if you want to make quick bucks, it is not how the business operates. Secondly, you must have the passion for business and you must understand the type of business that you are in “(Employee participant).</i></p> <p><i>“Meaning it was entrepreneurs not just having put money into the business, but having put their own minds and hearts and blood and souls into the business and I think that is fundamental for any business to grow, just to throw money at problems does not always work” (Management participant).</i></p> <p><i>“Our employees come from different backgrounds, they have different qualification backgrounds and so not everybody is on the same level, so we need to have patience to talk to everybody so that they can understand” (Management participant).</i></p>
Less effective organisations	<p><i>“They were complaining those years the thing is white but now we have the black people there but performance is not there. We all want to get rich quick, we all want to earn high salaries and do absolutely nothing” (Management participant).</i></p> <p><i>“Now it about themselves and enriching themselves. Getting as much as they can out of it” (Management participant).</i></p>

7.4.3.4. Ability to see early potential in employees and developing them over time to take more responsibilities

It is apparent from the data that people development, at times over a longer period, is required in developing contexts. Table 7.12 below indicates how the sub-theme *ability to see early potential in employees and developing them over time to take more responsibilities* was constructed from data.

Table 7.12: Ability to see early potential in employees and developing them over time to take more responsibilities

Effective organisations	<p><i>“An important management practice is to invest in the capacity of your people, to continuously expose them to new learning and environment” (Management participant).</i></p> <p><i>Someone may for instance have a B-Tech or B-Accounting qualification, but this person may not have worked before, it could be someone from the North, and it could be their first job, so you really need a bit of patience in order to develop them properly” (Management participant).</i></p> <p><i>“They did not go to good schools, they did not have electricity in their houses, they did not have taps with running water, and as such we need to address things differently because they think differently, you cannot expect to employ somebody and expect them to hit the ground running fast like somebody who has been trained to do so” (Management participant).</i></p> <p><i>“I guess what I have been telling you about patience and the experiences that I have had, unless you spent the time upfront to guide your people into certain direction or to explain things, you are only going to have problems afterwards, and you are then going to take the shortcut of just firing people, that is not the intention because I just pushed that problem to somebody else, instead of actually trying to solve the problem where you are” (Board participant).</i></p>
Less effective organisations	<p>No real evidence of this theme was found in less effective organisations compared to effective organisations where evidence appears to be rather convincing.</p>

7.4.3.5. A deep appreciation for different cultural group practices and embracing differences

Namibia consists of a highly diverse cultural society. As a result, appreciation for different cultural group practices and embracing differences in organisations appear essential. Table 7.13 below illuminates the meaning of this theme and depicts how the sub-theme *a deep appreciation for different cultural group practices and embracing differences* was constructed from data.

Table 7.13: A deep appreciation for different cultural group practices and embracing differences

Effective organisations	<p><i>“In Namibia, we have a diversity of cultures and if you do not understand or really have a knowledge of our different cultures than you can also cause the company accidents; in certain cultures, they do things different from the others” (Employee participant).</i></p> <p><i>“Let us take a place like X, or any kind of organisation, it has male and female, young and old, black and white, it is diverse, and that is where the power of the company lies, different thinking, different views, everybody brings everything to the party (Managerial participant).</i></p> <p><i>“Our employees come from different backgrounds, they have different qualification backgrounds and so not everybody is on the same level, so we need to have patience to talk to everybody so that they can understand” (Management participant).</i></p>
Less effective organisations	<p>No real evidence of this theme found in less effective organisations.</p>

7.4.4. Harness both good indigenous knowledge systems and thinking and Western systems

The fourth main organisational practice developed in this study and which is seemingly associated with effective organisations is *harness both good indigenous knowledge systems and thinking and Western systems*. In the context of this study, harnessing both good indigenous knowledge systems and Western systems refers to the extent to which an organisation blends the indigenous knowledge practices and systems and the Western knowledge systems in business paradigms and practices. It comprises blending good Western management systems with indigenous systems. Harnessing indigenous knowledge systems and thinking also means incorporating good indigenous systems and thinking in the organisation's strategy.

The essential constituents of the theme *harness both good indigenous knowledge systems and thinking and Western systems* is typified in Figure 7.4 below.

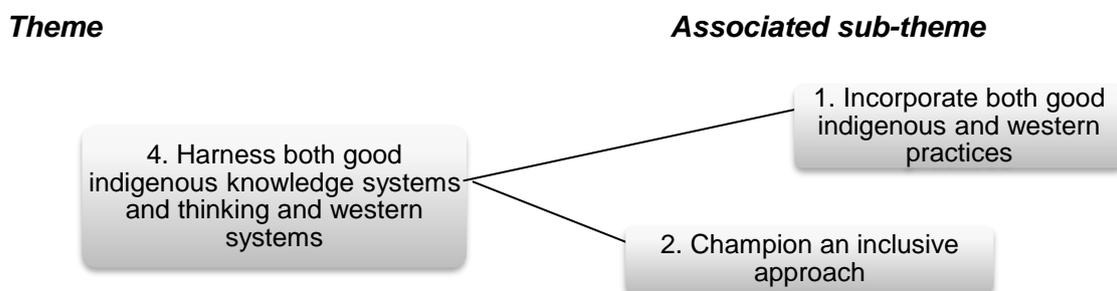


Figure 7.4: Harness indigenous knowledge systems and thinking and Western systems

Due to the nature of the Namibian economy, which includes some features of a developed and some of a developing economy, it appears significant to integrate both Western and indigenous knowledge systems into business practices in order to avoid a disconnect. This theme seems to speak to creating new philosophies of being and mindsets.

Two sub-themes, discussed next, are linked to the theme *harness both good indigenous knowledge systems and thinking and Western systems*.

7.4.4.1. Incorporate both good indigenous and Western practices

From the data, it seems that effective management could hinge on the successful harnessing and harmonising of both indigenous and Western corporate cultures. Table 7.14 below shows the views of the participants on this sub-theme.

Table 7.14: Incorporate both good indigenous and Western practices

Effective organisations	<p><i>“But I say you cannot divorce business principles from life or how we grew up or how we managed our relationships or children, from basic business principles and I think that is an important thing to remember especially in developing countries, our families are much closer than in Europe and in the United States of America” (Management participant).</i></p> <p><i>“Although it might be controversial, but in the type of industry that we operate you need a strategic business partner, somebody from Europe to have an alliance with you. It is an Industry that requires fast learning and what we currently do in the developing countries has already happened like five years ago in the developed countries” (Employee participant).</i></p> <p><i>“Well, look I am European; I am from Belgium originally. I came here with the European Commission and I fell in love with the country. I met a few other Belgians. The group is owned by Belgians. So, all the money that was invested in lodges is also European money that came in. So we see how things are run on the other side and then try to bring the experience over here” (Board participant).</i></p> <p><i>“From our forefathers there has been a lot of good leadership that we have seen, and unfortunately we were not able to record it or pursue it, but if people in the village and in the communities have various ways in which they have lived in harmony and they have been hard working” (Board participant).</i></p>
Less effective organisations	No further evidence related to this theme.

7.4.4.2. Champion an inclusive approach

Championing an inclusive approach refers to the ability to champion inclusivity rather than excluding some organisational members from aspects that concern them. Table 7.15 shows the views of the participants on this sub-theme.

Table 7.15: Champion an inclusive approach

Effective organisations	<p><i>“They just want to see you respecting them, acknowledging them as the valuable asset in your company and the person that actually belongs to this country that belongs to this resource” (Employee participant).</i></p> <p><i>“You have spoken about Ubuntu and the participatory thing. if I can remember when I was in school Western books talked about participatory management. We have known about this. We call it Ubuntu but it is participatory” (Board participant).</i></p> <p><i>“Never forget where you do your business, always stay in touch with local realities, because it will be futile for me to come and work in Windhoek while I have a Paris or New York mindset, or to go and work in Dar es Salaam with a Windhoek mindset” (Management participant)</i></p>
Less effective organisations	<p><i>“But there are so many things happening that are never communicated to us and I do not know if management thought that there was no need for us to know or what, I do not know, but in many cases communication breakdown is real” (Employee participant).</i></p> <p><i>“So I felt that we have been left out, we are supposed to have been informed but now you have someone telling you that this person was promoted, it was discussed at Exco. Then you would say, ok, it is fine; I do not have the skills to sit in Exco, so I was never informed” (Employee participant).</i></p> <p>No third quote apparent in less effective organisations.</p>

7.4.5. Active social investment and community presence

The fifth main theme developed as organisational practice that appears to be associated with the effective organisations is *active social investment and community presence*. In this study, the theme *active social investment and community presence* refers to the extent to which the organisation aligns its social investment agenda to meaningfully impact community development and societal transformation and not necessarily only be preoccupied with financial performance.

Much is expected from business in society in the 21st century. It is not only about financial perspectives only but also about other meaningful community and societal higher-purpose contributions. One study participant put it this way, “*To me it does not mean huge profitability, to me it means that you have an impact in the economy, and by economy I am referring to whatever goes hand in hand with the economy in other words, socio-economy, social upliftment and all of those things what happens to us as a country*” (**Board participant**). In Namibia, for instance, business organisations are seen as the “engine for economic transformation and growth” (NamibiaTrade Directory, 2008:12). Therefore, organisations are required to perform their tasks effectively and in a responsible and ethical manner. The organisation’s community and social involvement should not be seen in a similar manner to the views expressed by one participant as follows:

“They do not care about people anymore. They just care about money. Those things that used to drive them to make a nice company where people are happy, where people work well and as a result we will make a lot of money together has faded (**Management participant**).

Figure 7.5 below sketches the main constituents of the theme *active social investment and community presence*.

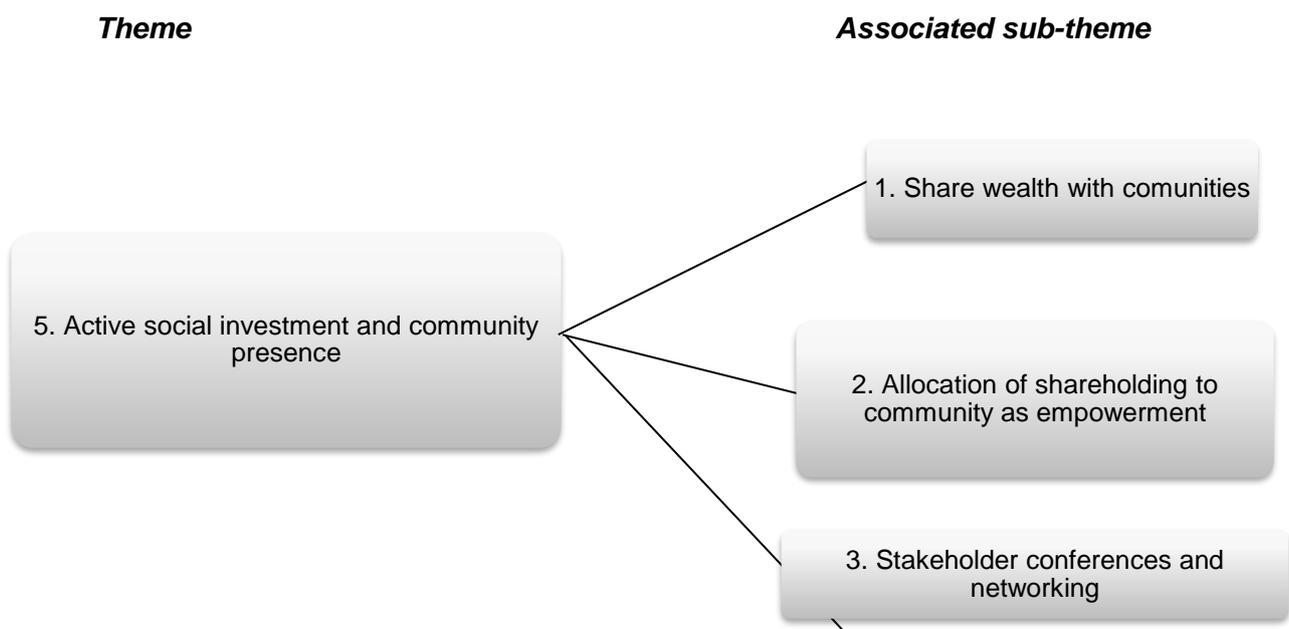


Figure 7.5: Active social investment and community presence

Figure 7.5 shows that three core sub-themes make up the theme *active social investment and community presence*. Further meanings and the constituents of the theme *active social investment and community presence* and how the themes were developed from data are shown in Tables 7.16, 7.17 and 7.18 below:

7.4.5.1. Share wealth with communities

Organisations should invest in local communities so as to ensure long-term sustainability and to avoid the community turning its back on the organisation. For this reason, it is in the organisation's own interest to adopt a shared-valued approach through, inter alia, sharing wealth with communities.

This sub-theme was typified in the data by the following quotes listed in Table 7.16

Table 7.16: Share wealth with communities

Effective organisations	<p><i>"We therefore do plough back into the community we have a professional services department that gives public lectures to upcoming farmers, communal farmers, you pay a N\$50 and then you get your lunch and all the advice, they show you how to do various things"</i> (Management participant).</p> <p><i>"For sure, if you have a look at social investment, the Bank is committed to dedicate a certain percentage of yearly profit after tax for social work, primarily on three pillars that is health, job creation and education"</i> (Management participant).</p> <p><i>"What we did is that through the efforts of the company we ensured that health facilities were brought there in the form of a Clinic, there is a school now, in fact now it is not the employer's place, it should be declared as a settlement"</i> (Management participant).</p>
Less effective organisations	<p>No evidence of this theme could be found in data; which might signify that not much is done by the less effective organisations to share wealth with communities compared to the effective organisations.</p>

7.4.5.2. Allocation of shareholding to community as empowerment

Table 7.17: Allocation of shareholding to community as empowerment

Effective organisations	<p><i>"I am thinking now that Damara land camp we own 60% of the company 40% is owned by the community"</i> (Board participant).</p> <p><i>"This is a shareholding, Portugal has 34% and then we are left with 66%, and this is the largest ever public trading in Namibia at 1,34 Million"</i> (Management participant).</p>
Less effective organisations	<p>No evidence of this theme could be found in data; which might signify that not much is done by the less effective organisations to share wealth with communities compared to the effective organisations.</p>

7.4.5.3. Stakeholder conferences and networking

This sub-theme refers to networking with influential decision makers in an honest manner through lobbying and regular meetings. In the Namibian environment with a small population size, business relationships, in a way, seem to depend on trust and personal contacts. Therefore, access to influential decision makers appears necessary. It is not access for unethical reasons but “clean lobbying” to inform influential decision makers about the organisation’s strategic intent so as to have active and positive community presence.

Table 7.18: Stakeholder conferences and networking

<p>Effective organisations</p>	<p><i>“I have seen that sometimes, conferences are organised where these Funds or organisation comes and you talk about what you do” (Employee participant).</i></p> <p><i>“Yes, I initiated the trip, I went to Durban with my colleague and then we went to Cape Town, just to see how the ports are doing in terms of operations and in terms of training and development we met stakeholders in the same Industry like us” (Employee participant).</i></p> <p><i>“If you, for instance, tell me lobbying in the positive sense, it means you set your goals, you select a few members amongst the decision makers [stakeholders] you approach them formally and you first understand what type of person he or she is, you spent time with them and you also make that person to also understand where you are coming from and what you want to achieve and then you nourish that for you to be able to succeed with what you are doing” (Employee participant).</i></p> <p><i>“Yesterday I attended a branch management conference where I was invited, and all of them are Namibian people” (Management participant).</i></p>
<p>Less effective organisations</p>	<p>No evidence of this theme could be found in data; which might indicate that this organisational practice is not regarded as significant in the less effective organisations relative to effective organisations.</p>

In a nutshell, active social investment and community presence requires an inherent organisational-wide philosophy that channels ego and energy into a bigger purpose. One way in which the organisation demonstrates social corporate responsibility is by respecting and treating its customers as key stakeholders. Respect means creating environments that are conducive for customers to transact in. It was observed during the data collection stage that some organisations are indifferent and appear not to respect or treat their customers and employees in an appropriate manner. For instance, the following observations were recorded during the data collection stage:

“Despite being 39 degrees Celsius today, the shop’s air-conditioning system is not functional; yet, the shop is full with customers preparing to buy items for school children going back to school tomorrow. Is the lack of fresh air and ventilation not harmful to customers’ and employees’ health? Does it really cost a lot of money for such a big and reputable corporation to repair its air-conditioning system?” (Field notes, interview, less effective organisation, 2012).

“Despite the queues being long, only 5 out of 10 till points are operational. To make matters worse, the till operator is ringing the goods and also packing the items because apparently the

packers will come later. The till operator's supervisor and manager are nonchalantly just staring at the multitudes of people in the queues as if not having any influence to change the situation for the better. Surely, simple things like opening additional till points and arranging for packers could improve the situation. Is this lack of innovation, lack of power to make decisions, plain indifference, dependency syndrome or a lack of respect for customers?" (Field notes, interview, less effective organisation, 2012).

7.4.6. Entrench active and transparent communication

The sixth organisational practice identified as a practice that seemingly links to the effective organisations is the theme *entrench active and transparent communication*. Based on data, this theme is defined as the extent to which the organisation entrenches authentic and transparent communication in the organisation to, in particular, accelerate strategy execution.

Figure 7.5 below sketches the three main constituents, and further meaning, of the theme *entrench active and transparent communication*.

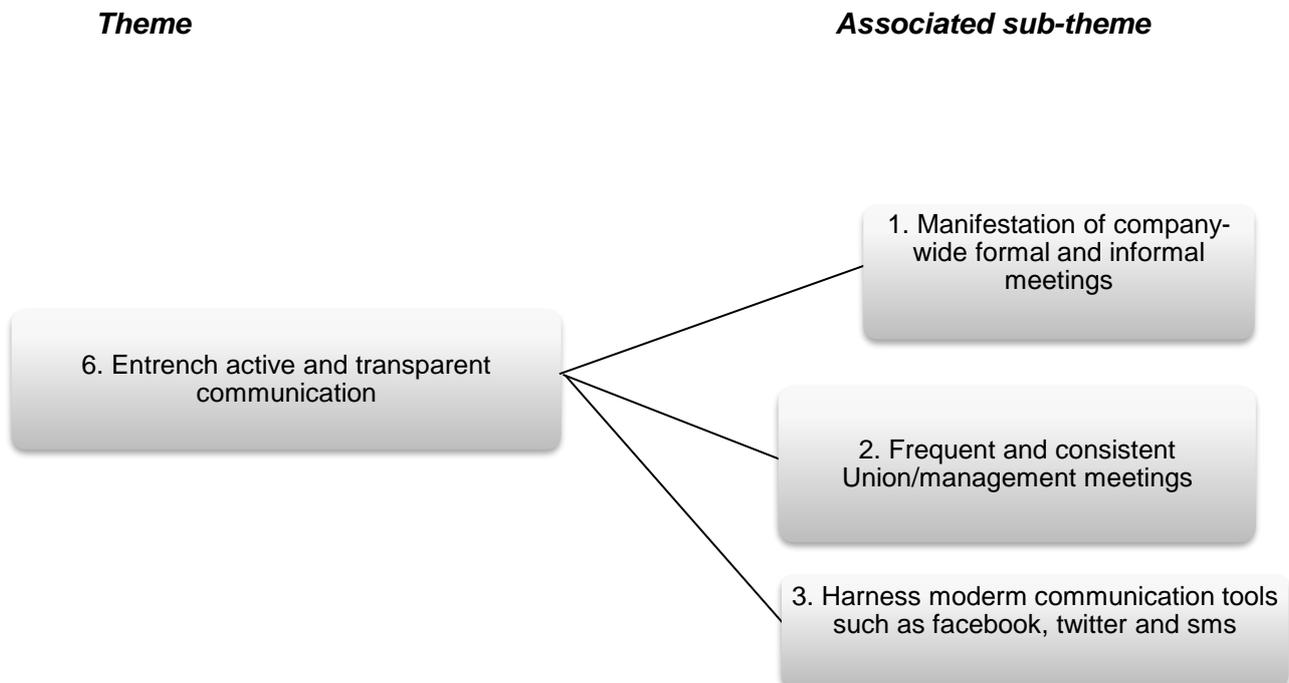


Figure 7.6: Entrench active and transparent communication

7.4.6.1. Manifestation of company-wide formal and informal meetings

Based on the data, it appears that authentic meetings add operational and strategic value to the organisation. Table 7.19 below typifies the significance of meetings as perceived by study participants from the effective and less effective organisations.

Table 7.19: Manifestation of company-wide formal and informal meetings

Effective organisations	<p><i>“He takes out a day, a whole, in fact 2 to 3 days. He meets people here in Windhoek and then for the rest of the regions he will meet them via video conferencing, because we have video conferencing facilities, but in addition to that he has also made it a point that on annual basis he has got what we call road shows. He goes throughout the country to see for himself what is actually happening, speak to the people on the ground but at the same time also speak to the communities and other national and regional leaders in the community to establish what their needs are” (Board participant).</i></p> <p><i>“Like we have weekly meetings and this is where it also helps. It can be very busy, but weekly or monthly meetings are very important. Communication and feedback and tracking where you are very important because it helps you as a business, and also having weekly activity reports, just jotting down how far you are with this and that” (Managerial participant).</i></p> <p><i>“Oh, yes, we also have Kopano, this is something else which is also part of it, after the quarterly reviews we have a big institutional meeting where the Chief Executive Officer addresses all the employees and then issues are discussed on an open platform and important things that may have occurred in the past quarter are addressed and employees are given an opportunity to raise their concerns and have them answered by the Chief Executive Officer and senior management” (Employee participant).</i></p>
Less effective organisations	<p><i>“Exactly, I mean we just hang in there, because you know that you have said something about the issue that is not right, or that you want changed, but for all these years we are looking back and we are saying but these things we have already mentioned and last year again, and last month” (Employee participant).</i></p> <p><i>“No, it is not monthly. Normally it is ad-hoc. When we feel there is a need to engage or to interact, that is when we meet and that is normally before we start looking at the negotiations or staff benefits” (Management participant).</i></p> <p><i>“As a section Human Resource has weekly meetings, but as a Department, we do not have” (Employee participant).</i></p>

7.4.6.2. Frequent and consistent Union/management meetings

Regular meetings with the Union was singled out by participants due its seeming strategic nature, which means that engagement with the Union might be one of the activities that can build or break the organisation. The significance of unions in Namibia should be understood in the context of the Namibian-specific contextual influences discussed earlier, namely political influences.

The significance of regular and consistent meetings with unions is seen in the participants' views detailed in Table 7.20.

Table 7.20: Frequent and consistent union/management meetings

Effective organisations	<p><i>“Then we have the continuous engagement between the Union and management, but as the Chief Executive Officer I ensure that at a quarterly basis, I meet with all the employees, brief them on what is happening, take questions and listen to their concerns and then try and address those concerns” (Managerial participant).</i></p> <p><i>“I have a unique one that I am just implementing here in Namibia, if you are operating in an emerging market, you must understand that you need to engage with all the stakeholders, and that means you need to engage with the Unions whether you like them or not” (Management participant).</i></p> <p><i>“Well, whether you like it or not, in Namibia they are a necessary part of the social contract that we have so, yes, there are times that one feels that they could have behaved differently, but by and large I must say that Unions give direction and they make valuable input in the way we run this company” (Management participant).</i></p>
Less effective organisations	<p><i>“Our Unions are NUNWR and NAFWA, if they need to be part, they are part if they do not, then they are not” (Employee participant).</i></p> <p><i>“Fortunately, we are not unionized our Company is not unionized because the employees do not want to be unionized we do not have a recognition with any union” (Management participant).</i></p> <p><i>“The Unions would demand a; b; c and sometimes management tends to give in to pressure by the Union and then they start giving what the Union demands, and this is good for the employees, but it is unfortunately not good for the company, it might run the company down” (Management participant).</i></p>

7.4.6.3. Harness modern communication tools such as Facebook, Twitter and sms

The technological advances of the 21st century appear to have introduced easier and faster ways of communicating. As a result, some organisations have made it part of their organisational practices that enhances organisational effectiveness and competitiveness.

Table 7.21 below typifies the significance of harnessing modern communication tools such as Facebook, Twitter and sms as perceived by study participants from the effective and less effective organisations respectively.

Table 7.21: Harness modern communication tools such as Facebook, Twitter and sms

Effective organisations	<p><i>“What we have is I have my own Facebook site where some of my employees are on as well, and of course this is our bigger role of communicating and sharing what we are doing. Secondly we have a gena site and that is in-house intranet society, it looks like Facebook, but employees subscribe to that and that is of course only those with a computer and things are communicated on gena” (Management participant).</i></p> <p><i>“Then we have a sms system where people get an sms for any important news like I can show you, like when the best company to work for results came out all the employees got this message immediately” (Management participant).</i></p> <p><i>“People voted via sms, but anyway people had a say in that” (Management participant).</i></p>
Less effective organisations	No evidence of this theme could be found in data; which might indicate its absence as, perhaps, the practice not happening in the less effective organisations relative to effective organisations.

During the data collection process of this study, the researcher observed that some organisations were quick to respond to interview requests, whilst others only responded after numerous requests had been sent to them. Some organisations simply ignored requests, even if these requests were in a written format such as emails and letters. It was striking to note that only a small number of senior management from four companies promptly responded to the researcher’s original hand-delivered requests for interviews. Coincidentally, all these companies are from the effective organisations’ category. Organisational effectiveness behaviour implies that senior management act professionally to small matters such as responding to letters and emails and returning phone calls. How could higher strategic aspirations be achieved if professionalism is lacking on minor aspects?

The following verbatim email exchange, read from the bottom up, illustrates the lack of attention to fostering active communication practices in some organisations. It accentuates the fact that organisational communication is truly a problematic aspect in some less effective Namibian companies. Identities are concealed to protect identification of company and individuals.

From: Matthias Ngwangwama

Sent: Monday, October 22, 2012 3:44 PM

To: X

Subject: FW: Study Interview

Dear Mr. X,

The below correspondence has reference. Can we set up a meeting for me to explain if contents of these documents are not clear on what I am doing?

Kind regards,

Matthias

From: Matthias Ngwangwama
Sent: Monday, October 22, 2012 3:39 PM
To: Y
Subject: FW: Study Interview

Good afternoon,

I am following up on this matter. Is it reaching Mr. Y? Any feedback?

Kind regards

Matthias

From: Matthias Ngwangwama
Sent: Thursday, October 04, 2012 10:42 AM
To: X
Subject: FW: Study Interview

As telephonically discussed. Please forward to Mr. X. I am asking for an appointment to interview him as explained in the documents.

From: Matthias Ngwangwama
Sent: Wednesday, October 03, 2012 3:00 PM
To: Y
Subject: FW: Study Interview

Dear Mr. Y,

I attach these documents I have been sending to the Office of the MD for a year now. I never received any response or acknowledgement. After several follow-ups, I was informed by Ms. Y today to forward it to you for consideration.

What I am requesting is (i) a few minutes of the CEO's (or his delegate's) time for an interview, (ii) facilitation for an interview with the Board Chairperson, and (iii) the name of an employee in the HR department who I can interview.

Due to your standing in the Namibian business landscape, there is no way how A cannot partake in this project.

Waiting to hear from you.

Kind regards

From: Matthias Ngwangwama
Sent: Friday, February 10, 2012 10:18 AM
To: X
Subject: FW: Study Interview

Any response to the below? What I am requesting is (i) a few minutes of the CEO's time for an interview, (ii) facilitation for an interview with the Board Chairperson, and (iii) the name of an employee in the HR department who I can interview.

Please kindly assist.

From: Matthias Ngwangwama
Sent: Thursday, October 06, 2011 4:42 PM
To: X
Subject: Study Interview

Hallo Ms. X,

I am following up on a letter I hand-delivered on 19 September 2011 (see attached), requesting the permission from the CEO to participate in a PHD study interview. Could you please kindly follow up with the MD/CEO for a response? I will truly appreciate it if he could avail his/her valuable time for a 1 hour interview as requested in the said letter.

Kind regards

If a high-performance culture is to be entrenched in Namibian organisations, active and transparent communication could be pertinent. People cannot perform to high-levels if what is expected from them is ambiguous or is hidden from them.

Effective communication is a universal organisational activity and practice. However, it appears a unique and non-negotiable organisational practice in the Namibian context as in any other country because of recent colonial history and past discriminatory laws and practices that contributed to mistrust between people. The following observation made during the data collection stage explains why communication is significant in Namibia.

“Due to the past colonial and apartheid experiences, people in organisations want involvement in activities and decisions within their circle of influence because that makes them feel valued, appreciated and affirmed. In fact, the whole liberation struggle was about people being part of decision making, which includes the business environment. Therefore, exclusion of people in companies attracts negative tension and dysfunctional cultures” **(Field notes, 16 May 2012)**.

Organisational communication appears to be strongly linked to strategy execution because strategy execution is all about organisational culture, leadership and people skills. The root cause of failure to implement strategy might be poor leadership and dysfunctional organisational cultures. Where there is ineffective and inexplicit organisational communication, strategy execution is likely to fail.

7.4.7. Implement fit-for-purpose human capital development

The theme *implement fit-for-purpose human capital development* refers in this study to the extent to which a company implements customised training and development programmes that are informed by managerial clarity on the strategic intent and observed employee performance shortcomings. The theme *implement fit-for-purpose human capital development* is intrinsically linked to the theme *careful recruitment processes and activities* because in environments with low

levels of human and social development, as discussed earlier under the Namibia-specific contextual influences, effective recruitment might be affected.

Figure 7.7 shows the different aspects associated with the theme *implement fit-for-purpose human capital development*. The quotes in which the different sub-themes associated are provided afterwards.

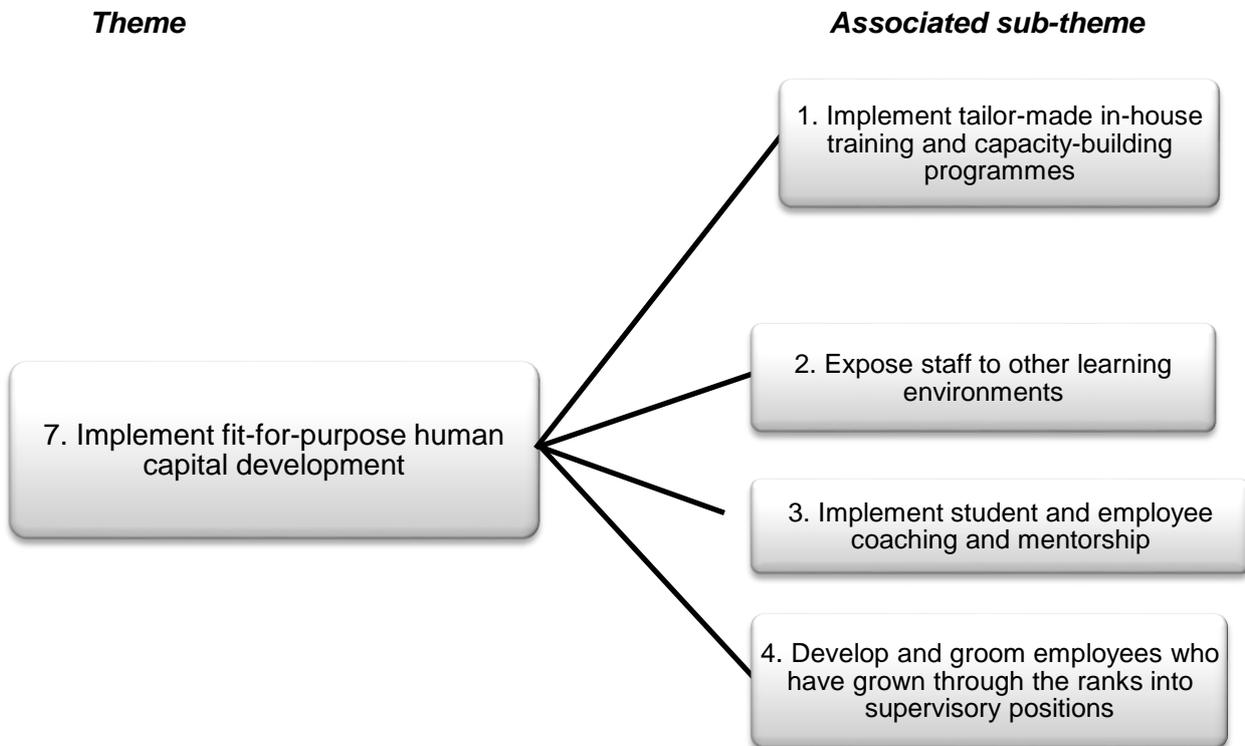


Figure 7.7: Implement fit-for-purpose human capital development

7.4.7.1. Implement tailor-made in-house training and capacity-building programmes

Implementing fit-for-purpose human capital development is about training programmes that should be customised to specific needs and not ones offered as generic or universal solutions. The need for implementing tailor-made in-house training and capacity-building programmes in organisations was explained by the participants in the study as per Table 7.22:

Table 7.22: Implement tailor-made in-house training and capacity-building programmes

<p>Effective organisations</p>	<p><i>“I think in-house training is extremely important because if you can see that someone is actually doing, getting training in-house, doing the job correctly, and being trained accordingly. I think in-house training makes out a big part, or takes a big part in getting your people responsible” (Management participant).</i></p> <p><i>“No, firstly every month we have a “own our world” training, and we take about 64 people through the training and you can imagine that in the last 7 to 8 eight years, we have taken 800 people through that, so we really teach the</i></p>
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	<p><i>purpose and values” (Management participant).</i></p> <p><i>“We do our own in-house training where they tap from certain specialised departments such as Internal auditing or finance, say there is a course on management or basic administration, accounting, debits and credits, one of my Auditors or myself can go there and do the training” (Employee participant).</i></p>
Less effective organisations	<p><i>“I said we should stop calling budget lines training and development, we should rather call it workshops and conferences, and these are mostly attended by managers and supervisors, where? In South Africa, so this is basically a typical holiday budget, for S&T claims” (Employee participant).</i></p> <p><i>“Employee training is zero when it comes to our department, there is nothing, what these people are doing is that they will take us to a retreat once a year, that retreat has to do with a facilitator who is brought in, dominated and managed by the managers” (Employee participant).</i></p>

7.4.7.2. Expose staff to other learning environments

Based on data, staff exposure in different environments as learning opportunities appears critical as evidenced by the participants’ views outlined in Table 7.23.

Table 7.23: Expose staff to other learning environments

Effective organisations	<p><i>“An important management practice is to invest in the capacity of your people, to continuously expose them to new learning opportunities and environment” (Board participant).</i></p> <p><i>“They are sent out to go and do studies to see what the other ports are doing, to see which ports we can take over and how we can take over, and they then share that information” (Employee participant).</i></p> <p><i>“We are now constantly looking at what our competitors say, and what helps us is that our sales team do not only sell X, they sell everybody in Namibia, so we know what the other guys are charging, we know what the guests say when they come out, so we take serious note of that” (Management participant).</i></p>
Less effective organisations	<p>Theme not apparent in data which might indicate inattention paid to this practice in the less effective organisations compared to effective organisations.</p>

7.4.7.3. Implement student and employee coaching and mentorship

It is evident from the data that implementing student and employee coaching and mentorship might be one of the efforts to improve the lack of skills in the country. Table 7.24 below further expands on this sub-theme.

Table 7.24: Implement student and employee coaching and mentorship

Effective organisations	<p><i>“For CATS (corporate accelerated training system), we have one student who is going to finish now, the other student is finishing next year, and then we have taken up two new students that started the 1st August. On our books we have five CATS students and that is disregarding previous students. We have 8 UNISA students that X pays for, students with loans are 16” (Management participant).</i></p> <p><i>“We pay for our children’s education N\$10 000 per year for every employee, we also have a N\$12 000 scholarship available for all employees per year, if you wish to study at the Polytech, UNAM, UNISA or anywhere, it is available” (Management participant).</i></p> <p><i>“Now what we do, because the courses are quite expensive with NATH, they range between a N\$1 800.00 and N\$5 000.00 per subject, as that we pay half of their tuition and they pay the other half” (Management participant).</i></p>
Less effective organisations	Theme not apparent in data which might indicate inattention paid to this practice in the less effective organisations compared to effective organisations.

7.4.7.4. Develop and groom employees who have grown through the ranks

People who have developed through the ranks appear to add more value in the organisation because of unique insider knowledge. In particular, it appears that developing people from the ranks into leadership positions offers strategic advantage.

Table 7.25 below further expands on this sub-theme.

Table 7.25: Develop and groom employees who have grown through the ranks

Effective organisations	<p><i>“Also because some of the reasons for the success of X is because you have people that came through the ranks. They know how it feels to be down there, they know what those guys go through, you now sit in a management position, but you can associate with them” (Management participant).</i></p> <p><i>“When you grew up in an organisation like myself, I fortunately started at licking stamps and a teller level, so I have been through all these levels of the organisation” (Management participant).</i></p>
Less effective organisations	Theme not apparent in data which might indicate inattention paid to this practice in the less effective organisations compared to effective organisations.

7.4.8. Effective performance management and reward systems

In this study, the theme *effective performance management and reward systems* refers to the extent to which the organisation implements effective performance management systems and practices, which allow for identification of employee needs and fair rewards. People must first be recruited effectively in the organisation and then be effectively evaluated on performance. Effective recruitment without effective employee performance evaluation could be meaningless. Both

activities must be done in tandem to add meaning and value to organisational effectiveness. To determine if the right people have been recruited, their performance needs to be evaluated consistently. Effective performance management and reward systems encourage people to innovate and implement new and better ways of doing things.

Figure 7.8 shows the different aspects associated with the theme *effective performance management and reward systems*. The quotes in which the different aspects associated with the theme are rooted are provided thereafter.

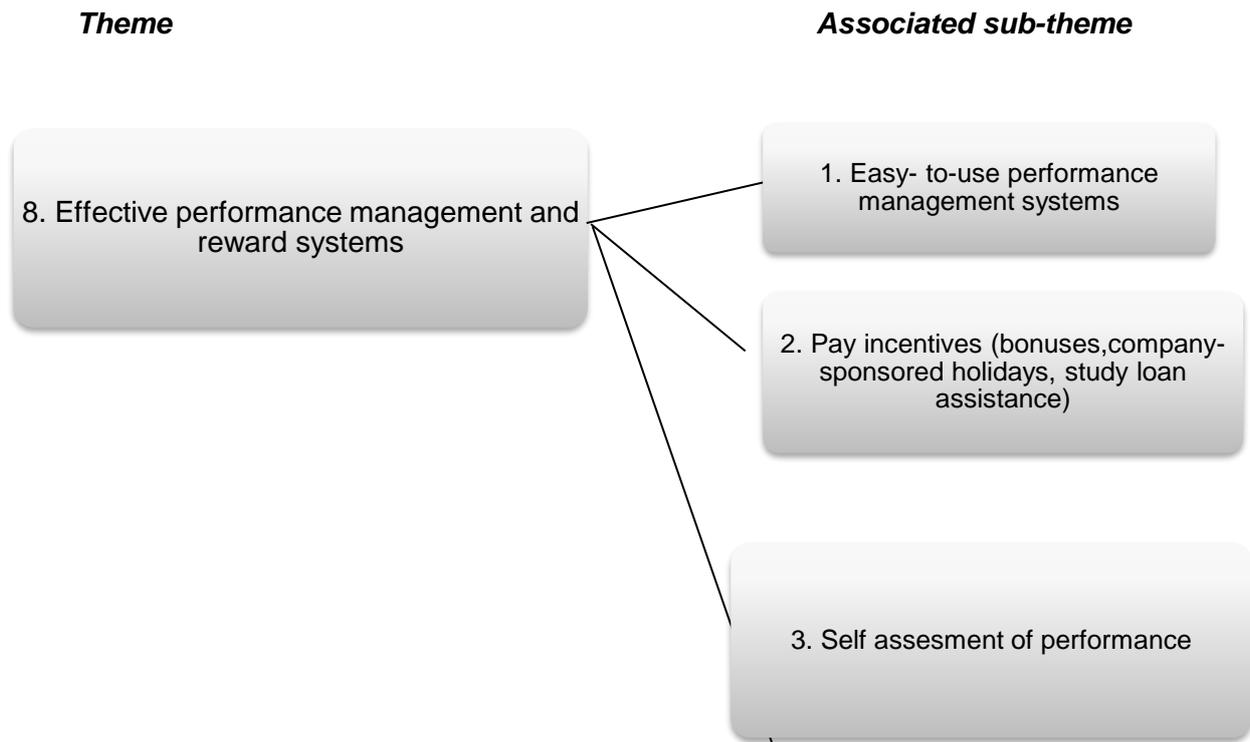


Figure 7.8: Effective performance management and reward systems

7.4.8.1. Easy- to-use performance management systems

Assessing people performance should be aided by objective and easy-to-use performance management systems. Because it is an aspect that affects the lives of people, it should be implemented in a transparent and honest manner.

Table 7.26 below offers the perceptions of the study participants on easy-to-use performance management systems.

Table 7.26: Easy- to-use performance management systems

Effective organisations	<p><i>“Our performance management system works, it is not perfect, but we have come a long way with it and it has been evolving to an extent where we have monthly feedback sessions, everyone in the Company get into a conversation. Then we have quarterly reviews of Institutional performance, we have a panel of 15 people” (Management participant).</i></p> <p><i>“We implemented it about 5 years ago, we designed a system, we designed the tool that we used to capture the performance agreements or the review, we picked that there was a lot of resistance from the employees, but we gained a lot of support from management and more especially from the Board, because it was now an instruction from the Board that it must be implemented, and they had a carrot like they said if you are not implementing it forget about the reward, and I think that is how people started buying in” (Management participant).</i></p> <p><i>“Every year my executive team and I revisit and update our Purpose, Vision and Values from which the focus areas are derived, which lead to an annual work plan including a budget. At the same time the performance agreements incorporating the various aspects which needed to be concentrated upon are finalised” (Management participant).</i></p>
Less effective organisations	<p><i>“Performance management. That was in 2012, June. I recall well 8th June was the day the report was landed on their table. When they discussed it in their board meeting. Up to now we did not even get that” (Management participant).</i></p> <p>No other evidence of this theme could be found in data.</p>

7.4.8.2. Pay incentives (bonuses, company-sponsored holidays, study loan assistance)

Based on data, it appears that due to the developmental stage of the country, financial rewards, such as good remuneration and benefits, profit sharing schemes, company-sponsored holidays and study assistance schemes, were perceived by participants to be motivators relative to non-financial rewards. Table 7.27 below expands on the preceding statement.

Table 7.27: Pay incentives (bonuses, company-sponsored holidays, study loan assistance)

Effective organisations	<p><i>“Sometimes you do things that are outside the normal accepted theories. Like people would say money is not a motivator, but when you come to the real world, then you would see even the most senior person in the organisation, if you say I will throw this carrot in front of you in terms of a bonus or whatever, you seem to get more commitment and more productivity and loyalty from that person” (Management participant).</i></p> <p><i>“I mean if he, lets, how should I put this, if he encourages me to work harder, he is going to, obviously going to give me a raise or a bonus or whatever you know. That motivates me already” (Employee participant).</i></p> <p><i>“We like to say and we are shy about saying that ‘I am driven by money’. Some people are also driven by money and want to be compensated for what they do” (Employee participant).</i></p>
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Less effective organisations	<p><i>“Because you want to do things for your Company, you want to do a; b; c, but then management tells you “no, there is no money”, every time you want to do something you are told there is no money until people start giving up and then they stop coming up with new ideas and wanting to be creative and wanting to do a; b and c, they say “let us just do what comes on the desk” (Employee participant).</i></p> <p><i>“It is not good because we are really underfunded, there is no money, we have to cut projects here and there, as you know everybody in the country is crying” (Employee participant).</i></p> <p>Third quote is not apparent in data</p>
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7.4.8.3. Self-assessment of performance

It is evident from the data that the practice of employees assessing their own performance appears to be encouraged. Table 7.28 amplifies the significance of self-assessment of performance.

Table 7.28: Self-assessment of performance

Effective organisations	<p><i>“We have something called on spot award, where the Supervisor recognises that specific achievement and gives them a voucher or something and it is published on the intranet” (Employee participant).</i></p> <p><i>“It does work, self-assessment is a wonderful thing, we all talk very highly of ourselves but once you have to put pen to paper and then answer to that makes it very objective, it is very easy to say five, five, five or five out of five but sitting with somebody in front of you that has to really now assess what you have assessed yourself that makes a difference, so the self-assessment works” (Management participant).</i></p> <p><i>“Also the role of holding each other accountable for performance to say if so and so does not perform or does not come to the party where you are told that “this is the expectation and this is the standard that we expect from you and we see that you are not performing, how can we help you, or can we give you opportunities or time to improve and if you do not improve then we will have discussions” (Management participant).</i></p>
Less effective organisations	

7.4.9. Maintain beneficial Union relationships

Beneficial Union relationships refers to the extent to which the organisation entrenches good relationships with the Union. This theme links to earlier discussions and quotes provided on unions under Section 7.4.6.1.

Figure 7.9 shows the different aspects associated with the theme *maintain beneficial Union relationships*. The quotes in which the different aspects associated with the theme are rooted are provided thereafter.

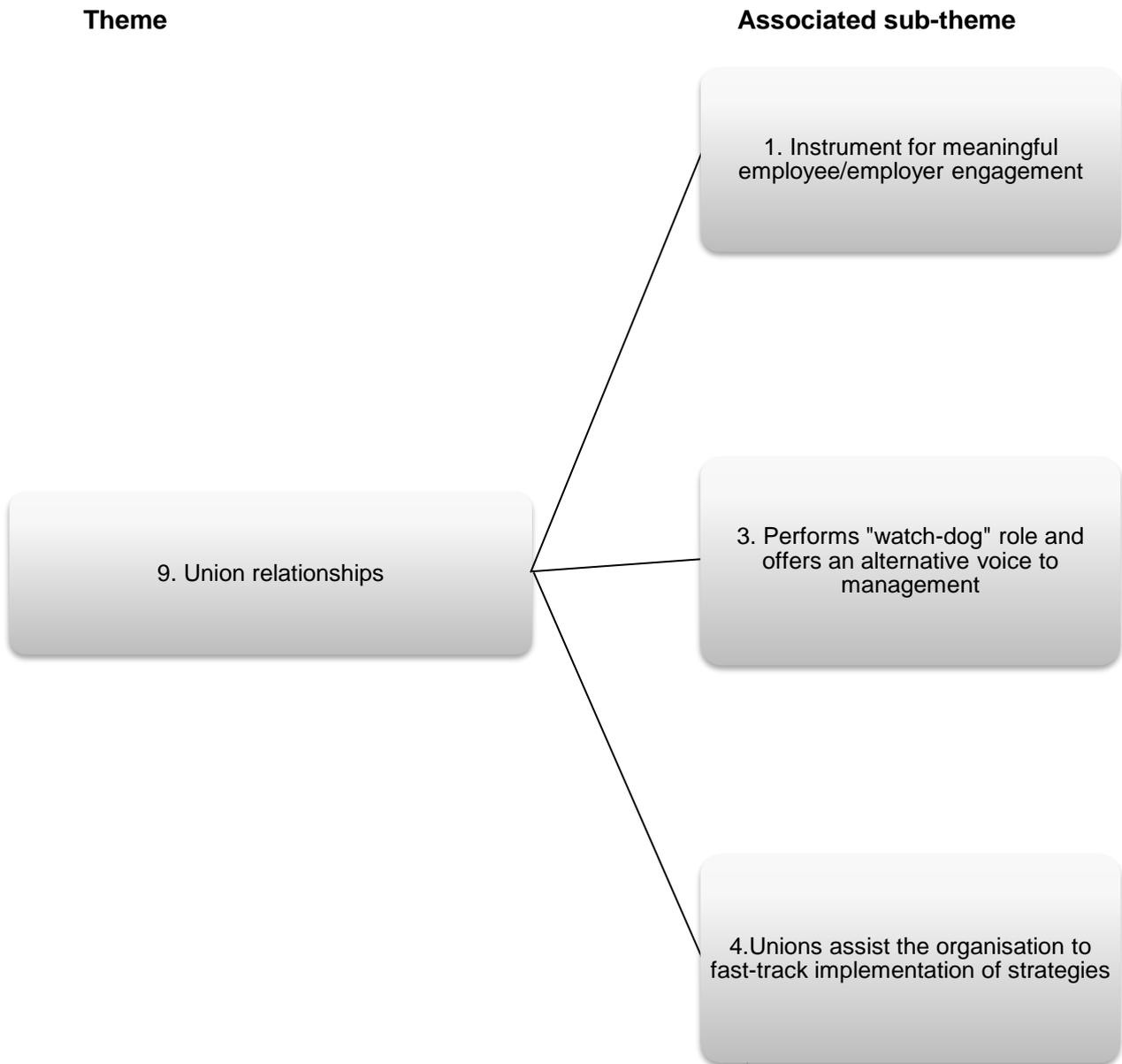


Figure 7.9: Maintain beneficial Union relationships

7.4.9.1. Instrument for meaningful employee/employer engagement

Based on data, Unions appear to be good platforms for collectively engaging employees. In this context, Unions might be good instruments for meaningful employee/employer engagement.

Table 7.29: Instrument for meaningful employee/employer engagement

Effective organisations	<p><i>"I have a unique one that I am just implementing here in Namibia, if you are operating in an emerging market, you must understand that you need to engage with all the stakeholders, and that means you need to engage with the Unions whether you like them or not" (Management participant).</i></p> <p><i>"We have a very good relationship, because we introduced and encouraged our staff to form a Union, because we wanted a platform where we could engage them as a collective unit" (Board participant).</i></p> <p><i>"Whether you like it or not, in Namibia, they (Union) are a necessary part of the social contract that we have so, yes, there are times that one feels that they could have behaved differently, but by and large I must say that Unions give direction and they make valuable input in the way we run this company, sometimes we overlook the needs of our people, sometimes when you are sitting in big conferences, travelling all over the world, you get excited and taken over by what you see there, you just want to come running with it, but you forget that you have people that must help you run, and then the Union brings you back to that reality" (Management participant).</i></p>
Less effective organisations	<p><i>"No, it is not monthly. Normally it is ad-hoc. When we feel there is a need to engage or to interact, that is when we met and that is normally before we start looking at the negotiations or staff benefits" (Board participant). Our Unions are NUNWR and NAFWA, if they need to be part, they are part if they do not, then they are not" (Employee participant).</i></p> <p><i>"Fortunately, we are not unionized our Company is not unionized because the employees do not want to be unionized we do not have a recognition with any union" (Management participant).</i></p> <p><i>"Some Companies are struggle because of the pressure from the Union, the Unions would demand a; b; c and sometimes management in some Companies tend to give in to pressure by the Union and then they start giving what the Union demands, and this is good for the employees, but it is unfortunately not good for the Company, it might run the Company down" (Management participant).</i></p>

7.4.9.2. Performs "watch-dog" role and offers an alternative voice to management

If harnessed effectively, Unions appear to offer an alternative voice to management. Also, Unions appear to perform an audit function in ensuring that management adheres to the organisation's code of conduct and ethical behaviours.

Table 7.30: Performs "watch-dog" role and offers an alternative voice to management

Effective organisations	<p><i>"On the other side you have your stakeholders, in this case your Union which is NAPWU, to me they play a role that they are not supposed to play, but for it is a good role and that is the role of being a watchdog" (Employee participant).</i></p> <p><i>"But the power or the role that the Union plays determines what happens through your policies" (Employee participant).</i></p> <p><i>"Sometimes when you are sitting in big conferences, travelling all over the world, you get excited and taken over by what you see there, you just want to come running with it, but you forget that you have people that must help you run, and then the Union brings you back to that reality" (Management participant).</i></p>
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Less effective organisations	Theme is not apparent in data.
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7.4.9.3. Unions assist the organisation to fast-track implementation of strategies

It appears from data that Unions could provide a good platform to engage organisational members as a collective. As such, all organisational aspects, like the strategic direction of the organisation, could be introduced via the Union. Provided that there are good relationships between the organisation and the Union, implementation of corporate strategies might be easier to execute because organisational management have a buy-in through their Union.

Table 7.31: Unions assist the organisation to fast-track implementation of strategies

Effective organisations	<p><i>"We have a very good relationship, because we introduced and encouraged our staff to form a Union, because we wanted a platform where we could engage them as a collective unit" (Board participant).</i></p> <p><i>"Because they must also put their signature to the structure that they agree to that particular organisation structure. Now you have a vision to take the organisation into the future you want to do certain things, but certain things you cannot do unless they are agreed to by the Unions" (Management participant).</i></p>
Less effective organisations	<p><i>"Because Union members get personal, very personal with the negotiating team and that is very destructive because we are talking about conditions of employment for employees. Unions do not want to understand what the implications are, especially, if you have got a huge work force" (Board participant).</i></p> <p><i>"But for us as I told you our people are number one; we do not actually need Unions; they do not look after the people properly" (Management participant).</i></p>

Emerging from data, one example of active and transparent communication practice is the engagement with the Union. Engagement with the Union includes "open door policy" with union shop stewards and officials, transparency in communicating to them, consistent formal Union and management meetings where management reports to the Union and the Union to management on mutual interests. Also, ad hoc consultative meetings, with or without an agenda, to consult on specific aspects are good practices in engaging with Unions. What appears to be important in engaging Unions is to build trust relationships with employees through the Union and, in so doing, establishing credibility and legitimacy within the institution.

7.4.10. Ethical and moral leadership

From data, the theme *ethical and moral leadership* refers to the extent to which the organisation emphasises ethical and moral leadership as departure points. Senior leadership daily engage in

decisions that affect the lives and well-being of others and therefore must practise high-level ethical and moral leadership.

The different aspects that appear to be associated with the theme *ethical and moral leadership* are provided below in Figure 7.10.

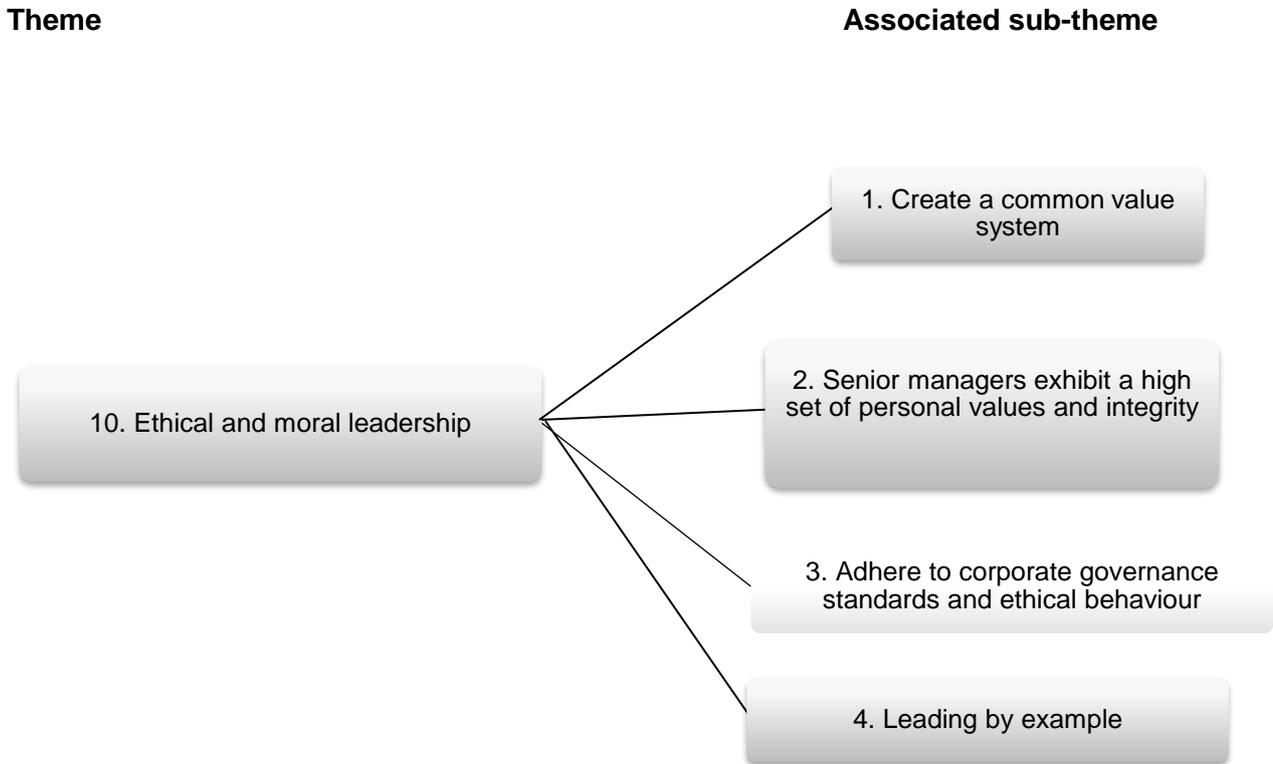


Figure 7.10: Ethical and moral leadership

7.4.10.1. Create a common value system

A shared common value system might galvanise people in the organisation towards a collective common good. Therefore, it appears necessary to entrench organisational philosophies that unite people, clarify expectations and hold the organisation together.

Table 7.32 below highlights the main constituents of the sub-theme *create a common value system*:

Table 7.32: Create a common value system

<p>Effective organisations</p>	<p><i>“So if you have succeeded to keep the critical mass happy, and if I say happy I am not just talking about being nice and paying money, I am talking about creating a value system that people can buy into” (Management participant).</i></p> <p><i>“If you have a bad leader at the top or the management style within that organisation is not right, it actually plays a huge role in influencing the way people do things” (Employee participant).</i></p>
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	<i>“if you do not have a solid set of values, you will not be able to keep the diversity together, because value is something that does not have a colour, religion or creed, it has none of that. It is things like loyalty, commitment, immaterial who you are it is something that you either buy into or you do not”</i> (Management participant).
Less effective organisations	No evidence could be found about this theme.

7.4.10.2. Senior managers exhibit a high set of personal values and integrity

Organisational leaders might be the shadows of culture in the organisation. Therefore, setting the moral and ethical tone from the top appears imperative. Table 7.33 indicates the importance of senior managers exhibiting a high set of personal values and integrity, as perceived by the study participants.

Table 7.33: Senior managers exhibit a high set of personal values and integrity

Effective organisations	<i>“the fact that the senior leadership in the Bank or in the group have a very good standing in Namibia across all boundaries as a leadership team of people that have high values, on a personal level people like Mr X are highly involved in social work, and I think they have created a lot of trust from the market to just support what is Namibian”</i> (Managerial participant).
Less effective organisations	<i>“Secondly if your character is of that nature that you are not consistent and you do not take a firm decision, you might be used by “gold diggers” by those people who want to get favour so they would for instance go and tell the Chief Executive Officer, “Sir, watch out for X he is a clever guy but he might do something wrong”, or something. And the fact that you are new in the company and the fact that you came with an agenda of being sent or with any hidden agenda, you might do something or take a wrong decision”</i> (Employee participant). <i>“It is really a bad way of management and it is pulling us down, it is pride and the fact that people are concentrating on status and then they neglect their roles, and they want to be recognized by their titles, but their deeds are zero. You need to earn a title; people should see it in you, so that at a time people will start being afraid, they should start to say “Sir”. You now want to be called Sir, but you are treating me like a dog, sorry to say that, but it does not work like that, you need to earn it, and the only way you earn it is by living it and then the person will see it and then the person will begin to recognize you”</i> (Employee participant).

7.4.10.3. Adhere to corporate governance standards and ethical behaviour

As perceived by the participants in this study, good corporate governance is likely to lead to high-performance organisations. Ethical and moral leadership appears to form the foundation of good corporate governance practices.

Table 7.34: Adhere to corporate governance standards and ethical behaviour

Effective organisations	<p><i>“Because, for example, it might be a good business, but if you have got wrong people, that business might fall down” (Employee participant).</i></p> <p><i>“For example, you can be a good company, your financials can look good, but if you achieve those financial performances through illegal business which is unethical. And, that is where the ethical part comes in, because whatever you do should be in line with corporate governance, the social aspect, because you are serving people and people have got a certain social obligation or they expect a certain social obligation from an organisation” (Employee participant).</i></p> <p><i>“If you have honesty and integrity that then one thing is for sure, it is like a family, a father and a mother and you have children and what children do is that they confidently look at what you as parents do, if you are dishonest or do not have integrity at your level up there, these kids are not going to have respect, or they may follow in the same” (Managerial participant).</i></p>
Less effective organisations	<p><i>“So unfortunately sometimes with those that have no consideration for ethics, self-interest comes through. And that is where corruption actually comes (Employee participant).</i></p> <p>No visible data.</p>

7.4.10.4. Leading by example

It is evident from the data that it is futile to lead people whilst the leader does not set an example. If, for instance, a leader tells others to behave consistently with the organisation's strategy or philosophy but they themselves behave inconsistently, people may draw a variety of conclusions. These might include (a) we do not believe what he or she says, (b) we are allowed to behave the way the executive does: we can pick and choose which rules to follow, and (c) the rules do not apply to everyone (or anyone); therefore, we are allowed to do whatever we wish. Therefore, it appears critical that leaders set a good example to followers.

The meaning of leading by example in this study is amplified by Table 7.35 indicated below.

Table 7.35: Leading by example

Effective organisations	<p><i>“You have to see how far a person can go, secondly, you do not only have talk the talk you have to walk the talk, do not just be telling people to clean the floors if you cannot clean the floors yourself, have the ability to clean the floors yourself” (Employee participant).</i></p> <p><i>“Mr Mathias, I am here every morning at 05:30 and I leave here at 17:00 and if necessary later, there is no I do less than others or a little bit” (Management participant).</i></p> <p><i>“Dit is ook die ander ding; ons is albei bestuurders, maar ek gaan sit en drink koffie saam met die mense daar binnekant, en dit is die nederigheid wat ons het, ek sal nie hier sit en ek trek my neus op nie, ek sal gaan met my koffie by X hulle, en dis is entlik wat die meeste van ons ouens doen, nie julle daar en ons hier nie, jy kan met almal meng en erken as jy n fout gemaak het, the boss is not always right” (It is also another thing, we are both managers but I will go and drink coffee with my people. It is the humility that we have. I will not sit</i></p>
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	<i>and pull up my nose. I will go to them. That is what most of us do; not you there and us here. You can mingle with everyone and admit if you made a mistake, the boss is not always right)</i> ” (Management participant).
Less effective organisations	<i>“I have nothing good to say about X’s leadership, I cannot even single out one that I would say that I like” (Employee participant).</i> <i>“It was just like that as we change bosses, each one come with their new management style and priorities” (Employee participant).</i>

7.5. CHAPTER CONCLUSION

This chapter detailed the study findings. Mindful of the research design inherent in this study, Chapter 7 tracked the findings of the study by comparing and discussing effective organisations relative to the less effective organisations through a contrasted approach. Emphasis was placed on providing juxtaposed assessments of the effective and less effective organisations. For this reason, quotes from data, at times extended quotes, were presented as an attempt to show the rootedness of themes in data and not to take away too much from the perceptions of the participants. This (not taking away too much from the perceptions of the participants) could be significant because this was an exploratory study that may lay a foundation for future studies and, therefore, an attempt was made to present views as evolving from data.

A set of four Namibian-specific contextual influences that appear to impact organisational performance and behaviours were identified and discussed. In addition, Chapter 7 identified ten core organisational practices and activities that appears to be associated with the effective organisations in Namibia.

The next chapter, Chapter 8, provides the overall summary, conclusions and recommendations of the study.

CHAPTER 8

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

“Of all learnedness and advancement mankind may claim, if that learnedness and advancement is not accompanied by the realisation that people are human beings first, and therefore have to be treated with human dignity and respect, that learnedness might be meaningless” (Author’s own reflections).

8.1. INTRODUCTION

Understanding the main organisational practices, activities, mindsets and behaviours associated with effective organisations could be a key component of the business management science. With a view of making a contribution to the body of knowledge, this study addressed this key aspect of business management from a developing country perspective. Making a contribution to the body of knowledge meant answering the central question in the study, namely *which key organisational behaviours appear to be especially associated with effective organisations in a developing country?* This central research question was further broken down into two sub-research questions, i.e. what is the appropriate contingent definition of and what are the measures (criteria) of effective organisations in the Namibian context; and secondly, which organisational practices, activities, mindsets and behaviours appear to be especially associated effective organisations in Namibia?

The question relating to the appropriate contingent definition and measures of effective organisations in the Namibian context was answered in the research design and methodology chapter, Chapter 6. Ultimately, the study proposed a set of four Namibian-specific contextual influences and ten core organisational practices, activities and behaviours that appear to be especially associated with effective organisations in a developing country.

This final chapter provides the overall summary, conclusions and recommendations of the study. The chapter specifically highlights the contributions the study makes to the body of knowledge. The limitations of the study and recommendations for future research are also presented in this chapter.

8.2. THIS STUDY CONTRIBUTIONS IN A NUTSHELL

The study appears to make two particular contributions: contributions to the context of application and contributions to theory. Contributions to the context of application suggest that the key organisational practices and activities that are especially associated with effective organisations in a developing country should be assessed with a clear understanding of the operating context.

Figure 8.1, below, provides a high-level overview of the contributions of this study. The dotted lines indicate specific areas where distinct contributions were made to the extant literature.

Namibia-specific contextual influences

1. Political influences
2. Fear (risks) of expressing opinions
3. Scarcity of skills and experience
4. Size of economy and population

Research question:
Which key organisational practices, activities, mindsets and behaviours are especially associated with effective organisations in a developing country?

Core organisational practices, activities, mindsets or behaviours

1. Careful recruitment practices and activities
2. Ability to engage the human fundamentals in the organisation
3. Exercise managerial patience
4. Harness both good indigenous knowledge systems and western knowledge systems
5. Active social investment and community presence
6. Entrench active and transparent communication
7. Implement fit-for-purpose human capital development
8. Effective performance management and reward systems
9. Maintain beneficial union relationships
10. Practice ethical and moral leadership

<p>Divergence perspective</p>	<p>Cultural differences between societies make it difficult for Western management theories and practices to be effectively applied in non-Western societal cultures (Guterman, 2011:1; Hafsi & Farashahi, 2005:483; Oghojafor, Idowu & George, 2012:72).</p> <p>Contextual variables (i.e. political interferences and fear to express opinions), identified in this study support the debate that contextual influences play a bigger role in the successful organisational management than previously acknowledged.</p>	<p>Resource-based theories</p>	<p>Resource-based theories accentuates the role of human resources and management capabilities as drivers of organisational effectiveness; organisational high-performance is a function of harnessing resources effectively (Barney, 2001:41; Zoogah et al., 2015:15).</p> <p>The themes <i>careful recruitment practices and activities, effectively engaging the human fundamentals in the organisation, entrench active and transparent communication, implement fit-for-purpose human capital development and effective performance management and reward systems</i> appear to add something of value to the existing resource-based theories.</p>
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<p>Universal perspective</p>	<p>There are certain similar universal management practices within organisations all around the world (Gutterman, 2011:1; Hafsi & Farashahi, 2005:483; Oghojafor, Idowu & George, 2012:72).</p> <p>By identifying specific contextual variables (i.e. political interferences, fear to express opinions, scarcity of skills and experience, the size of the Namibian economy and market size), this study contradicts the view that there are certain similar universal management practices within organisations all around the world.</p>	<p>Good corporate governance principles</p>	<p>Good corporate governance principles relate to the system of rules, practices and processes, as set by the institution's board of directors, through which an organisation is directed and controlled (Engelbrecht, 2010:30; Institute of Directors in Southern Africa, 2002:7; Lloyd & Mey, 2010:1; Wiley, 1995:2)</p> <p>By identifying a theme that speaks to the concept of virtuous leadership, ethical and moral leadership as bases for successful organisational management, this study contributes to good corporate governance principles in a specific context.</p>
<p>Convergence perspective</p>	<p>Western management theories may not be applicable in developing countries because of technical and economic difficulties rather than cultural constraints (Gutterman, 2011:1; Hafsi & Farashahi, 2005:483; Oghojafor, Idowu & George, 2012:72).</p> <p>By identifying specific contextual variables (i.e. scarcity of skills and experience, the size of the Namibian economy and market size), this study makes a contribution through adding ostensible revelatory and new contextual insights that support the debate that particular technical and economic difficulties influences business management theories and practices.</p>	<p>Organisational resilience theories</p>	<p>Organisational resilience theories refer to the capability of a strained body to recover from or adjust smoothly to external shocks (Watanabe et al., 2004:140); perseverance and toughness to emerge from devastating circumstances without losing hope(Pretorius, 2008:13).</p> <p>This study contributes to theory by identifying managerial patience as a foremost organisational virtue that is supportive to successful business management practices in developing country context.</p>
<p>Situational (contingency) perspective</p>	<p>Different situational factors such as the manager's personality, the firm's ownership and sector (i.e. private or public), and their hierarchy, are the main determinants for the applicability of management theories (Gutterman, 2011:1; Hafsi & Farashahi, 2005:483; Oghojafor, Idowu & George, 2012:72).</p> <p>By identifying specific contextual variables (i.e. political interferences, fear to express opinions, scarcity of skills and experience, the size of the Namibian economy and market size), this study supports the view that there are certain situational factors that impacts on successful organisational management.</p>	<p>Stakeholder relations theories</p>	<p>Stakeholder relations theories beseech minimal satisfaction of all major stakeholders' interests (Ashraf & Kadir, 2012:81; Hossein <i>et al.</i>, 2011:5).</p> <p>The study contributes to the existing body of knowledge by suggesting an authentic and shared value approach between government, labour and business as appropriate in ensuring meaningful social and economic development that benefits the country.</p>
		<p>Decolonisation of mind-set theories</p>	<p>Decolonisation of mind-set theories advocate for the repossession (re-capture) of the mind free from subtle mental habits, social systems and practices of remnants of colonial and racist ideological tendencies (Dascal, 2005:2).</p>

			The theme <i>harness both good indigenous knowledge systems and thinking and Western systems</i> constitutes contributions to decolonisation of mind-set theories by suggesting that effective management of organisations should hinge on the successful harnessing and harmonising of both indigenous and Western corporate cultures.
		Psychological models	Psychological models seeks to explain the reasons why people behave as they do; provide insight into why people act as they do in the context of work and include theories related to motivation, reciprocity, positivity and group belonging (Zoogah et al., 2015: 9). By suggesting that basic needs such as financial rewards relative to non-financial rewards seem to be an aspect that motivates people in the Namibian context, the study contributes to the existing body of knowledge on psychological theories of management.

Figure 8.1: This dissertation's contributions to context of application and theory

In this study, four Namibian-specific contextual influences, which comprise political influences, risks (fear) of expressing opinions, scarcity of skills and experience and the influence of economic and socio-economic conditions were identified as seemingly having a dominating influence on the successful organisational management and people behaviour. On the other hand, contributions to theory suggest the set of ten core organisational practices and activities identified to seemingly be consistently associated with the effective organisations.

The implication of identifying contextual influences in this study is two-fold: First, organisations should be sensitive to the role of context in organisational performance and people behaviour. For instance, the four contextual influences identified in this study might not be observed in other contexts. Therefore, the approach in understanding, and teaching, organisational practices and activities related to effective organisations in the Namibian context might be different to other contexts without the Namibian-specific dominant contextual influences. Secondly, the implication of identifying contextual influences is based on the fact that business organisations and the country should develop strategies to mitigate the effects of the identified contextual influences on successful business management practices.

The apparent context of application and theoretical contributions in this study are expanded in the next sections.

8.3. CONTRIBUTIONS TO CONTEXT OF APPLICATION

This study contributes to the context of application by explicitly citing the following four dynamics as environmental variables that alter the understanding of organisational effectiveness behaviour in the Namibian context:

8.3.1. Strong political influences

Political influences appear to be strong in all spheres of life in Namibia. Therefore, organisations that are able to develop abilities and strategies to withstand political pressures from eroding good governance principles are likely to survive in the Namibian environment and achieve organisational objectives, as opposed to those organisations that do not do the same.

8.3.2. Scarcity of adequate skills and experience

This study cited the lack of appropriate skills and experience as a context-specific aspect that appears to impact effective organisational management in Namibia compared to countries with adequate managerial competencies.

8.3.3. Fear to express opinions

Based on the data, there seems to be a widespread fear among the general public to express views and opinions. As a result, good business practices and the overall betterment of the country could be compromised by the silence of people in expressing views and opinions. Therefore, organisations that encourage people to express authentic views and opinions by engaging in robust debates until consensus are likely to achieve competitive advantage.

8.3.4. The state of the Namibian economy and levels of socio-economic conditions

Due to a small population size, market and economy, it appears difficult for organisations to easily achieve organisational success relative to organisations in bigger economies and highly developed systems and processes.

8.4. CONTRIBUTIONS TO THEORY

The specific ten core organisational practices, activities, mindsets and behaviours developed in this study appear to make, in one way or another, theoretical contributions to at least six current theories on organisational behaviour and effective management practices: first, contributions to the **resource-based view (RBV)** of organisations; second, contributions to **good corporate governance principles**; third, contributions to the **organisational resilience theories**; fourth, contributions to the **stakeholder relationship theories**; fifth, contributions to **decolonisation of mindset theories** and, finally, contributions to the **psychological models**.

The aforementioned theoretical contributions are explained next.

8.4.1. Contributions to resource-based theories

Within a developing country context, the themes *careful recruitment practices and activities, effectively engaging the human fundamentals in the organisation, entrench active and transparent communication, implement fit-for-purpose human capital development and effective performance management and reward systems* appear to add something of value to the existing resource-based theories.

In a nutshell, the resource-based view of organisations suggests that an organisation's human capital management practices can contribute significantly to sustaining competitive advantage by creating specific knowledge, skills and culture within the organisation that are difficult to imitate (Barney, 2001:41). The premise of the resource-based view is that people and their collective skills, abilities and experience are recognised as a significant contributor to organisational performance and competitive advantage (Barney, 2001:99). The resource-based view suggests that the major part of the organisation's strength or weakness stem from the calibre of its human resources and the quality of their working relationships. In a resource-based view, organisational performance is seen to depend more on effective utilisation of human capital than physical capital (Nyambegera, 2002:1078).

The specific contributions of the five respective organisational practices and activities, identified in this study, to the resource-based view of organisations are discussed next.

8.4.1.1. Careful recruitment processes and activities

This study identified the organisational ability to make the right decisions on the recruitment of people as a seemingly foremost organisational competency required in the Namibian context. Existing literature acknowledges the significant role of resources and human capabilities, including correct recruitment procedures, as inevitable practices associated with effective organisations. However, this study has added value to the resource-based view by adding new insights of the Namibian-specific contextual influences as aspects that might be affecting merit-based recruitment and, as a consequence, eroding the good governance practices and organisational performance.

The effects of the Namibian-specific contextual influences identified in this study (refer to section 7.3) appear unique to developing countries, in general, and Namibia, in particular. The effects of the contextual influences do not always appear to be explicit in existing literature on organisational behaviours associated with effectiveness. This gap might be explained from the viewpoint that most of the literature on organisational management seems to be from the developed country perspective. As such, the contextual influences such as the realities of political interferences and lack of skills that erode the quality of people recruited and retained in the organisation, might not be familiar in developed economies due to differences in the stages of social and economic

development. In a developed economy context, for instance, political interference might not be a leading variable as in a developing economy context.

Notably, the influence of politics on good human capital management practices appears to be new insights in the context of developing countries, in general, and Namibia, in particular. Therefore, the identification of this variable could have altered, somewhat, the understanding of existing organisational management theories. From this context, this study contributes to the resource-based view. What the above stated contribution signifies, is the need for more robust empirical assessments to understand different strategies to contain the effects of political influences on recruitment.

8.4.1.2. Ability to engage the human fundamentals in the organisation

As discussed earlier, the RBV acknowledges the role of the human resource as a critical organisational aspect in business management. However, this study has added new insights to the RBV by specifically identifying the ability to engage the human fundamentals in the organisation as non-negotiable organisational practice in the Namibian context as in any other country.

Particular Namibian historical realities, such as genocidal crimes, recent colonial history, discriminatory legislative practices and cultural diversity, alter the understanding of the importance of human resources, that is, human relations in the Namibian context. From this point of view, this study contributes to the resource-based view of organisations in the sense that the significance of leadership in creating friendly and fitting organisational environments in which people can unleash their full potential has been emphasised by the study. Also, this study makes a theoretical contribution in the sense of suggesting a leadership approach that calls for sensitivity in dealing with people and one which entrenches good people relationships as bases for organisational high-performance cultures.

8.4.1.3. Entrench active and transparent communication

The ability to communicate is a universal practice and activity. However, it is a unique and non-negotiable aspect in the Namibian context, as in any other country, because of recent colonial history and past discriminatory laws and practices, as referred to in the preceding discussion.

The study contributes to the resource-based view of organisations through revelatory contextual insight of unique Namibian environment-specific features, such as recent colonial history, past discriminatory laws and practices that have contributed to mistrust and complicated relationships between people and thus that make people engagement tense and sensitive. The effects of colonial history and past discriminatory laws that might have deprived people of their human dignity, and particularly how those effects can be corrected, generally do not seem to be emphasised in the mainstream organisational management literature.

8.4.1.4. Implement fit-for-purpose human capital development programmes

Unlike in the developed economies, such as the USA, Japan and Continental Europe, that are classified as high on the human development index, Namibia is classified as medium on the human development index (WEF, 2015a:46-50). What the foregoing reality implies, is the need for intensified efforts to develop and implement fit-for-purpose human capital and intellectual development programmes in a manner and process different from the developed economies. In this regard, this study contributes to the RBV by stressing the importance of human resource development in a developing country context.

8.4.2. Contributions to good corporate governance principles

8.4.2.1. Practice ethical and moral leadership

This study contributes to good corporate governance principles through identifying a theme that speaks to the concept of virtuous leadership, ethical and moral leadership as bases for successful organisational management. This implies that it appears to be the foremost duty of the board of directors and the senior managers to safeguard a system of formal rules, practices and processes through which an organisation is correctly directed and controlled. There should be concerted efforts in developing countries, in general, and Namibia, in particular, to entrench a system of normative beliefs, judgements and behaviours to safeguard corporate governance principles and to promote common good for the majority of citizens as opposed to self-interest of the well-connected and the elite.

Considering particular Namibian realities, it should not just be about generic ethical and moral leadership education and training programmes but about finding ways of instilling ethical and moral leadership in the hearts of people. There should be education and training that assist people to discover their core authentic self. Due to unique circumstances, mentioned repeatedly in this study, Namibia as a developing country needs to focus on human and social behavioural aspects, attitude and leadership change programmes that are compatible with the new social ethos. A leadership that can vigorously observe and enforce formal rules and which is not egoistic appears to be appropriate.

Within the above context, the study contributes to the existing body of knowledge by identifying ethical and moral leadership as fitting leadership approaches in Namibia.

8.4.3. Contributions to the organisational resilience theories

8.4.3.1. Exercise managerial patience

Managerial patience arose in this study from the perspective of particular Namibian realities such as genocidal and liberation wars, colonial legacies, limited resources, poor socio-economic conditions, scarcity of skills, that necessitates managerial patience to be more imperative than in

other contexts without these realities. The development of the theme managerial patience indicates distinguishing differences in the organisational management context of the developed and developing countries. The organisational realities referred to in this study, such as lack of skills, poor socio-economic conditions, high cultural diversity, political influences, corruption, favouritism and nepotism might appear new to the context of developed economies. To the contrary, these aspects are daily observed realities in a developing country context, and in Namibia in particular. From the foregoing viewpoint, this study contributes to theory by identifying managerial patience as a foremost organisational virtue that is helpful to business management in a developing country context. The study contributes to the existing body of knowledge through identifying a developing country-specific attribute, namely managerial patience, that might not be relevant in developed countries due to their level of social and economic development which is in contrast to the daily-lived experiences and concrete realities in developing countries.

8.4.4. Contributions to the stakeholder relationship theories

8.4.4.1. Active social investment and community presence

Research, such as that by Hofstede (1983) and GLOBE (House *et al.*, 2004), has cited African cultures to be collectivistic unlike Western countries with individualistic cultures. Therefore, this study has identified active social investment and community presence as vital aspects in Namibia relative to developed countries. Within this context, the study contributes to the existing body of knowledge by suggesting an authentic and shared value approach between government, labour and business as appropriate in ensuring meaningful social and economic development that benefits the country. Meaningful social and economic development as well as societal transformation might not be applicable in a developed country context due to the realities of high human and social development.

8.4.4.2. Maintain beneficial Union relationships

The study makes a contribution to the existing body of knowledge on stakeholder relations theories through revelatory contextual insight of a unique Namibian environment-specific feature, namely the recent colonial history as well as past discriminatory laws and practices that magnify the significance and role of unions. The effects of colonial history and past discriminatory laws as well as evolving structures, systems, practices and mental behaviours make unions relevant in addressing poor socio-economic issues and employment equity in Namibia, unlike in the developed economies with sophisticated structures, systems, practices and cognitive abilities due to better educational systems and the like.

8.4.5. Contributions to decolonisation of mindset theories

All African states, with the exception of the people in Western Sahara, have by now achieved political independence and freedom. As a result, most visible forms of political colonialism

disappeared by the end of the millennium. However, several devastating consequences of colonialism remain. As Inyang (2008:125) argued, though the continent is now entirely independent, the thinking, mode of reasoning, educational system and language are still tied to colonial influences. Therefore, colonisation of mindset refers to the possession (capture) of the mind through subtle mental habits, social systems and practices of remnants of colonial and racist ideological tendencies (Dascal, 2005:2). Colonisation of mindset is about mind colonialism that is subtle and difficult to see by both the coloniser and the colonised but has long-lasting and devastating effects.

According to Dascal (2005:2), the metaphor colonisation of the mind highlights the following characteristics: (a) the intervention of an external source – the “coloniser” – in the mental sphere of a subject or group of subjects – the “colonised”; (b) this intervention affects central aspects of the mind’s structure, mode of operation, and contents; (c) its effects are long-lasting and not easily removable; (d) there is a marked unevenness of power between the parties involved; (e) the parties can be aware or unaware of their role of coloniser or colonised; and (f) both can participate in the process voluntarily or involuntarily. “Dolorism” or denialism, which is the natural tendency to exaggerate one’s pain and attribute it to another, for instance the colonial past, acerbates colonisation of the mind (Dascal, 2005:8).

Underlying much of the arguments and rhetoric of decolonisation of mind is the assumption that a person, a nation or a state had, before colonisation, a recognisable and stable identity. As such, decolonisation seeks to rescue that identity and restore it to its original, authentic, pure ante-colonial mental state. However, to restore, for instance, an “African identity” and history that is mainly based on oral tradition spanning over years (Olusoji & Ogunkoya, 2015:4) to its original state is not an easy task. Therefore, less radical forms of decolonisation of mind, such as some sort of acknowledgement of valuable elements in the systems of the coloniser and the colonised, are suggested. These types of decolonisation construct new mental frameworks by developing new hybrid systems from the systems of the coloniser and the colonised. One way to re-colonise, re-define and re-capture an African identity might be to make known and propagate a core African philosophy.

This study makes contributions to the decolonisation of mindset theories in the following manner.

8.4.5.1. Harness both good indigenous knowledge systems and thinking and Western systems

If mentalities are not reshaped or transformed, it might be difficult to attain economic and social progress. The reshaping of mindsets after political independence to, specifically, encourage the culture of taking ownership and accountability rather than regard institutions and infrastructure as those of the coloniser or of some other colonial and imperial forces is a significant aspect in a developing country point of view, and in Namibia in particular.

Despite political independence in most African countries, there is still one aspect that has survived the process of decolonisation, which is mental colonialism. This study identified the need to harmonise indigenous knowledge systems and Western systems. Even though underlying much of the arguments and rhetoric of decolonisation of mind is the assumption that a person, a nation or a state has to restore to its original, authentic, pure ante-colonial mental state, present realities indicate otherwise. For instance, restoring to a Namibian and “African identity” and history that is mainly based on oral tradition spanning over years might not be feasible. Therefore, less radical forms of decolonisation of mind, such as some sort of acknowledgement of valuable elements in the systems of the coloniser and the colonised have been identified in this study: developing hybrid systems that incorporate both indigenous knowledge systems and thinking and Western systems.

This study makes a contribution to theory by suggesting that effective management of organisations should hinge on the successful harnessing and harmonising of both indigenous and Western corporate cultures. Indigenous institutions anchored in local culture and values can count on the sound pillars of legitimacy, accountability, and self-enforcement. They (indigenous institutions) could have a strong hold on people's commitment, dedication, and sense of identity which impact organisational high-performance. In this context, the study makes a contribution to the existing body of knowledge by suggesting a shared value approach to economic and social development and not mutually exclusive approaches, in other words approaches that espouse “my approach is better than yours” views.

8.4.6. Contributions to the psychological models

8.4.6.1. Effective performance management and reward system

The organisational behaviours espoused by employees in Namibia with poor socio-economic conditions could be different from those of employees in developed economies with sophisticated processes, institutions and infrastructure. Therefore, the aspect of financial rewards and benefits is a significant dynamic in this study which suggests that financial rewards, such as good remuneration and benefits, profit-sharing schemes, company-sponsored holidays and study assistance schemes are vital. These rewards and benefits were also perceived by participants to be motivators relative to non-financial rewards. It might be due to the fact that with poor socio-economic conditions in Namibia, basic needs take precedence over self-actualisation needs as in cases in developed economies.

8.5. SUMMARY OF CONTEXT OF APPLICATION AND THEORETICAL CONTRIBUTIONS

Organisational effectiveness is a broad, multi-dimensional and enigmatic construct (Ashraf & Kadir, 2012:80; Cameron, 1986:539; Zoogah *et al.*, 2015:8). The difficulty in understanding this topic seems to be the tendency to treat it as a “one-size-fits-all” construct instead of perceiving it as a

contextual variable. As House, Rousseau and Thomas-Hunt (1995:74) observed, the distinctive competence of an organisational behaviour scholar is the ability to study behaviour in and of organisations in context. The crux of the matter ostensible in the foregoing perspective is that business practice takes place within specific national contexts and not necessarily in a universal context. Therefore, national contexts should be critically taken into account when assessing organisational performance and behaviour. This is not to argue that the clearly established universal management theories do not matter but rather that contextual influences seem to form a critical base for comprehensively understanding organisational effectiveness as a whole.

Within the foregoing context, the contributions of this study seem, clearly, at the levels of context of application and theory, and to an extent, the method level. The contributions of this study to context of application and theory are summarised as follows:

This study makes a contribution to the existing body of knowledge through adding ostensible **revelatory and new contextual insights**. By identifying contextual variables such as political interferences, scarcity of skills and experience, the size of the Namibian economy and market size, contextual case-based knowledge was added to the existing body of knowledge by producing evidence that context makes a difference in the successful organisational management. As such, the study did not only contribute by identifying relevant organisational practices and activities but also high-lighted specific concepts that support the debate that contextual influences play a bigger role than previously acknowledged in literature.

Also, the study makes a contribution to the existing body of knowledge through citing a **revelatory contextual insight** of a unique Namibian environment-specific feature, namely recent colonial history, past discriminatory laws and practices. Colonial history and past discriminatory laws and practices might have contributed to mistrust and complex people relationships in organisations. This scenario could be making people engagement tense and sensitive in organisations. The effects of colonial history and past discriminatory laws that might have deprived people of their human dignity and, how that aspect can be corrected, are often not emphasised in the mainstream (particularly Western) organisational management literature (e.g. **resource-based theories**).

The effects of the contextual influences identified in this study, and discussed under Section 7.3 of this dissertation, appear to be under-reflected in the mainstream (particularly Western) organisational development and design literature (i.e. on **good corporate governance principles and resource-based theories**). For this reason, this study made a valuable contribution to the existing body of knowledge on the organisational development and design field.

Evolving from the contextual insights identified in this study (i.e. political interferences, scarcity of skills and experience, the size of the Namibian economy and market size, recent colonial history, past discriminatory laws and practices), the study makes a contribution to the existing body of

knowledge through identifying a seemingly **unique developing country attribute**, namely **managerial patience**. The level of managerial patience required in organisations in developing countries might not be the same as in the developed economies due to levels of development that could be different between the two as well as the seeming complexity of the contextual variables identified in this study. For this reason, this study makes a contribution to existing **organisational resilience theories** with regard to identifying the variable of managerial patience as a foremost organisational attribute required in the successful management of organisations in a developing country context.

The study also makes a contribution to the existing body of knowledge on **partnership stakeholder relations theories** by suggesting an effective partnership approach between government, labour and business to ensure meaningful social and economic development in developing countries. In particular, the study cites effective relationship management with unions as a variable that appears to have significant influence on effective organisational management in Namibia. The significance of effective relationship management with unions to effective organisational management appears unexplored in organisational development and design theories. For this reason, citing this variable in this study appears to have value to the existing body of knowledge on the organisational development and design field.

Further, by suggesting that basic needs such as financial rewards relative to non-financial rewards seem to be an aspect that motivates people in the Namibian context, the study makes a contribution to the existing body of knowledge on **psychological theories** of management. Unlike in Western societies where self-actualisation needs such as freedom to work independently, desire for challenging work and self-actualisation needs could be motivators, the fulfilment of basic needs, such as housing, water, job security, seem supreme in developing countries.

Finally, by identifying ethical and moral leadership as leadership that could entrench corporate governance principles and promote common good for the majority of citizens as opposed to self-interest of the well-connected and the elite in Namibia, this study makes a contribution to the existing body of knowledge on **good corporate governance principles**.

Table 8.1, below, further attempts to clarify the theoretical contributions of the study.

Table 8.1: Contributions of the study to theory: Summary

	Organisational practice/activity	Meaning of practice/activity	Context of practice/activity	Existing theoretical base	The contribution of the study
1	Careful recruitment practices and activities	The attained organisational ability to make the correct decisions about recruiting the right people in the right positions in the organisation.	The gate entry of high-performance cultures and organisational success appears to be careful recruitment processes. Therefore, effective Namibian organisations seem to continuously develop measures to guard against negative influences that affect merit-based recruitment processes, such as political interferences, which erode the quality of people recruited and retained in the organisation.	<p>Good corporate governance principles: The system of rules, practices and processes, as set by the institution's board of directors, through which an organisation is directed and controlled (Engelbrecht, 2010:30; Institute of Directors in Southern Africa, 2002:7; Lloyd & Mey, 2010:1; Wiley, 1995:2).</p> <p>Resource-based theories: The role of human resources and management capabilities as drivers of organisational effectiveness; organisational high-performance is a function of harnessing resources effectively (Barney, 2001:41; Zoogah <i>et al.</i>, 2015:15).</p>	This study makes a contribution to the existing body of knowledge through adding ostensible revelatory and new insights of the unique Namibian-specific contextual influences, especially political interferences and lack of appropriate skills that seem to be affecting merit-based recruitment practices and processes. The effects of the contextual influences identified in this study, and discussed under Section 7.3 of this dissertation, do not always appear to be explicit in existing organisational development and design theories (i.e. good corporate governance principles and resource-based views).
2.	Effectively engaging the human fundamentals in the organisation	The organisational ability that champions a concerted organisational-wide effort to be "human" to others in the organisation through, inter alia, creating fitting and friendlier work environments in which people can unleash their full potential.	Humans are social and communal beings guided by rationality and emotions such as anxiety, hope, disappointment, fear, anger, excitement, pity and remorse and therefore need to be skilfully engaged in the human fundamentals. The effects of colonial history, genocide and past discriminatory laws in Namibia could have deprived people of their human dignity. Therefore, people need to be fully	<p>Resource-based theories: The role of human resources and management capabilities as drivers of organisational effectiveness; organisational high-performance is a function of harnessing resources effectively (Barney, 2001:41; Zoogah <i>et al.</i>, 2015:15).</p>	The study makes a contribution to the existing body of knowledge through revelatory contextual insight of a unique Namibian environment-specific feature, namely recent colonial history, past discriminatory laws and practices that might have contributed to mistrust and complicated relationships between people and thus that make people engagement tense and sensitive. The effects of colonial history and past discriminatory laws that might have deprived people of their human dignity and, how that aspect can be corrected, are often not emphasised in the mainstream organisational

	Organisational practice/activity	Meaning of practice/activity	Context of practice/activity	Existing theoretical base	The contribution of the study
			engaged in employee performance, job dissatisfaction, stress, burn-out and lack of commitment that a have greater impact on their performance.		management literature.
3	Managerial patience	Acquired and practised organisational ability to persevere despite setbacks and changing internal and external realities.	The developing country status of Namibia could imply evolving and, at times, ever changing conditions due to dynamism as a result of the developing nature and contradictions, which individual managers and their organisations might not have direct control over. In such environments, organisations that might survive are those that demonstrate resilience to respond appropriately to the environment.	Organisational resilience theories: The capability of a strained body to recover from or adjust smoothly to external shocks (Watanabe <i>et al.</i> , 2004:140); perseverance and toughness to emerge from devastating circumstances without losing hope (Pretorius, 2008:13).	The study makes a contribution to the existing body of knowledge through identifying a developing country-specific attribute, namely managerial patience, that might not be needed in the same manner in the developed economies due to their level of development that might differ from the daily-lived experiences in developing countries.
4	Harness both good indigenous knowledge systems and Western knowledge systems	The organisational ability to blend both good indigenous knowledge practices and systems and Western knowledge systems in business paradigms and practices.	Integrating good indigenous knowledge practices and systems, such as <i>Ubuntu</i> , collective decision making, consensus building and communal resolution of conflicts, and good Western knowledge systems and processes into organisational cultures might be appropriate due to	Decolonisation of mindset theories: The repossession (re-capture) of the mind free from subtle mental habits, social systems and practices of remnants of colonial and racist ideological tendencies (Dascal, 2005:2). Effective management should hinge on the successful harnessing and harmonising of both indigenous and Western corporate cultures (Mangaliso,	The study makes a contribution to the existing body of knowledge by suggesting a shared value approach to economic and social development, in other words, discouraging approaches that espouse “my approach is better than yours” mindsets.

	Organisational practice/activity	Meaning of practice/activity	Context of practice/activity	Existing theoretical base	The contribution of the study
			realities of both developing and developed economic features in Namibia.	2001:32; Inyang, 2008:122).	
5.	Active social investment and community presence	The extent to which the organisation aligns its social investment agenda to meaningful community development and societal transformation.	Social and economic development in Namibia is not the work of government alone but also of business organisations. Therefore, the role of business should not be about financial perspectives only but also of active social investment and community presence.	Stakeholder relations theories: Minimal satisfaction of all stakeholders' interests (Ashraf & Kadir, 2012:81; Hossein <i>et al.</i> , 2011:5)	The study makes a contribution to the existing body of knowledge by suggesting a partnership approach between government, labour and business to ensure meaningful social and economic development in the country.
6.	Establish active and transparent communication practices to execute strategy	The extent to which the organisation entrenches authentic and transparent communication in the organisation to, in particular, accelerate strategy execution.	The effects of colonial history and past discriminatory laws could have deprived people of their human dignity. Therefore, people need to be fully engaged through entrenching authentic and transparent communication practices and the use of positive psychology so that organisational members feel involved and appreciated, thus sincerely wanting to contribute to the achievement of organisational objectives from the heart.	Resource-based theories: The role of human resources and management capabilities as drivers of organisational effectiveness; organisational high-performance is a function of harnessing resources effectively (Barney, 2001:41; Zoogah <i>et al.</i> , 2015:15). Psychological models: The extent to which leadership entrenches highly interactive communication practices that enhance employee performance and organisational performance (Zoogah <i>et al.</i> , 2015:9).	The study makes a contribution to the existing body of knowledge through revelatory contextual insight of a unique Namibian environment-specific feature, namely recent colonial history, past discriminatory laws and practices that might have contributed to mistrust and complicated relationships between people and thus that make people engagement tense and sensitive. The effects of colonial history and past discriminatory laws that might have deprived people of their human dignity and, how that aspect can be corrected, are often not emphasised in the mainstream organisational management literature.

	Organisational practice/activity	Meaning of practice/activity	Context of practice/activity	Existing theoretical base	The contribution of the study
7.	Implement fit-for-purpose human capital development	The extent to which the organisation implements customised training and development programmes that are informed by managerial clarity on the strategic intents and observed employee shortcomings.	No organisation in today's competitive world can perform at higher levels unless its human resources are harnessed and all employees committed to the organisational objectives. However, due to employees' historic low levels of education and past discriminatory laws and colonialism, fit-for-purpose human capital development could be a key aspect in the Namibian context.	Resource-based theories: The role of human resources, management capabilities, financial and technological resources as drivers of organisational effectiveness; organisational high-performance is a function of harnessing resources effectively (Barney, 2001:41; Zoogah <i>et al.</i> , 2015:15)	This study makes a contribution to the existing body of knowledge through adding ostensible revelatory and new insights of the unique Namibian-specific contextual influences, especially lack of appropriate skills that seem to be affecting positive organisational performance. The effects of the lack of adequate skills on organisational effectiveness and what to do about it do not always appear to be explicit in existing organisational development and design theories (i.e. good corporate governance principles and resource-based views).
8.	Effective performance management and reward systems	The extent to which the organisation implements effective performance management systems and practices that allow for identification of employee needs and fair rewards.	Due to the social and economic development stage of the country, financial rewards, such as good remuneration and benefits, profit-sharing schemes, company-sponsored holidays and study assistance schemes, appear to motivate people in organisations relative to non-financial rewards.	Psychological models: The extent to which leadership entrenches highly interactive communication practices that enhance employee performance and organisational performance (Zoogah <i>et al.</i> , 2015:9).	The study makes a contribution to the existing body of knowledge by suggesting that basic needs such as financial rewards relative to non-financial rewards seem to be an aspect that motivates people in the Namibian context unlike, perhaps, in Western societies where self-actualisation needs such as freedom to work independently and desire for challenging work and self-actualisation could be motivators.
9.	Maintain beneficial Union relationships	The extent to which the organisation entrenches good relationships with Unions.	Because of recent colonial history and past discriminatory laws and practices that contributed to mistrust between people, as well as the vulnerability	Partnership Stakeholder relations theories: Minimal satisfaction of all stakeholders' interests, Ashraf & Kadir, 2012:81; Hossein <i>et al.</i> , 2011:5)	The study makes a contribution to existing body of knowledge through revelatory contextual insight of a unique Namibian environment-specific feature, namely the role of Unions. The significance of Unions to effective

	Organisational practice/activity	Meaning of practice/activity	Context of practice/activity	Existing theoretical base	The contribution of the study
			of unskilled and low skilled workers and the safety in collective representation, a good relationship with Unions appears to be an important dynamic in Namibia which could be a differentiator between achievement and non-achievement of organisational goals.		organisational management appears unexplored in organisational development and design theories.
10.	Ethical and moral leadership	The extent to which the organisation emphasises ethical and moral leadership as departure point in the organisation.	The responsibility for ensuring ethical culture, through good corporate governance systems, is entrusted to the board of directors and senior managers. Accordingly, they are the focal point of a corporate governance system and responsible for supervising management. Due to heavily politicised environments, a leadership that appears fitting is ethical and moral leadership that seeks to achieve results by promoting a system of normative beliefs, judgements and behaviours for the common good as opposed to self-interest.	Good corporate governance principles: The system of rules, practices and processes, as set by the institution's board of directors, through which an organisation is directed and controlled (Engelbrecht, 2010:30; Institute of Directors in Southern Africa, 2002:7; Lloyd & Mey, 2010:1; Wiley, 1995:2).	The study makes a contribution by identifying ethical and moral leadership as leadership that could safeguard corporate governance principles and promote common good for the majority of citizens as opposed to self-interest of the well-connected and the elite.

8.6. CONTRIBUTION TO METHOD

This study contributes to method by applying the double-blind method (i.e. not informing study participants that the study is about management practices and activities associated with effectiveness behaviours). In addition, a contrasted technique of analysing data also contributed to method as a viable research option to investigate organisational practices and activities associated with effective organisations in a developing country.

The risk of positive self-reporting, where interviewees project themselves more favourably than the reality, is possible with interviews and retrospective reflections. To circumvent this risk, the double-blind method in this study ensured that the participants did not know the ultimate research question of the study. Although the researcher was aware that the study was about effective and less effective organisations, the study participants were not, at any point, instructed that they were being interviewed about effective and less effective organisations. Double-blind studies are an important part of conducting organisational effectiveness research. Various scholars, notably, Rosenzweig (2007:65), endorsed the double-blind method as one of the best techniques in circumventing the halo effect in business management research. The halo effect is especially damaging because it often compromises the quality of data used in business management research.

8.7. STUDY IMPLICATIONS

The findings of this study relate to three main contextual case-based knowledge considerations. Firstly, the findings of this study relate to the pertinent need to develop strategies to contain the negative effects of Namibian-specific contextual impediments, such as heavily politicised environments, lack of proper skills and fear to express opinions, from affecting organisational performance and effectiveness. Within this regard, the effects of the contextual influences (i.e. political influences, risks (fear) of expressing opinions, scarcity of skills and experience and state of economic and socio-economic conditions influences) should be brought into academic discourses and not be concealed.

Secondly, the findings relate to the need for Namibia to capitalise on the soul of what might be one of its key resources, namely the human resources. Namibia should optimally harness its human capital and intellectual resources' potential to enhance organisational high-performance cultures. The mindset of organisational high-performance cultures in organisations should depart from the premise of recruiting people carefully and correctly. Politics must be kept out of it. Good recruitment practices, for instance, could have many advantages. This could include people with the abilities to entrench and adhere to good corporate governance practices, who can foster positive working relationships in organisations and with stakeholders, can embed effective and transparent communication practices, can successfully implement effective performance and

reward systems and who can initiate and develop programmes to authentically support people development and growth.

In particular, careful recruitment processes might avoid many ills in the organisation, such as bad governance practices as a result of lack of expertise. It might not be always the case that people behave unethically or do not want to adhere to good governance principles just for the sake of it. Sometimes, it might be a case of lack of knowledge and awareness. In this context, it might be better to recruit people correctly in the organisation in the first place instead of attempting to correct wrong recruitments later which might be costly and unpleasant. Colonial regimes might have neglected investment in general education and people development and thus it is imperative to continuously focus on human capital and intellectual development.

Thirdly, the study contribution resonates with the need to reshape or reform country-specific realities and mindsets, especially people's mentalities that could have been negatively affected by adverse colonial legacies such as the 1904–07 genocide, war of liberation, past discriminatory and racial practices, so as to effectively contribute to higher social and economic developmental aspirations. In this regard, it has to take a genuine decolonisation of the mind (which often is referred to as freedom from mental slavery) to reclaim and entrench true organisational effectiveness behaviours.

The development, inculcation and entrenchment of an interconnected philosophy of mindset and being might contribute to effective organisational behaviours in the Namibian organisations. Imagine an atmosphere where business practitioners, at various levels, operate from a single core philosophy of being and mindset? From the CEO to the cleaner, all operating from a single core philosophy of being and mindset. Such a philosophy must be developed and implemented as an integrated philosophy that takes into consideration the Namibian-specific contextual influences. Also, several constituents of such a philosophy should be implemented as a whole, and not an incoherent framework implemented incongruously and on an ad hoc basis. For authentic organisational effectiveness behaviours to take root and be established, would necessitate fervent disciples and evangelists in different spheres: politics, business, education and religion, who should champion it. It is within this context that ethical and moral leadership becomes appropriate in the Namibian context.

8.8. LIMITATIONS OF THE STUDY

The main limitation of the study was incomplete and unavailable data, such as annual reports, to construct complete selection measures (criteria) through the database of companies. Especially small and private companies could not provide financial data, such as profitability, ROE, and tax payments. The failure to obtain the foregoing data might have contributed to a skewed categorisation of companies into effective or ineffective cases. Also, due to time and money

constraints and unavailability of data, this study was limited to medium and large organisations that employ more than 200 employees in the Namibian tertiary industry.

The non-parsimonious nature of Namibian organisations and the diversity of industries from which samples of organisations were selected were additional limitations. The Namibia tertiary industry characteristics are diverse. For instance, the six sub-industries in the Namibian tertiary industry do not have analogous features. In the same way, the characteristics and structure of companies are not easily comparable. This makes comparisons of sub-industries somewhat difficult. But in the final analysis, the study objectives were achieved in the sense that a set of core organisational practices, activities, mindsets and behaviours associated with effective organisations as well as four Namibian-specific contextual influences were identified in the study.

8.9. DIRECTIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

The research has demonstrated that investigating organisational practices, activities, mindsets and behaviours associated with effective organisations is a fruitful field in the organisational development and design domain. It has also shown that the interpretivistic approach is a viable research option to investigate organisational practices, activities, mindsets and behaviours associated with effective organisations in the Sub-Saharan African context. It is recommended that more research be done around organisational practices, activities, mindsets and behaviours associated with effective organisations. The following five areas are a limited list of potential areas in which studies could build on the work done in this study:

- Empirically investigate ways of how to contain the negative effects of politics and lack of adequate skills and work experience on effective organisational management in developing countries.
- Investigate ways in which to effectively harness the human resource and intellectual capital in developing countries.
- Conduct more research on the best way of operationalising the ten core organisational practices, activities, mindsets and behaviours identified in this study as associated with effective organisations into testable hypotheses to investigate the relationships between the practices and organisational high-performance cultures in Namibia.
- Employ quantitative research approaches, such as surveys, to robustly test the level of entrenchment of the ten core organisational practices, activities, mindsets and behaviours developed in this study in a larger sample of Namibian business organisations.
- Empirically investigate ways to develop and implement strategies to reshape people's mindsets that appear to have been negatively affected by colonial legacies in developing countries.

Research into organisational practices, activities, mindsets and behaviours that are associated with effective organisations is relatively young, especially in emerging economies. Therefore, more research needs to be conducted in developing countries to validate results from different contexts. It is believed that this study can break new ground to encourage a more scientific and large sample, comparative approach to empirical research into organisational practices, activities, mindsets and behaviours associated with effective organisations.

8.10. FINAL CONCLUSIONS

This study attempted to provide some exploratory evidence on the organisational practices, activities, mindsets and behaviours that are associated with effective organisations in Namibia. It is limited in the qualitative evidence presented here but highlights the key contextual influences and specific organisational practices and activities that seem critical for organisational high-performance cultures to be entrenched in Namibia. In the Namibian context, the correct admittance of people in organisations, good people management practices and humanistic values of deeply engaging with the human fundamentals in the organisation appear to be some of the critical organisational practices and activities that are associated with effective organisations. Also, the study identified exercising managerial patience as a critical organisational virtue that is associated with effective organisations.

The scope of the study contributes to the agenda for much needed organisational effectiveness behaviour theory and management research from this part of the world, Sub-Saharan Africa. Although the nuances of data in this study are insufficient to identify the extent to which the organisational practices, activities, mindsets and behaviours associated with effective organisations are entrenched in Namibia, the study findings seem to suggest that organisations and management should focus on the correct way of admitting people in organisations, on human relations philosophies and on management by human relations and that these need to be integrated in people development and capacity building programmes of the country and organisations so as to act as catalysts for societal and economic transformation.

To those teaching, consulting and leading Namibian organisations, in particular, and those in similar developing countries, in general, this study strongly proposes a set of country-specific contextual influences and specific organisational practices and behaviours that reflect empirically assessed contextual realities and observations. Rather than professing management principles and practices of others, particularly Western principles, this study makes a theoretical and practical contribution through generating empirical information on the drivers of organisational effectiveness from a developing country perspective that appears to be entrenched in the authentic and concrete observed daily-lived experiences. Africa's gift to the world, in general, and Namibia, in particular, could be humanistic values and management by human relations philosophies.

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APPENDIX A: ASSESSMENT ON GAINFUL EMPLOYMENT CREATED

		No. of employees
A	FINANCIAL INTERMEDIATION SECTOR	
1	Bank of Namibia	301
2	Bank Windhoek	1,017
3	First National Bank Namibia Group	1,569
4	Metropolitan Namibia Ltd	414
5	Namibia Development Corporation (NDC)	235
6	Nedbank	641
7	Old Mutual Namibia	494
8	Standard Bank Namibia Ltd	1,329
9	Trustco Group International [Pty] Ltd	475
		6,475
B	INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR	
1	MTC	332
2	Namibian Broadcasting Corporation	372
3	Telecom Namibia	1,240
		1,944
C	TRANSPORT SECTOR	
1	Air Namibia	550
2	Etosha Transport (Pty) Ltd	243
3	FP du Toit Transport (Pty) Ltd	223
4	Namibia Airports Company Ltd	280
5	Namibia Post Ltd	524
6	Namport	600
7	Roads Authority	358
8	Roads Contractor Company Ltd	1,044
9	Transnamib Holdings Ltd	2,900
10	Wesbank Transport [Pty] Ltd	224
		10,834
D	BUSINESS SERVICES SECTOR	
1	Africa Personnel Services	2,997
2	Berco Cleaning Services (Pty) Ltd	301
3	Democratic Media Holdings	240
4	ELCIN	358
5	ELCRN	530
6	Elgin Brown & Hamer Namibia	427
7	Namibia Airports Company Ltd	280
8	Namibia Post Ltd	524
9	Nampower	834
10	NamwaterCorp. Ltd	583
11	Nova Tyre (Trentyre) (Pty) Ltd	239
12	Roads Authority	358
13	Roads Contractor Company Ltd	1,044
14	Social Security Commission	241

		8,956
E	TOURISM AND HOSPITALITY SECTOR	
1	Catering Contract Management	244
2	Kalahari Sands Hotel and Casino	280
3	Leading Lodges of Africa	243
4	Namib Sun Hotels	219
5	Namibia Wildlife Resorts	1,080
6	Swakopmund Hotel and Entertainment Centre	220
7	Wilderness Safaris	574
8	Windhoek Country Club Resort and Casino	310
		3,170
F	WHOLESALE AND RETAIL-SECTOR	
1	Agra Co-operative Ltd	451
2	CIC Holdings Ltd.	260
3	Cymot (Pty) Ltd	391
4	Edgars Consolidated Stores Ltd (Edcon)	279
5	Foschini Group (Fashion Retailers)	225
6	Fruit and Veg City	237
7	International Commercial (Pty) Ltd	303
8	Lewis Stores	230
9	Manica Group Namibia (Pty) Ltd	268
10	Meatco Namibia	804
11	Metcash Trading (Namibia) (Pty) Ltd	278
12	Metje and Ziegler Limited	394
13	Model Pick 'n Pay Family Supermarket(s)	610
14	PEP Namibia Holdings	481
15	Punyu Group of Companies	449
16	Pupkewitz Motor Division	644
17	Shoprite Checkers	2,517
18	The Atlantic Chicken Company (KFC)	247
19	Wecke&Voigts(Pty) Ltd	275
20	Woerman Brock 8. Co. (Windhoek) (Pty) Ltd	373
		9,716
64	Total	39,151

Source: Employment Equity Commission, 2008/2009.

APPENDIX B: ASSESSMENT ON PROFITABILITY

	FINANCIAL INTERMEDIATION SECTOR	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
	Company	000	000	000	000								
1	Bank of Namibia	68 470	66 519	40 921	18 248	-356 487	-106 918	87 222	3 632 002	315 764	2 206 822	5 972 563	Reserve Bank of Namibia
2	Bank Windhoek	48 660	57 845	69 471	78 232	102 713	171 177	105 929	119 731	156 402	198 421	1 108 581	
3	First National Bank Namibia Group	70 098	104 072	132 064	156 311	240 876	165 114	215 904	256 971	304 348	409 067	2 054 825	2001-2008 Source = Annual report 2010, (Ten year review, p.29)
4	Metropolitan Namibia Ltd	0	0	0	0	0	0	0	0	0	0	0	Not available. Results reported as group results to include Botswana, Swazi, Kenya and Nigeria – PRO – 31 Aug 2009
5	Namibia Development Corporation (NDC)	3 302	-12 276	-14 353	-88 841	37 858	10 146	-61 418	-15 400	-3 059	0	-144 041	2008 statements not available @ 01 March 2011
6	Nedbank	44 316	50 019	60 254	71 490	80 492	131 775	-239	33 408	-2 250	8 935	478 200	
7	Old Mutual Namibia	47 771	-1 348	32 891	68 590	66 880	59 053	284 690	239 094	267 006	42 810	1 107 437	Data provided by Mr C. Van Der Merwe
8	Standard Bank Namibia Ltd	76 297	110 421	140 322	156 862	166 499	173 715	169 451	122 559	242 202	303 502	1 661 830	
9	Trustco Group International [Pty] Ltd	0	0	0	0	0	8 279	22 811	24 892	78 053	26 290	160 325	Only started operations in 2004
		358 914	375 252	461 570	460 892	338 831	612 341	824 350	4 413 257	1 358 466	3 195 847	12 399 720	
	INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR												
1	MTC	22 134	38 770	55 936	98 715	150 546	235 305	293 201	337 282	339 689	356 180	1 927 758	
2	Namibian Broadcasting Corporation	-4 401	-8 278	-11 975	-23 488	26 419	-27 468	43 764	-14 257	-78 696	-38 035	-136 415	

	FINANCIAL INTERMEDIATION SECTOR	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
	Company	000	000	000	000	000	000	000	000	000	000	000	
3	Telecom Namibia	41 105	35 335	26 608	47 465	69 851	121 011	84 608	112 294	25 209	46 943	610 429	
		58 838	65 827	70 569	122 692	246 816	328 848	421 573	435 319	286 202	365 088	2 401 772	
	TRANSPORT SECTOR												
1	Air Namibia	70 645	-73 552	-145 872	-192 164	119 539	-272 971	-214 890	-326 908	-214 890	0	-1 251 063	2008 statements not available @ 01 March 2011
2	Etosha Transport (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
3	FP du Toit Transport (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
4	Namibia Airports Company Ltd	3 192	8 191	2 743	5 169	4 551	15 672	11 581	12 601	8 128	0	71 828	2008 statements not available @ 01 March 2011
5	Namibia Post Ltd	3 052	1 274	1 038	4 748	-6 141	-1 691	9 341	28 448	14 411	10 249	64 729	
6	Namport	-1 067	7 021	8 574	8 400	10 776	-3 803	11 304	30 488	91 436	112 526	275 655	
7	Roads Authority	0	0	2 688	-2	0	11 253	8 007	5 242	4 917	-2 809	29 296	Entity started operations in financial year 2001 (01 April 2000)
8	Roads Contractor Company Ltd	0	0	24 953	-19 169	554	-1 942	8 284	-56 680	-84 732	-42 661	-171 393	Entity started operations in financial year 2001 (01 April 2000)
9	Transnamib Holdings LTD	27 310	-34 973	-63 180	-81 471	44 103	43 709	19 700	12 556	-34 406	-253 774	-320 426	
10	Wes bank Transport [Pty] LTD	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
		103 132	-92 039	-169 056	-274 489	173 382	-209 773	-146 673	-294 253	-215 136	-176 469	-1 301 374	
	BUSINESS SERVICES SECTOR												
1	Africa Personnel Services	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Mr Buys. 19 Apr 2011

	FINANCIAL INTERMEDIATION SECTOR	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
	Company	000	000	000	000	000	000	000	000	000	000	000	
2	Berco Cleaning Services (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Mr Richard. 19 Apr 2011
3	Democratic Media Holdings	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Ms Gomez. 19 Apr 2011
4	ELCIN	0	0	0	0	0	0	0	0	0	0	0	Not a company but a Church
5	ELCRN	0	0	0	0	0	0	0	0	0	0	0	Not a company but a Church
6	Elgin Brown & Hamer Namibia	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Mr Kubimans. 19 Apr 2011
7	Namibia Airports Company Ltd	3 192	8 191	2 743	5 169	4 551	15 672	11 581	10 006	8 128	0	69 233	Covered under Transport sector
8	Namibia Post Ltd	3 052	1 274	1 038	4 748	-6 141	-1 692	9 341	24 542	12 665	-1 678	47 149	Covered under Transport sector
9	Nampower	193 218	132 820	157 067	151 545	89 556	58 762	145 151	153 719	159 507	267 666	1 509 011	
10	NamwaterCorp. Ltd	-7 935	4 817	13 980	-24 449	-22 734	-69 144	27 889	44 380	12 937	59 714	39 455	
11	Nova Tyre (Trentyre) (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information.
12	Roads Authority	0	0	2 688	-2	0	11 253	8 007	5 242	4 917	-2 809	29 296	Covered under Transport sector
13	Roads Contractor Company Ltd	0	0	24 953	-19 169	554	-1 942	8 284	-56 680	-84 732	-42 661	-171 393	Covered under Transport sector; Entity started operations in financial year 2001 (01 April 2000)
14	Social Security Commission	1366	1 793	11 424	11 031	9 840	13 842	-22 907	38	2 036	2 061	30 524	
		192 893	148 895	213 893	128 873	75 626	26 751	187 346	181 247	115 458	282 293	1 553 275	
	TOURISM AND HOSPITALITY												<i>".....and I do know, that very few, if any companies, are willing to reveal their profitability/business figures to anyone, least</i>

APPENDIX C: ASSESSMENT ON RETURN ON EQUITY (ROE)

	Calculation: (net income for the year/shareholders' equity)	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
A	FINANCIAL INTERMEDIATION SECTOR	000	000	000	000	000	000	000	000	000	000	000	
1	Bank of Namibia	11.61%	8.06%	2.55%	1.68%	-49.02%	-17.81%	13.47%	380.84%	26.55%	70.22%	448.14%	Reserve Bank of Namibia
2	Bank Windhoek	32.14%	30.17%	28.92%	27.12%	28.44%	26.30%	26.40%	24.10%	23.53%	20.81%	267.93%	
3	First National Bank Namibia Group	24.50%	24.30%	28.20%	28.00%	40.40%	20.20%	19.10%	20.60%	23.80%	28.20%	257.30%	2001-2008 Source = Annual report 2010, (<i>Ten year review, p.29</i>)
4	Metropolitan Namibia Ltd	0	0	0	0	0	0	0	0	0	0	0	Not available. Results reported as group results to include Botswana, Swazi, Kenya and Nigeria – PRO – 31 Aug 2009
5	Namibia Development Corporation (NDC)	2.42%	-9.87%	-12.91%	-173.46%	36.28%	7.48%	-66.71%	-18.69%	-2.53%	0.00%	-238.00%	2008 statements not available @ 01 March 2011
6	Nedbank	33.70%	38.30%	39.30%	39.00%	36.00%	29.60%	-0.25%	26.21%	-1.80%	6.66%	246.72%	
7	Old Mutual Namibia	12.24%	-0.46%	8.42%	16.92%	12.84%	9.01%	30.29%	24.25%	26.35%	4.73%	144.59%	Data provided by Mr C. Van Der Merwe
8	Standard Bank Namibia Ltd	31.82%	35.26%	44.17%	50.09%	35.29%	30.80%	26.40%	16.96%	26.47%	26.40%	323.66%	
9	Trustco Group International [Pty] Ltd	0.00%	0.00%	0.00%	0.00%	0.00%	76.80%	52.70%	37.00%	18.20%	26.20%	210.90%	Started operations in the year 2004
		148.43%	125.76%	138.64%	-10.65%	140.23%	182.38%	101.41%	511.26%	140.57%	183.22%	1661.24%	
B	INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR												
1	MTC	52.45%	47.88%	44.96%	51.12%	50.83%	52.16%	45.39%	37.34%	34.04%	31.43%	447.60%	

	Calculation: (net income for the year/shareholders' equity)	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
2	Namibian Broadcasting Corporation	-2.73%	-5.11%	-7.06%	-14.65%	13.12%	-13.73%	23.98%	-6.71%	-46.41%	-22.23%	-81.52%	
3	Telecom Namibia	12.06%	9.39%	6.74%	11.34%	14.54%	21.38%	13.76%	12.13%	2.49%	4.42%	108.24%	
		61.78%	52.17%	44.64%	47.81%	78.49%	59.82%	83.13%	42.76%	-9.88%	13.61%	474.33%	
B	TRANSPORT SECTOR												
1	Air Namibia	100.00%	78.51%	29.95%	26.52%	-36.79%	112.22%	19.46%	85.92%	206.06%	0.00%	621.84%	2008 statements not available @ 01 March 2011
2	Etosha Transport (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
3	FP du Toit Transport (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
4	Namibia Airports Company Ltd	7.55%	16.23%	5.15%	8.85%	1.05%	3.48%	0.80%	0.87%	0.66%	0.00%	44.65%	2008 statements not available @ 01 March 2011
5	Namibia Post Ltd	11.94%	4.84%	3.79%	18.73%	-33.73%	-10.24%	27.93%	46.43%	20.05%	17.95%	107.69%	
6	Namport	4.00%	5.00%	6.00%	3.00%	1.00%	5.00%	4.00%	6.00%	10.56%	17.00%	61.56%	
7	Roads Authority	0.00%	0.00%	100.00%	-0.01%	0.00%	96.36%	68.56%	44.89%	42.10%	-24.05%	327.85%	Entity started operations in financial year 2001 (01 April 2000)
8	Roads Contractor Company Ltd	0.00%	0.00%	19.14%	-18.35%	0.53%	-1.88%	7.44%	-103.68%	-239.21%	57.63%	-278.39%	Entity started operations in financial year 2001 (01 April 2000)
9	Transnamib Holdings LTD	7.96%	-11.35%	-25.79%	-52.41%	18.28%	17.91%	7.79%	4.73%	-14.89%	726.36%	678.58%	
10	Wesbank Transport [Pty] LTD	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
		255.01%	197.56%	227.53%	81.94%	107.32%	342.47%	302.24%	170.67%	5.58%	822.11%	2512.43%	
C	BUSINESS SERVICES SECTOR												
1	Africa Personnel Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Private company, do not publish information. Mr Buys. 19 Apr 2011
2	Berco Cleaning Services (Pty) Ltd	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Private company, do not publish information. Mr Richard. 19 Apr 2011

	Calculation: (net income for the year/shareholders' equity)	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
3	Democratic Media Holdings	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Private company, do not publish information. Ms Gomez. 19 Apr 2011
4	ELCIN	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Not a company but a Church
5	ELCRN	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Not a company but a Church
6	Elgin Brown & Hamer Namibia	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Private company, do not publish information. Mr Kubimans. 19 Apr 2011
7	Namibia Airports Company Ltd	7.55%	16.23%	5.15%	8.85%	1.05%	3.48%	2.78%	0.69%	0.66%	0.00%	46.45%	Covered under Transport sector
8	Namibia Post Ltd	11.94%	4.73%	3.79%	18.73%	-33.73%	-10.25%	27.93%	42.78%	17.62%	15.80%	99.35%	Covered under Transport sector
9	Nampower	7.11%	4.68%	5.27%	3.99%	2.38%	1.52%	15.71%	15.12%	24.94%	21.61%	102.33%	
10	NamwaterCorp. Ltd	-0.83%	0.50%	1.44%	-2.61%	-2.48%	-8.31%	3.19%	4.83%	1.38%	5.99%	3.10%	
11	Nova Tyre (Trentyre) (Pty) LTD	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Private company, do not publish information.
12	Roads Authority	0.00%	0.00%	100.00%	-0.01%	0.00%	96.36%	68.56%	44.89%	42.10%	-24.05%	327.85%	Covered under Transport sector
13	Roads Contractor Company Ltd	0.00%	0.00%	19.14%	-18.35%	0.53%	-1.88%	7.44%	-103.68%	-239.21%	57.63%	-278.39%	Covered under Transport sector; Entity started operations in financial year 2001 (01 April 2000)
14	Social Security Commission	12.12%	11.31%	41.87%	28.79%	20.43%	22.27%	-60.85%	0.10%	12.53%	11.25%	99.82%	
		37.89%	37.44%	176.66%	39.40%	-11.83%	103.19%	64.77%	4.72%	-139.97%	88.24%	400.51%	
D	TOURISM AND HOSPITALITY SECTOR												<p>".....and I do know, that very few, if any companies, are willing to reveal their profitability/business figures to anyone, least of all students, – except for the Ministry of Finance, of course, – but based on my indicators, it could help make the relevant choices (Paetzold, 2010). For this reason, only two criteria (employment and governance) applied in the tourism sector.</p>

APPENDIX D: ASSESSMENT ON SOCIAL INVESTMENT THROUGH TAX PAYMENTS

		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
A	FINANCIAL INTERMEDIATION SECTOR	000	000	000	000	000	000	000	000	000	000	000	
1	Bank of Namibia	0	0	0	0	0	0	0	0	0	0	0	Tax exempt: Reserve Bank of Namibia
2	Bank Windhoek	20 794	28 741	36 539	40 875	52 775	48 555	54 532	61 313	80 409	87 816	512 349	
3	First National Bank Namibia Group	43 952	43 952	63 150	72 655	6 824	78 004	90 717	102 029	130 212	159 641	791 136	
4	Metropolitan Namibia Ltd	0	0	0	0	0	0	0	0	0	0	0	Reported as a group including Botswana, Swaziland, Kenya and Nigeria – PRO – 31 Aug 2009
5	Namibia Development Corporation (NDC)	0	0	0	0	0	0	0	0	0	0	0	Tax exempt
6	Nedbank	0	0	0	0	0	0	38 926	25 530	37 208	37 489	139 153	Tax reported under Group results
7	Old Mutual Namibia	1 899	2 945	1 251	1 608	2 316	1 200	15 041	16 927	15 041	33 746	91 974	
8	Standard Bank Namibia Ltd	32 174	55 828	69 210	81 224	56 096	46 370	56 388	18 717	68 591	98 379	582 977	
9	Trustco Group International [Pty] Ltd	0	0	0	0	0	1 539	1 535	3 049	86	-169	6 040	Only started operations in 2004
		98 819	131 466	170 150	196 362	118 011	175 668	257 139	227 565	331 547	416 902	2 123 629	
B	INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR												
1	MTC	106 251	15 000	25 800	47 600	74 197	118 967	146 553	171 372	177 037	179 736	1 062 513	
2	Namibian Broadcasting Corporation	0	0	0	0	0	0	0	0	0	0	0	Tax exempt
3	Telecom Namibia	22 232	21 000	16 200	27 943	40 694	48 234	48 121	61 801	28 982	33 139	348 346	

		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
		128 483	36 000	42 000	75 543	114 891	167 201	194 674	233 173	206 019	212 875	1 410 859	
B	TRANSPORT SECTOR												
1	Air Namibia	0	0	0	0	0	0	0	0	0	0	0	Tax exempt
2	Etosha Transport (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
3	FP du Toit Transport (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	Private company, unwilling to release information
4	Namibia Airports Company Ltd	527	926	2 283	2 262	2 588	7 206	4 833	3 127	2 670	0	26 422	
5	Namibia Post Ltd	1 736	1 314	926	-897	2 267	1 641	7 583	721	-2 661	-11 927	703	
6	Namport	8 138	4 916	6 332	12 990	6 622	11 258	18 057	15 150	21 626	52 132	157 221	
7	Roads Authority	0	0	0	0	0	0	0	0	0	0	0	Tax exempt
8	Roads Contractor Company Ltd	0	0	13 466	10 227	299	-691	3 466	-2 007	297	0	25 057	Entity started operations in financial year 2001 (01 April 2000)
9	Transnamib Holdings LTD	0	0	0	0	0	0	0	0	0	-10 106	-10 106	Tax exempt
10	Wesbank Transport [Pty] LTD	0	0	0	0	0	0	0	0	0	0	0	
		10 401	7 156	23 007	24 582	11 776	19 414	33 939	16 991	21 932	30 099	199 297	
C	BUSINESS SERVICES SECTOR												
1	Africa Personnel Services	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Mr Buys. 19 Apr 2011
2	Berco Cleaning Services (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Mr Richard. 19 Apr 2011
3	Democratic Media Holdings	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Ms Gomez. 19 Apr 2011
4	ELCIN	0	0	0	0	0	0	0	0	0	0	0	Not a company but a Church
5	ELCRN	0	0	0	0	0	0	0	0	0	0	0	Not a company but a Church
6	Elgin Brown & Hamer Namibia	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information. Mr Kubimans. 19 Apr 2011
7	Namibia Airports Company Ltd	0	0	2 283	2 261	2 588	7 206	4 833	2 947	2 670	0	24 788	Covered under Transport sector
8	Namibia Post Ltd	1 736	1 314	926	-897	2 267	1 641	7 583	4 627	1 710	11 927	32 834	Covered under Transport sector

		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
9	Nampower	82 725	68 952	24 893	-43 865	27 768	16 853	-64 038	52 523	102 033	91 040	358 884	
10	NamwaterCorp. Ltd	0	-3 647	7 009	-6 240	0	0	0	593	35 401	0	33 116	
11	Nova Tyre (Trentyre) (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	Private company, do not publish information.
12	Roads Authority	0	0	0	0	0	0	0	0	0	0	0	Tax exempt
13	Roads Contractor Company Ltd	0	0	13 466	10 227	-299	691	3 466	-2 007	297	0	25 841	Covered under Transport sector; Entity started operations in financial year 2001 (01 April 2000)
14	Social Security Commission	0	0	0	0	0	0	0	0	0	0	0	Tax exempt
		84 461	66 619	48 577	-38 514	32 324	26 391	-48 156	58 683	142 111	102 967	475 463	
D	TOURISM AND HOSPITALITY SECTOR											0	<i>".....and I do know, that very few, if any companies, are willing to reveal their profitability/business figures to anyone, least of all students, – except for the Ministry of Finance, of course, – but based on my indicators, it could help make the relevant choices (Paetzold, 2010). For this reason, only two criteria (employment and governance) applied in the tourism sector.</i>
1	Catering Contract Management	0	0	0	0	0	0	0	0	0	0	0	
2	Kalahari Sands Hotel and Casino	0	0	0	0	0	0	0	0	0	0	0	
3	Leading Lodges of Africa	0	0	0	0	0	0	0	0	0	0	0	
4	Namib Sun Hotels	0	0	0	0	0	0	0	0	0	0	0	
5	Namibia Wildlife Resorts	0	0	0	0	0	0	0	0	0	0	0	
6	Swakopmund Hotel and Entertainment Centre	0	0	0	0	0	0	0	0	0	0	0	
7	Wilderness Safaris	0	0	0	0	0	0	0	0	0	0	0	
8	Windhoek Country Club Resort and Casino	0	0	0	0	0	0	0	0	0	0	0	

		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total	Comments
		0	0	0	0	0	0	0	0	0	0	0	
E	WHOLESALE AND RETAIL-SECTOR												
1	Agra Co-operative LTD	0	0	-644	-490	-125	256	402	2 914	2 541	3 546	8 400	
2	CIC Holdings Ltd.	0	0	0	0	0	0	0	0	0	0	0	
3	Cymot (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	
4	Edgars Consolidated Stores Ltd (Edcon)	0	0	0	0	0	0	0	0	0	0	0	
5	Foschini Group (Fashion Retailers)	0	0	0	0	0	0	0	0	0	0	0	
6	Fruit and Veg City	0	0	0	0	0	0	0	0	0	0	0	
7	International Commercial (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	
8	Lewis Stores	0	0	0	0	0	0	0	0	0	0	0	
9	Manica Group Namibia (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	
10	Meatco Namibia	83	185	285	189	1 168	444	6 538	717	-6 498	6 781	9 892	
11	Metcash Trading (Namibia) (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	
12	Metje and Ziegler Limited	0	0	0	0	0	0	0	0	0	0	0	
13	Model Pick 'n Pay Family Supermarket(s)	0	0	0	0	0	0	0	0	0	0	0	
14	PEP Namibia Holdings	0	0	0	0	0	0	0	0	0	0	0	
15	Punyu Group of Companies	0	0	0	0	0	0	0	0	0	0	0	
16	Pupkewitz Motor Division	0	0	0	0	0	0	0	0	0	0	0	
17	Shoprite Checkers	0	0	0	0	0	0	0	0	0	0	0	
18	The Atlantic Chicken Company (KFC)	0	0	0	0	0	0	0	0	0	0	0	
19	Wecke&Voigts(Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	
20	Woerman Brock 8. Co. (Windhoek) (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	
		83	185	-359	-301	1 043	700	6 940	3 631	-3 957	10 327	18 292	

APPENDIX E: ASSESSMENT ON GOOD CORPORATE CITIZENRY AND ETHICAL CONDUCT

		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total decisions	No. of cases won	No. of cases lost	Absolution	Total decisions
A	FINANCIAL INTERMEDIATION SECTOR															
1	Bank of Namibia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Bank Windhoek	1	1	1	0	0	0	0	0	0	0	3	1	1	1	3
3	First National Bank Namibia Group	0	1	1	1	0	0	0	0	0	0	3	0	3	0	3
4	Metropolitan Namibia Ltd	0	0	0	0	0	0	0	1	1	1	3	1	1	1	3
5	Namibia Development Corporation (NDC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Nedbank	1	3	2	0	3	0	1	0	0	0	10	5	5	0	10
7	Old Mutual Namibia	0	0	0	1	0	0	1	1	0	0	3	1	2	0	3
8	Standard Bank Namibia Ltd	0	0	2	0	0	1	0	0	1	0	4	1	3	0	4
9	Trustco Group International [Pty] Ltd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2	5	6	2	3	1	2	2	2	1	26	9	15	2	26
B	INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR															
1	MTC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Namibian Broadcasting Corporation	0	0	0	0	0	0	0	2	0	0	2	1	1	0	2
3	Telecom Namibia	0	0	0	0	0	1	0	0	0	0	1	0	1	0	1
		0	0	0	0	0	1	0	2	0	0	3	1	2	0	3
B	TRANSPORT SECTOR															
1	Air Namibia	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
2	Etosha Transport (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	FP du Toit Transport (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Namibia Airports Company Ltd	0	0	0	0	1	0	0	0	1	0	2	1	1	0	2
5	Namibia Post Ltd	0	0	0	0	0	0	1	1	0	0	2	1	1	0	2

		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total decisions	No. of cases won	No. of cases lost	Absolution	Total decisions
5	Namibia Wildlife Resorts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Swakopmund Hotel and Entertainment Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Wilderness Safaris	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Windhoek Country Club Resort and Casino	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0										
E	WHOLESALE AND RETAIL-SECTOR															
1	Agra Co-operative LTD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	CIC Holdings Ltd.	0	0	0	0	0	0	1	0	0	0	1	0	1	0	1
3	Cymot (Pty) LTD	0	0	0	0	0	0	0	0	2	0	2	0	2	0	2
4	Edgars Consolidated Stores Ltd (Edcon)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Foschini Group (Fashion Retailers)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Fruit and Veg City	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	International Commercial (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Lewis Stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	Manica Group Namibia (Pty) Ltd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Meatco Namibia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Metcash Trading (Namibia) (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Metje and Ziegler Limited	0	0	1	0	0	0	0	0	0	0	1	1	0	0	1
13	Model Pick 'n Pay Family Supermarket(s)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	PEP Namibia Holdings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	Punyu Group of Companies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	Pupkewitz Motor Division	0	0	0	0	0	0	0	0	0	3	3	1	2	0	3
17	Shoprite Checkers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	The Atlantic Chicken Company (KFC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	Wecke&Voigts(Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	Woerman Brock 8. Co. (Windhoek) (Pty) LTD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	1	0	0	0	1	0	2	3	7	2	5	0	7

Source: Southern African Legal Institute (SAFLII) database; available at www.saflii.org/na/cases.

APPENDIX F: FINAL WEIGHTED ASSESSMENT AND SELECTION OF COMPANIES

DECISION FACTOR RATINGS		Factor rating		Factor rating		Factor rating		Factor rating		Factor rating				
0 = No data available /provided		No data = 0		No data = 0		No data or negative value = 0		No data or negative value = 0		4+ = Low(0)				
1 = Low value		1-5 years profits = low (1)		1-5 years profits = low (1)		200 – 399 = low(1)		N\$1 – 999k = low(1)		3 – 3.99= Medium (1)				
3 = Medium value		6-9 years profits = medium (3)		6-9 years profits = medium (3)		400 – 599 = medium(2)		N\$1mil – 4 mil = medium(2)		2- 2.99 = Good(3)				
4 = High value		Consecutive profits = high (4)		Consecutive profits = high (4)		600 – 999 = high (3)		N\$5 mil – 999 mil = high (3)		0 – 1.99= Excellent (4)				
								N\$1bil + = excellent (4)						
Factor weights														
Profitability		10												
ROE		10												
Employment creation		40												
Tax payments		10												
Corporate governance		30												
		100												
A	FINANCIAL INTERMEDIATION SECTOR	Profitability	Weighted	ROE	Weighted	Employment creation	Weighted	Tax payments	Weighted	Corporate governance	Weighted	Weighted total	Companies selected	No. of companies
1	Bank Windhoek	4	40	4	40	4	160	3	30	4	120	390	Successful	1
2	First National Bank Namibia Group	4	40	4	40	4	160	3	30	1	30	300		
3	Standard Bank Namibia Ltd	4	40	4	40	4	16	3	30	1	30	300	Successful	2

							0								
4	Old Mutual Namibia	3	30	3	30	2	80	3	30	3	90	260			
5	Trustco Group International [Pty] Ltd	1	10	1	10	2	80	3	30	4	120	250			
6	Bank of Namibia	3	30	3	30	1	40	0	0	4	120	220			
7	Metropolitan Namibia Ltd	0	0	0	0	2	80	0	0	4	120	200			
8	Nedbank	3	30	3	30	3	120	1	10	0	0	190			
9	Namibia Development Corporation (NDC)	1	10	1	10	1	40	0	0	4	120	180	Unsuccessful	3	
B	INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR														
1	Telecom Namibia	4	40	4	40	4	160	3	30	4	120	390	Successful	4	
2	MTC	4	40	4	40	1	40	4	40	4	120	280	Successful	5	
3	Namibian Broadcasting Corporation	1	10	1	10	1	40	0	0	4	120	180	Unsuccessful	6	
B	TRANSPORT SECTOR														
1	Namport	3	30	4	40	3	120	3	30	4	120	340	Successful	7	
2	Namibia Post Ltd	3	30	3	30	2	80	3	30	4	120	290	Successful	8	
3	Roads Contractor Company Ltd	1	10	1	10	4	160	3	30	2	60	270			
4	Namibia Airports Company Ltd	3	30	3	30	1	40	3	30	4	120	250			
5	Air Namibia	1	10	3	30	2	80	0	0	4	120	240			
6	Transnamib Holdings LTD	1	10	3	30	4	160	0	0	1	30	230			
7	Roads Authority	1	10	1	10	1	40	0	0	4	120	180	Unsuccessful	9	
8	Etosha Transport (Pty) LTD	0	0	0	0	1	40	0	0	4	120	160			
9	FP du Toit Transport (Pty) Ltd	0	0	0	0	1	40	0	0	4	120	160			
10	Wesbank Transport [Pty] LTD	0	0	0	0	1	40	0	0	4	120	160			
C	BUSINESS SERVICES SECTOR														
1	Nampower	4	40	4	40	3	120	3	30	4	120	350	Successful	10	

2	NamwaterCorp. Ltd	3	30	3	30	2	80	3	30	4	120	290	Successful	11
3	Africa Personnel Services	0	0	0	0	4	160	0	0	4	120	280		
4	Namibia Post Ltd	3	30	2	20	2	80	3	30	4	120	280		
5	Roads Contractor Company Ltd	1	10	1	10	4	160	3	30	2	60	270		
6	Namibia Airports Company Ltd	3	30	1	10	1	40	3	30	4	120	230		
7	Social Security Commission	3	30	3	30	1	40	0	0	4	120	220		
8	ELCRN	0	0	0	0	2	80	0	0	4	120	200		
9	Elgin Brown & Hamer Namibia	0	0	0	0	2	80	0	0	4	120	200		
10	Roads Authority	1	10	1	10	1	40	0	0	4	120	180		
11	Berco Cleaning Services (Pty) Ltd	0	0	0	0	1	40	0	0	4	120	160		
12	Democratic Media Holdings	0	0	0	0	1	40	0	0	4	120	160		
13	ELCIN	0	0	0	0	1	40	0	0	4	120	160		
14	Nova Tyre (Trentyre) (Pty) LTD	0	0	0	0	1	40	0	0	4	120	160		
15	MVA (Deloitte best company to work for 2012 – medium companies)												Purposive selection	12
D	TOURISM AND HOSPITALITY SECTOR													
1	Namibia Wildlife Resorts	0	0	1	10	4	160	0	0	4	120	290	Successful	13
2	Wilderness Safaris	0	0	0	0	2	80	0	0	4	120	200	Successful	14
3	Catering Contract Management	0	0	0	0	1	40	0	0	4	120	160		
4	Kalahari Sands Hotel and Casino	0	0	0	0	1	40	0	0	4	120	160		
5	Leading Lodges of Africa	0	0	0	0	1	40	0	0	4	120	160	Purposive selection	15
6	Namib Sun Hotels	0	0	0	0	1	40	0	0	4	120	160		
7	Swakopmund Hotel and Entertainment Centre	0	0	0	0	1	40	0	0	4	120	160		
8	Windhoek Country Club Resort and Casino	0	0	0	0	1	40	0	0	4	120	160		
E	WHOLESALE AND RETAIL-SECTOR													
1	Meatco Namibia	3	30	3	30	3	120	2	20	4	120	320	Declined to participate	
2	Agra Co-operative LTD	4	40	4	40	2	80	3	30	4	120	310	Successful	16
3	Shoprite Checkers	0	0	0	0	4	160	0	0	4	120	280		
4	Model Pick 'n Pay Family Supermarket(s)	0	0	0	0	3	12	0	0	4	120	240		

APPENDIX G: NUMBER OF PEOPLE EMPLOYED BY INDUSTRY

Industry	Total employed	% employed
Agriculture and forestry	13,585	8.8%
Fishing	513	0.3%
Mining and quarrying	6,500	4.2%
Primary industries	20,598	13.3%
Manufacturing	12,684	8.2%
Electricity and water and construction	3,429	2.2%
Secondary industries	5,627	3.6%
Secondary industries	21,740	14.1%
Wholesale and retail trade, repairs	16,304	10.5%
Hotels and restaurants	5,114	3.3%
Transport and communication	8,773	5.7%
Financial intermediation	7,258	4.7%
Real estates and business services	7,186	4.6%
Tertiary industries	44,635	28.9%
Public administration and defence	21,564	13.9%
Education	23,577	15.2%
Health	10,772	7.0%
Other community, social and personal services	5,443	3.5%
Private household with employed persons	6,238	4.0%
Not recorded	96	0.1%
Government services	67,690	43.8%
Total	154,665	100%
Summary		
Primary industries	20,598	13.3%
Secondary industries	21,740	14.1%
Tertiary industries	44,635	28.9%
Government services	67,690	43.8%

Source: Republic of Namibia, 2008b:61.

APPENDIX H: REQUEST LETTER TO PARTICIPATE IN STUDY



The Chief Executive Officer

Dear Sir/Madam

I am a registered PhD student at the University of Stellenbosch Business School and am presently doing research on Namibian companies. The objective of the study is to examine the operating and strategic management practices of companies in Namibia. Theories on effective management practices in developed economies abound. In contrast, there is hardly any literature that distinguishes between effective practices in developed countries and those in developing countries such as Namibia. Given the noble idea of Vision 2030, it is important that the developing world tell their own stories. We can no longer rely on others, i.e. the developed world, to inform us about business management models and theories from their contexts and perspectives, rather we have to discover our own “truths”.

In view of the above, your company is one of a sample of companies selected for this research. The sample comprises companies: (a) representing a business sector in which the Namibian 2030 Vision calls for strong economic growth; and (b) which have the potential to provide valuable insight towards achieving the research objective. We sincerely rely on your company's willingness to assist us in this research.

Your participation in the study will involve the following:

One interview with the CEO

One interview with the chairperson of the board

One interview with any non-management employee in the HR or finance departments in your organisation

Perusal of my initial written analysis of the information you have shared with me, where I will indicate areas that require further clarification

A follow-up interview with the three interviewees to clarify issues where necessary and to share observations I made during the initial interviews

Interviewees will be asked to complete written consent forms to participate in the study

Interviews may be face-to-face, telephonic or via email, depending on the circumstances, and are expected to last between 60 and 120 minutes. The interviews will be recorded to assist me in my detailed content analysis afterwards. The interview structure and questions will be sent to each interviewee before the interview.

I acknowledge that your time is precious and, therefore in return for your efforts, I will provide a summary of the study findings to you in order to, possibly, assist you in your strategic and operational endeavours.

Please be assured that all data collected will be handled with the utmost confidentiality. Findings will be reported collectively only and individual companies will not be identified. You may withdraw from the study at any time.

Should you have any queries concerning this study, please do not hesitate to contact me on 061 263 625, 081 220 6285 or fax number 061 263 385. Alternatively, my email address is Matthias.Ngwangwama@nys.com.na. You may also contact my study promoter, Prof Marius Ungerer on +27 21 918 4218 or fax number +27 21 918 4468.

I look forward to your response and allow me to express my sincere gratitude in anticipation of your participation.

Yours truly

Matthias M. Ngwangwama

Researcher

APPENDIX I:
LIST OF COMPANIES REGISTERED WITH EMPLOYMENT EQUITY
COMMISSION AS AT 31 MARCH 2008

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
1	Cape Orchard	330	Cottage Private Hospital
2	Exotic International (Pty) Ltd	331	Dr Joggie Briedenhann
3	International Grape Co. (Ply) Ltd	332	Khomas Medical Services
4	Karas Abattoir, Tannery and Processors [Ostrich Production)	333	Medfarm Holdings
5	Namibia Grape Company	334	Medical Imaging
6	Namibia Grape Exporters (Pty) Ltd	335	Namibia Institute of Pathology
7	Nivex Enterprises (Pty) Ltd	336	OCCU-Med
8	W.U.M Properties Ltd. Farming Division	337	Pathcare
		338	Roman Catholic Hospital
	EDUCATION, TRAINING AND DEVELOPMENT PRACTICES SECTOR	339	Walvisbay Medi-Park
9	Deutscher Schulverein Windhoek (1949)	340	Windhoek Medi-Clinic
10	Ehafo Trust (WOI)		
11	Highlands Christian School		INFORMATION SYSTEMS, ELECTRONIC AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR
12	Namcol	341	AST Namibia
13	Namibia National Training Organisation (Pty) Ltd t/a Windhoek Vocational Training Centre	342	Burmeister & Partners
14	Namibia Institute of Mining and Technology (NIMT)	343	Business Connection (Pty) Ltd (Comparex)
15	Namibian Maritime and Fisheries Institute	344	Bytes Technology Group (Pty) Ltd
16	Polytechnic of Namibia	345	Elektro Blitz
17	Rossing Foundation	346	Konica Minolta Namibia (Minolco)
18	SOS Children's Village Association Namibia	347	Kriess Electrical cc
19	St. George's Diocesan School	348	MTC
20	University of Namibia (UNAM)	349	Namibian Broadcasting Corporation
21	Windhoek Afrikaans Private School	350	Nashua
22	Windhoek International School	351	Schoemans Office Systems (Pty) Ltd
		352	Southern Engineering

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
	FINANCIAL INTERMEDIATION SECTOR		353 Telecom Namibia
23	Agricultural Bank of Namibia		
24	Alexander Forbes Namibia		MANUFACTURING SECTOR
25	Bank of Namibia	354	Bindeman Enterprises
26	Bank Windhoek	355	Bokomo Namibia (Pty) Ltd
27	Channel Life	356	Brakwater Enterprises
28	Consolidated Financial Services Holdings Ltd	357	Capricon Sweets
29	Dynamic Financial Brokers	358	Castle Brewing Namibia (Pty) Ltd
30	Finaid Financial Services (Pty) Ltd	359	Eastern Eagle Textile Manufacturers
31	First National Bank	360	Fabupharm
32	FNB Insurance Brokers Namibia (Pty) Ltd	361	Feedmasfer (Pty) Ltd
33	Glenrand MIB Namibia (Pty) Ltd	362	H Jensen Bau-und Möbelitschlerei
34	Global Financial Advisors	363	Hytec Namibia
35	Hollard Insurance Namibia	364	Kalahari Wire Products
36	Medscheme Namibia (Pty) Ltd	365	Karakulia Weavers CC
37	Methealth Administrators Namibia	366	KHW Reiser t/a Reiser Taxidermy
38	Metropolitan Namibia Ltd	367	Mondipak Namibia (Pty) Ltd
39	Mutual and Federal Insurance Co.	368	Nakara Leather Tanning & Processing
40	Namibia Development Corporation (NDC)	369	Namib Foam
41	Nam-mic Financial Solutions (Pty) Ltd	370	Namib Mills (Pty) Ltd
42	Namfisa	371	Namibia Beverages
43	Namlife	372	Namibia Breweries
44	Nedbank	373	Namibia Dairies
45	Nedloans	374	Namibia Plastic Converters (Pty) Ltd
46	Old Mutual Namibia	375	Neo Paint Factory (Pty) Ltd
47	Prosperity Health Namibia	376	Nirosta (Pty) Ltd
48	Sanlam Namibia Ltd	377	Oranje Soutwerke (Pty) Ltd
49	Santam Namibia	378	Plastic Packaging
50	Standard Bank Namibia Ltd	379	Ramatex
51	Trustco Group International (Pty) Ltd	380	Salt and Chemicals (Pty) Ltd and Walvis Bay Salt Refiners (Pty) Ltd
52	Welwitchia Independent Insurance Brokers	381	Salt Company (Pty) Ltd
	FISHING SECTOR	382	Scandia Group of Companies
53	ABROMA Fishing Industries	383	Scania Truck Namibia (Pty) Ltd

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
54	Benguella Sea Products (Pty) Ltd		384 Shade Centre
55	Blue Ocean Production (Pty) Ltd		385 Springer Schokoladenfabrik (Pty) Ltd
56	Blue Sea Fishing		386 Taueber.&.Corssen SWA (Pty) Ltd
57	Cadilu Fishing		387 Taurus Maintenance Products
58	Corvima Investment (Pty) Ltd		388 Taxidermy Studio – Otjiwarongo
59	Erongo Group of Companies		389 Trophaendienste cc
60	Erongo Marine Enterprise		390 Windhoek Macschinen Fabriek {1998} Pty
61	Erundu Stevedoring (Pty) Ltd		
62	Etale Fishing		PRIVATE SECURITY, LEGAL AND CORRECTIONAL SERVICES SECTOR
63	Etosha Fisheries Holdings Co. (Pty) Ltd		
64	Fisheries Observer Agency		391 AH Safety Security Services cc
65	Freddie Fish Processors [Pty] Ltd		392 Coastal Security Services cc t/a Security School
66	Hangana Sea Food (Pty) Ltd		393 Darima Enterprises t/a The Security School Walvis Bay
67	Marco Fishing [Pty] Ltd		394 Empa Security Services
68	Merlus Group		395 Falcon Africa Security Holdings
69	Merlus Seafood Processors (Pty) Ltd		396 Fidelity Services Group Namibia
70	Namibia Fishing Industries		397 Guardian Security Services cc
71	Nova Nam Group of Companies		398 G4S Security Services Namibia (Pty) Ltd
72	Overberg Fishing Company		399 H.A.M.S. Security (Pty) LTd
73	Rainbow Trawling Company [Pty] Ltd		400 Humphries Security Guard Division
74	Seaflower White Fish Corporation		401 Independent Security Services
75	Seawork Group of Company		402 Kalahari Security Services
76	Supo Packers CC		403 Katima Security Services
77	Talanam Fish Processors		404 Marine Security Services
78	Tunacor Group Limited		405 Maxi Security Services cc
79	United Fishing Enterprises (Pty) Ltd		406 Mint Master Security [Namibia] (Pty) Ltd
			407 Njangula Holdings CC.
	LOCAL GOVERNMENTS, WATER AND RELATED SERVICES SECTOR		408 Ongula Security Services
80	Arandis Town Council		409 Oshana Security
81	City of Windhoek		410 Ponguia Security Services
82	Eenhana Town Council		411 Professional Security Force Service
83	Katima Mulilo Town Council		412 Rubbicon Security Services cc
84	Kavango Regional Council		413 Scorpio Securicor- Omaruru
85	Khorixas Town Council		414 Southern Cross Security Services

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
86	Luderitz Town Council	415	Springbok Patrols Namibia (Pty) Ltd t/a Namibia Protection Services
87	Municipality of Gobabis	416	Superior Security Services cc
88	Municipality of Grootfontein	417	Van der Merwe – Greet Incorporated cc
89	Municipality of Hentiesbay	418	X-Treme Security Services
90	Municipality of Keefmanshoop		
91	Municipality of Mariental		TRANSPORT SECTOR
92	Municipality of Okahandja	419	Air Namibia
93	Municipality of Otjiwarongo	420	Barloworld Equipment
94	Municipality of Outjo	421	Blaauw's Transport (Pty) Ltd
95	Municipality of Swakopmund	422	Cross Country Couriers
96	Municipality of Tsumeb	423	EC Jensen Transport (Pty) Ltd
97	Municipality of Walvis Bay	424	Etosha Transport (Pty) Ltd
98	OndangwaTown Council	425	FP du Toif Transport (Pty) Ltd
99	Ongwediva Town Council	426	Jowels Transport
100	Oshakati Town Council	427	Namport
101	Outapi Town Council	428	Okalindi Superliner
102	RunduTown Council	429	Slabbert Burger Transport Namibia (Pty) Ltd
103	Omusati Regional Council	430	TranNamib Holdings Ltd
104	Erongo Regional Council	431	Trans Hex Marine (Namibia) (Pty) Ltd
105	Oshana Regional Council	432	Transworld Cargo (Pty) Ltd
106	Oshikoto Regional Council	433	Unitrans Namibia (Pty) Ltd
107	Omamheke Regional Council	434	Van der Walt Transport
108	Ohangwena Regional Council	435	Wesbank Transport [Pty] Ltd
109	Khomas Regional Council	436	West Air Maintenance
	MINING SECTOR		TOURISM AND HOSPITALITY SECTOR
110	Anglogold Namibia (Pty) Ltd	437	African Extravaganza
111	B & E International Namibia	438	Alpine Caterers cc
112	De Beers Marine Namibia	439	Anfb Lodge (Pty) Ltd
113	Karibib Mining & Construction Co.	440	Arebusch Travel Lodge
114	Longer Heinrich Uranium (Pty) Ltd	441	Canyon Hotel Keefmanshaop
115	Major Drilling Namibia (Pty) Ltd	442	Catering Contract Management
116	Namco Namibia Mineral Corporation	443	C'EstiBon Lodge
117	Namcot Diamond (Pty) Ltd	444	De Duine Country Hotel
118	Namdeb Diamond Corporation	445	Epacha Game Lodge
119	Okorusu Fluorspar (Pty) Ltd	446	Famous Bufher's Grill
120	Rosh Pinah Zinc Corporations (Pty) Ltd	447	Hansa Hotel Swakopmund

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
121	Rossing Uranium Ltd		448 Heja Game Lodge
122	Samicor		449 Hotel.Eropahof
123	Scorpion Zinc Mining Co.		450 Independence Caterers Namibia
124	Weatherly Mining Namibia		451 IRDNC (Integrated Rural Development and Nature Conservation)
			452 Joe's BeerHouse
	PUBLIC SERVICE SECTOR		453 Kalahari Sands Hotel and Casino
125	Ministry of Agriculture, Water and Rural Development		454 Klein Aus Vista
126	Ministry of Basic Education, Sport and Culture		455 Leading Lodges of Africa
127	Ministry of Defence		456 Luderitz Nest Hotel
128	Ministry of Environment and Tourism		457 Meal Management Services
129	Ministry of Finance		458 Namashasha Country Lodge
130	Ministry of Fisheries and Marine Resources		459 Namib Sun Hotels
131	Ministry of Foreign Affairs		460 Namibia Desert Investment (Pty) Ltd
132	Ministry of Gender Equality and Child Welfare		461 Namibia Tourism Board
133	Ministry of Health and Social Services		462 Namibia Wildlife Resorts
134	Ministry of Higher Education, Training and Employment Creation		463 Nature Investments (Pty) Ltd
135	Ministry of Home Affairs		464 Nest Hotel Luderitz
136	Ministry of Information and Broadcasting		465 Okonjima Lodge
137	Ministry of Justice		466 Ongava Game Reserve
138	Ministry of Labour and Social Welfare		467 Opuwo Country Hotel
139	Ministry of Lands, Resettlement and Rehabilitation		468 Oshakafi Country Lodge
140	Ministry of Mines and Energy		469 O Portuga Restaurant
141	Ministry of Prisons and Correctional Services		470 Out of Africa
142	Ministry of Regional and Local Government and Housing		471 Protea Hotel- Ondangwa
143	Ministry of Trade and Industry		472 Protea Hotel- Pelican Bay
144	Ministry of Works Transport and Communication		473 Profhafch Namibia
145	Ministry of Youth, National Service, Sport & Culture		474 Safari Hotels (Pty) Ltd
146	National Assembly National Council National Planning Commission		475 Sanforinni Inn

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
147	National Council		476 Sossusvlei Lodge (Pty) Ltd
148	National Planning Commission		477 Swakopmund Hotel and Entertainment Centre
149	Office of the Attorney General		478 Solitaire Country Lodge
150	Office of the Auditor General		479 The Gourmet Restaurant
151	Office of the President		480 The Lighthouse Group
152	Office of the Prime Minister		481 Twyfelfontein Country Lodge (Pty) Ltd
			482 Ububele Alpine Inflight (Pty) Ltd
	SERVICES SECTOR		483 Vietor & Raaf- Aranos
153	ABB (Pty) Ltd		484 Wild Dogs, Crazy Kudu Safaris Namibia
154	Africa Personnel Services		485 Wilderness Safaris
155	Africon Namibia		486 Windhoek Country Club Resort and Casino
156	Asco Car Hire		
157	Auctioneering Corporation of Namibia (AUCOR)		WHOLESALE AND RETAIL-SECTOR
158	AVBOB		487 A & A Meat Namibia Ltd
159	Avis (Zeda Namibia)		488 A Wutow Trading Company
160	Baia Cleaning Services		489 ADCONCC
161	BDO Spencer Steward Namibia		490 African Marketing
162	Bejaardesorg Vereniging Okahandja		491 Afrox Namibia
163	Berco Cleaning Services (Pty) Ltd		492 Agra Co-operative Ltd
164	Bican Namibia (Pty) Ltd		493 Atlantic Meat Market
165	Blood Transfusion Service of Namibia		494 Auas Motors
166	BP Namibia		495 Audacity Clothing
167	Burbridge Glass cc		496 Fountain Friendly Supermarket
168	Capital Press (Pty) Ltd		497 Freeworld Plascon Namibia (Pty) Ltd
169	Catholic AIDS Action		498 Bears
170	Central North Regional Electricity Distribution Company		499 Beimah Agencies
171	Central Technical Supplies (Pty) Ltd		500 Beira Investment (Pty) Ltd
172	Chevron Namibia (Pty) Ltd		501 BeukesSpar
173	Coastal Couriers		502 Builders Warehouse
174	COLAS Namibia (Pty) Lid		503 CB Enterprises (Pty) Ltd
175	Consulting Services Africa		504 CIC Holdings Ltd.
176	CR van Wyk & Company		505 Charney Spar Mariental
177	CVW Auto Body Repairs		506 Closwa Biltong Factory
178	Deloitte and Touche		507 Club Motors
179	Democratic Media Holdings		508 Coastal Cellular
180	Desert Research Foundation of Namibia		509 Commercial Cold Storage (Namibia) (Pty) Ltd

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
181	Diesel Electric	510	Consolidated Sugar Industries (Namibia) (Pty) Ltd
182	Dimension Data	511	Continental Enterprises
183	DTC Valuation (Pty) Ltd	512	Corridor Logistics
184	Dunlop Tyre Services (Tyrepro Namibia (Pty) Ltd	513	Crown Build-It
185	Edu Loan Namibia	514	Cymot (Pty) Ltd
186	ELCIN	515	Danric Auto
187	ELCRN	516	Delhi Mini Market & Bakery
188	Electro Hinsch Contracting (Pty) Ltd	517	Distell Namibia
189	Electro Hoon	518	DRG Supermarket
190	Elgin Brown & Hamer Namibia	519	Dunns Stores
191	Eliwiwa & Edelstahlbau cc	520	Edgars Consolidated Stores Ltd (Edcon)
192	Engen Hochland Service Station	521	Edumeds
193	Engen Namibia	522	Elao Fifty two cc t/a Fysal Import B. Export
194	Ernst & Young	523	Ellerine Furnishers Namibia (Pty) Ltd
195	Erongo Contract Services	524	Erongo Agencies
196	Fedics Food Services Namibia (Pty) Ltd	525	Erongo Trading cc t/a Omaruru Spar
197	Financial Consulting Services (FCS) CC	526	Farmers Meat Market Holding (Pty) Ltd
198	GIPF	527	Fashaf (Pty) Ltd
199	Global Food Services	528	Ferreira's Garden Centre and Landscaping
200	Gran I Thornton Neuhaus	529	Ford Novel
201	H. & H. Furniture Removers	530	Foschini Group (Fashion Retailers)
202	Huis Deon Louw Old Age Home	531	Fresh Mark Namibia
203	Huis Palms Old Age Home- Walvisbay	532	Fruit and Veg City
204	Hydroweld Walvis Bay	533	Furniture Mart (Pty) Ltd
205	Industrial Cleaning Services	534	Fysal Fresh Produce
206	JB Cooling & Refrigeration cc	535	Game Discount World Namibia (Pty) Ltd
207	OudeRustOord	536	Gamsberg Mcmillan Publishers (Pty) Lid
208	John Meinert Printing (1999)	537	Geka Pharma (Pty) Ltd
209	Joseph & Snyman (Pty) Ltd	538	Gift Supermarket CC
210	Khori Cleaning Services	539	Global Textiles
211	KPMG Chartered Accountants	540	Greg's Motor Spares
212	Kuehne & Nagel	541	Hartlief Continental Meat Products (Pty) Ltd
213	Laundry for Africa	542	Haw Retailers cc t/a Ark Trading
214	Lifeline Childline Namibia	543	Hentiesbaai Spar
215	Maersk Namibia (Pty) Ltd	544	Hidas OK Foods
216	Magnola Investments t/a Monte Christo Convenience Centre	545	Hyundai Automotive Namibia

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
217	Marc's Auto Service Station	546	Independent Business Systems (Pty) Ltd (IBS)
218	Maxes Office Machines	547	International Commercial (Pty) Ltd
219	Meatbaard of Namibia	548	Jacobus Hendrik Oosthuizen
220	Move-a-Mess CC	549	Joshua Doore Group Namibia (Pty) Ltd
221	Multichoice Namibia	550	Katelynn Trading t/a Gobabis Spar
222	Multiventures cc t/a Tacoma Service Station	551	Khorixas Multisave cc
223	MVAFund	552	KieriSpar
224	Namib Diesel CC	553	Kilimandjaro Trading
225	Namib Marine Services	554	King Pie
226	Namibia Airports Company Ltd	555	Klein Windhoek Schlachtereij
227	Namibia Building Cleaners	556	Lewis Stores
228	Namibia Post Ltd	557	LuderitzSmokeries CC (Sparine.)
229	Namibia Press Agency	558	Lyeeta Shopping Centre
230	Namibia Red Cross Society	559	Manica Group Namibia (Pty) Ltd
231	Namibia Technical Services (NTS)	560	Manzani Enterprise cc
232	Namibian Press and Tools International	561	Marina Toyola
233	Nampower	562	Meatco Namibia
234	NamwaterCorp. Lid	563	Metcash Trading (Namibia) (Pty) Ltd
235	National Housing Enterprises [NHE]	564	Metje and Ziegler Limited
236	National Society for Human Rights [NSHR]	565	Model Pick h Pay Family Supermarket(s)
237	New Era Publications Corporation	566	Mr Price
238	Nored	567	Nagel Group of Companies
239	North Gate Service Station	568	Nomib Roses
240	Nova Tyre (Trentyre) (Pty) Ltd	569	Namica Supermarket
241	Okahandja Service Station	570	Nampharm (Pty) Ltd
242	Omaruru Engineering Works cc	571	National Namibian Meat Producers
243	Oranjemund Cleaning Services cc	572	Netwood (Piy) Ltd
244	Oshakafi Premier Electric (OPE)	573	Nictus Furnishers
245	Parcel Force Courier	574	Nuwe Welkom Spar Keetmanshoop
246	Pricewaterhouse Coopers	575	O. Behrens & Co. (Pty) Ltd
247	Prime Press	576	OK Foods-Outjo
248	Prinzessin Rupprecht Heim	577	OK Mini Market
249	PZNPanelsbeafers	578	OK Supermarket
250	Quality Tyres [PfyJ Ltd	579	Okalindi Group of Businesses
251	Rennies Travel Namibia	580	Omaheke Megasave
252	RexGuip (Pty) Ltd	581	Onamagongwa Trading Enterprises

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
253	Roads Authority	582	Onawa Wholesalers
254	Roads Contractor Company Ltd	583	Oranjemund Spar
255	Roynarn Catering Services	584	Outjo Bakerei
256	Rundu Truck Stop	585	PEP Namibia Holdings
257	Rupping Body Works	586	Punyu Group of Companies
258	Salute Enterprises	587	Pupkewitz Megabuild
259	Seelindbinder Consulting Engineers	588	Pupkewitz Motor Division
260	Servisair	589	Ritter's Toyota
261	Shell Namibia Ltd	590	Rocky Crest Supermarket
262	Social Marketing Association	591	RunduSpar
263	Social Security Commission	592	Shoprite Checkers
264	Sodexo	593	SMC Brands Namibia
265	SOS International	594	Southwest Bakeries
266	StarBody Works	595	Spes Bona Motors Company
267	Susan Cleaning Service	596	Stariite Wholesale Prepaids
268	Swart Grant Angula	597	Steel Force CC
269	The Free Press of Namibia – The Namibian (Pty) Ltd	598	Steeldale Reinforcing S. Trading Namibia
270	Thiel's Autobody Repairs	599	Subway Service Station
271	Three-Way Shell Okahandja	600	Supra Sales
272	Transman Windhoek	601	Supreme Furnishers
273	Tyger Wheel & Tyre	602	Swaco Group of Companies
274	United Africa Group	603	Swakopmund Super Spar
275	Vantage Enterprises	604	The Atlantic Chicken Company (KFC)
276	Van der Walt Motors	605	The Gambler
277	Vinefa Shell	606	The Raft Restaurant, Bar & Bistro
278	Walters Motors	607	The Sign Shop
279	Welwitshia Fuel- Khorixas	608	Theo's Spar Otjiwarongo cc
280	Welwitschia Rural Caterers (Pty) Ltd	609	Tre Sentra Supermarket
281	Wesco Holdings (Pty) Ltd	610	Truworhs
282	Windhoek Auto Body Repairs	611	Volkswinkel Spar
283	Windhoek Consulting Engineers	612	Von Baum's Motors
284	Windhoek Hire, Sales and Services	613	Waltons Namibia
285	Windhoek Supertyres (Pty) Ltd	614	Wecke&Voigts(Piy) Ltd
286	Windhoek Upholstery Service	615	Windhoek Cash & Carry
287	Zimmerman Garage (Pty) Ltd	616	Windhoek Shclachterei (Pty) Ltd
	CONSTRUCTION SECTOR	617	Wispeco Namibia
288	AB Construction	618	Woerman Brock & Co. (Swakopmund) (Pty) Ltd
289	Arandis Services	619	Woerman Brock 8. Co. (Windhoek) (Pty) Ltd

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
290	Barloworld Concrete Industries	620	WB Hardware & Building Supplies
291	BON Okapuka Crusher	621	Woolworth's Namibia
292	Boutegniek cc	622	XLSpaKarasburg
293	Brandberg Construction		
294	Brick and Concrete Industries (Pty) Ltd		
295	China Jiangsu International Namibia		
296	Clydon		
297	Decora		
298	E. Marks Building Contractors		
299	EMS Contractors		
300	Expo Construction		
301	Grinaker-LTA (Namibia) [Pty] Ltd		
302	Groenewald Properties cc		
303	Group Five Contractors [Namibia] (Pty) Ltd		
304	Henning Crusher		
305	Hero Construction (Pty) Ltd		
306	IM Building & Renovations		
307	Jiangsu Zhengtai Construction Group		
308	JNS Building Contractors		
309	KL Construction		
310	K Neumayer Civil Contractors cc		
311	Kraatz Marine (Pty) Ltd		
312	Le Bau Construction		
313	Murray and Roberts Namibia Ltd		
314	Namibbeton (Pty) Ltd		
315	Namibia Construction (Pty) Ltd		
316	Namibia Engineering Corporation (NEC)		
317	Nangolo Construction (Pty) Ltd		
318	New Era Investments		
319	Nexus Group of Companies		
320	OJ Construction		
321	Patriotic Construction Co.		
322	Premier Construction (Pty) Ltd		
323	Quin Builders		
324	Roads Construction Company		
325	Sakka Electric		
326	SalzGossow		

	AGRICULTURAL SECTOR		HEALTH AND WELFARE SECTOR
327	Van Wyngaarden Building Co.		
328	Windhoek Beton & Kunstein Industrie cc		
329	Windhoek Brick Works		

Source: Employment Equity Commission, 2008.

APPENDIX J:

SCHEDULE OF INTERVIEW THEMES

1. INTRODUCTION

My name is Matthias Mpareke Ngwangwama and I am registered at the University of Stellenbosch Business School for a PhD in Business management. I am speaking to selected research participants on their views, experiences and perceptions on good management practices and activities in their respective companies.

2. RESEARCH OBJECTIVES

The objective of the study is to examine the operating and strategic management practices of companies in Namibia. Theories on effective management practices in developed economies abound. In contrast, there is hardly any literature that distinguishes between effective practices in developed countries and those in developing countries such as Namibia.

Your company is one of a sample of companies selected for this research. The sample comprises companies: (a) representing a business sector in which the Namibian 2030 Vision calls for strong economic growth; and (b) which have the potential to provide valuable insight towards achieving the research objective.

3. ASSURANCE OF CONFIDENTIALITY

Please be assured that all data collected during the duration of the study will be treated with strict confidentiality. The interviews will be handled on an anonymous basis and the results will be reported for the entire study and not on an individual basis. Participation in this study is voluntary and the participant may withdraw from the study at any time.

Because the study considers experiences, perceptions and opinions, it is crucial to record them as accurately as possible. For this purpose, I would like to record our conversations or observations. The recorded conversations will then be transcribed verbatim by me or someone under my supervision. No one else, besides me and my supervisor, will have access to the recorded conversations. Pseudonyms are given during transcription. The recordings of conversations will be kept in a safe. During my analysis of the typed transcripts, I may re-listen to some of the conversations.

Do you have any objections to record this conversation? During the conversation, I may, now and then, jot down notes and observations. You are also welcome to ask me questions during our discussions or if you require clarifications.

4. GENERAL PROBING QUESTIONS

There is no right or wrong answer to these questions. They are open-ended questions that aim to explore the general perceptions of the participants' every day lived experiences in his/her company.

- 4.1 When you think about, or hear the name, of your company, what:
 - Thoughts come to your mind and why?
 - Feelings come to your mind and why?
- 4.2 How do you experience your company and why?
- 4.3 What key words, pictures or phrases do you associate your company with and why?
- 4.4 Probe specific details and descriptions that emerge from answers to above questions.

5. SPECIFIC QUESTIONS

These are specific questions that aim to catch Namibia and tertiary industry-specific management practices.

- 5.1 Can you list specific management activities (what you do) and practices (how you do it) that you think contributed to good management practices in your company?
- 5.2 Can you list to me specific strategies how you develop and uphold these management practices and activities in your company?
- 5.3 Can you please explain to me, in detail, how the practices and activities listed in 5.1 were, or are, handled during the development and implementation stages of your organisational strategy? *(Listen carefully and list issues being mentioned and probe them deeper).*
- 5.4 What does organisational success mean to you? What do you think contributes to it?
- 5.5 How is the achievement of your organisational success built in your corporate strategy?
- 5.6 Can you indicate to me unique and specific management activities and practices for successfully managing a company in a developing country such as Namibia? *(Important question)*
- 5.7 Do you think the management activities and practices you discussed above can be transferred to other companies in Namibia? Why?
- 5.8 If you have to give advice to a new Namibian entrepreneur, what are the 3-4 things you will say to him/her?
- 5.9 How important are opportunities to co-operate with or being connected to government in achieving your organisational objectives?

6. CONCLUSION

- 6.1 Are there any other important issues, with regard to management practices and activities that we have not discussed in our conversation which you would like to share with me?
- 6.2 Any other person in your organisation I can talk to with regard to this topic?

Thank you for your willingness and assistance to participate! I appreciate it!

APPENDIX K: COMPANIES FROM TERTIARY INDUSTRY

	Sub-sector/Name	No. of employees		Sub-sector/Name	No. of employees
	1. Financial intermediation service			4. Tourism and hospitality sector	
1	Agricultural Bank of Namibia	146	209	African Extravaganza	54
2	Alexander Forbes Namibia	169	210	Alpine Caterers CC	30
3	Bank of Namibia	301	211	Anfb Lodge (Pty) Ltd	44
4	Bank Windhoek	1,017	212	Arebusch Travel Lodge	42
5	Channel Life – Acquired by Metropolitan	0	213	Canyon Hotel Keefmanshaop	50
6	Consolidated Financial Services Holdings Ltd	148	214	Catering Contract Management	244
7	Dynamic Financial Brokers	0	215	C'EstiBon Lodge	33
8	Finaid Financial Services (Pty) Ltd	43	216	De Duine Country Hotel	32
9	Financial Consulting Services (FCS) CC	50	217	Epacha Game Lodge	Not available
10	First National Bank	1,569	218	-Famous Bufher's Grill	40
11	FNB Insurance Brokers Namibia (Pty) Ltd	37	219	Hansa Hotel Swakopmund	48
12	GIPF	143	220	Heja Game Lodge	52
13	Glenrand MIB Namibia (Pty) Ltd	36	221	Hotel.Eropahof	36
14	Global Financial Advisors	0	222	Independence Caterers Namibia	74
15	Hollard Insurance Namibia	44	223	IRDNC (Integrated Rural Development and Nature Conservation)	66
16	Medscheme Namibia (Pty) Ltd	49	224	Joe's BeerHouse	64
17	Methealth Administrators Namibia	157	225	Kalahari Sands Hotel and Casino	280
18	Metropolitan Namibia Ltd	414	226	Klein Aus Vista	51
19	Mutual and Federal Insurance Co.	150	227	Leading Lodges of Africa	243
20	Namibia Development Corporation (NDC)	235	228	Luderitz Nest Hotel	47
21	Nam-mic Financial Solutions (Pty) Ltd	61	229	Meal Management Services	Not available
22	Namfisa	47	230	Namashasha Country Lodge	36
23	Namlife	184	231	Namib Sun Hotels	219
24	Nedbank	641	232	Namibia Desert Investment (Pty) Ltd	45
25	Nedloans	63	233	Namibia Tourism Board	40
26	Old Mutual Namibia	494	234	Namibia Wildlife Resorts	1,080
27	Prosperity Health Namibia	130	235	Nature Investments (Pty) Ltd	123
28	Sanlam Namibia Ltd	142	236	Nest Hotel Luderitz	47
29	Santam Namibia	80	237	Okonjima Lodge	47

	Sub-sector/Name	No. of employees		Sub-sector/Name	No. of employees
30	Standard Bank Namibia Ltd	1,329	238	Ongava Game Reserve	102
31	Trustco Group International [Pty] Ltd	475	239	Opuwo Country Hotel	41
32	Welwitchia Independent Insurance Brokers	80	240	Oshakafi Country Lodge	60
			241	O Portuga Restaurant	36
	3. Business services sector		242	Out of Africa	25
33	ABB (Pty) Ltd	21	243	Protea Hotel- Ondangwa	30
34	Africa Personnel Services	2,997	244	Protea Hotel- Pelican Bay	27
35	Africon Namibia	44	245	Profhafch Namibia	37
36	Asco Car Hire	46	246	Safari Hotels (Pty) Ltd	100
37	Auctioneering Corporation of Namibia (AUCOR)	20	247	Santorinni Inn	Not available
38	AVBOB	36	248	Sossusvlei Lodge (Ply) Ltd	95
39	Avis (Zeda Namibia)	54	249	Swakopmund Hotel and Entertainment Centre	220
40	Baia Cleaning Services	15	250	Solitaire Country Lodge	43
41	BDO Spencer Steward Namibia	42	251	The Gourmet Restaurant	42
42	Bejaardesorg Vereniging Okahandja	43	252	The Lighthouse Group	122
43	Berco Cleaning Services (Pty) Ltd	301	253	Twyfelfontein Country Lodge (Pty) Ltd	44
44	Bican Namibia (Pty) Ltd	40	254	Ububele Alphine Inflight (Pty) Ltd	93
45	Blood Transfusion Service of Namibia	66	255	Vietor & Raaf- Aranos	34
46	BP Namibia	44	256	Wild Dogs, Crazy Kudu Safaris Namibia	49
47	Burbridge Glass CC	34	257	Wilderness Safaris	574
48	Capital Press (Pty) Ltd	34	258	Windhoek Country Club Resort and Casino	310
49	Catholic AIDS Action	100			
50	Central North Regional Electricity Distribution Company	130		5. Wholesale and retail-sector	
51	Central Technical Supplies (Pty) Ltd	29	259	A & A Meat Namibia Ltd	
52	Chevron Namibia (Pty) Ltd	17	260	A Wutow Trading Company	Not available
53	Coastal Couriers	49	261	ADCONCC	58
54	COLAS Namibia (Pty) Lid	Not available	262	African Marketing	83
55	Consulting Services Africa	Not available	263	Afrox Namibia	80
56	CR van Wyk & Company	48	264	Agra Co-operative Ltd	451
57	CVW Auto Body Repairs	Not available	265	Atlantic Meat Market	85
58	Deloitte and Touche	77	266	Auas Motors	75
59	Democratic Media Holdings	240	267	Audacity Clothing	
60	Desert Research Foundation of Nambia	27	268	Fountain Friendly Supermarket	57

	Sub-sector/Name	No. of employees		Sub-sector/Name	No. of employees
61	Diesel Electric	56	269	Freeworld Plascon Namibia (Pty) Ltd	Not available
62	Dimension Data	49	270	Bears	Not available
63	DTC Valuation (Pty) Ltd	Not available	271	Beimah Agencies	Not available
64	Dunlop Tyre Services (Tyrepro Namibia (Pty) Ltd)	186	272	Beira Investment (Pty) Ltd	Not available
65	Edu Loan Namibia	30	273	BeukesSpar	52
66	ELCIN	358	274	Builders Warehouse	Not available
67	ELCRN	530	275	CB Enterprises (Pty) Ltd	52
68	Electro Hinsch Contracting (Pty) Ltd	28	276	CIC Holdings Ltd.	260
69	Electro Hoon	2	277	Charney Spar Mariental	64
70	Elgin Brown & Hamer Namibia	427	278	Closwa Biltong Factory	66
71	Elwiwa & Edelhahlbau CC	48	279	Club Motors	45
72	Engen Hochland Service Station	Not available	280	Coastal Cellular	35
73	Engen Namibia	59	281	Commercial Cold Storage (Namibia) (Pty) Ltd	Not available
74	Ernst & Young	61	282	Consolidated Sugar Industries (Namibia) (Pty) Ltd	137
75	Erongo Contract Services	Not available	283	Continental Enterprises	76
76	Fedics Food Services Namibia (Pty) Ltd	43	284	Corridor Logistics	74
77	Financial Consulting Services (FCS) CC	50	285	Crown Build-It	76
78	GIPF	139	286	Cymot (Pty) Ltd	391
79	Global Food Services	137	287	Danric Auto	48
80	Gran I Thornton Neuhaus	50	288	Delhi Mini Market & Bakery	Not available
81	H. & H. Furniture Removers	58	289	Distell Namibia	110
82	Huis Deon Louw Old Age Home	29	290	DRG Supermarket	52
83	Huis Palms Old Age Home-Walvisbay	33	291	Dunns Stores	59
84	Hydroweld Walvis Bay	Not available	292	Edgars Consolidated Stores Ltd (Edcon)	279
85	Industrial Cleaning Services	Not available	293	Edumeds	32
86	JB Cooling & Refrigeration CC	40	294	Elao Fifty two cc t/a Fysal Import B. Export	Not available
87	OudeRustOord	71	295	Ellerine Furnishers Namibia (Pty) Ltd	121
88	John Meinert Printing (1999)	72	296	Erongo Agencies	35
89	Joseph & Snyman (Pty) Ltd	43	297	Erongo Trading cc t/a Omaruru Spar	44

	Sub-sector/Name	No. of employees		Sub-sector/Name	No. of employees
90	Khori Cleaning Services	Not available	298	Farmers Meat Market Holding (Pty) Ltd	Not available
91	KPMG Chartered Accountants	72	299	Fashaf (Pty) Ltd	Not available
92	Kuehne & Nagel	27	300	Ferreira's Garden Centre and Landscaping	68
93	Laundry for Africa	49	301	Ford Novel	Not available
94	Lifeline Childline Namibia	68	302	Foschini Group (Fashion Retailers)	225
95	Maersk Namibia (Pty) Ltd	56	303	Fresh Mark Namibia	64
96	Magnola Investments fwo t/a Monte Christo Convenience Centre	31	304	Fruit and Veg City	237
97	Marc's Auto Service Station	27	305	Furniture Mart (Pty) Ltd	Not available
98	Maxes Office Machines	29	306	Fysal Fresh Produce	126
99	Meatboard of Namibia	65	307	Game Discount World Namibia (Pty) Ltd	107
100	Move-a-Mess CC	90	308	Gamsberg Mcmillan Publishers (Pty) Lid	Not available
101	Multichoice Namibia	41	309		
102	Multiventures cc t/a Tacoma Service Station	51	310	Gift Supermarket CC	Not available
103	MVAFund	76	311	Global Textiles	Not available
104	Namib Diesel CC	71	312	Greg's Motor Spares	63
105	Namib Marine Services	39	313	Hartliel Continental Meat Products (Pty) Ltd	Not available
106	Namibia Airports Company Ltd	280	314	Haw Retailers cc t/a Ark Trading	Not available
107	Namibia Building Cleaners	64	315	Hentiesbaai Spar	Not available
108	Namibia Post Ltd	524	316	Hidas OK Foods	Not available
109	Namibia Press Agency	34	317	Hyundai Automotive Namibia	84
110	Namibia Red Cross Society	74	318	Independent Business Systems (Pty) Ltd (IBS)	Not available
111	Namibia Technical Services (NTS)	Not available	319	International Commercial (Pty) Ltd	303
112	Namibian Press and Tools International	28	320	Jacobus Hendrik Oosthuizen	Not available
113	Nampower	834	321	Joshua Doore Group Namibia (Pty) Ltd	Not available
114	NamwaterCorp. Ltd	583	322	Katelynn Trading t/a Gobabis Spar	52
115	National Housing Enterprises [NHE]	109	323	Khorixas Multisave cc	18
116	National Society for Human Rights [NSHR]	29	324	KieriSpar	Not available
117	New Era Publications Corporation	50	325	Kilimandjaro Trading	100

	Sub-sector/Name	No. of employees		Sub-sector/Name	No. of employees
118	Nored	137	326	King Pie	46
119	North Gate Service Station	38	327	Klein Windhoek Schlachtereij	29
120	Nova Tyre (Trentyre) (Pty) Ltd	239	328	Lewis Stores	230
121	Okahandja Service Station	37	329	LuderitzSmokeries CC (Sparine.)	47
122	Omaruru Engineering Works cc	Not available	330	Lyeeta Shopping Centre	Not available
123	Oranjemund Cleaning Services cc	Not available	331	Manica Group Namibia (Pty) Ltd	268
124	Oshakati Premier Electric (OPE)	32	332	Manzani Enterprise cc	Not available
125	Parcel Force Courier	70	333	Marina Toyola	59
126	Pricewaterhouse Coopers	158	334	Meatco Namibia	804
127	Prime Press	40	335	Metcash Trading (Namibia) (Pty) Ltd	278
128	Prinzessin Rupprecht Heim	38	336	Metje and Ziegler Limited	394
129	PZN Panelbeaters	46	337	Model Pick h Pay Family Supermarket(s)	610
130	Quality Tyres [Pty] Ltd	117	338	Mr Price	131
131	Rennies Travel Namibia	39	339	Nagel Group of Companies	116
132	RexGuip (Pty) Ltd	31	340	Nomib Roses	45
133	Roads Authority	358	341	Namica Supermarket	41
134	Roads Contractor Company Ltd	1,044	342	Nampharm (Pty) Ltd	83
135	Roynam Catering Services	152	343	National Namibian Meat Producers	63
136	Rundu Truck Stop	53	344	Netwood (Piy) Ltd	55
137	Rupping Body Works	30	345	Nictus Furnishers	60
138	Salute Enterprises	175	346	Nuwe Welkom Spar Keetmanshoop	49
139	Seelindbinder Consulting Engineers	31	347	O. Behrens & Co. (Pty) Ltd	74
140	Servisair	Not available	348	OK Foods-Outjo	51
141	Shell Namibia Ltd	Not available	349	OK Mini Market	43
142	Social Marketing Assosiation	Not available	350	OK Supermarket	151
143	Social Security Commission	241	351	Okalindi Group of Businesses	56
144	Sodexo	76	352	Omaheke Megasave	46
145	SOS International	97	353	Onamagongwa Trading Enterprises	152
146	StarBody Works	81	354	Onawa Wholesalers	49
147	Susan Cleaning Service	72	355	Oranjemund Spar	43
148	Swart Grant Angula	105	356	Outjo Bakerei	26
149	The Free Press of Namibia – The Namibian (Pty) Ltd	79	357	PEP Namibia Holdings	481
150	Thiel's Autobody Repairs	Not	358	Punyu Group of Companies	449

	Sub-sector/Name	No. of employees		Sub-sector/Name	No. of employees
		available			
151	Three-Way Shell Okahandja	39	359	Pupkewitz Megabuild	Included in below (no.102)
152	Transman Windhoek	Not available	360	Pupkewitz Motor Division	644
153	Tyger Wheel & Tyre	38	361	Ritter's Toyota	115
154	United Africa Group	113	362	Rocky Crest Supermarket	46
155	Vantage Enterprises	115	363	RunduSpar	58
156	Van der Walt Motors	22	364	Shoprite Checkers	2,517
157	Vineta Shell	49	365	SMC Brands Namibia	27
158	Walters Motors	29	366	Southwest Bakeries	51
159	Welwitschia Fuel- Khorixas	25	367	Spes Bona Motors Company	25
160	Welwitschia Rural Caterers (Pty) Ltd	Not available	368	Starlite Wholesale Prepays	41
161	Wesco Holdings (Pty) Ltd	Not available	369	Steel Force CC	63
162	Windhoek Auto Body Repairs	36	370	Steeldale Reinforcing S. Trading Namibia	34
163	Windhoek Consulting Engineers	51	371	Subway Service Station	42
164	Windhoek Hire, Sales and Services	44	372	Supra Sales	Not available
165	Windhoek Supertyres (Pty) Ltd	29	373	Supreme Furnishers	Not available
166	Windhoek Upholstery Service	26	374	Swaco Group of Companies	65
167	Zimmerman Garage (Pty) Ltd	67	375	Swakopmund Super Spar	Not available
	2. Information systems, electronics and telecommunications technologies sector		376	The Atlantic Chicken Company (KFC)	247
168	AST Namibia	75	377	The Gambler	38
169	Burmeister & Partners	36	378	The Raft Restaurant, Bar & Bistro	52
170	Business Connection (Pty) Ltd (Comparex)	100	379	The Sign Shop	68
171	Bytes Technology Group (Pty) Ltd	39	380	Theo's Spar Otjiwarongo cc	135
172	Cell One	153	381	Tre Sentra Supermarket	27
173	Elektro Blitz	51	382	Truworths	44
174	Konica Minolta Namibia (Minolco)	47	383	Volkswinkel Spar	50
175	Kriess Electrical CC	26	384	Von Baum's Motors	29
176	MTC	332	385	Waltons Namibia	46
177	Namibian Broadcasting Corporation	372	386	Wecke&Voigts(Pty) Ltd	275
178	Nashua	63	387	Windhoek Cash & Carry	38
179	Schoemans Office Systems (Pty) Ltd	62	388	Windhoek Shlachtereij (Pty) Ltd	74
180	Southern Engineering	38	389	Wispeco Namibia	88

	Sub-sector/Name	No. of employees		Sub-sector/Name	No. of employees
181	Telecom Namibia	1,240	390	Woerman Brock & Co. (Swakopmund) (Pty) Ltd	79
	Transport sector		391	Woerman Brock 8. Co. (Windhoek) (Pty) Ltd	373
182	Air Namibia	550	392	WB Hardware & Building Supplies	97
183	Asco Car Hire	31	393	Woolworth's Namibia	43
184	Barloworld Equipment	160	394	XLSparkarasburg	63
185	Blaauw's Transport (Pty) Ltd	103			
186	Coastal Couriers	49		SUMMARY OF COMPANIES SELECTED TO PROGRESS TO THE NEXT SELECTION STAGE	
187	Cross Country Couriers – closed	0		SECTOR	Total companies
188	EC Jensen Transport (Pty) Ltd	55		TOTAL POPULATION	622
189	Etosha Transport (Pty) Ltd	243		TOTAL FROM TERTIARY INDUSTRY	394
190	FP du Toit Transport (Pty) Ltd	223	1	Financial intermediation sector	32
191	Jowels Transport	134	2	Information systems, Electronics, Telecommunications technologies sector and Transport sector	41
192	Kuehne & Nagel	27	3	Services sector	135
193	Maersk Namibia (Pty) Ltd	60	4	Tourism and Hospitality sector	50
194	Namibia Airports Company Ltd	280	5	Wholesale and Retail sector	136
195	Namibia Post Ltd	524			
196	Namport	600			
197	Parcel Force Courier	102			
198	Rennies Travel Namibia	46			
199	Roads Authority	358			
200	Roads Contractor Company Ltd	1,044			
201	Slabbert Burger Transport Namibia (Pty) Ltd	111			
202	TransNamib Holdings Ltd	2,900			
203	Trans Hex Marine (Namibia) (Pty) Ltd	88			
204	Transworld Cargo (Pty) Ltd	53			
205	Unitrans Namibia (Pty) Ltd	163			
206	Van der Walt Transport	62			
207	Wesbank Transport [Pty] Ltd	224			
208	West Air Maintenance	73			

Source: Employment Equity Commission, 2008.

From the list of 622 companies as per Appendix A, 394 (or 63%) companies met the preliminary criterion of being from the tertiary industry and, thereafter, progressed to the next selection stage, i.e. assessment on total employees of more than 200. The results of these assessments are as per Appendix A.

APPENDIX L:

PROPOSITIONAL STATEMENTS DEVELOPED DURING THE FIRST AND SECOND ROUND OF DATA COLLECTION AND ANALYSIS

Scoring rules:			
	>50% across all levels (Industry, company and participant) - Major theme		
	40-49% across all levels (Industry, company and participant) - Interesting theme		
	<40 across all levels (Industry, company and participant) - Discard		
	Category	High level concept	Data source
1	<i>Senior managers in successful companies are passionate about their company and work responsibilities as well as have bigger aspirational dreams for their countries</i>	Attitude of managers	WRAGGB8
2	<i>Successful companies consists of Senior managers who have positive mindset and who inspires, by way of behaviour, subordinates towards the same positive mindset</i>	Attitude of managers	WRAGGB9
3	<i>Senior managers in successful companies teach others in the organisation to celebrate positive things whilst encouraging improvements on negatives things.</i>	Attitude of managers	WRAGGB10
4	<i>Successful companies consists of senior managers who exhibits good inter-personal relationships and compassionate attitude towards peers and sub-ordinates ("love of neighbour")</i>	Attitude of managers	WRAGGB14
5	<i>Instilling positive mindsets means developing skills of listening to others</i>	Attitude of managers	WRAGGB15
6	<i>Successful company instils positive mindsets by comparing their company or country-specific circumstances to others, which makes them "count their blessings" and realise that things are not so bad as it seems.</i>	Attitude of managers	WRAGGB19
7	<i>Successful companies first instils positive mindset in their managerial team to think out-of-the-box</i>	Attitude of managers	WRAGGB20
8	<i>Management's positive mindsets rubs off to the rest of the employees</i>	Attitude of managers	WRAGAB48
9	<i>Company-wide understanding of the reasons for existence of institution is important in creating organisational passion for work</i>	Attitude of managers	TSWSLN19
10	<i>Senior management in successful companies encourages teamwork</i>	Attitude of managers	FSBWAW10
11	<i>Successful companies encourages all employees to act as ambassadors for the company</i>	Attitude of managers	FSBWAW11
12	<i>Due to complex societal issues in developing countries, such as poor socio-economic conditions, the management required are those that reflect on the context of a problem before acting</i>	Attitude of managers	TSNWKN50
13	<i>Successful companies understands the social context in which they operate and do not separate management practices from everyday life , such as close-knit family relationships and daily experiences</i>	Attitude of managers	TSWSLN37
14	<i>It is for leaders and managers within organisations to teach others about good work practices and behaviours</i>	Attitude of managers	FSNDmWN71
15	<i>Successful companies benchmark their activities and practices to those of similar organisations in the region to establish optimal way of doing things as well as learn from each other</i>	Benchmarking	BSMVFT34
16	<i>Successful companies align their activities and practices to international standards such as audit and governance standards as well as ISO certification</i>	Benchmarking	ITMTmJE8
17	<i>To avoid appointing wrong Board members, an independent technical committee should recommend appointments</i>	Board of directors	ITNBmGK47

18	<i>The composition of Boards in unsuccessful companies is one factor that significantly contributes to non-performance</i>	Board of directors	FSNDeMT45
19	<i>Companies who have good Boards are likely to be successful</i>	Board of directors	TSNPmGI7
20	<i>Bureaucratic procedures hinders success in companies</i>	Bureaucracy	FSNDeMT15
21	<i>Lack of common organisational vision contributes to business failure in unsuccessful companies</i>	Common vision	FSNDeMT8
22	<i>Organisational success highly depends on effective company-wide communication</i>	Communication	WRAGGB26
23	<i>Successful companies practices company-wide communication</i>	Communication	WRAGGB29
24	<i>Successful companies practices company-wide communication</i>	Communication	WRAGAB16
25	<i>Successful companies hold interactive sessions, such as management conferences, to share new ideas and improving operations</i>	Communication	FSBWAW17
26	<i>Successful companies practices company-wide communication</i>	Communication	BSMVJM2
27	<i>Line departments in successful companies ensure regular genuine communication with their staff</i>	Communication	BSMVJM3
28	<i>Senior management, especially the CEO, addressing staff members on a regular and consistent basis is a significant communication activity in successful companies</i>	Communication	BSMVFT14
29	<i>The best way to solve issues within the company is through communication because, for instance all wars ended due to dialogue</i>	Communication	TSNWKN32
30	<i>Organisational politics and faction formations are barriers to meaningful communication within the organisation</i>	Communication	TSNWKN35
31	<i>Successful companies focus on the way they communicate as a differentiator for success.</i>	Communication	TSWSLN7
32	<i>Senior managers in successful companies hold frequent informal meeting with no structured agenda whilst daily contact meetings are encouraged in operational divisions</i>	Communication	TSWSLN9
33	<i>Communication practices is a distinguishing KSF for business success</i>	Communication	TSWSSL6
34	<i>Successful companies focus on making employees feel part of the organisation through communication as well as empowering and uplifting them by involving them in decision making</i>	Communication	TSWSSL34
35	<i>Communication practices are a distinguishing KSF for business success. To determine if organisational communication is taking place, the level of rumours, job insecurities and fear in the organisation are appropriate measures</i>	Communication	TSWSMS9
36	<i>Management in successful companies achieve open communication style by being trustworthy to their employees</i>	Communication	TSWSMS13
37	<i>Unsuccessful companies' communication practices are infrequent, e.g once a year</i>	Communication	TSRAPN47
38	<i>Intra-departmental communication in NBC on organisational issues is weak.</i>	Communication	ITNBmGK16
39	<i>An organisation whose managers , despite their demanding schedules and easy access to modern communication tools, still find time to communicate in person to their staff members are likely to be successful.</i>	Communication	ITNBmGK17
40	<i>NDC have various communication practices such as weekly management meetings, staff meetings and social clubs</i>	Communication	FSNDmWN55
41	<i>Communication practices in unsuccessful companies are bad.</i>	Communication	FSNDeMT7
42	<i>Head of departments fail to convince departmental team members on decisions made by senior management by hiding behind "management has decided" mantra.</i>	Communication	FSNDeMT26
43	<i>Skilled managers are requisite in business management for it is not a laboratory where you can experiment - the higher you go the hotter it becomes and not the other way round in the laboratory where the higher you go, the cooler it becomes</i>	Composition of management team	TSNWKN45
44	<i>Successful companies allocates a certain percentage to social responsibility</i>	CSR	WRAGGB30

45	<i>Learning to use employee diversity as a resource strength through respecting and incorporating all cultures in the organisation is a unique KSF in developing countries</i>	Employee diversity	TSWSMS20
46	<i>The mandate or establishing Act of the institution contributes to its financial results</i>	Establishing Act and mandates	ITNBmGK2
47	<i>Unsuccessful companies show negative results because they are limited by their establishing Acts and mandates in generating revenue.</i>	Establishing Act and mandates	ITNBmGK9
48	<i>Unsuccessful companies are limited by the lack of financial resources in implementing strategic initiatives</i>	Funding	ITNBmGK22
49	<i>One serious problem in NWR, or Parastatals in general, is limited funding</i>	Funding	TSNWKN15
50	<i>Unsuccessful companies' finances are administered by a sister company which result in the company not having control over its financial resources</i>	Funding	TSRAPN17
51	<i>One serious problem in RA, or Parastatals in general, is limited and under funding</i>	Funding	TSRAPN31
52	<i>Tighter and accurate budgeting process and systems that are matched to strategic objectives is a significant aspect in developing countries</i>	Funding	TSRAPN105
53	<i>Transforming a former state department from a government - mindset to a commercial approach is key factor for its success</i>	Governance	TSNWKN8
54	<i>Successful companies adopt a transparent approach to business that makes people feel part of the organisation</i>	Governance	TSWSLN11
55	<i>Successful companies regard financial governance and applying business principles as significant aspects to business success</i>	Governance	TSWSLN17
56	<i>Successful companies adhere to business and governance principles</i>	Governance	TSWSLN18
57	<i>Obtaining real time information is a key aspect for success in service-rendering companies</i>	IT	TSWSLN22
58	<i>Management in successful companies are those that developed through the ranks which enables them to analyse and solve problems better than those that did not</i>	Leadership	TSNPmGI44
59	<i>Consultative leadership style manifests in company</i>	Leadership	ITNBmGK39
60	<i>Autocratic leadership style (top down structure) are observed in unsuccessful companies</i>	Leadership	FSNDeMT38
61	<i>Exemplary leadership and management embody successful companies whilst poor leadership is observed in unsuccessful companies.</i>	Leadership	WRAGAB32
62	<i>There is no established managerial and leadership style in NWR, which suggests lack of leadership in the company</i>	Leadership	TSNWKN55
63	<i>Leaders with humility is what is required in companies</i>	Leadership	TSWSSL32
64	<i>Because it is a technical organisation, humble leadership style does not apply</i>	Leadership	TSRAPN98
65	<i>There is no established managerial and leadership style in RA, which suggests lack of leadership in the company</i>	Leadership	TSRAPN102
66	<i>The difference between success and failure in companies is the leadership ability to execute plans</i>	Leadership	TSNPmGI51
67	<i>Frequent leadership changes at CEO level are frequent in unsuccessful companies</i>	Leadership	ITNBeMS27
68	<i>Successful companies use clean lobbying with influential decision makers to achieve set goals</i>	Lobbying	FSNDmWN82
69	<i>A company which manage key company stakeholders effectively is likely to be successful (Lobbying)</i>	Lobbying	TSNPmGI8
70	<i>Senior managers in successful companies do not just agree on issues but engage in robust debates about issues facing the company until consensus is reached.</i>	Management style	WRAGGB20
71	<i>Successful companies implements change in the organisation by allocating responsibilities to management and employees and supporting them in those responsibilities</i>	Management style	WRAGGB22/ITNBeMS41
72	<i>Successful companies encourages their employees to view employment relationship as not one of master and servant, but of partnership and of rights and responsibility</i>	Management style	WRAGGB37

73	<i>Successful companies do not do all management activities in-house but also make use of high-quality external advice and assistance</i>	Management style	WRAGAB23
74	<i>Lack of educational qualifications creates lack of self-confidence in managers, which ultimately leads to faction formation.</i>	Management style and attitude	FSNDeMT22
75	<i>Management in unsuccessful companies tend to view organisational problems in a personalised way rather than based on issues</i>	Management style and attitude	FSNDeMT25
76	<i>Due to differing educational and social backgrounds, managerial patience is important in companies from the developing countries</i>	Managerial patience	WRAGGB33
77	<i>Due to cultural diversity and different social backgrounds, managerial patience is important in companies from the developing countries</i>	Managerial patience	FSBWAW57
78	<i>Managerial patience is a function of time and experience</i>	Managerial patience	TSWSSL28
79	<i>Due to past experiences, such as previously disadvantaged, managerial patience is required in managing employees from developing countries in order to properly develop them.</i>	Managerial patience	TSNPmGI35
80	<i>The marketing of the company's mission to the public contributes to higher turnover.</i>	Marketing	WRAGGB12
81	<i>In a service industry, the presence of an effective marketing department, specifically a PRO, is a KSF for success</i>	Marketing	TSNWKN41
82	<i>Successful companies continuously market their products and services better than rivals' marketing strategies and initiatives as well as backing up marketing with a promise of service delivery</i>	Marketing	ITMTmJE12/13
83	<i>Successful companies use customer complaints as an instrument for effecting service delivery promise</i>	Marketing	ITMTmJE13
84	<i>Successful companies allocates the best staff members to attend to complaints of high net worth customers as one way of effecting service delivery promise and avoiding bad publicity</i>	Marketing	ITMTmJE14
85	<i>Successful companies invests in employee wellness programmes, such as financial, marriage and spiritual counselling, of their staff</i>	Organisational climate	FSBWAW49
86	<i>Successful companies invests in wellness programmes, such as financial, marriage and spiritual counselling, of their staff</i>	Organisational climate	BSMVJM6
87	<i>Successful companies use employee climate surveys as instruments for attuned leadership</i>	Organisational climate	FSBWAW18
88	<i>Successful companies create conducive working environments which makes it difficult for employees to leave the organisation</i>	Organisational climate	BSMVJM8
89	<i>Successful companies exhibits a caring and compassionate attitude among employees, such as financially helping a fellow colleague whose child is sick or in case of death of an employee's close relative</i>	Organisational climate	BSMVFT25
90	<i>Dealing with all honesty and truthfulness during employer-employee engagement creates conducive working environments</i>	Organisational climate	TSNWKN34
91	<i>Caring and compassion among staff members is low in unsuccessful companies</i>	Organisational climate	ITNBmGK41
92	<i>The level of care among people is non-existent in unsuccessful companies, in fact factions are prevalent</i>	Organisational climate	FSNDeMT39
93	<i>Unsuccessful companies manifest weak and dysfunctional organisational cultures where gossips, rumours and factions are prevalent</i>	Organisational culture	ITNBmGK18
94	<i>The limitation of the company's service that has a nationwide effect to Head Office in the capital leads to non-achievement of organisational goals</i>	Organisational structure	TSRAPN58
95	<i>Successful companies practices participatory management style</i>	Participatory management style	WRAGGB36
96	<i>A very open and interactive style of communication characterises senior management teams in successful companies</i>	Participatory management style	BSMVFT12
97	<i>Interactive communication style creates an atmosphere for employees to raise authentic issues and opinions, in the end creating a feeling of being recognised and valued.</i>	Participatory management style	BSMVFT12

98	<i>Successful companies encourages communities and employees to own a stake in the company as a means of creating responsibility and passion towards the organisation</i>	Partnership and JV	TSWSLN20
99	<i>Employees in successful companies care for each other and believes in cultural diversity as strength</i>	people are core	FSBWAW4
100	<i>The distinguishing characteristic of successful companies is having passion in working with people.</i>	people are core	FSBWAW46
101	<i>Employees in successful companies are proud to work for organisation and feels part of the team.</i>	people are core	BSMVFT10
102	<i>One way how employees in successful companies develop pride in their company is to compare previous work experiences and environments to current employer.</i>	people are core	BSMVFT11
103	<i>Successful companies defines success as the level of happiness of their employees and the extent to which people work together as teams .</i>	people are core	TSWSSL26
104	<i>The key factor that makes it difficult for companies in developing countries to achieve success is the level of education of people</i>	people are core	TSWSSL31
105	<i>Successful companies adopts employee-centric approach where all managers and supervisors engage their sub-ordinates</i>	people are core	TSWSSL40
106	<i>The mortal sin in Africa is tribalism and failure to move beyond one's own cultural background whilst developed countries have past that stage many years ago</i>	people are core	TSWSMS27
107	<i>Successful companies implements effective performance management processes and systems</i>	PMS	BSMVJM2
108	<i>The culture Innovation arose in the company as a result of performance-based evaluation that forces people to come up with better way of doing things .</i>	PMS	BSMVFT3
109	<i>Performance management system, that departs from setting objectives, is reflective practice tool that helps an individual and the company in evaluating performance</i>	PMS	BSMVFT4
110	<i>Honesty and true reflection of what really happened are hallmarks of true and reflective performance evaluations</i>	PMS	BSMVFT5
111	<i>Successful companies ensure a broader understanding by all company stakeholder of the rationale for performance management system</i>	PMS	BSMVFT6
112	<i>Successful companies develop easy-to-use PMS systems and tools to aid the accurate evaluation of employee performance</i>	PMS	BSMVFT8
113	<i>No performance management system in NWR</i>	PMS	TSNWKN51
114	<i>Successful companies make use of self-assessment progress reports to assess staff performance because self-written reports are objective and committal</i>	PMS	TSWSLN26
115	<i>Unsuccessful companies do not have performance management systems</i>	PMS	TSRAPN64
116	<i>Successful companies pays out rewards and bonuses to employees not as a motivator but to recognise the work that they have put into the company's financial success</i>	PMS	WRAGGB23
117	<i>Successful companies pays out rewards and bonuses to employees not as a motivator but to recognise the work that they have put into the company's financial success</i>	PMS	WRAGAB22
118	<i>Successful companies remunerate their employees well with regard to salary and benefits</i>	PMS	FSBWAW48
119	<i>Successful companies develops reward systems that recognises individual effort as adjudicated by employees themselves ("Employee's employee choice")</i>	PMS	BSMVFT22
120	<i>NDC does not have a PMS system but operates on a culture of accountability and responsibility</i>	PMS	FSNDmWN63
121	<i>Political interference at senior management and Board level is a root cause of organisational non-performance</i>	Political interference	ITNBmGK11
122	<i>The mortal sin in parastatals is being allowed to be used as political instruments</i>	Political interference	TSNWKN4
123	<i>Senior management team in successful companies avoid political interference in their work and shun tribalism and other discriminatory tendencies,</i>	Political interference	TSNWKN37

124	<i>Political interference come as a result of low education levels and lack of exposure or experience</i>	Political interference	FSNDmWN19
125	<i>The mortal sin in parastatals is political interference</i>	Political interference	FSNDeMT44
126	<i>Successful companies employ the right people who fits into the culture of the organisation and who wants to contribute something.</i>	Recruitment process	WRAGGB11
127	<i>Successful companies emphasises personality attributes of prospective employees as a means of selecting the right employee</i>	Recruitment process	WRAGGB12
128	<i>To minimise the risk of employing a wrong person, successful companies employ people on short fixed term contracts, e.g 3 - 6 months.</i>	Recruitment process	WRAGGB13
129	<i>Paying attention to how questions are phrased in reference checks contributes to employing the right person for the job.</i>	Recruitment process	WRAGAB34
130	<i>A merit-based appointment process of Board members and senior management teams is a key element for the success of a company</i>	Recruitment process	TSNWKN5
131	<i>Nepotistic and tribalistic appointments are causes of managerial problems in parastatals and the public sector</i>	Recruitment process	TSNWKN6
132	<i>Company success highly depends on the organisation's recruitment process - Jim Collins' first who and then what principle</i>	Recruitment process	TSNWKN38
133	<i>Wrong people in positions leads to organisational friction and in-fighting which is an obstacle to a learning environment and innovation</i>	Recruitment process	TSNWKN39
134	<i>A unique factor for successfully managing a company from a developing is getting the recruitment process right by recruiting the right people in right positions, especially at Board and Senior management level</i>	Recruitment process	TSNWKN61
135	<i>Companies in developed countries recruit right people in right positions because they have a larger pool of educated and experienced people to choose from, unlike in developing countries.</i>	Recruitment process	TSNWKN64
136	<i>Due to prevalent political, nepotistic and tribal considerations in staff appointments in Africa, developing effective and efficient recruitment procedures and systems is a significant aspect.</i>	Recruitment process	TSNWKN68
137	<i>Successful companies do not emphasise technical skills during job interviews but rather the personality of the person because personality is a key aspect in the services industry</i>	Recruitment process	TSWSLN27
138	<i>Employee exit ratio is very low in successful companies .</i>	Staff retention	BSMVFT40
139	<i>Successful companies believes in continuous innovation due to the richness of opportunities in developing countries</i>	Strategy	WRAGAB38/41
140	<i>MVA is a young organisation that continuously tries to innovate and improve the way things are done</i>	Strategy	BSMVFT1
141	<i>Successful companies monitors the competitive moves of rival companies in order to improve efficiency and market position</i>	Strategy	TSWSLN30
142	<i>Successful companies in developing countries searches for unique natural advantages in their countries and exploit it by selling it to other countries as a comparative advantage</i>	Strategy	TSWSLN36
143	<i>Developing an annual corporate strategy, particularly the balanced scorecard, contributes to business success</i>	Strategy	TSNPmGI6
144	<i>Successful companies identify all the critical positions in the organisation and then develops succession planning for those positions</i>	Succession planning	FSBWAW24
145	<i>Successful companies attach student youth to a training and development scheme as a way of training for future roles and for fitting the company culture.</i>	Training and development	WRAGGB14
146	<i>Successful companies attach student youth to a training and development scheme as a way of training for future roles and for fitting the company culture.</i>	Training and development	WRAGGB37
147	<i>Successful companies collaborates with academic institutions to train their staff, especially in the company's core business</i>	Training and development	WRAGAB12

148	<i>Successful companies invests in the life-long improvement of their people by exposing them to learning environments</i>	Training and development	BSMVJM6
149	<i>Investment in people development manifests through results in climate surveys conducted by external parties</i>	Training and development	BSMVJM8
150	<i>Continuous employee training and development that is aligned to market changes is a KSF for business success</i>	Training and development	TSNWKN9
151	<i>Successful companies invests heavily in capacity building and customised training programmes for their staff</i>	Training and development	TSWSLN21
152	<i>Successful companies measure the success of their training programmes through customer feedback and the number of rival companies taking up institution's employees.</i>	Training and development	TSWSLN23
153	<i>Investment in human resources aspects is the denominator between success and failure.</i>	Training and Development	ITNBmGK42
154	<i>For any training to yield results, the attitude of trainees must be right</i>	Training and Development	FSNDmWN42
155	<i>Growing through the ranks is a good practice that develops good managers and leaders</i>	Training and Development	FSNDmWN48
156	<i>Employee training and development at all levels of the organisation, especially self-development, is key to success</i>	Training and Development	FSNDmWN52
157	<i>Unsuccessful companies fail to train and develop their employees.</i>	Training and Development	FSNDeMT27
158	<i>Unions helps the company in implementing things better and faster because employees were involved through Union leadership in the decision making process</i>	Unions	ITNBmGK27
159	<i>In unsuccessful companies, unions are not recognised</i>	Unions	FSNDmWN34
160	<i>The effectiveness of unions in companies depends on the education levels of its leaders</i>	Unions	FSNDmWN36
161	<i>Unions are not recognised in unsuccessful companies.</i>	Unions	FSNDeMT31
162	<i>Successful companies with good employer-employee relations do not need Unions because employees have an open communication line to management</i>	Unions	WRAGGB28
163	<i>Successful companies with good employer-employee relations do not need Unions because employees have an open communication line to management</i>	Unions	WRAGAB20
164	<i>Union is not visible in Bank Windhoek</i>	Unions	FSBWA30
165	<i>Successful companies encourages the formation of Unions as a platform for collectively engaging the employees</i>	Unions	BSMVJM10
166	<i>Constant union activities, such as union member meetings, are evident in successful companies</i>	Unions	BSMVFT17
167	<i>Successful companies have good relationship with Unions, despite engagement being on adhoc basis in Company</i>	Unions	TSNWKN28
168	<i>The profit maximisation motive of private companies creates unfriendly relationship with the Union, leading to exploitative practices in the company</i>	Unions	TSNWKN31
169	<i>Successful companies clarifies the purpose of each stakeholder in the company in order to foster good relationships with key stakeholders, such as the Union</i>	Unions	TSWSLN14
170	<i>One way how successful companies ensures good working relationship with Unions is by enforcing adherence to Labour Laws</i>	Unions	TSWSLN15
171	<i>Successful companies use Unions as an instruments for employees to raise issues in order to understand perspectives of the other</i>	Unions	TSWSLN16
172	<i>For employees, especially their unions, to believe management, honesty and transparency are fundamental</i>	Unions	TSWSSL18
173	<i>Successful companies use unions as channels for improving communication and for negotiations with the broader masses</i>	Unions	TSWSMS14
174	<i>Unsuccessful companies means companies that do not have policies and procedures in place, do not have ethical standards, accounting systems, have weak boards without Board committees or company secretary</i>	Unsuccessful companies	TSNPmGI15

175	<i>Successful companies explains the meaning of company values to all levels of employment to ensure that everybody understands how values fits to the practical working environment</i>	Value system	WRAGGB31
176	<i>Successful companies make company values applicable to everyday life so that employees can relate to it.</i>	Value system	WRAGAB28
177	<i>Successful companies create a common value system by encouraging employees to live out a particular company value each given year</i>	Value system	FSBWA36
178	<i>Successful companies translates company values into action as well as incorporate it into performance reviews</i>	Value system	BSMVJM12
179	<i>Successful companies formulate their company values in such a way that it is short, catchy and memorable</i>	Value system	BSMVJM12
180	<i>Successful companies create common value systems through consistency in applying policies and procedures to all employees.</i>	Value system	TSWSSL19
1	Communication	21	12%
2	Unions	16	9%
3	PMS	14	8%
4	Attitude of managers	14	8%
5	Training and development	13	7%
6	Recruitment process	12	7%
7	Leadership	10	6%
8	People are core	8	4%
9	Organisational climate	8	4%
10	Management style	6	3%
11	Value system	6	3%
12	Funding	5	3%
13	Marketing	5	3%
14	Political interference	5	3%
15	Strategy	5	3%
16	Governance	4	2%
17	Managerial patience	4	2%
18	Participatory management style	3	2%
19	Board of directors	3	2%
20	Benchmarking	2	1%
21	Establishing Act and mandates	2	1%
22	Lobbying	2	1%
23	Composition of management team	1	1%
24	CSR	1	1%
25	Employee diversity	1	1%
26	IT	1	1%
27	Organisational structure	1	1%
28	Partnership and JV	1	1%
29	Staff retention	1	1%
30	Succession planning	1	1%
31	Bureaucracy	1	1%
32	Common vision	1	1%
33	Organisational culture	1	1%
34	Unsuccessful companies	1	1%
	Total codes	180	100%

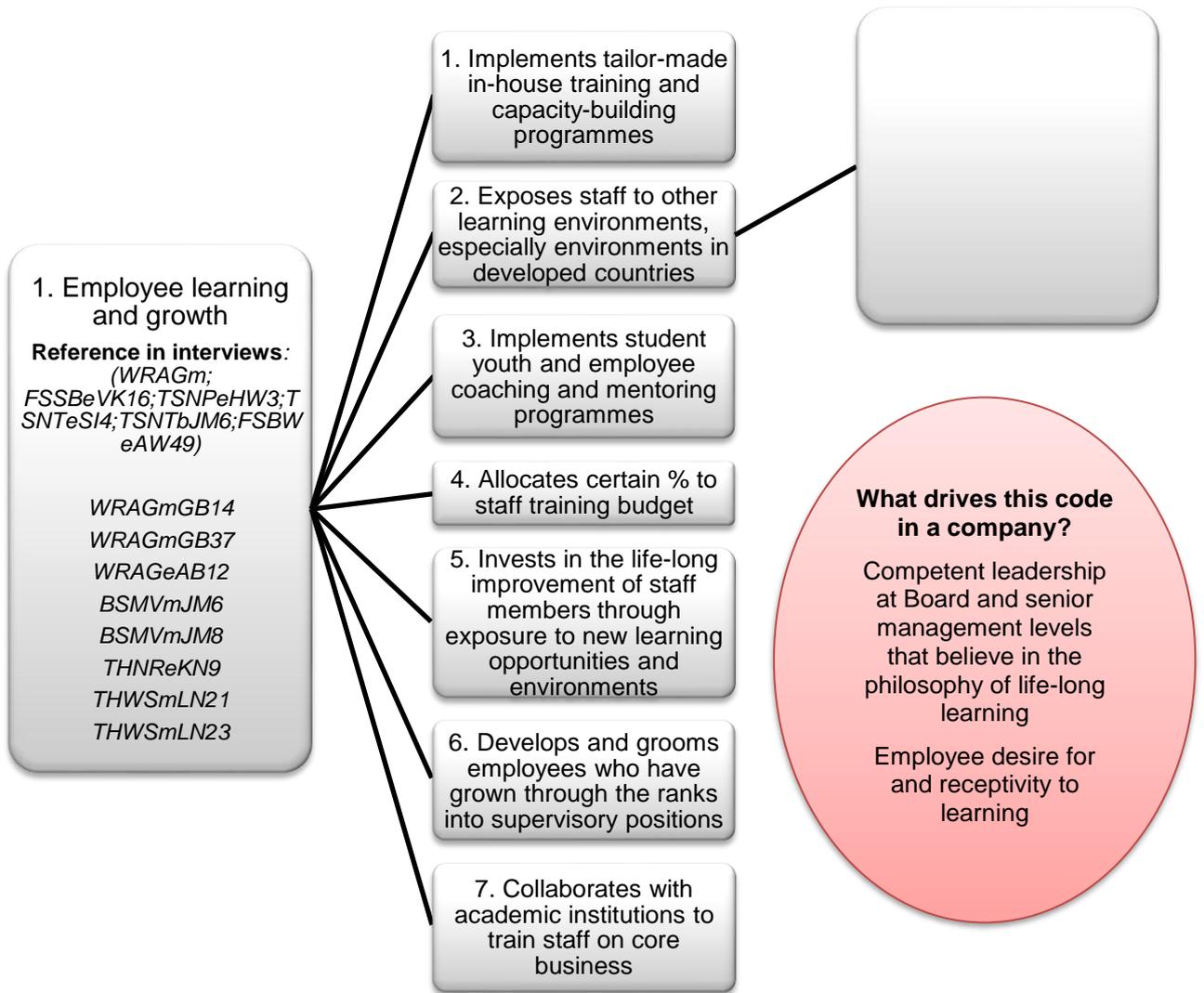
APPENDIX M: WORKING WITH DATA

As explained in Chapter 6, this study made use of line-by-line coding to code and interpret data. According to Charmaz (2006:63), a qualitative research study should demonstrate how the findings emerged from data in answering the research question. Therefore, before presenting the findings of this study, highpoints of the key process that were conducted through various manual and electronic data analysis procedures are high-lighted. In this vein, Figures 7.1 to 7.20 below illustrate the recurrent preliminary codes in data that formed a basis for the development the study findings. The codes, generously illustrated because they created the basis for developing the ultimate organisational behaviours, preceded the study findings. After each figure there is a section on the researcher's reflective notes and observations.

What-codes

How-, why- and who codes

Reflective notes



Code 1 – Employee learning and growth

Reflective notes:

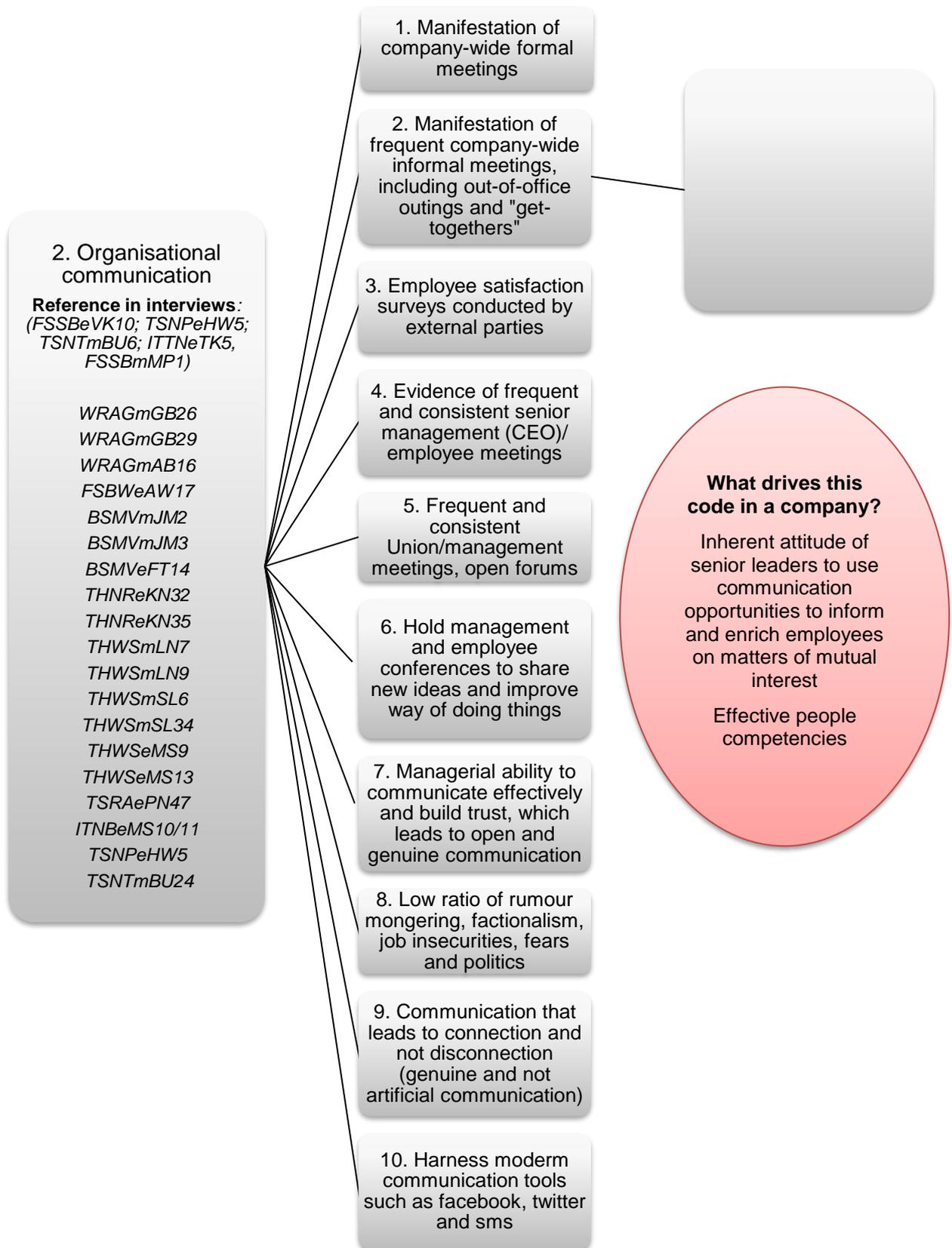
Due to comparatively low education levels in Namibia, employee training and capacity building require a continuous effort. Deduced from the participants' views, it appears that employee learning and growth is a key contributory factor to organisational effectiveness because, partly, due to employees' historic low levels of education as a result of past discriminatory laws and colonialism. However, the key determining factor lies in what type of training practices and how they are implemented. Based on the researcher's work experience, employees tend to go on training and development programmes for the apparent wrong reasons, such as subsistence and travelling (S&T) claims as well as status. Only few employees tend to go for the seemingly right reasons, such as intrinsic value of training and development to improve competency levels and ability to make meaningful

contributions in a specific role in the organisation. Organisations that seems to benefit from employee learning and growth, appears to be those that design and implement employee training and development activities and practices informed by an observed employee shortcomings and intrinsic value of training and development, i.e. training practices and activities that encourage employees to manifest in the work environment, and outside it, what they have learnt. These types of organisations do not just train and develop people for the sake of it but train with a view of community improvement and societal transformation. Eventually, these organisations become effective because their employees used the required skills to achieve the intended business and societal objectives.

What-codes

How-, why- and who codes

Reflective notes



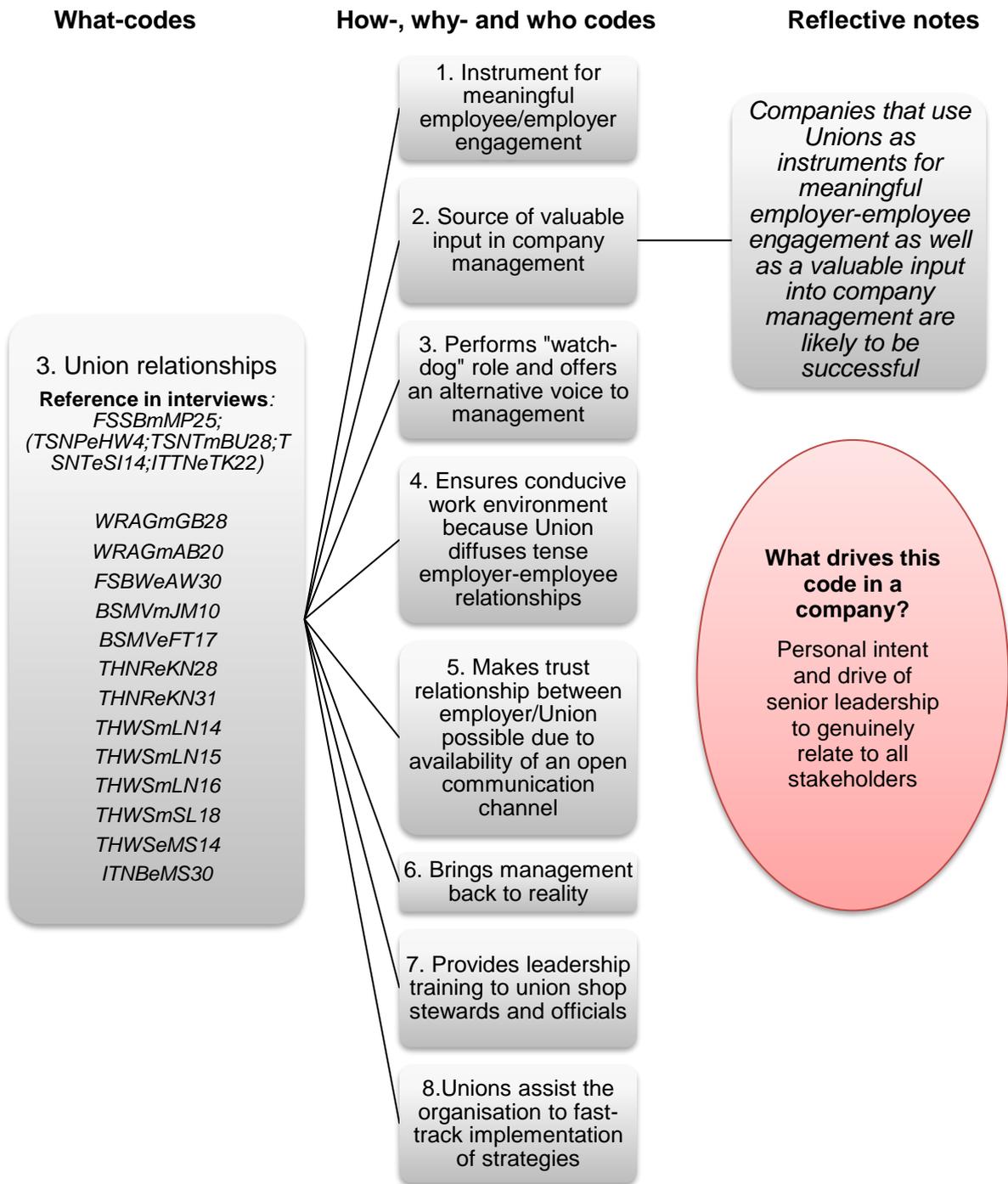
Code 2 – Organisational communication

Reflective notes:

During the initial stages of data collection and analysis, the researcher discounted this code as obvious and simplistic. However, the code repeatedly re-occurred across all levels of data. Upon reflection, effective organisational communication must affect organisational effectiveness because effectiveness is a consequence of people sharing ideas through communication. As Hamm (2006:116) put it, effective communication is the leader's single most critical management tool to inspire the organisation for a better future. When leaders take time to explicitly communicate by defining their visions and intentions as well as implicitly, through their behaviour, they assert much needed influence over the vague but powerful notions in employees' imaginations. Therefore, companies that truly benefit from organisational communication, appears to be those whose leaders make a conscious effort to consistently communicate in an organised and consistent manner, notwithstanding busyness and work load.

During the data collection process, the researcher observed that some companies are quick to respond to interview requests, whilst in case of others numerous requests have to be made before responding. Some companies just simply ignore requests, even if requests are in a written format such as through emails and letters. It was striking to note that only a small number of senior management from four companies promptly responded to the researcher's original hand-delivered requests for interviews. Coincidentally, all these companies are from the successful company label. Organisational effectiveness implies senior management act professionally to little things such as responding to letters, emails and returning phone calls. How could higher strategic aspirations be achieved if professionalism is lacking on minor aspects?

Emerging from data, an example of effective communication practice is the effective engagement with the Union. Effective engagement with the Union includes "open door policy" with union shop stewards and officials, transparency in communicating to them, consistent formal Union and management meetings where management reports to the Union and the Union to management on mutual interests. Also, ad hoc consultative meetings, with or without an agenda, to consult on specific aspects are good practices in engaging with Unions. What is important in engaging Unions is to build trust relationships with employees through the Union and, in so doing, establishing credibility and legitimacy within the institution.



Code 3 – Union relationships

Reflective notes:

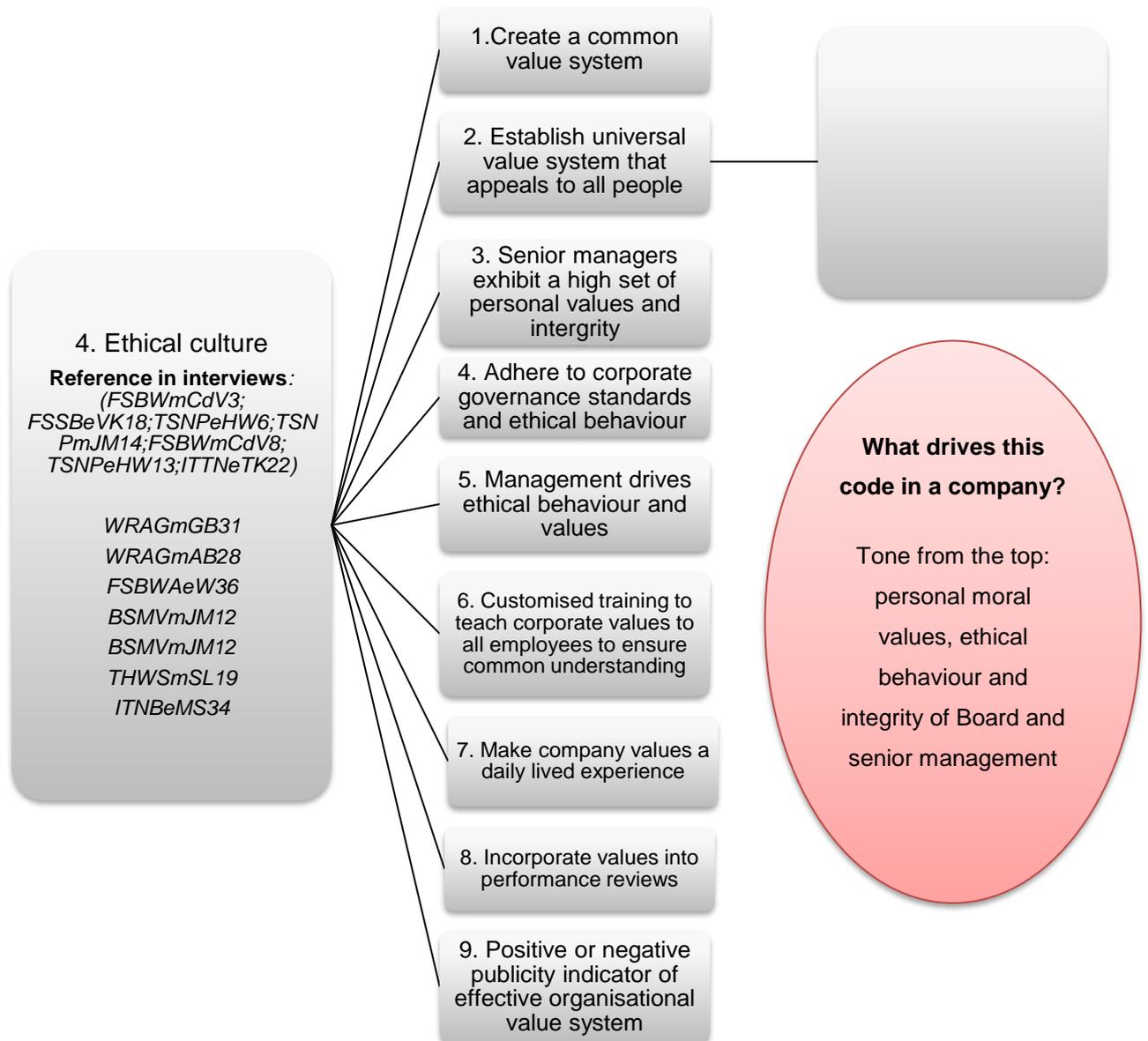
The researcher was, at one stage of his work life, a Union shop steward. Drawing from this experience, he was able to relate to the participants' views that union relationships play a significant role in the effective management of a company. This is, mainly, due to the role the Union plays in policy formulation as well as striving for inter-and intra-organisational equity and fairness. However, for the Union to be a key factor to organisational effectiveness, the

significant aspect is the level of education, experience and leadership competencies of union officials and shop stewards; hence it is to the company's benefit to contribute towards the training and development of the union leaders and shop stewards.

What-codes

How-, why- and who codes

Reflective notes



Code 4 – Ethical culture

Reflective notes:

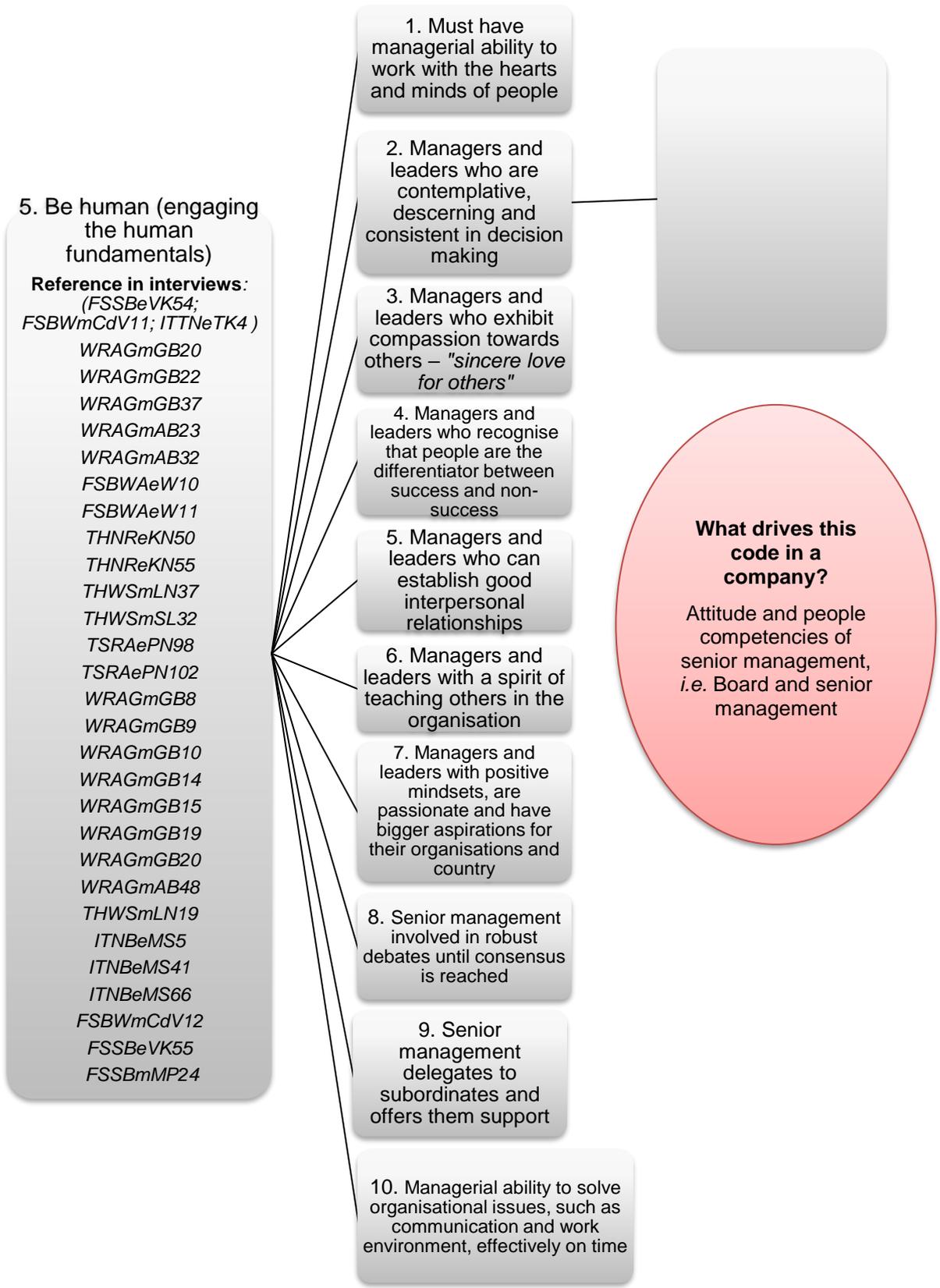
Ethical culture, as manifested in organisational culture, are shadows of leadership, meaning a reflection of the type of leadership entrenched in the organisation. Corporate values and expected moral standards are, usually, distilled in company policies and procedures manuals. However, writing corporate value standards in manuals is one thing but living values as a daily lived experience is another. It is expected from the senior leadership to be exemplars of high-level ethics and morals in the organisation through consistently exhibiting a high set of personal values, honesty and integrity. Management should set the tone from

the top or else face the risk of losing influence and legitimacy in the organisation. Without noticeable examples of ethical behaviour from the top, employees will also not adhere to the organisation's value system as the preceding view from an employee participant attests.

What-codes

How-, why- and who codes

Reflective notes



Code 5 – Be human (engaging the human fundamentals)

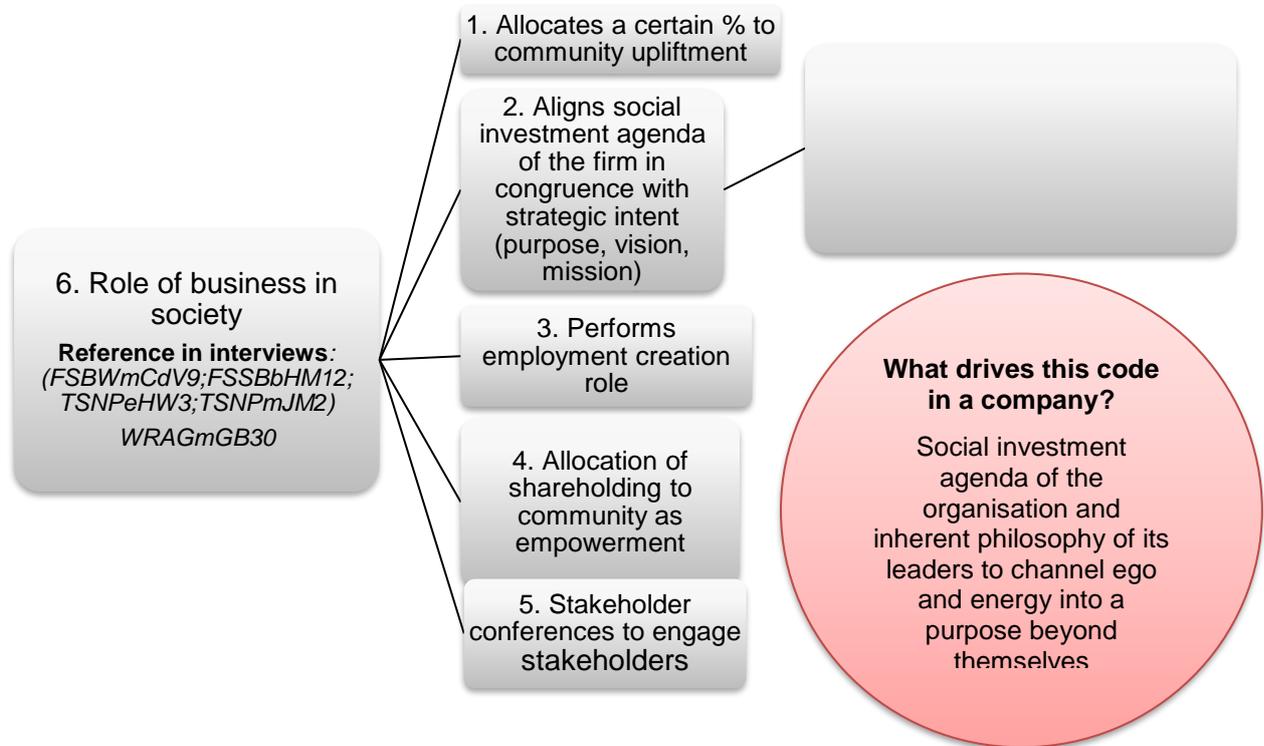
Reflective notes:

Attitude plays a role, especially the attitude towards and relationship with other people. How do you regard your co-workers — as partakers in the success of the organisation or mere tools that can be manipulated? Lack of or undeveloped people competencies strongly emerged from this study data as a factor that hampers organisational effectiveness in Namibia. If people in the organisation are unmotivated or unharnessed, the likelihood of their contributions being unauthentic and non-committal is high. Effective people skills and relationships is, in the 21st century, the global currency for individual and organisational success. It is a disservice that such a fundamental aspect to effectiveness is not sufficiently incorporated in the curricula of schools, universities and workplaces as a standalone subject.

What-codes

How-, why- and who codes

Reflective notes

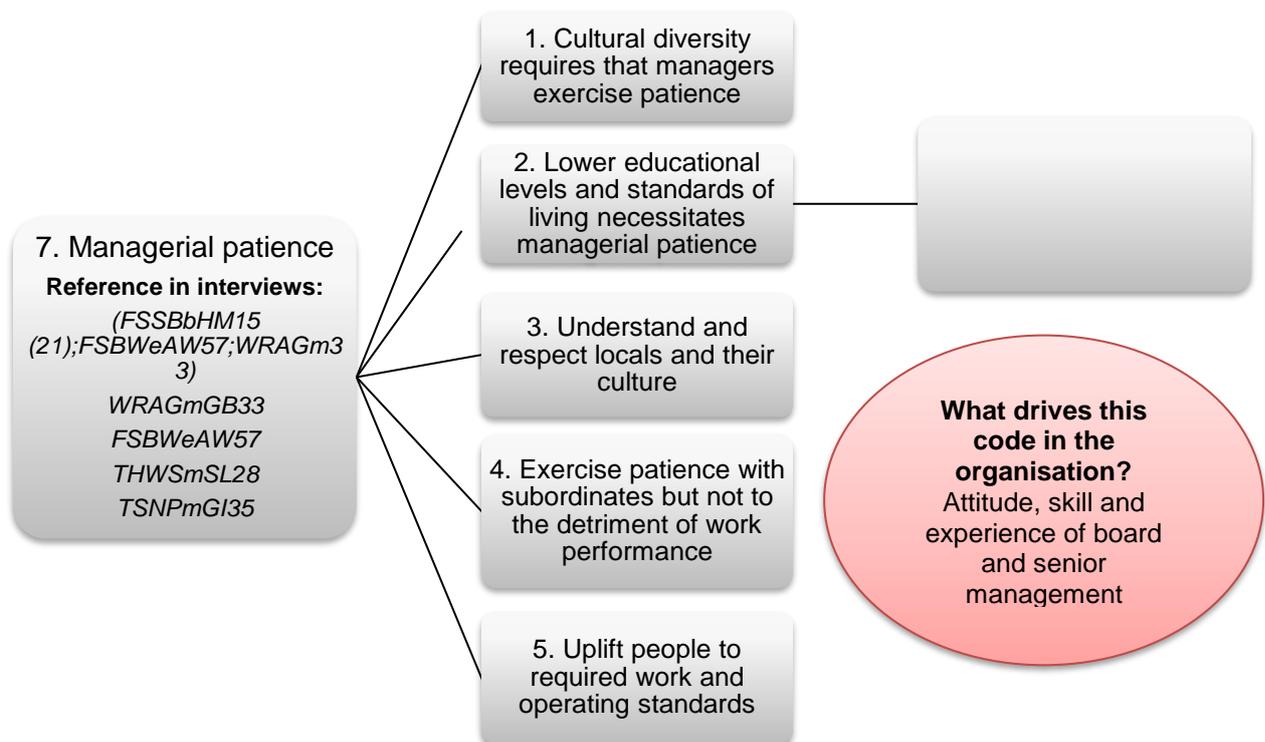


Code 6 – Role of business in society

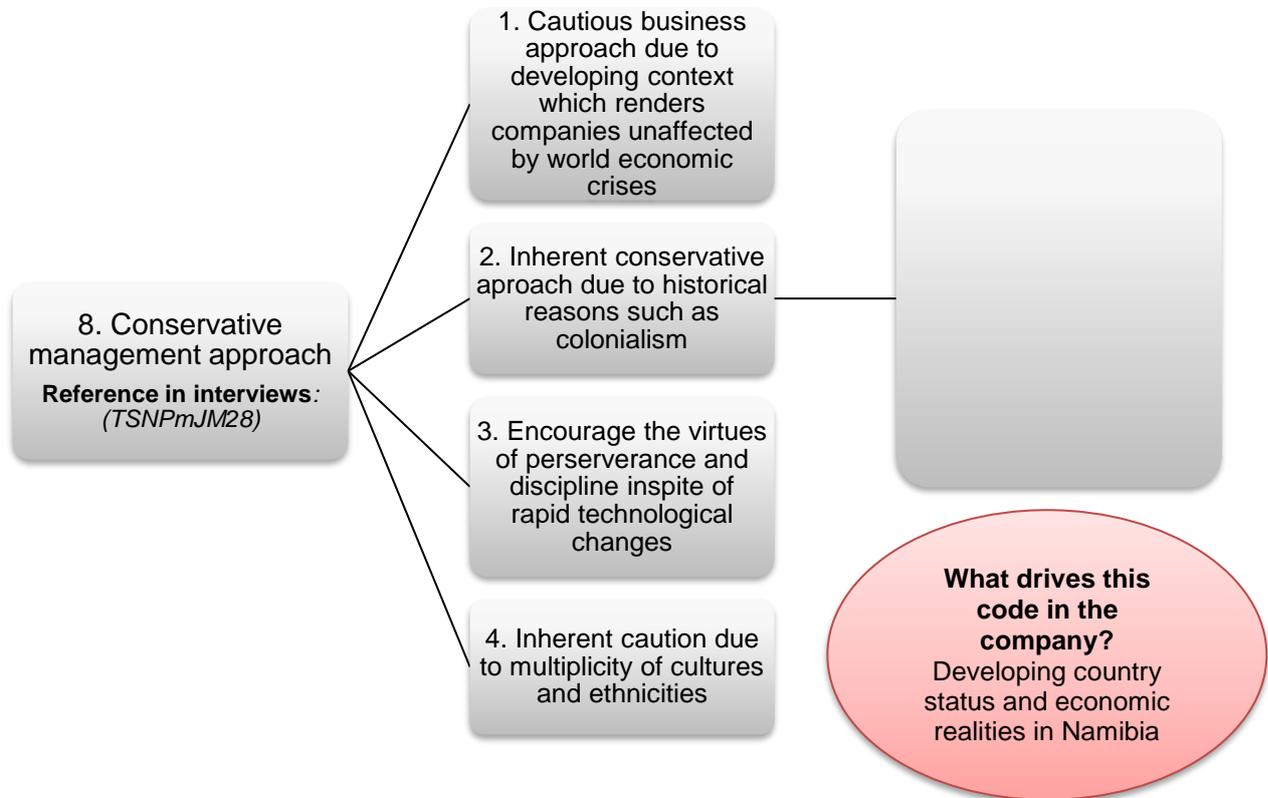
Reflective notes:

Corporate social investments should not be seen as mere routine and legalistic donations but rather meaningfully fulfilling the role of business in society through investments that impact community and societal transformation. In Namibia, it emerged from the data that business relationships are, in the main, established on trust. Therefore, reaching out to the community through the organisation's social investment agenda is imperative in establishing that trust. Effective stakeholder engagement means meaningful relations with people (employees, customers, community) through effective and authentic communication. By

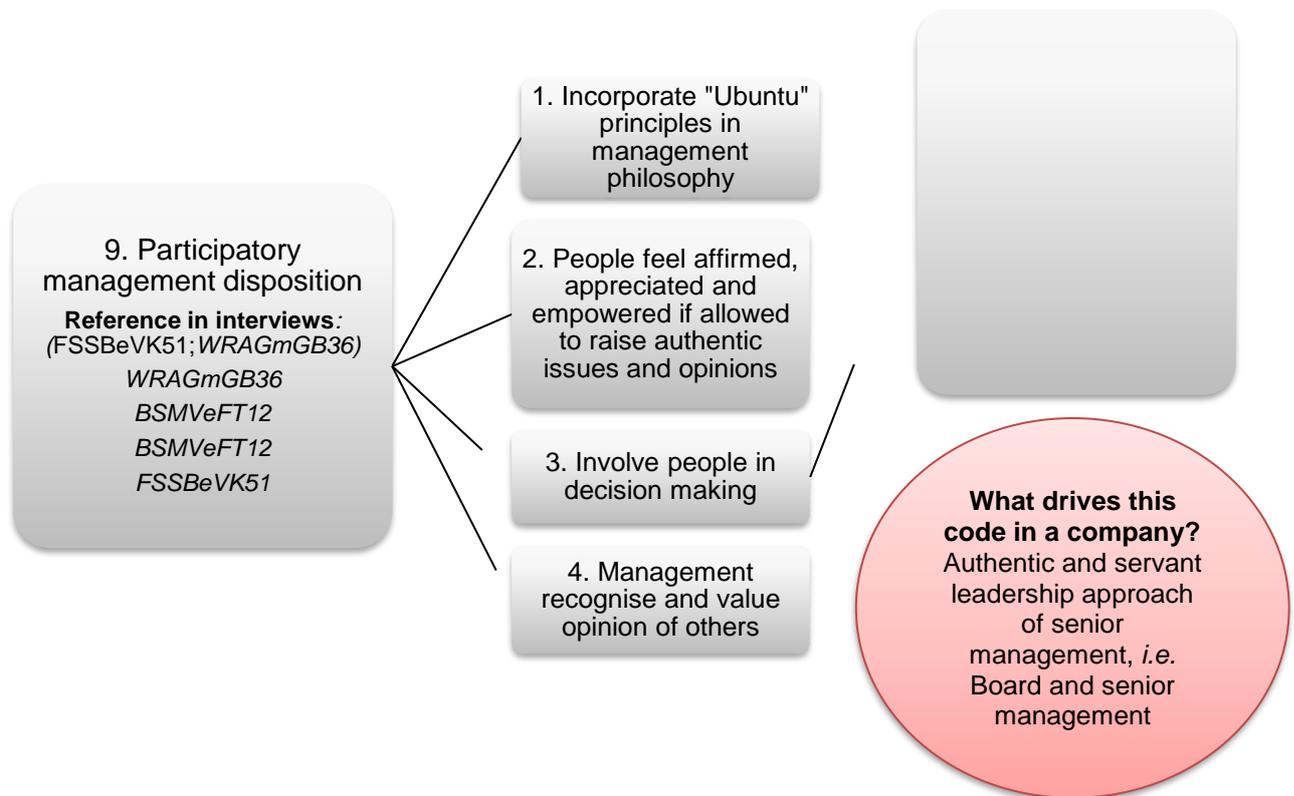
using the distinctive and core activity of the organisation, the social investment agenda of the company needs to be aligned to meaningfully impact community improvement and societal transformation.

What-codes**How-, why- and who codes****Reflective notes****Code 7 – Managerial patience****Reflective notes:**

Due to multiplicity of cultures and ethnicities in Namibia as well as a history of colonialism and apartheid, exercising managerial patience emerged appears to be a key factor for effectiveness. Managerial patience means the managerial sensitivity to perceive, acknowledge and integrate both developed country business management practices and developing country realities in an organisation. It means recognising that although most business management activities and practices in Namibia resemble those in the developed world context, it requires adaptation to the Namibian realities. The Namibian realities include poor socio-economic conditions that affect the majority of people, low education and skills levels as well as cultural diversity.

What-codes**How-, why- and who codes****Reflective notes****Code 8 – Conservative management approach****Reflective notes:**

Due to the status of its economy, the levels of economic spending in Namibia are not comparable to those in the developed world. As such, Namibian companies are not greatly affected by major world economic crises and other misfortunes that affect the major world economies. Due to the developing country tag, Namibian companies tend to apply moderation in their daily business management compared to companies in the developed economies. This means that financial and business risks associated with too much market exposure are not applicable to companies in smaller economies like Namibia.

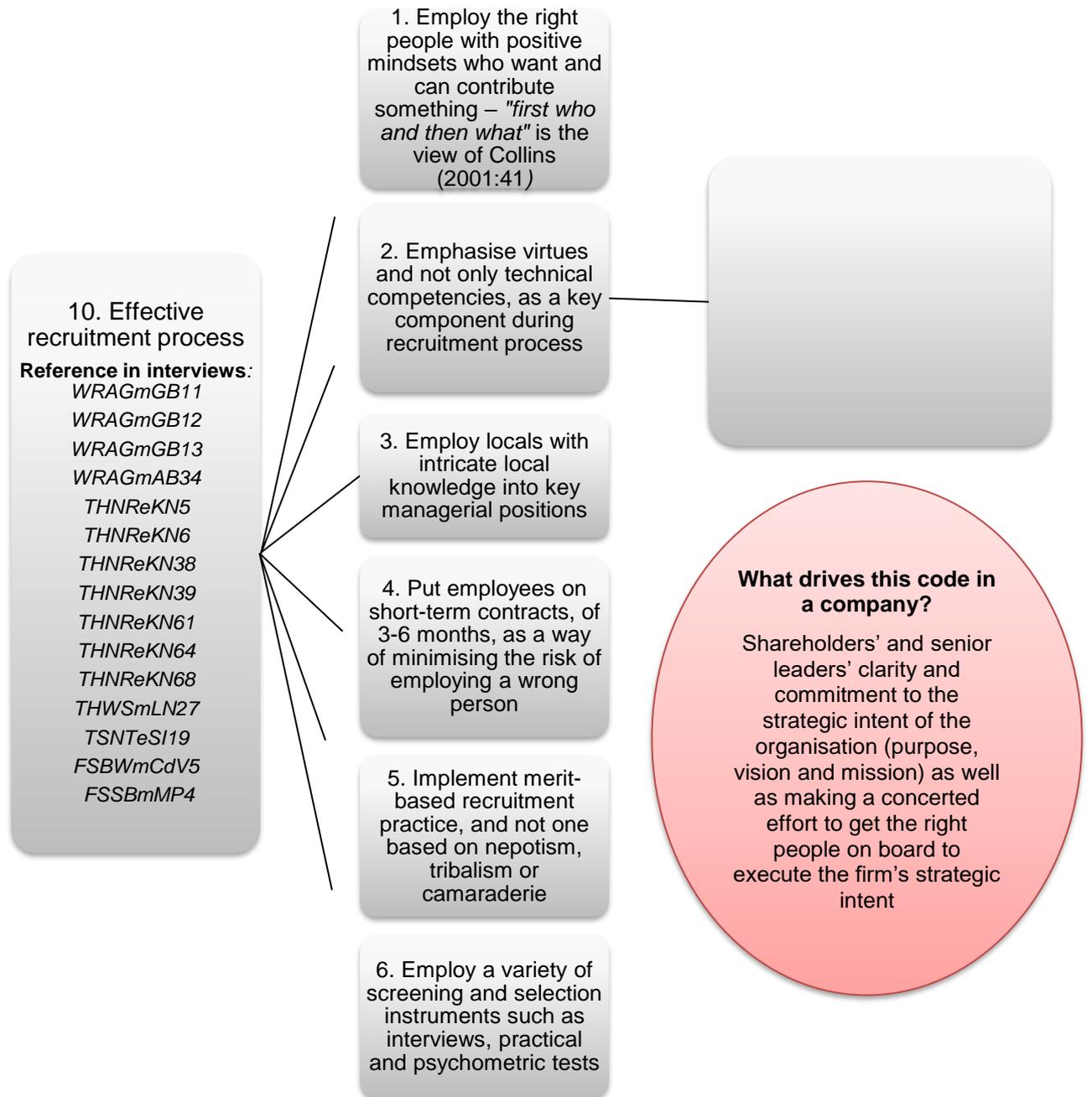
What-codes**How-, why- and who codes****Reflective notes****Code 9 – Participatory management disposition****Reflective notes:**

A participatory management approach is an aspect that was perceived by the study participants as significant to organisational effectiveness. In Africa, the notion of communalism and togetherness of community prevails over individualism. The personhood of the individual, as far as it relates to his/her relationship with others, is a more dominant aspect than any other quality or virtue. As Chabal and Daloz (1999:46) noted, a discrete, autonomous and self-referential individual never exists in Africa. As such, individuals are not perceived as being meaningfully and instrumentally separate from the communities to which they belong (Chabal & Daloz, 1999:53). The sub-text in the preceding statement is that employees in companies from Africa expect an authentic and servant leadership approach that incorporates communalism ("Ubuntu"/ "menslikheid") rather than one based on individualism. If an individualistic and self-serving decision making style is observed, employee resentment and non-cooperation is definite, which will have negative implications on organisational high performance. This probably explains the significance accorded to a participatory leadership approach by the study participants.

What-codes

How-, why- and who codes

Reflective notes



Code 10 – Effective recruitment process

Observations and notes:

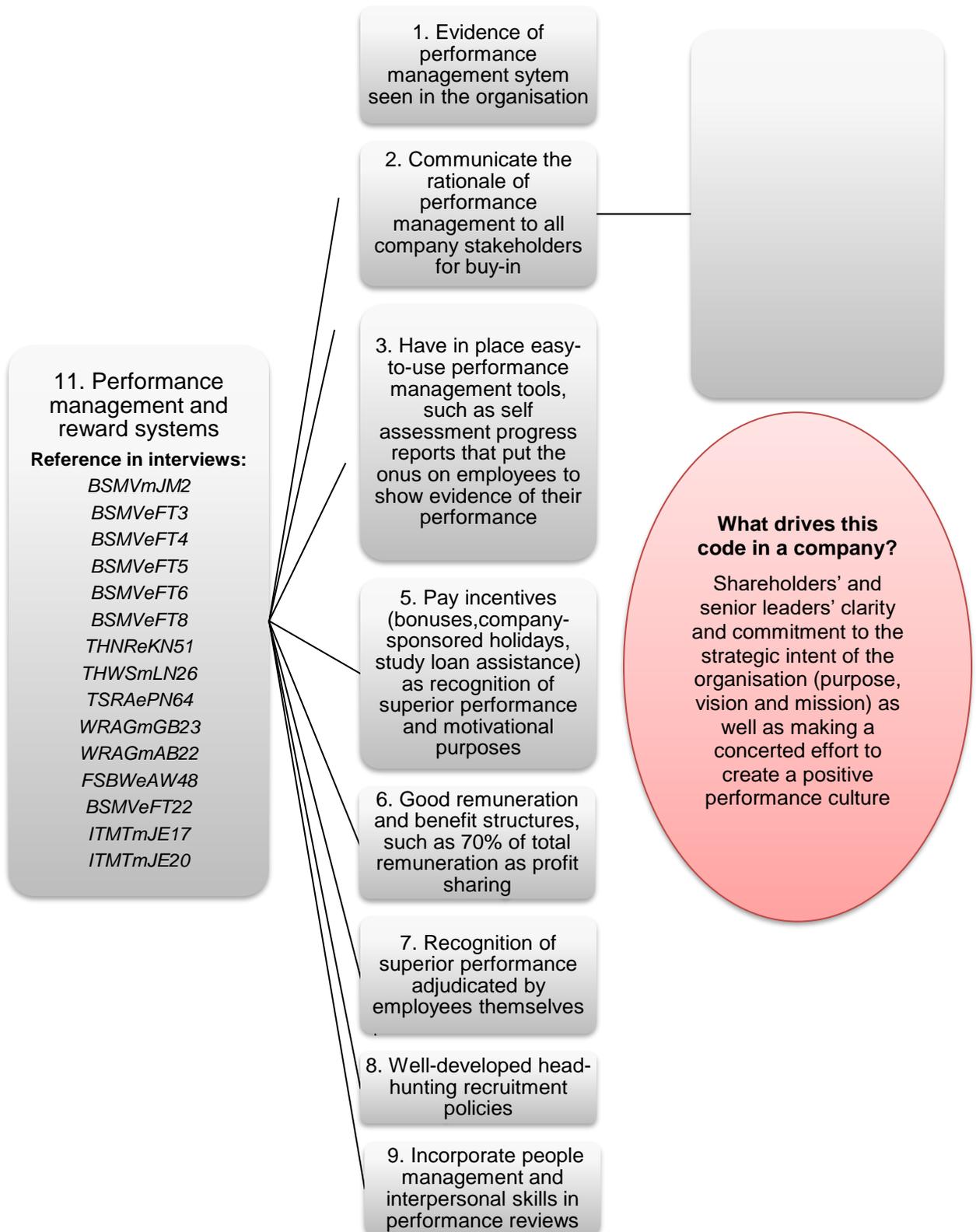
Within a Namibian context, many participants suggested this theme to be a key differentiator between organisational effectiveness and the lack thereof. Participants suggested that a company that gets its recruitment processes right, especially at Board and senior management levels, is likely to be successful compared to the one whose recruitment

practices are non-committal, unsystematic or shambolic. It is apparent that there is an acute skills shortage in Namibia, especially at managerial levels, but companies can do more to find potential talent. Development in the ranks of youth who show potential is a recommendable practice that should be supported by most companies.

What-codes

How-, why- and who codes

Reflective notes



Code 11 – Performance management and reward systems

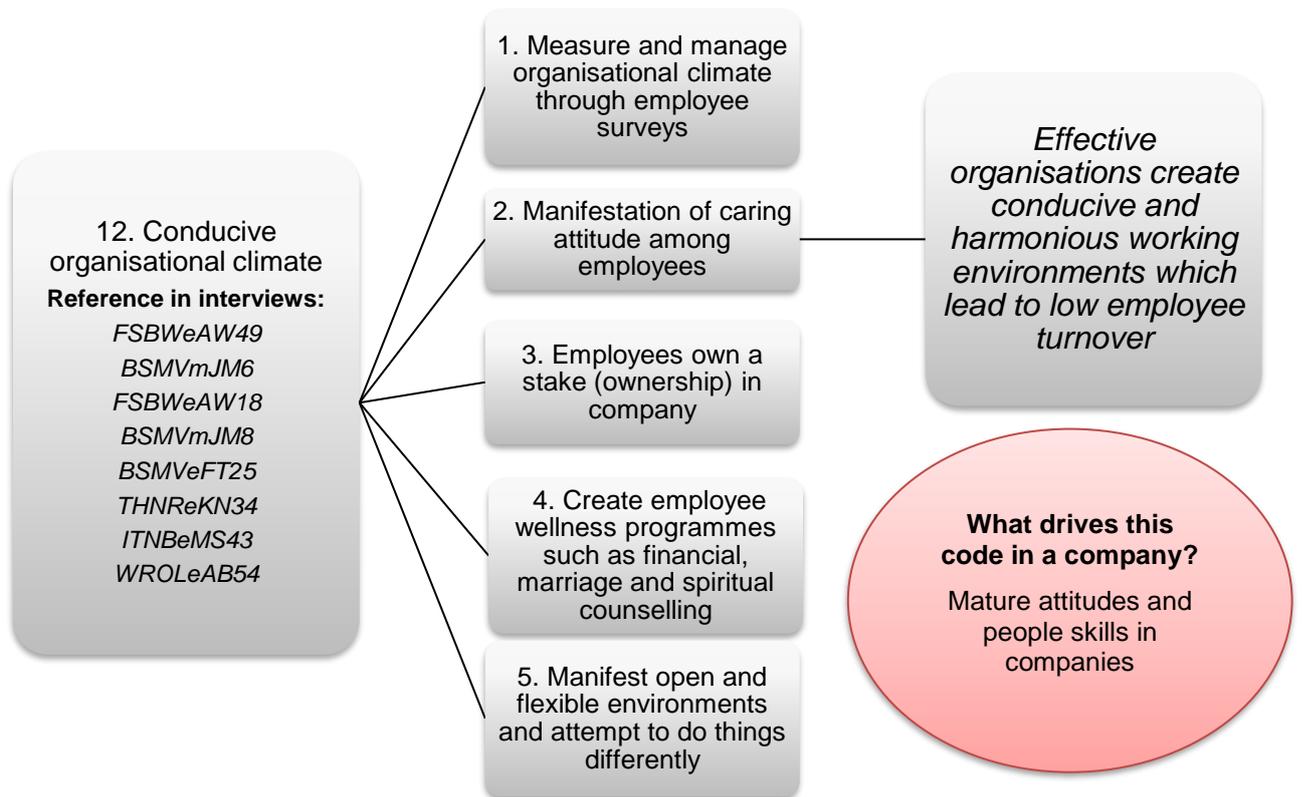
Reflective notes:

People must first be effectively recruited in the organisation and then evaluated on their performance. Effective recruitment without effective employee evaluation is meaningless. Both activities must be done in tandem to add value to organisational effectiveness. To determine if the right people have been recruited, their performance needs to be consistently and authentically evaluated. Effective performance management and reward systems encourage people to innovate and implement new and better ways of doing things. However, the question is why do most Namibian organisations fail to implement functional performance management systems? The answer is, perhaps, because of ineffective and vague communication that results in people being unclear of what is expected from them and, as the participant in the above-quote puts it, only get surprised during performance assessments.

What-codes

How-, why- and who codes

Reflective notes



Code 12 – Conducive organisational climate

Reflective notes:

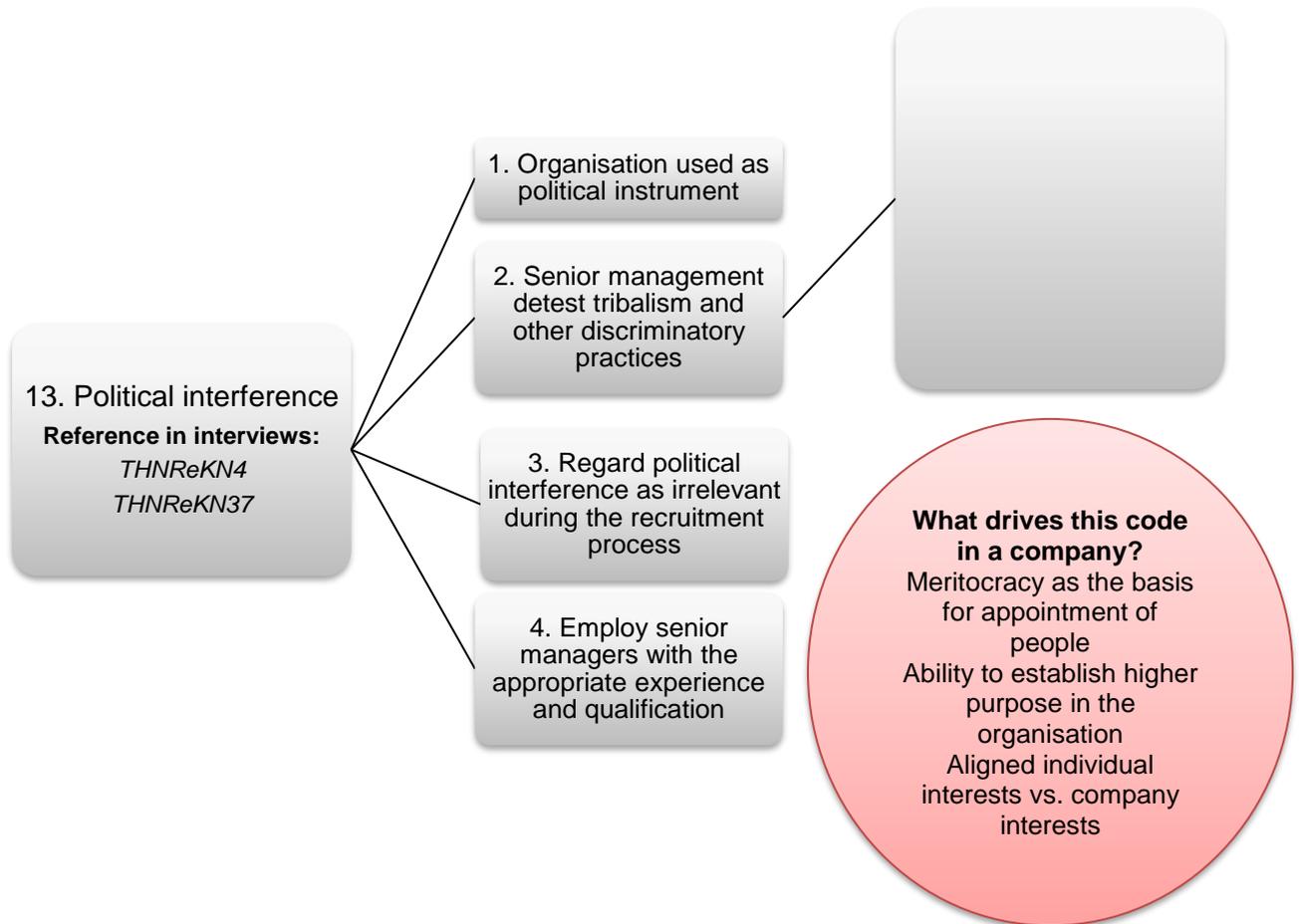
If the working environment is perceived by people such as the one stated by the participant in the first quote on this code, a conducive and harmonious working environment has been

created. Conducive and enabling work environments result in people doing work from their heart, which ultimately contributes to organisational high performance.

What-codes

How-, why- and who codes

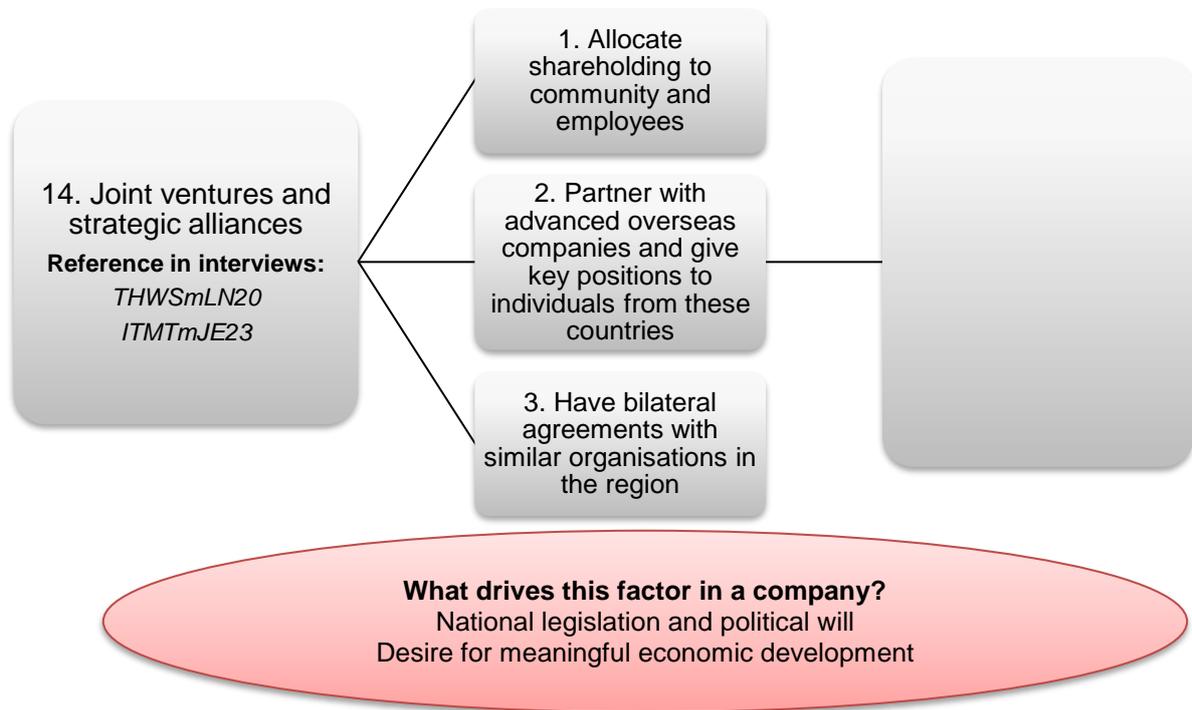
Reflective notes



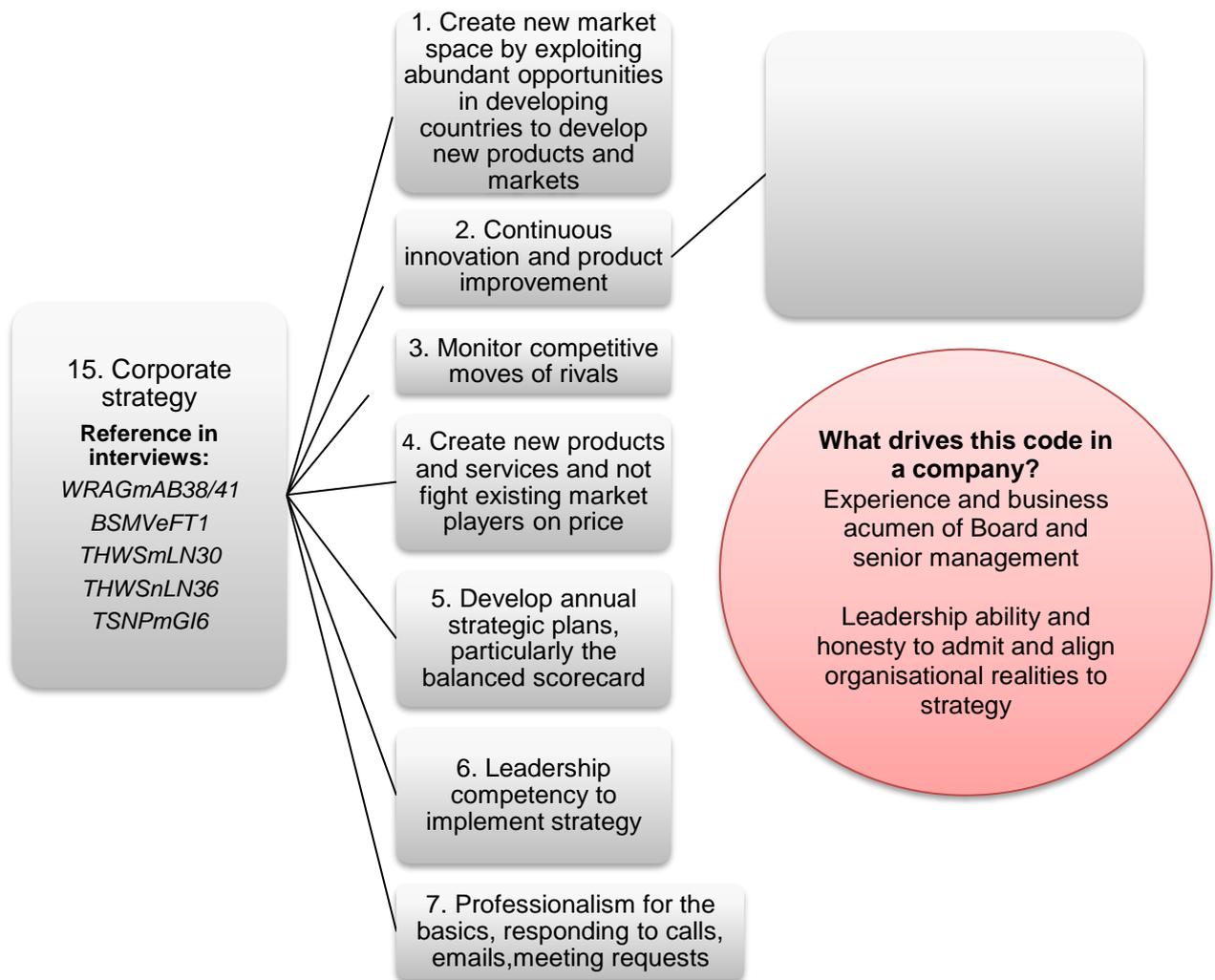
Code 13 – Political interference

Reflective notes:

This theme appears to be a contentious issue, especially in Namibian state-owned enterprises (SOEs). Together with the theme effective and transparent recruitment of people, this is another theme perceived by participants to be a differentiator between organisational effectiveness and the lack thereof. Due to emerging democratic dispensation as well as independence from colonial rule, politics still dominate all spheres of Namibian life. As such, there is a fine line between political and business activities. As Chabal and Daloz (1999:52) noted, what is political and not political in Africa is not established and, as a result, business activities and political activities continuously blur and intertwine which impacts on business activities and practices.

What-codes**How-, why- and who codes****Reflective notes****Code 14 – Joint ventures and strategic alliances****Reflective notes:**

MTC Namibia, a Namibian mobile telecommunications company, is a perfect depiction of this theme. Portugal Telecom has a 34 percent *shareholding* in *MTC Namibia*, to which participants attribute the organisational success of MTC Namibia due to the technical know-how from Portugal Telecom. The 66 percent remainder is owned by the Namibian Government, via Namibia Post and Telecom Holdings (NPTH). The researcher finds it difficult to understand why other companies in Namibia are not following a similar business model, especially during the initial stages of the company. This could be a unique factor that, if implemented in a mutually beneficial partnership, could lead to the business successes of many companies in Namibia.

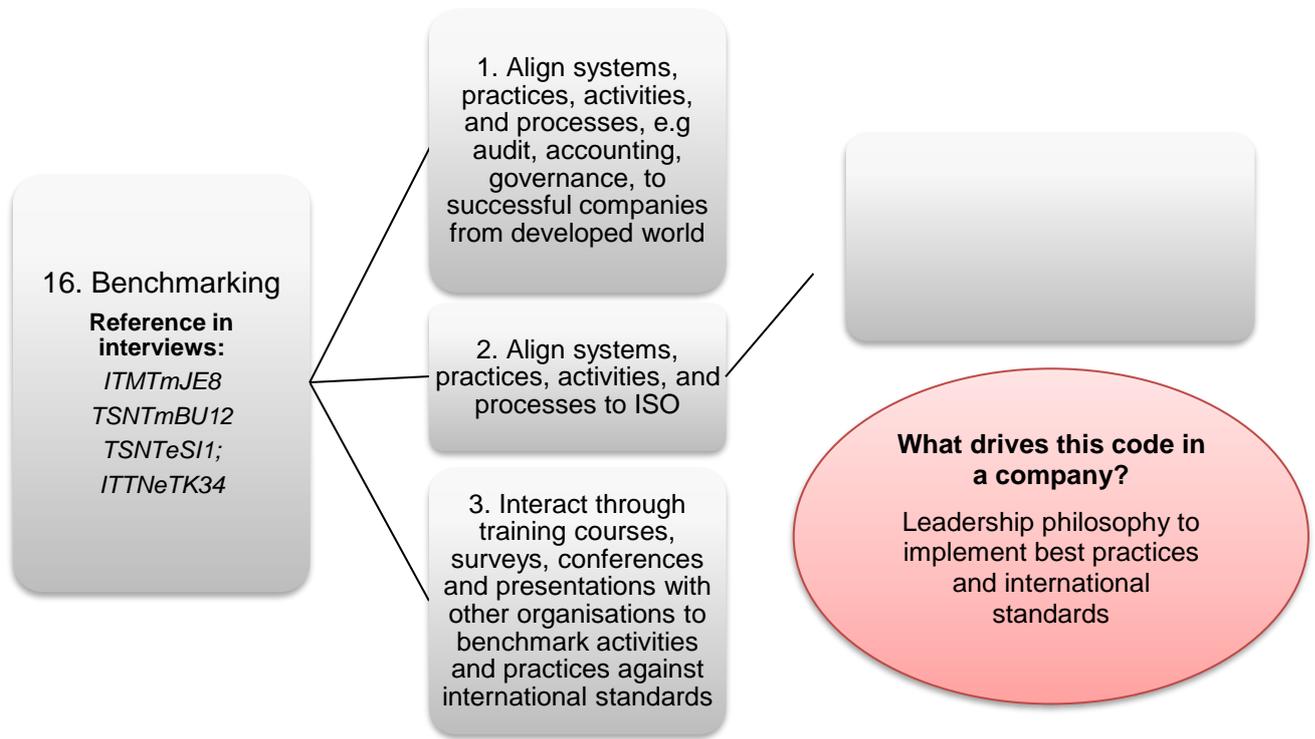
What-codes**How-, why- and who codes****Reflective notes****Code 15 – Corporate strategy****Reflective notes:**

Strategy should first be informed by clarity on the strategic intent of the owner. As perceived by participants in this study, it becomes a factor if the appointments of Board and senior managers are not aligned to the strategic intent of the owner. Also, there appears to be a misalignment between the organisational design/structure and strategy. The foregoing factors imply that strategy execution will not be effective if there is a lack of clarity and misalignment. The competency and fitness of board and senior management to execute the owner's strategic intent is a critical aspect that should first be considered. Upon appointment of people, there should be sufficient strategic sessions to explain and clarify the strategic intent of the organisation before embarking upon any other activities.

What-codes

How-, why- and who codes

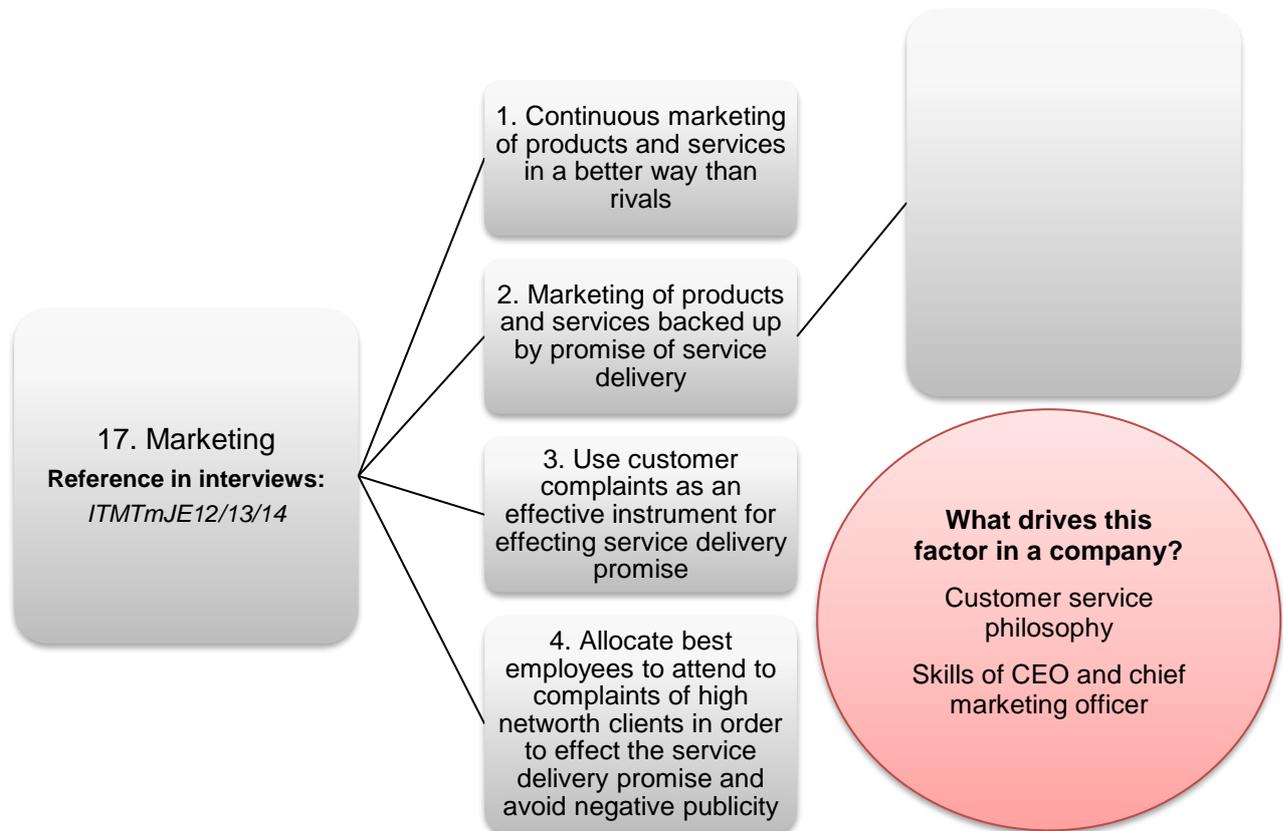
Reflective notes



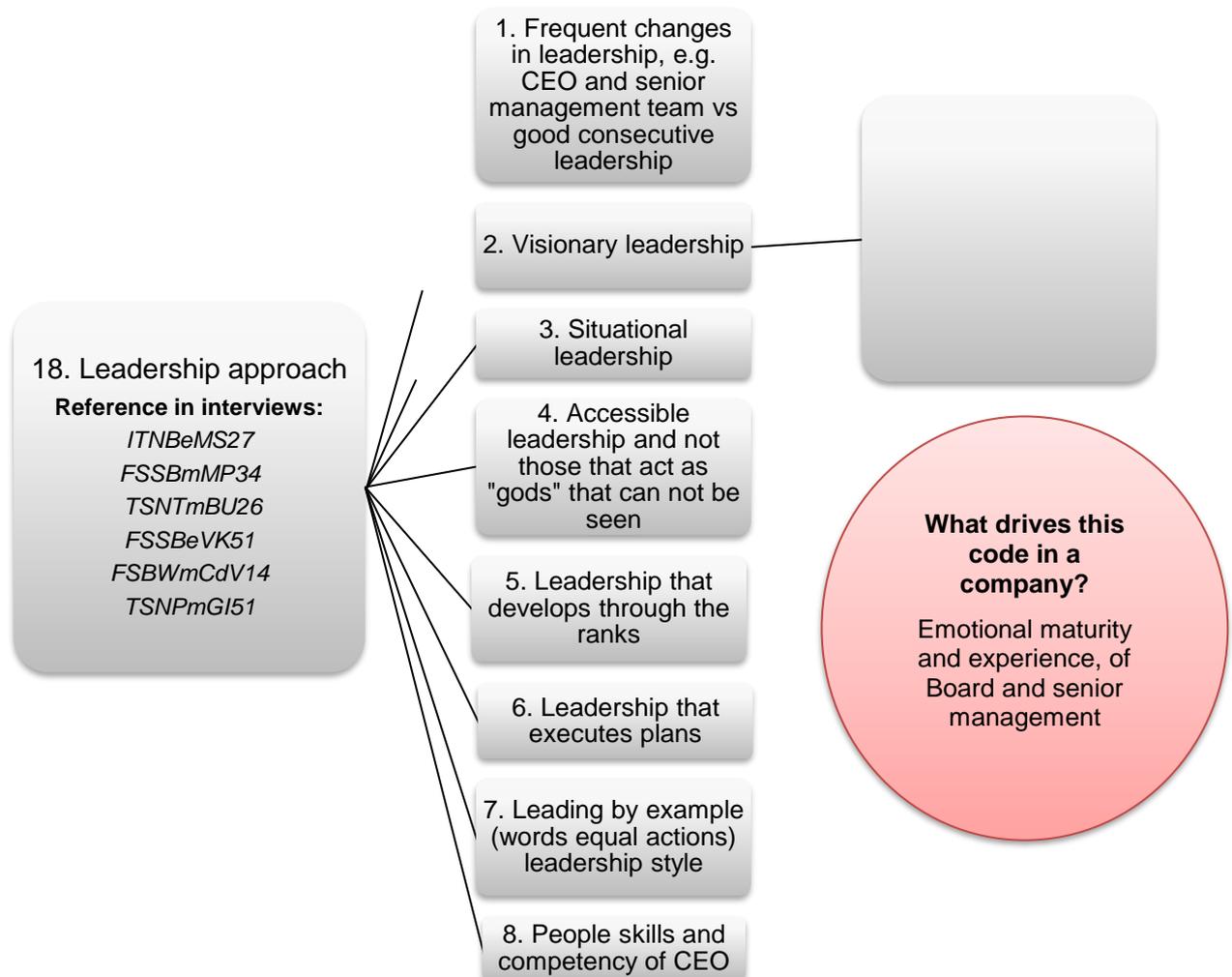
Code 16 – Benchmarking

Reflective notes:

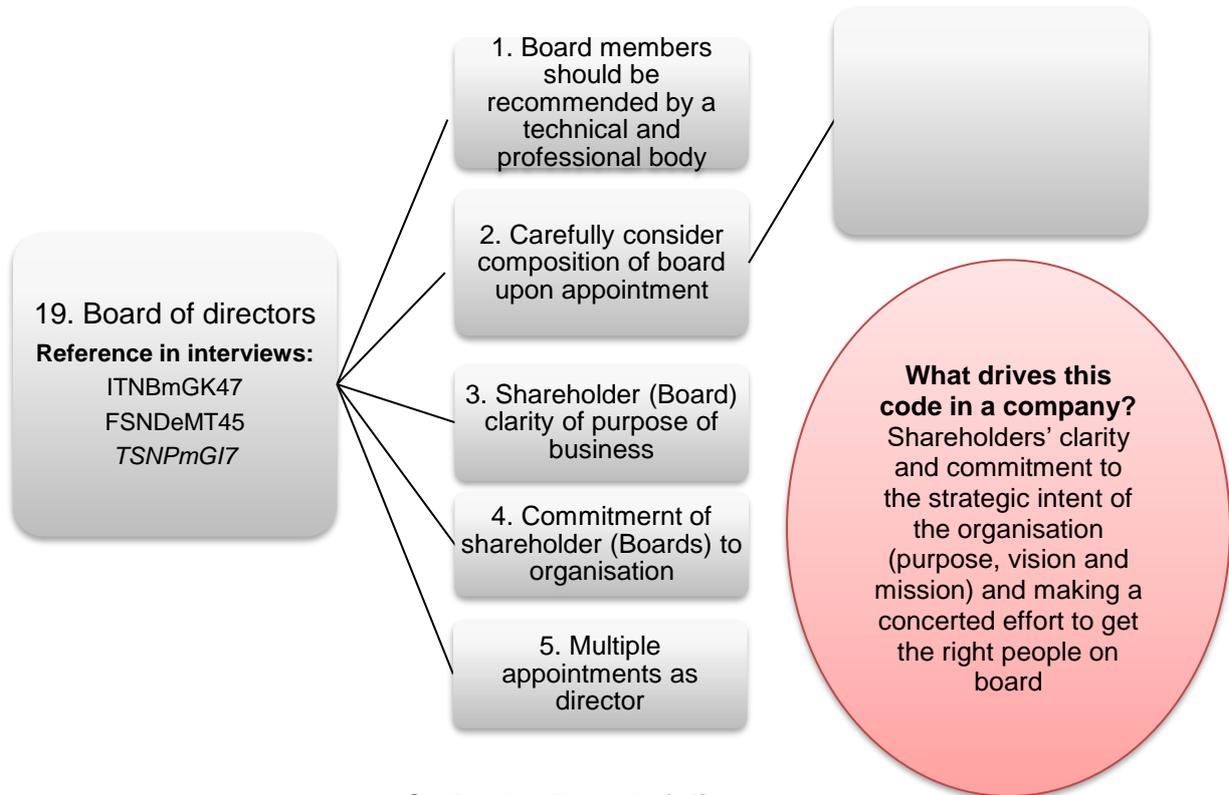
Due to globalisation and rapid technological advances, it is important to regularly benchmark the company’s services and products against international standards. This suggests aligning policies and procedures as well as operating standards to international standards, such as the South African Bureau of Standards (SABS) and International Standards Organisation (ISO) standards. In this regard, it requires exposing employees to international environments as well as sufficient training initiatives.

What-codes**How-, why- and who codes****Reflective notes****Code 17 – Marketing****Reflective notes:**

Marketing activities are a good way of promoting the company's products and services. However, it should not just be promises but should be backed up by a promise of satisfactory service delivery. Customer complaints must be effectively investigated and satisfactorily resolved so as to convince customers to make use of the company's product and services in the future. Due to the size of the Namibian population, which makes personal contacts and relationships easier, effective customer service delivery and word of mouth marketing could be appropriate ways of marketing the organisation's products and services. This is due to the importance of personal testimonies about the service or product. Personal testimonies in countries with smaller populations suggests that companies should significantly invest in reputation building as well as effective and efficient customer service delivery instead of expensive promotional materials and advertising.

What-codes**How-, why- and who codes****Reflective notes****Code 18 – Leadership approach****Reflective notes:**

Authentic and servant leadership emerged from data as the leadership approach preferred in Namibian organisations. Authenticity means being true to yourself and others whilst servant leadership focuses on serving others. Authentic and servant leadership emerged from the individuals' personal values, honesty, humility and integrity as well as a contemplative and discerning decision making approach.

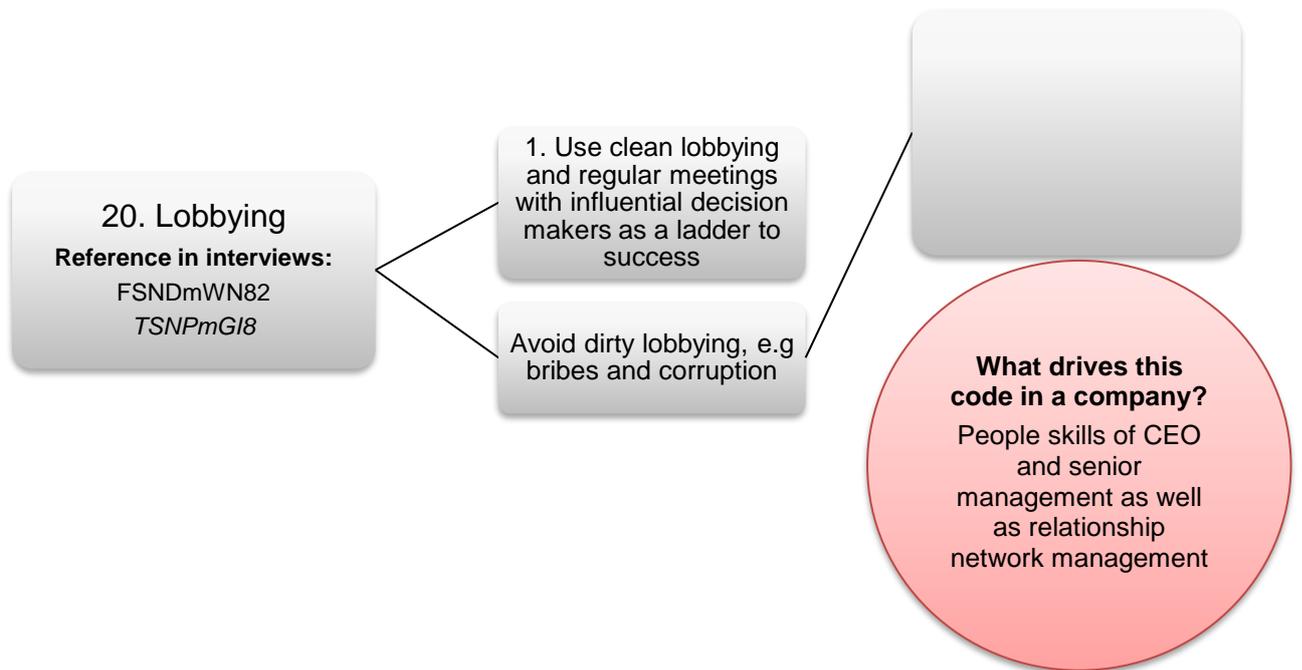
What-codes**How-, why- and who codes****Reflective notes****Code 19 – Board of directors****Reflective notes:**

The first quotation of this theme hints at the dilemma of having qualified board members in Namibian organisations. It is not only in SOEs where it is a problem but also in private companies. It is a significant factor that hampers organisational effectiveness in Namibia. Why should management and employees meet specific job requirements as well as undergo extensive recruitment processes whilst board appointments do not require such extensive appointment processes nor criteria or competency requirements? It is a contradiction.

What-codes

How-, why- and who codes

Reflective notes



Code 20 – Lobbying

Reflective notes:

In the Namibian environment with a small population size and where business relationships, in a way, depend on trust and personal contacts, access to influential decision makers is necessary. It is not access for unethical reasons but “clean lobbying” to inform influential decision makers about the company’s strategy and activities so as to positively.