

Articulating Organisational Culture

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ABSTRACT

Scholarly literature suggests that organisational culture is a significant force within an organisation. The ability to interpret an organisation's culture would therefore be useful. This report develops and demonstrates a research methodology to investigate the culture of the organisation. The methodology is based on the ontological assumption of the corporation being a 'Work', the kind of entity that sets up a 'World' for people as developed from the hermeneutic phenomenological tradition. A 'World' in this sense is the collection of interpretations within which human beings make sense of their existence.

Building on existing approaches that are based on an understanding of organisational cultures similar to a 'World' in the hermeneutic phenomenological sense, the report develops a qualitative methodology that consists of a series of questions posed to members of the organisation to articulate the fundamental assumptions and interpretations of the culture of a specific company.

The report proceeds to show the insights obtained in applying this type of research to understanding the 'World' or culture of a South African utility company. The key findings of the report established that the proposed method was able to give a rich in-depth insight into the 'World' and culture of the company in a way that proves to be a useful and valuable method to interpret organisational culture which can be used to inform management decisions.

DECLARATION

I, Justin Cain, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Justin Thomas Cain

Signed at Epson Downs on the Eleventh (11th) day of May 2009

DEDICATION

This report is dedicated to the light of my life, Mariselle. I will forever be grateful for your love and patience through the painful years of separation. You always believed in me and your wisdom, insight and guidance have made me a better man. Thank you - with all my heart!

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Thank you to my family for their love and faith in me.

QUOTATIONS

“Man is an animal suspended in the web of significance which he himself has spun, I take culture to be those webs, and analysis of it to be, therefore, not an experimental science in search of law but an interpretive one in search of meaning.” (Geertz, 1973, p. 5)

“Human cultures emerge from people’s struggles to manage uncertainties and create some degree of order in social life.” (Trice and Beyer, 1993, p. 1)

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CHAPTER 1: INTRODUCTION

This report has six sections. It will begin with the purpose, background and ontological assumptions that put the study into context. This will be followed, in Chapter 2, by the literature review on organisational culture. The report continues with the methodology used in the research, including the proposed method of articulating organisational culture. Presentation of the results follows, as well as a discussion of the results. The conclusion and recommendations complete the report's contents.

1.1 Purpose of the Study

The purpose of this research is to propose a method to articulate an organisation's culture. The proposed method uses Martin Heidegger's (1994) assumptions of a World together with the academic literature to create a face-to-face interview guide, which was tested in an organisation using a case study methodology. The outcome was a collection of rich qualitative data from members of the organisation, which was analysed. The findings of the analysis are presented in this report.

1.2 Background to the Study

Managers find organisational culture important to understand and identify. Downsizing, budget reviews, globalisation, technology adaptations, employee retention, mergers and acquisitions, organisational change have undesired effects on leadership (Schein, 1990; House et al., 1999; Reigle, 2001). Although leaders realise the usefulness of culture one could question whether they underestimate how well established, powerful, stable and ingrained culture is in the fabric of the organisation. A further inquiry could be made into the information that informs leaders about what organisational culture is and how culture can be articulated.

1.3 Context

Whenever culture is explored it is inevitably viewed in a particular context. The context referred to in this report is organisational culture within the context of a company. Therefore, it would be useful to review the ontological question: What is a company? Although an inquiry into what a company is might appear inappropriate, since intuitively individuals should have a clear understanding of what a company is, a possible consideration should be the implications of viewing a company in a specific way.

The following present an ontological exploration of what a company is.

1.4 The Three Ontological Perspectives

A particular point of view of a company is imbued with certain assumptions, which affect the way in which decisions are made within the company. If leaders and managers make certain assumptions, such assumptions might affect the culture in unfavourable ways. Heil, Whittaker and Maxwell (2003) explain that if an individual thinks of a company as an object, such as a machine, it would imply that the employees of the company are merely parts of a machine or objects which have no life or humanity. Viewing people as objects implies that they are replaceable and have no value, except for the specific task they perform.

Although this metaphor might be relevant in many organisations, Heil et al. (2003) assume that most humans believe that they offer more to an organisation than just being another spare part, regardless of their position in the organisation. Another way of viewing a company is as an organism or a human being, an entity that has life, is living, and has organic properties. Heil et al. (2003) regard this view as true due to companies generally having attributes that are living within a particular environment needed for survival. These companies are able to adapt and respond to environmental stimulus and have the ability to learn and have knowledge just as humans do. The problem with this analogy, states Heil et al. (2003), is that a company is not just organic; it comprises inorganic properties incorporated into the organic. A company has technologies; it has physical buildings and it has employees that have skills which are valuable to the company. These technologies, buildings

and skills give the company its reason for being. What has been explained are simply metaphorical interpretations of a company and do not give a definition of what a company is (Heil et al., 2003).

Researchers in organisational studies have used metaphors to explain an organisation and its many attributes. Smircich (1983) warns researchers about adopting these metaphors. Her view is that researchers might be drawn away from what they are trying to experience - the organisation itself. Adopting these metaphorical understandings of an organisation, prior to an enquiry into corporate culture, subconsciously brings about assumptions and will probably bring biases into the researchers' interpretation of culture. Researchers are advised to try to eliminate these preconceived notions of an organisation and remain rooted in the experience of the organisation (Smircich, 1983).

Heil and Whittaker (2007) cite the following authors that suggest organisations may have many types of characteristics. These characteristics can be: systems (Kast and Rosenzweig, 1973; Katz and Kahn, 1978; Beer, 1980); a population (Hannan and Freeman, 1977); those of an ecosystem (Astley, 1984) or a self-organising organism (Ulrich and Probest, 1984; Luhmann, 1995; Von Grogh and Roos, 1995). These collectives have two differences between them and what an organisation really is. Heil and Whittaker (2007) describe an organisation as an entity that has intent; it includes humans who have self-awareness and know their place and how they fit into the organisation.

1.5 The Fourth Ontological Perspective

If these three ontological perspectives - a physical object, an organism, or a human being - fail to give an accurate account of an organisation, then in what category can it be considered? According to Heil and Whittaker (2007), Heidegger's (1994) phenomenological work in 'The origin of the Work' gives a fourth category that can be considered. This category is, as Heidegger (1994) puts it, a Work. A Work refers to a work of art as in a painting, sculpture, architecture, monument, music or even poetry. A Work implies an assumption. The assumption being a Work is created from a number of parts, but is more than just the sum of the Work's parts.

Heil (2003) explains that a company should be seen as a Work. What is important about a Work is the World that the Work creates. Heil (2003) explains that Heidegger (1994) deems a Work to be an entity that sets up a World. All Works create or set up Worlds. A World can be understood as a particular branch of expertise such as science, giving us the scientific world. People who work in a corporate environment view themselves as working in the corporate world. A World gives meaning to a Work but one can only understand a Work if one is in the World. An observer cannot explain a Work because they are not in the World. The Work has properties, but, cannot be understood by the analysis of these properties. Heil and Whittaker (2007) explain that Heidegger's (1994) view is that a Work can only be understood by being present within the World the Work sets up, and cannot be correctly understood by an external party (Heil and Whittaker, 2007). Humans get their understanding of a Work by Being in the World. In summary, people understand the particular context they are in, by being in the context, being a part of the context, and experiencing that specific context.

World is somewhere humans always find themselves. World is how individuals understand the context they are in and how they understand themselves. It gives them a place where they can feel comfortable. World is not an object which one can stand in front of and view (Heidegger, 1994), because a World is something that one is within. Being in a World is like being a fish in the ocean. The fish does not have the same perspective, understanding or existence as a person standing on the earth or an astronaut who is viewing both the fish and the person from space. People always make decisions and behave within the context of a World with incomplete information. These people are never able to remove themselves from their World and understand a particular World through limited understanding (Heidegger, 1984). This understanding means that a World gives people options, or limits options, because people are in that particular context.

Thus far it has been discussed that an organisation is a Work that sets up a World (Heil, 2003). Now if we consider an organisation and how members of the organisation make sense or understand their World, researchers explain all organisations have cultures, and these cultures give meaning to organisational life (Schein, 1999). The implication of this is if a World gives meaning to a Work, and a Work is an organisation, then it can be deduced that a culture is the World that gives

the organisation meaning. The organisational Work is given meaning by the cultural World it sets up, which can only be understood if one is Being in the World of the Work.

1.6 Conclusion

What is understood from the literature is that there are four ontological perspectives of what a company is. These perspectives are an object, an organism, a human and a Work. This investigation proves to be useful as it gives the researcher and reader a platform to work from, not only with regard to an ontological beginning but also in relation to the basic assumptions within which the research will take place.

If one views an organisation in a particular way and with particular assumptions, this view point would have certain implications. These implications affect how decisions are made and how members of the organisation feel about the organisation they are a part of.

From the outcome of the literature, the researcher suggests that an organisation's culture should be evaluated within a Heideggerian perspective. Therefore the proposed method to articulate culture will use Heidegger's (1994) hermeneutic view of a Work, to understand what a company is, and use the rationale of World to understand what a culture is. The researcher feels that this rationale would be most fitting as a company is made up of individuals; these individuals share an experience, and this experience is an organisations culture. Therefore, Heidegger's (1994) view of a World fits neatly with what an organisation's culture is, which gives the research an ontological beginning.

1.7 Problem Statement

1.7.1 Main Problem

The purpose of the research is to propose and test a method to articulate an organisation's culture, using Heidegger's (1994) ontological assumptions of a World,

current academic literature and theory, and the descriptive detail of qualitative research.

1.8 Delimitations of the Study

The delimitations narrow the scope of this study and include and exclude certain factors. These delimitations are listed below:

- A single organisation was used for this report to test the proposed method of articulating organisational culture.
- The study focused only on selected areas of the organisation in the Gauteng Province of South Africa. A single telephonic interview was carried out with a subject who was in the Western Cape Province.
- Only employees at management level were interviewed. The rationale of this has been included in the discussion section of the report.

CHAPTER 2: LITERATURE REVIEW

The review will present a summary of definitions of organisational culture, followed by a brief history of organisational culture. The significance of culture and how it impacts an organisation will then be explored. The literature review of organisational culture continues with a focus on cultural theory from a hermeneutic perspective. This section will then be followed by a presentation of methods to articulate organisational cultures that are in line with Heidegger's (1994) notion of a World.

2.1. Introduction

The literature reviewed deals with the phenomenon of organisational culture. The purpose of the literature review is to identify knowledge regarding organisational culture, specifically literature that is in line with Heidegger's (1994) assumptions. The intention is to utilise the relevant literature to propose a method that will articulate an organisation's specific culture.

2.2. Organisational Culture

2.2.1 Definition of Organisational Culture

Organisational culture is polemical and does not lend itself to a single definition (Ott, 1989). Most cultural literature defines culture as shared norms, values, thinking, feeling, reacting, beliefs, rites, rituals, symbols, artefacts, myths, stories, ceremonies and language. These definitions have assumptive underlying meanings that allow members of the organisation to make sense of their environment (Schein, 1999).

2.2.2 History of Organisational Culture

The term 'organisational cultures', according to Hofstede, Neuijen, Ohayv and Sanders (1990), first appeared in American academic literature in an article by Pettigrew (1979) published in the Administrative Science Quarterly. The term 'corporate culture', which is considered more common, was used by Silverzweig and Allen (1976), whilst the book Corporate Culture by Deal and Kennedy (1982)

increased the popularity of the term 'corporate culture'. Organisational culture has been at the forefront of numerous theoreticians' and investigators' examinations of organisational culture as a concept. By the turn of the 20th century organisational culture had become a household phrase due to the non-western economies' becoming more dominant in global markets (Schein, 1990; Altman and Baruch, 1998).

2.2.3 *Significance of Organisational Culture*

The following is a review of literature that expresses the significance of organisational culture in a business context and how organisational culture affects an organisation.

The organisational cultural perspective has been used in organisational studies to explore leadership (House, Hanges, Ruiz-Quintanilla, Dorfman, Javidan, Dickson and Gupta, 1999), organisational effectiveness (Denison and Mishra, 1995), organisational learning (Senge, 1990), performance (Marcoulides and Heck, 1993), ethics (Kayes, Stirling and Nielsen, 2007), cultural differences (Hofstede, 1980) and strategic importance (Deal and Kennedy, 1982). For a topic that was considered a fad by Hofstede et al. (1990), culture has proved useful to scholars for studying organisational life.

After a review of the mass of literature it appears as if scholars and leaders feel that culture is an important aspect of an organisation. The researcher suggests that leaders should be most concerned with how organisational culture can be articulated. Articulating organisational culture is done for good reason because articulation allows us to question assumptions behind organisational culture and explore the context and meanings of organisational culture (Schein, 1999). Articulation of organisational culture highlights the underlying values that an organisation and its members share which are often the key elements between success and failure (Morgan, 1993).

Schein (1999) believes that culture is important because decisions made without considering its effect on an organisation may have unexpected and undesirable consequences. Culture is a powerful, latent and unconscious set of forces that

determine individual and collective behaviour. Schein's (1999) insight tells us that values and thought patterns of leaders and senior managers are determined by their own cultural backgrounds and shared experiences. Organisational efficiency and effectiveness can be achieved through the appreciative role culture plays in organisational life (Schein, 1999).

An ongoing debate in the literature is one of questioning if leaders affect the culture of the organisation or does the organisation's culture affect the leadership. Researchers have found that culture affects aspects of leadership such as style and behaviour, whilst leaders have influence over cultural perceptions within the organisation and are able to create cultural change (Block, 2003). One would suspect that leadership and culture both play an important role in an organisation, but this does not stop scholars from debating which has dominance. Tsui, Wang and Xin (2006) give numerous examples of the functionalist perspective, which assumes that leadership is the primary architect of organisational culture. Tsui et al. (2006) highlight those researchers who take an anthropological view and claim that it is absurd to believe that leaders create culture. To these scholars culture is the property of the social collective and is created over time through shared experiences.

The vision of a leader plays an important role in moving the organisation to reaching strategic goals and provides the contents of fresh organisational culture (Trice and Beyer, 1993). Deal and Kennedy (1982) argue that the success of leadership is influenced by leaders' accurate reading of the corporate culture and their ability to focus and mould it to fit the dynamic environment of the market place.

An exploratory investigation by Block (2003) gives some critical information regarding leadership and culture. The study found no link between leadership behaviour and distinct cultural traits, contradicting the conclusions of previous studies done. What was confirmed is that leadership styles did affect employees' perception of culture and employees who rated leaders highly rated their culture positively. Further, more employees were more influenced by their direct supervisor's cultural perceptions than by any other leadership level in the organisation (Block, 2003). This influence over employees' perceptions indicates the importance of leadership on multiple levels and of managers' own perceptions of the organisation's culture on the members of the organisation.

A more defiant view is that leaders do not create culture at all and are merely a part of the culture. Smircich (1983) has a philosophical approach to culture, believing that an organisation is a culture and does not have a culture.

Management studies constantly struggle to find a method to improve the creation and implementation of strategy. A key component of strategy is an organisation's culture. One of the success factors of a strategy is a leader's ability to align corporate culture with corporate strategy. Many studies exist that explain why strategies fail. Without the alignment of culture and strategy, even the grandest of formulated strategies have failed before they begin because they are not communally acceptable (Green, 1988a).

Barney's (1986) thinking is if an organisation knows who it is, it can help to create a sustainable strategic advantage. For an organisation's culture to be a sustained competitive advantage, the culture must be valuable, rare and imperfectly imitable (Barney, 1986). This author proposes an organisation's culture can also be the source of its 'uncompetitiveness'. The intention of strategy is not only to improve competitiveness but to convey organisational attributes which are expressive and symbolic. These attributes have a social function because they mould the organisation's shared meanings and social relationships. The effectiveness of a strategy is reliant on: the members of the organisation's knowledge of the organisation's strategy; understanding of the organisation's strategy; acceptance of the organisation's strategy; and belief in the strategy. This effective reliance transforms the strategy from a "sophisticated economic plan into a potent symbol of signifying change" (Green, 1988b, p. 23).

Morgan (1993) shows by means of an analysis of two case studies that corporate culture drives strategy and influences strategic formation. Morgan (1993) further states that the effect of corporate culture is an indispensable measure in an investigative process of culture (Morgan, 1993). If culture drives strategy, the question should be asked what drives culture. Schein's (1999) view is that culture is driven by what is learnt and is the tacit assumptions on which people base their daily behaviour. Understanding these assumptions leads to understanding of the behavioural artefacts that exist within an organisation's culture.

The literature reviewed suggests that culture plays a significant role in an organisation with regard to leadership and strategy. Strategy needs culture and culture needs to be considered when formulating and implementing strategy. Leadership must be mindful that although it might not be able to change culture itself it has the ability to move it in a desired direction. This move is achieved by using aspects of culture and creating a strategy that will assimilate into the organisation's culture.

2.2.4 *Impact of Organisational Culture*

The literature covered in this section focuses on the effect culture has on an organisation, specifically focusing on the issues that may arise from organisational culture.

Culture is difficult concept to grasp and is often viewed as a variable that can be easily altered to get the desired results (Schein, 1999). Many scholars and leaders fail to understand the complexity and stability of the phenomenon (Schein, 1999). Culture can be compared to art because it does not respond to push-button control (Green, 1988a). To oversimplify culture is considered dangerous and the stability of culture makes it difficult to change (Schein, 1999).

Culture represents the group's accumulated learning, feeling and perceptions. It is the way the organisation thinks about the world (Schein, 1999). Eventually an organisation's culture has to change to match strategic goals (Schein, 1999). This change is problematic for a culture because an organisation's history forms its current culture and becomes the way the group understands success (Schein, 1999). The learnt understanding of success has to be unlearnt to change the culture if strategic goals are to be achieved (Schein, 1999). The shared assumption is the way things are done (Deal and Kennedy, 1982) in the organisation led to the organisation's past successes. Therefore, the common understanding members of the organisation have is behavioural change is not necessary when their current behaviour was successful in the past. This behaviour has also become habit and comfortable. Humans do not like to be made to feel uncomfortable or insecure (Schein, 1988); predictability makes people feel secure.

The literature on organisational culture warns that an established culture is difficult to change. Before leaders can change culture, they need to understand their specific culture (Langan-Fox and Tan, 1997). Strategies have been found to fail when organisational leaders are not clear on the cultural change objectives which need to be integrated into the strategic process (Langan-Fox and Tan, 1997).

Some scholars feel that one can successfully change culture by using artefacts (Higgins, McAllaster, Certo and Gilbert, 2006). These artefacts are presented by Higgins et al. (2006) as six types: myths and sagas (the telling of organisational success or failure stories); language systems and metaphors; symbols, ceremonies, and rituals; identifiable value systems and behavioural norms; the physical surroundings and how they characterise the particular culture; and organisational rewards and reward systems. Although these are useful, by observing artefacts the outsider is only inferring behaviour (Schein, 1999).

Alpander and Lee (1995) feel culture is influenced by a number of pre-determined assumptions. Those who live in the culture use these assumptions to interpret the world. Leaders must identify what changes need to be made to the culture that will affect the way the organisation operates (Alpander and Lee, 1995). Alpander and Lee (1995) suggest skills need to be reviewed as these are needed to manage and resolve problems that might be critical to success. In order to find the best solutions to these problems, the organisation should be looking at which structures will create high-performance teams that have diversity and talent (Alpander and Lee, 1995). Alpander and Lee (1995) believe an evaluation of the organisation's reward and recognition systems for motivating teams and individuals should also be considered. Strategists must incorporate these questions to determine what changes need to be made to the organisation's cultural values if the success of the strategy is to be improved (Alpander and Lee, 1995).

Green (1988b) identifies a problem for leaders who are engaging their organisational culture. The problem is, leaders need a successful model to model their own organisations. Researchers provide an abundant source of these models (Chan, Shaffer and Snape, 2004). What is often overlooked is these models are context determined and to model one culture on another may cause undesired affects. Cultures should not be seen as substitutable. "Importing inappropriate

cultural practices may be as disastrous as importing inappropriate technology” (Green, 1988b, p.16). Each organisation has to diagnose its own specific culture, which aids in understanding of a culture at a particular point in time.

2.2.5 *Culture in a Hermeneutic Sense*

In the following section, the selected literature explains culture from a Hermeneutic perspective.

It has been suggested that the key to understanding culture is to identify the shared experiences and common backgrounds of an organisation (Schein, 1999). These experiences play a crucial role in an organisation's culture. A comprehensive meaning why an organisation behaves in a certain way or has certain characteristics can be attained through the exploration of all aspects of the organisation. Researching the following aspects of an organisation proves to be useful when trying to understand its culture: how the organisation was formed; who the founders and leaders of the organisation were; what values were originally instilled in the organisation that formed the basis of the culture; and historical events the organisation has endured (Schein, 1999).

The importance of the history of an organisation, in a Hermeneutic sense, is explained by Sampaio (1998). In Sampaio's (1998) review of Heidegger (1994) and Gadamer (1990), who are the leading proponents of hermeneutics, Sampaio (1998) explains that hermeneutics teaches us all meaning is context dependent. Hermeneutics proposes that we can understand our cultural inheritance through the destruction of our cultures, stereotypes and hardened beliefs, and return to our primordial experiences where the beginning of these stereotypes and beliefs began. From there, we retrieve some aspects of our cultural tradition and use them to transform the deconstructed culture into creative meaningful interpretations. This method of finding meaning in hermeneutics is the way of Being. Being itself is taking the language of what has been experienced, known as the cultural horizon, and using the language to understand what is being experienced to form a new understanding or a new horizon. Gadamer (1990) explains that subjectivity gives a Work meaning. The interpreter of the Work understands it's meaning by taking the language of past experience, and creativity translates the new experience. This new

experience is called a “fusion of horizons” (Sampaio, 1998, p.4) and humans understand being through the fusion of these horizons, which is understanding through language.

Culture is made from a fusion of horizons (Sampaio, 1998). The meaning of culture would not be possible if one had not been a participant in these fusions of horizons. To understand a culture the participants of the culture need to deconstruct their culture and use their cultural heritage to creatively give meaning and understanding to their particular culture. “The resulting conception of culture is thus poetic and creative rather than ethical or epistemological” (Sampaio, 1998, pp. 02-03).

2.2.6 *Methods of Culture Articulation*

This section explores the articulation of culture. Only methods that articulate culture in a way that is similar to Heidegger’s (1994) notion of a World have been included. The methods are those that understand culture as the historical language of the organisation.

Documenting culture is methodologically complex and scholars should be aware that they do not overlook the fact that culture is a taken-for-granted, tacit way of perceiving, thinking and reacting (Schein, 1990). Literature throughout the decades has become vast, with scholars posing relevant questions and putting forward a variety of methods to express and explanation culture. Considering the large body of knowledge that exists, contemporary scholars have been asking which approach to the subject is closest to reality (Schein, 1996). Researchers tend to have their own personal school of thought regarding culture and typically have viewed it from their particular area of expertise. All human beings have been ‘enculturated’ to some particular cultural worldview, and therefore need a means of distinguishing between the answers they derive as ‘enculturated’ individuals and the answers they derive as observers (Schein, 1996). ‘Enculturated’ simply means that researchers are influenced by their own culture in their research of a particular phenomenon.

Zamanou and Glaser (1994) view the paradigms of cultural literature as functionalist and interpretive whilst Tsui et al. (2006) find that literature falls into two broad areas, phenomenological and functionalist. These views stem from similar basic

assumptions of human nature, organisations, and the nature of the social world. These assumptions are that the world of the organisation is dependent on relationships within the organisation's observable elements, and that an organisation can be metaphorically compared to an organism. This organism exists in an environment where certain behaviour is necessary for survival and success (Morgan, 1993).

Some authors feel that cultural studies can be categorised into two main groups these being either Emic or Etic (Trice and Beyer, 1993), as coined by the linguistic anthropologist Pike (1954). Trice and Beyer (1993) explain that Etic method researchers search for common traits that can be identified across cultures. These Etic method researchers establish generalised typologies and use pre-determined variables to measure culture. Quantified results are obtained through questionnaires or structured interviews and researchers treat culture as a variable within an organisation. This approach is taken because managers and management researchers like to have results that form theory and practice that can be transplanted from one organisation to another (Trice and Beyer, 1993). Trice and Beyer (1993) have the opinion that Emic method researchers believe that generalising would be inaccurate, as generalisation would remove the culture from the context which gives it meaning. These Emic researchers prefer observations, unstructured interviewing, and other qualitative techniques that propose to give a description of that specific culture from the perspective of the members of that culture. Emic scholars do not want to impose their own categories onto a culture because they feel culture is unique. Reviewing both Emic and Etic perspectives what becomes clear is that exploring the concept of culture is always done within an assumptive context (Smircich, 1983).

Whist both, Etic and Emic methods, have value for the purpose of this research in its attempt to articulate an organisation's culture by using the language of the members of the organisation, Emic methods would be most useful as Etic claims to knowledge have no necessary priority over competing Emic claims (Pike, 1954). Since culture can be seen as a language of an organisation and hermeneutics teaches us that all understanding has a linguistic character (Sampaio, 1998), it could prove appropriate to use Pike's (1954) linguistic anthropological understanding of Emic methods to create a method to articulate cultural.

Heil and Whittaker (2007) have used Heidegger (1994) to develop a strategic narrative to characterise the dimensions of a World. These authors arrive at six categories of a World influenced by Heidegger's *The Origin of Art* (1994). These categories are expressed using six questions. The purpose of the questions the authors developed was to extract the essence of an organisation and give an explanation of the World of the organisation. Although these questions were not intended to evaluate organisational culture, the very fact they do question the World of a Work indirectly gives some insight into an organisation's culture.

The questions developed by Heil and Whittaker (2007) are as follows:

- What is the style of the company?
- What is regarded as success or failure in the company?
- What is power and authority in a company? What grants or takes away power from a group or individual?
- What does it mean to be a human being in the company? What is the identity, roles and reputation of a human being in a company?
- Who do we hold ourselves as individuals and as a group accountable to?
- What is sense of time in the company? (How far do we look into the past or future? Are we past or future orientated?)

Whilst these questions can be used to articulate an organisation's culture, for a deeper inquiry it would perhaps be of interest to look at Schein's (1999) method of evaluating organisational culture. Schein's (1999) enquiry into and method of articulation of organisational culture are of use because his understanding of culture is similar to Heidegger's (1994) notion of World and includes the dimensions that Heil and Whittaker (2007) used to create their six questions to give an account of a World, but expands these characteristics to give a deeper analysis of culture.

Heidegger (1994), as explained by Heil and Whittaker (2007), and Schein (1999) have similar methods of thinking about organisational culture. The following is a review of these methods of thinking. The purpose of this review is to extract from the

literature ways to articulate culture, which can be used to create a method to articulate organisational culture.

- Heidegger (1994) writes that a Work is an entity that sets up a World, which has properties but cannot be understood by the analysis of these properties. A Work can only be understood by attending the World the Work sets up, which cannot be comprehended by a spectator (Heil and Whittaker, 2007). Similarly, Schein (1999) writes that culture has artefacts but analysis of these artefacts does not give meaning to or understanding of the culture to which the artefacts belong. Only insiders can understand a culture and its meaning, and the meaning of the artefacts, whilst an observer cannot. One has to be in the culture to understand it (Schein, 1999).
- For humans everything shows up as something; Heidegger (1994) calls this actuality or truth. Statements are only true if it they originate from the very nature of that entity (Heil and Whittaker, 2007). Schein (1999) writes that in every culture individuals grow up with beliefs and assumptions about when to take something as real or true. We begin life with the belief that truth is what our parents, teachers and other authority figures tell us. Culture is a World where certain truths exist that create possibilities for humans.
- Heidegger (1994) teaches us that a Work creates a World where humans can meet each other as humans. Humans need these Works to share a World where these encounters can happen. Works set up cultural Worlds where humans can meet and become communities. Works create communities and a sense of shared belonging (Heil and Whittaker, 2007). Schein (1999) writes that culture is a shared belonging, shared meaning and shared understanding of artefacts and assumptions.
- In Heidegger's (1994) view, to understand the Work, is to have a harmonious relationship with it, which he calls Attendance. Attendance is understanding the World by being in the World the Work sets up (Heil and Whittaker, 2007). Similarly, Schein (1999) writes that to understand a culture one needs to be a part of that culture. It is only if one is in the culture, do you understand it, and know how to interact and behave within it. An organisational culture is not

something that is observed and cannot be understood in a detached manner. Individuals are involved in a culture and form part of a culture. Since Works set up Worlds where humans can meet and create meanings, actions, and shared experiences, or as Heidegger (1994) writes, Attendance, it can be said that by being in Attendance one understands the organisation.

A possible conclusion is that Heidegger (1994) and Schein (1999) have similar ways of expressing the World or culture of a Work or company. This method of expression allows us to take the assumptions of Heidegger's (1994) World and use the way Schein (1999) understands culture to create a method that should give an comprehensive articulation of an organisation's unique culture.

Schein (1999) assesses culture on three levels: artefacts, espoused values and shared tacit assumptions. These levels detail the various aspects of organisational culture and help individuals in the group articulate their specific organisational culture. The first process is to identify the characteristics of a company's specific culture; these are known as the artefacts of an organisation. Secondly, meaning is given to the characteristics or artefacts by reviewing the artefacts and determining their origin and the assumptions that underpinned those specific artefacts. Schein (1999) emphasises the assumption level as it explains the discrepancies that surface between adopted values and observed behavioural artefacts, which give a rich, deep understanding of an organisation's culture. Without knowledge of these underlying assumptions, it is not possible to understand the organisation's behaviour and why things are done in a specific way (Schein, 1999).

Schein's (1999) three levels of culture evaluation are presented as follows:

External Survival Issues

- Mission, strategy, goals
- Means: structure, systems, processes
- Measurement: error detection and correction systems.

Internal Survival Issues

- Common language and concepts
- Group boundaries and identity
- The nature of authority and relationships
- Allocation of rewards and status

Deeper Underlying Assumptions

- Human relationships to nature
- The nature of reality and truth
- The nature of human nature
- The nature of human relationships
- The nature of time and space.

When doing an assessment of organisational culture, Schein (1999) advises that other influences that are not easy to identify could be sub-cultures. These sub-cultures should be assessed and their effect on the organisation should be evaluated separately.

Together with Heil and Whittaker's (2007) depiction of how a World can be articulated, Schein (1999) has provided a solid, valuable foundation for proceeding to create an understanding of organisational culture that is in line with Heidegger (1994). An issue identified in Schein's (1999) inquiry is the questions he suggests for themes or dimensions stated in his method to articulate organisational culture. Schein (1999) leads us to believe that the questions respond to each of the three levels separately, with the first level identifying artefacts, the second level giving meaning to the artefacts, and the third level giving the underlying assumptions which culture is based upon. The reality of his work is that these questions seem to tackle that specific level and other levels together, which does not make Schein's (1999) method to articulate organisational culture useful when trying to address a specific problem area.

In conclusion, the literature suggests that scholars use either quantitative (Etic) or qualitative (Emic) methods in their research. These methods tend to have implications for the outcomes of the research. These implications are that researchers are dominated by their specific field of interest, and therefore, are inherently influenced by their theoretical beginning. This anthropological linguistic method of separating the methods of study, specifically Emic methods, has a relationship with hermeneutics. Authors using Heideggerian hermeneutics have found ways of indirectly articulating cultural dimensions, whilst others, who have studied culture directly, have similar perspectives of culture, as Heidegger (1994) has of a World.

2.3 Conclusion of Literature Review

In summary the review has presented the importance of culture in organisational life. As we now know, culture has no universal definition, although there is a common understanding that it is a shared set of underlying assumptions that give meaning to members of the organisation and to all aspects of organisational life such as the way they behave, speak and relate to other members and the world they live in.

The literature suggests that organisational culture is significant and difficult to change because it affects the organisation's strategy and leadership due to its successful historical behaviour becoming ingrained into the organisation.

Identifying the organisation's shared experiences and common backgrounds is seen as important when trying to understand its culture. The literature explains that for a deeper meaning of an organisation's behaviour an enquiry should be made into the history of the organisation. This process can be done through Hermeneutics, which suggests that heritage can be explained through the deconstruction of the current culture. Deconstruction is the breaking down of the current culture into elements that can be explained through the language of the current culture in a creative way. Past experiences are used to explain present experiences through current language known as the 'fusion of horizons'. For this process to be true, the assumption is that all meaning is not made up from objective data.

The literature review further has shown that there is no one complete, comprehensive method to measure and understand culture. Researchers either use Etic or Emic methods to evaluate organisational culture; this leaves those who use either method with a particular picture of the organisation. Since Emic methods are relevant to cultural studies and specific to this research, where the purpose is to propose a method that will allow the organisation to use qualitative (Emic) research methods to express its culture in their own words, it seems appropriate to use these methods to articulate organisational life.

The linguistic anthropological understanding, the narrative to articulate organisational life and the three levels of organisational culture are all in alignment with Heidegger's (1994) hermeneutics and, in principle, share his notion of a World. The identified literature forms the basis for the method to articulate organisational culture.

2.3.1 *Research Question*

Using Martin Heidegger's (1994) ontological assumptions of a World, what method can be proposed to articulate organisational culture?

CHAPTER 3: RESEARCH METHODOLOGY

This chapter describes the methodology that will be used to achieve the goals of this research. It will begin with the research paradigm, followed by the research design. The case study, site and sample are then introduced. An in-depth description of the creation of the research instrument will then be detailed. Procedures for data collection, ethical considerations, data analysis and interpretation follow one another. Reliability and validity are then discussed prior to the explanation of the pilot study, which will close this chapter.

3.1 Introduction

The Corporate Culture Survival Guide by Schein (1999) gives several insights into how organisation inquiries should be conducted. These insights by Schein (1999) are:

- Culture assessment is of little value unless tied to some organisational problem or issue.
- Diagnosing culture for its own sake is too vast and boring. Diagnosis should be done for a purpose such as creating a new strategy, or solving a problem.
- Determining how the culture impacts a particular organisational problem is useful and necessary. The problem should be related to the organisational effectiveness and stated as concretely as possible.
- It cannot be said that culture is the problem. Culture impacts organisational performance and the initial focus should be on where performance needs to be improved.

The theory that guides this research was informed by the literature reviewed. Pike's (1954) Emic methods for evaluating and understanding cultural studies were used. Heil and Whittaker's (2007) use of Heidegger (1994) to develop a strategic narrative to characterise the six dimensions of a World, and Schein's (1999) three levels of evaluating organisational culture, provided the major cultural elements in the

proposed method of articulation. These theories share the commonality of Heideggerian assumptions that organisations are Works that set up Worlds. These Worlds, the researcher proposes, are organisational cultures.

3.2 Research Paradigm

Evaluation of organisational culture can be done in a number of ways. A qualitative method that uses the richness of text, to give an articulated picture of an organisation's culture, would be useful. Quantitative responses are cultural artefacts and are reflections of the organisation climate, whilst qualitative responses reveal the deeper values or shared assumptions that are operating within the organisational culture (Schein, 1999). Research of such a nature poses challenges for the inquirer as the data collection is extensive, the time taken to analyse the data is intensive, and the researcher needs to have an understanding of qualitative research methods.

We know from the previous discussion that the intention of this study is to establish a method that can articulate an organisation's culture from the perspective of the members of a particular organisation. The conclusion was reached that only the individuals, of that specific organisation are able to articulate their culture, whilst outsiders cannot. The study recognises that understanding of a particular World is attained through historical experiences. Therefore the researcher posed open, general and in-depth questions and relied solely on the responses from members of the organisation to provide descriptions of their organisational culture. The responses were subjective and have been established socially and historically. The researcher, recognising that his cultural and historical experience influenced the interpretation of the data collected, used individuals' responses to construct a picture of the organisations culture. The intentions, responses and assumptions described can be identified in socially constructed knowledge claims in Creswell (2003) and are therefore, deemed suitable for the research. For this type of research there are several assumptions that have been identified by Crotty (1998). These are:

- Humans develop meaning from interacting with the world they are trying to understand. Individuals are able to articulate themselves by Emic researchers asking open-ended questions.

- Individuals understand the world they live in from their historical and cultural influences and, in turn, researchers interpret the data they collect from their own past perspectives.
- Meaning is always attained through individuals' social interaction. Qualitative research leads to meaning, which is derived from the data collected.

From the above research paradigm it can be deduced that a qualitative face-to-face interview done on an organisational level utilising a stratified, selected research sample would be appropriate for this study. The qualitative responses of the selected subjects can then be analysed through thematic analysis.

The study exists within a social constructivism paradigm; making use of a phenomenological, case study strategy of inquiry; together with a qualitative research methodology.

3.3 Research Design

The aim of the proposed research instrument was to collect responses from members of an organisation regarding how they personally regard their organisation's culture. The collection of data was done by means of open-ended questions that addressed organisational culture from a Heideggerian perspective. The intended outcome was to collect data which could be analysed and present an articulated picture of the organisation's specific and unique culture.

Open-ended questions would give respondents the opportunity to answer in their own words. This was deemed a useful form of enquiry as it allows for a description of the world as the subject really sees it, rather than how the researcher sees it (Fink, 1995). These types of responses are recognised to be difficult to compare and interpret but they provide rich descriptions of the organisation's culture from an internal perspective.

The face-to-face interview collection process was the choice for this research, as it fulfilled two key objectives of a design instrument. It is rated highly in response rate and response quality (Thomas, 2003). The weaknesses of this instrument are: interviewing expertise is required; indirect information is provided through the filtered

views of the interviewees; the presence of the researcher could bias responses; and not all individuals have the same ability to articulate themselves. On the other hand, this method provides quicker responses; provides historical information; provides visual feedback; is able to provide an explanation of the questions to the respondents during implementation if needed; reduces the number of poor quality responses; and illuminates problems caused with the use of the incorrect mode. A face-to-face interview ensured that all questions were answered and no sections were overlooked. Issues such as visual attractiveness; the length of the questionnaire; and incomplete responses were eliminated through this particular instrument.

The interview guide's design adopted and adapted some questions developed by Schein (1999) and Heil and Whittaker (2007). These questions were chosen as they have proven to give rise to useful and relevant responses. Precautions were taken to reduce the length of individual questions and the use of loaded, two-edged or negative questions.

3.4 Case Study, Site and Sample

3.4.1 Case Study

A case study was used to test the proposed research instrument developed from the current literature. Case studies can be defined as an inquiry that investigates a phenomenon within a specific context (Yin, 1994) and they are used to explore a particular event, activity or process over a sustained period of time (Stake, 1995). This particular research strategy was used to test the instrument created for this study as it gives clarity to the deeper causes behind a particular phenomenon. As we know from the literature reviewed, organisational culture is a shared set of deep underlying assumptions (Schein, 1990). For this reason it seemed appropriate to use the case study to test a method to articulate organisational culture. A frequent criticism of case study strategies is that they are dependent on a single case that is not repeatable and that a case study does not provide a conclusion that can be generalised. The goal of the study is to establish parameters that should be applied

to the research. In this way, even a single case could be considered acceptable, provided it meets the established objective (Yin, 1994).

3.4.2 Case Site

The organisation used was a national utilities company in South Africa which has 32 674 members nationally, from which a population size of approximately 4 000 members was used to extract the selected sample.

The case site views itself as a vertically integrated operation that generates, transmits and distributes electricity. It generates 95% of the electricity used in South Africa and has operations located in Uganda, Nigeria and Mali. The majority of the sales are in South Africa, with small contributions from the other southern African regions. The South African government has ownership of the organisation and its subsidiaries. The organisation's product is sold to industrial, mining, commercial, agriculture, residential customers and redistributors. South Africa's electricity utility is among the top ten utilities in the world in terms of generation capacity and among the top eleven in terms of sales. The organisation's Annual Report for 2007 states that the utility produces 45% of the electricity used in Africa, has assets totalling 143 754 million rand (Rm), a net profit of (Rm) 6 454 and net cash from operating activities being (Rm) 13 281.

The public utility was established in 1923 as the Electricity Supply Commission by the South African government in terms of the Electricity Act of 1922 and was one of the first parastatals to be formed. The company operates a number of power stations, including the largest coal-fired power station in the world and a nuclear power station that is the only nuclear power plant in Africa. The company is divided into generation, transmission and distribution divisions.

3.4.3 Sample and Sampling Method

A sample of 20 individuals from the population was selected to participate in face-to-face qualitative interviews. The intended sample was to be a demographical representation of the organisation and would have allowed for different groups in the

same population to be studied. This sample selection process is known as a multi-level design (Tashakkori and Teddlie, 1998).

The sampling method was a single-stage procedure as the researcher was furnished with a list of possible respondent names and contact details. The researcher applied the recommendation set out by Creswell (2003) to purposefully select individuals who have the knowledge needed to address the specific questions posed. The study used stratified sampling so that the correct proportion of management levels, gender and ethnicity could be reflected in the sample chosen (Fowler, 2002). The strata were of importance because research has shown that leadership, especially that of supervisors, has a significant influence over employees' perceptions of organisational culture (Block, 2003). Therefore it was useful to have a stratified sample from the population.

3.4.3 *Profile of Respondents*

Divisions

- Corporate services - 12
- Distribution - 2
- Generation - 3
- Human Resources - 1
- Procurement - 1
- Transmission – 1

Ethnicity

- African - 13
- Coloured - 3
- White - 4

Gender

- Female - 10
- Male - 10

Position

- General Managers - 5
- Middle Managers - 9
- Senior Managers - 6

3.5 The Research Instrument

The method used to create an instrument to articulate organisational culture was developed in the following stages:

- The elements were determined and defined to create a general picture that would give an overview of organisational culture using the relevant literature.
- Through the means of these elements questions were created that would give a qualitative outcome.
- The relevant literature was used to determine and define common elements of organisational culture.
- The common elements were used to indentify, create and select questions that would give a qualitative outcome.
- The ontological assumptions of organisational culture were determined and defined on the basis of the relevant literature.
- The ontological assumptions were used to indentify, create and select questions that would give a qualitative outcome.

3.5.1 *Organisational Culture Overview*

Since the method proposed used Heidegger's (1994) World, the author suggests that members of an organisation should begin their articulation of organisational culture by describing World. The understanding of World stems from hermeneutics, where interpretation is through language. The researcher deems it appropriate to ask subjects what their interpretation of a typical employee is and how this employee would experience the World of the organisation. The researcher believes this enquiry would give a representation of how the individuals view their particular organisation.

The purpose of the overview is to get a brief understanding of how members of the organisation perceive their organisational culture. The key attribute when evaluating an overview of an organisation's culture, from a Heideggerian perspective, is informed by Sampaio, (1998), Gadamer, (1999), Heil et al., (2003). This attribute was determined to be the following:

World refers to Heidegger's (1994) World and is similar to the corporate world or the world of an artist.

(See Appendix A: question 1 for interview questions relating to the overview of the organisation's culture.)

3.5.2 *The Common Elements of Organisational Culture*

A qualitative inquiry using the common elements of organisational culture determined by the literature was used to pose question to members of the organisation. The purpose of the inquiry was to gain insight as to how the members of the organisation perceive the elements that make up their organisation. The qualitative inquiry presented open-ended questions on each element of organisational culture which pertains to Heideggerian thinking. Each question was specifically designed to explore the subjects' perceptions as they expressed it in their own words. The responses were collected during recorded face-to-face interviews. These responses were analysed with the use of a thematic framework.

Eleven (11) common elements were determined from the relevant literature (Morgan, 1993; Heidegger, 1994; Alapander and Lee, 1995; Deal and Kennedy,

1998; Sampaio 1998; Langan-Fox and Tan 1997; Gadamer 1999; Schein 1999; Block, 2003; Higgins et al., 2006; Heil and Whittaker, 2007). These common elements are set out below.

Formal Strategy & Informal Strategy are not always the same. The formal strategy is the fundamental way in which the organisation is meant to be directed. The leadership of the organisation sets out this direction through the formal strategy. The informal strategy is the reality of organisational life. Informal strategy is the everyday routine of how things are actually done. The informal strategy is the way one experiences organisational life.

Physical Layouts are the physical structure of the organisation and how working space is organised. Physical layout reflects the characteristics of the organisation. Physical layout is the message the organisation communicates through the physical environment it creates.

Authority is the way in which power is expressed, utilised, gained or earned and who has it.

Accountability is the way in which members of the organisation hold themselves responsible and to whom they are answerable.

Systems are the ways in which the organisation distributes and processes information. Systems are the methods used to measure goals and performance, and are the methods of reward and punishment.

Success is the way in which the organisation communicates what success is to its members.

Failure is the way in which the organisation communicates what failure is to its members.

Time is the organisation's relationship with time.

Change is the organisation's ability to change and its adaptability to change.

Abilities are the organisation's competencies.

Sub-cultures are groups within the organisation that operate differently from the rest of the organisation. Sub-cultures may have an influence over the organisation and should be considered in the evaluation of culture.

(See Appendix A: questions 2-12 for interview questions relating to the qualitative outcomes.)

3.5.3 *The Ontological Assumptions of an Organisation*

Deep underlying assumptions are noted by Schein (1999) as important in evaluating culture. In order to achieve a rich, deep understanding and articulation of an organisation's culture, qualitative ontological questions were asked to express the identified assumptions (Schein, 1999). Questions to understand the ontological assumptions were selected and designed to give qualitative descriptions. These descriptive texts were interpreted and compiled into a thematic digestible form.

Eight (8) ontological assumptions were determined (Smircich, 1983; Heidegger, 1994; Sampaio, 1998; Gadamer, 1999; Schein, 1999; Heil and Whittaker, 2007) in an organisation. These are set out below.

Relationships are the ways inter personal relationships are conducted within the organisation.

Human refers to what the organisation believes it means to be a human being.

Nature is the organisation's attitude towards the environment of the earth.

History is the way in which the organisation's historical beginning and founders have affected the organisation.

Defining Moments are notable events that have had a lasting effect on the organisation.

Trends are themes that occur on a regular basis in the organisation or within the business environment the organisation operates.

Developments are events that will, or may, emerge in the future that will affect the organisation.

Organisation refers to the organisation's assumptions of what an organisation is, or to what an organisation can be metaphorically compared.

(See Appendix A: questions 13-20 for interview questions relating to the qualitative outcome of the underlying ontological assumptions.)

3.5.4 Conclusion

What has been presented is the process and content of the method to articulate organisational culture. The process began with identifying where the inquiry should begin. The literature presented a key element of 'World' which, it is suggested, would give an overview of organisational life.

The method continued by presenting eight (8) common elements of organisational culture, identified from the relevant literature, which pertained to Heidegger's (1994) notion of 'World'. These common elements were strategy, systems, set-ups and space, success and failure, authority, accountability, time, change, adaptability and sub-cultures. The elements were then defined and configured in to qualitative questions for the research instrument. The purpose of these questions was to give a rich picture through the interpretation and articulation of the organisation's culture from the perspective of the organisation's members.

Finally, the method concluded with the critical assessment of culture. The critical assessments are the ontological assumptions of an organisation. Eight (8) ontological assumptions were identified. These ontological assumptions are relationships, human, nature, history, defining moments, trends and developments and organisation.

3.6 Procedure for Data Collection

The purpose of the data collection is to provide descriptive expression of a specific organisation's culture. The instrument utilised for the data collection process was designed specifically for this research and was a structured face-to-face interview. With the aid of open-ended questions qualitative thematic data was collected by the researcher during the interview through the means of audio recordings. Handwritten

notes were taken simultaneously in the event the recording equipment failed. The protocol for the interview process is set out below.

- Once the organisation had given permission to conduct the study, a subject was contacted via email and the purpose of the study and a brief biography of the researcher was sent to the subject by email.
- The subject was contacted by the researcher by phone so that the interviewer could introduce himself and discuss the process of the interview. Any concerns were discussed and an appointment was made for the interview.
- The interview took place at the organisation in a private closed office or board room to ensure subject confidentiality.
- The protocol then followed the interview guide that is set out in Appendix A.

3.7 Ethical Considerations

The ethical considerations for the study were the anonymity of subjects and confidentiality of the responses. Confidentiality and anonymity was guaranteed prior to the interview. The subjects were informed how the responses were to be used for thematic analysis and that their specific statements could be anonymously used in the report.

3.8 Data Analysis and Interpretation

The qualitative data collected was analysed as part of a descriptive, thematic approach. Data analysis and interpretation began with the reduction of the data into manageable size and format. Analysis and interpretation were done by summary and the identification of relations, as suggested by Thomas (2003). The analysis of the qualitative data text responses was according to thematic categories. The aim of the analysis was to present the data in a more desirable form, ensuring the minimal amount of information is lost.

Qualitative data analysis is recognised to be a more subtle process than statistical analysis and involves interpretation rather than number crunching (Thomas, 2003).

The technique employed to analyse the qualitative data was *précis*, which is a vital skill of summary and aids in reducing vast sums of text into more workable sizes. The challenge identified with this technique is that it is time consuming and caution needs to be taken that only the minimal amount of data is lost in the summary process. A *précis* technique is generalisation which involves condensing the text into summary statements by finding common themes, generalising, and then using phrases to express the collective responses in the data collected (Hossack, 1982).

The analysis of the data for this particular qualitative research was carried out as described in the paragraph bellow.

Recordings of each question were transcribed and summarised. Only the responses that pertained to the particular question asked were included. Each summarised response from each question was then analysed and themes were established. Common responses with a particular theme were noted and summed. The themes were given a categorical label. The categories were then given a rating according to the number of subjects who responded to that particular theme. The greater the number of responses there were per category the higher the rating given to the category. Only the categories that had responses given by three or more subjects are included in this final report.

3.9 Limitations of the study

The potential weaknesses of the study are:

- The sample was not representative of the entire organisation;
- The sample was purposely selected;
- The researcher's subjectivity may have influenced the analysis and interpretation of the responses;
- The interviewer might not have had the ability to establish a responsive open rapport with the subjects;
- The subjects might not have had the ability to articulate their thoughts and feelings into comprehensive language;

- The subjects might have perceived that the study relates to the organisation's reputation; and
- The current events that were taking place within the organisation may have influenced the subjects' responses.

3.10 Validity and Reliability

In research there is a concern that the study being done is of any use. In other words, does the study produce data that is useful and gives insight into the subject being studied, or does the study produce data that is unreliable, irreproducible, invalid, or is a waste of time, money and energy.

The researcher recognises the inherent problems that arise in establishing validity and reliability between the analytical, theory driven process of quantitative research and the creative evaluation of the outcomes of context-dependent case sites. Baxter and Eyles (1996) refer to 'evaluation' as "the judgement of empirical scientific work according to what has traditionally been called rigour" (Baxter and Eyles, 1996, p. 506). Furthermore the author notes that if qualitative research is to gain acceptance of those other than qualitative researchers, evaluation is critical (Baxter and Eyles, 1996). The researcher was consciously aware of the environment he found himself in and of his behaviour within that environment. This awareness is important because the manner in which reflection, interpretation and relationships with subjects are conducted gives reflexivity strength for evaluating qualitative research (Baxter and Eyles, 1996).

For data to be validated and verified, aspects of the qualitative research process need to be considered. Firstly, researchers must determine how confident they are in their analysis of the data; and ,secondly, the data must be presented in a way that the audience, for whom the analysis is intended, can verify and validate the findings for themselves (Patton, 1987). Whilst this method of verification and validation seems reasonable, the researcher feels that more stringent evaluation criteria should be followed to ensure validity and reliability.

In an attempt to ensure the credibility, dependability, reliability and validity of this research the researcher provides a clear explanation of the ways in which the research process and analysis of data were executed, as suggested by Baxter and Eyles (1996). Baxter and Eyles (1996) suggest criteria set out by Lincoln and Guba (1985) when a researcher is attempting to legitimise qualitative research. These criteria are credibility, transferability, dependability and conformability.

Credibility refers to the connection between the experiences of the subjects and the concepts which the researcher uses to recreate and simplify them through interpretation (Baxter and Eyles, 1996). Credibility assumes that there are many possible realities created by the imagination of the human mind. Credibility is enhanced by focusing on the selection process of respondents, interview processes, strategies for response analysis, and member checking, which is validating the researcher's understanding of the responses by repeating the response to the subject in the researcher's own words. Member checking is arguably the most important strategy (Baxter and Eyles, 1996).

This research satisfies all requirements of credibility. The research recognises that there are many realities which are interpreted through the analysis of subjects' perceptions. Respondents were purposely selected to ensure they met the criteria to ensure a stratified sample. The interview process (see Appendix A) and methods of analysis are explicitly set out by the author (see Section 3.8). Member checking was done during the interview process and is verified in the electronic audio recordings. The researcher repeated responses to the subjects, ensuring that member checking was achieved.

'Transferability' refers to the degree to which findings fit within contexts outside the study. The findings that the instrument achieved are not transferable as the findings are context dependent and are unique to the specific case site. The proposed method and instrument created to articulate organisational culture achieved its purpose. If the proposed method is transferable is yet to be determined but transferability was the intention of the study.

"Dependability is the degree to which it is possible to deal with instability/ idiosyncrasy and design induced change." (Baxter and Eyles, 1996, p. 516)

Qualitative results are reliant on the interpretations and their consistency when the researcher is analysing each transcribed interview. Therefore, dependability is the plausibility of the accounts and the plausibility of research design (Baxter and Eyles, 1996).

Baxter and Eyles (1996) refer to LeCompte and Goetz (1982) who suggest five (5) strategies to avoid risk to dependability. These strategies have been listed as: low-inference descriptors; mechanically recorded data; multiple researchers; participant researchers and peer examination.

Low-inference descriptors and mechanically recorded data appear to be interrelated methods. Low-inference descriptors are field notes and audio recordings which include verbatim accounts, narratives of behaviours, activities and events. Low-inference descriptors can prove to be useful to other researchers who are able to use them to compare the interpretations of the original researcher. As discussed in Section 3.6 electronic audio recordings and field notes were the primary method to capture subject responses for the research. Multiple and participant researcher methods were not used in this research and the fact that they are not is recognised as a possible limitation of the study by the researcher. Peer examination is the process of auditing the research process and was utilised throughout the study by the researcher's supervisor.

Conformability, known traditionally as 'objectivity', focuses on the researcher's interpretations and is "the degrees to which findings are determined by the respondents and conditions of the inquiry and not by the biases, motivations, interest, or perspectives of the inquirer" (Lincoln and Guba, 1985, p. 290). The implications are that the researcher is expected to give an audit trail and an account or of his interests and motivations by stating how they affected interpretations. An audit trail has not been included in the report as it would threaten the ethics of the study as stated in Section 3.7. The researcher acknowledges that his interest and motivation in the study was to produce data which would give validity to the proposed method to articulate organisational culture, which interest, it is noted, may have influenced interpretations of the results in the study. Section 3.9 includes limitations that may affect reliability and validity.

3.11 Pilot Study

A pilot study was used to test the proposed interview questions with a small select sample group. The results and feedback from this test helped in identifying problems areas.

The pilot study was conducted using the question testing methods set out by Thomas (2004). Subjects were asked to put the questions in their own words and think out loud through the answering process. This process determined if any misunderstanding existed between the wording of the question and the intended meaning of the questions. Other factors that were taken into account were: avoiding overloading subjects with numerous questions; and being aware of the ability of the subjects to answer the questions and the subjects' willingness to participate in the survey.

CHAPTER 4: PRESENTATION OF RESULTS

In this chapter the results of the study are presented and described. The results are then presented in tables. A summary of the results concludes the chapter.

4.1 Introduction

The results of the study are presented in terms of the research instrument that was created specifically for the study. Each question's results are presented separately. The method used to classify subjects' responses was précis. Responses to each question were transcribed, summarised and categorised thematically. The responses were then tabulated according to the thematic categories. These categories were graded according to the number of subjects per theme.

4.2 Demographic Profile of Subjects

Sampling was limited due to the availability of the subjects. The sample was sourced via an internal department that requested individuals to participate. Participation was voluntary and it proved difficult to source a representative sample. The demographics remained relevant to the study as senior to middle management subjects were predominantly used in the sample. A demographical representation of ethnicity and length of service was achieved but gender and departmental skews were prevalent in the study.

4.3 Results Pertaining to Questions

The following is the presentation of the results of each question of the research instrument. The results were obtained through the collection, summation, interpretation, categorisation and ranking of the responses to the research instrument's questions that were developed to articulate organisational culture. Each question's responses were analysed and then categorised according to the themes.

These categories were rated according the frequency of each specific theme and in an ascending numerical order. One (1) is the most frequently mentioned category,

two (2) is the second most frequently mentioned category and so forth. The number subjects who mentioned a particular categorised theme has been included in the table to put the ratings into perspective.

4.3.1 Question 1 Results

The first sub-question of Question 1 requested subjects to describe a typical company employee. The results have been categorised and rated as shown in Table 1.1.

Table 1.1. Subjects view of a typical employee

<i>RATING</i>	<i>A TYPICAL EMPLOYEE EXPRESSED AS ...</i>	<i>NUMBER OF SUBJECTS</i>
1	3L (long service, loyal & love's the organisation)	14
2	Skilled and technically orientated	10
3	Non typical	8
4	NKOTB (new kids on the block)	7

Descriptions:

- 3Ls are employees who have been working for the organisation for many years. 3Ls are described as loyal to the organisation and love the organisation. These individuals have endured many changes within the organisation, are sceptical to new ideas, and are not easily persuaded to change their behaviour or try new methods of working.
- Skilled and technically orientated are typical employees who are technically competent, with many having an engineering orientation. Processes are important to these individuals. Although employees are seen as very skilled, there is a lack of soft skills in these technically oriented individuals.
- "Non-typical" is a term used to indicate that there is no such thing as a typical employee. There are many different types of employees. "Non-typical"

describes the notion that employees in the organisation cannot be “put into boxes”.

- “NKOTB” (new kids on the block) refers to the influx of new employees entering the company, and who are viewed as opposite to the 3L employees. NKOTBs are seen as using the organisation as a stepping stone in their career. These individuals want to learn and move through the organisation quickly. They are ambitious but they are impatient in terms of the norm of the 3Ls.

The second sub-question of Question 1 requested subjects to describe the world of the organisation. The results have been categorised and are rated, as shown in Table 1.2.

Table 1.2. Subjects view of a the world of the company

<i>RATING</i>	<i>EXPERIENCED THE WORLD OF THE COMPANY AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Management out of touch	7
2	Constant change	5
3	Being excluded	4
	Just doing their jobs	

Descriptions:

- “Management out of touch” describes senior management at executive level who are seen as unaware of the manner in which the day-to-day functions of the organisation take place.

- “Constant change” describes the organisation in a continuous state of alteration. Subjects noted very little remains the same within the organisation for an extended period of time.
- “Being excluded” is a description of the organisation’s employees by subjects. These employees are 3Ls and NKOTBs. The exclusion stems from ethnicity relations and leaderships decisions which are perceived as not taking employees and their insight into consideration.
- “Just doing their jobs” describes the way in which employees execute the tasks given to them. It is employees’ attitude to the way they do work. It describes what is important to employees during their working day and the focus of their daily activities.

4.3.2 Question 2 Results

The first sub-question of Question 2 requested subjects to describe the formal strategy of the company. The results have been categorised and are rated as shown in Table 2.1.

Table 2.1. Subjects' view of the formal strategy

<i>RATING</i>	<i>FORMAL STRATEGY EXPRESSED AS ...</i>	<i>NUMBER OF SUBJECTS</i>
1	Disconnected	9
2	Vision Statement	7
3	Top down	6
4	"Build more power stations"	5

Descriptions:

- "Disconnected" describes the way management creates and implements formal strategy. It describes how the formal strategy relates to the organisation and its employees. Subjects describe the strategy as "out of touch" with the organisation.
- "Vision Statement" is how employees perceived the organisation's formal strategy. Subjects quoted the vision statement of the organisation to describe the formal strategy.
- "Top down only" describes the way in which the strategy is delivered to employees. Subjects described the strategy as a "one way street". The perception is leadership does not include the rest of the organisation in the formation of the formal strategy.

- “Build more power stations” is the specific quote used by subjects to indicate what they perceived the formal strategy to be. These subjects saw the focus of the organisation as the “new build programmes”.

The second sub question of question 2 requested subjects to describe what they felt the informal strategy of the company is. The results have been categorised and rated as shown in Table 2.2.

Table 2.2. Subjects’ view of the informal strategy

<i>RATING</i>	<i>INFORMAL STRATEGY EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Disconnected	9
2	Communication breakdown	6
3	Crisis management	3
	Individual compact’s override the strategy	

Descriptions:

- “Disconnected” describes the way in which the executive management relates to the organisation and its employees. Subjects experience the leadership as disconnected from the organisation.
- “Communication breakdown” describes the lack of communication within the organisation between individuals, departments and management at the executive level.
- “Crisis management” describes how work is executed and how the organisation functions daily. Subjects described the daily experience of the organisation as managing crises.

- “Individual compact’s override the strategy” refers to the individual focus of employees in their day-to-day activities. Subjects felt that the formal agreements signed at the beginning of the appraisal period are the main concern of employees.

4.3.3 Question 3 Results

The third question requested subjects to describe the physical layout of the organisation including the physical structure of the buildings. The results have been categorised and rated as shown in Table 3.

Table 3. Subjects view of the physical layout

<i>RATING</i>	<i>PHYSICAL LAYOUT COMMUNICATES...</i>	<i>NUMBER OF SUBJECTS</i>
1	Company is widely dispersed	9
	Offices show position	
2	Working space is not ideal	8
3	Cramped	5
	Managers should have offices	
4	Shows lack of planning	4
5	Exclusive executive wing	3
	"Silo mentality"	
	The unwanted tenant	

Descriptions:

- “Company is widely dispersed” describes how individuals and departments are located throughout a particular building and geographical area. Subjects expressed how the organisation’s employees in the same division do not sit in the same area. Employees are spread throughout the building due to the lack of available office space.
- “Offices show position” refers to individuals who have offices that confer authority and power within the organisation. Subjects described managers at the same level as either having or not having offices. The description indicates the importance a manager has within the organisation.
- “Working space is not ideal” refers to how subjects describe the way in which working space is organised within the organisation’s building. The description expresses that the area employees work within is not optimal.
- “Cramped” refers to subjects’ description of the way in which working space is organised within the organisation’s building. Subjects view the working area as “lacking in space” and overcrowded.
- Managers should have offices - subjects feel managers should have a closed area for privacy, to work effectively, and to deal with “sensitive issues”.
- “Shows lack of planning” refers to subjects’ opinion that work space is a reflection of the ability of the organisations’ leadership to make provisions for future operations.
- “Exclusive executive wing” refers to subjects’ description of the executive wing as being separate and disconnected from the rest of the organisation. The area is described as “plush” and “another world” compared to the rest of the organisation.
- “Silo mentality” describes how the working space reflects and communicates this particular message. Subjects describe the layout of the organisation as distinctly segregated with each division being separate.

- “The unwanted tenant” describes how the organisation’s working space has been diminished by the occupation of the current tenant. Subjects viewed this unfavourably and referred to a lack of planning.

4.3.4 Question 4 Results

The fourth question requested subjects to describe authority within the company. The results have been categorised and rated as shown in Table 4.

Table 4. Subjects view of authority

<i>RATING</i>	<i>AUTHORITY EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Power is gained through title	8
2	Autocratic	7
3	Personal relationships	6
4	Some MD's have most power	4
	The CEO	
5	Length of service	3

Descriptions:

- “Power is gained through title” describes how authority is achieved in the organisation. Individuals’ job titles give them power.
- “Autocratic” describes the way authority is exercised within the organisation. Subjects believe that certain individuals utilise authority domineeringly, with no accountability.
- “Personal relationships” refers to how individuals achieve positions of authority. Subjects explained that promotions into position of power are

attained by the individual interpersonal relationships an employee has with certain individuals who have positions of power and influence.

- “The CEO” refers to who has power within the organisation. Subjects indicated by their responses that the Chief Executive Officer has the primary position of power in the organisation.
- “Some MDs have most power” describes who has power within the organisation. Subjects noted that certain managing directors in the organisation have more power than the CEO depending on how critical the function of their division is to the organisation.
- “Length of service” refers to how authority is achieved in the organisation. Subjects felt employees who have been working for the organisation for many years expect a degree of power and a particular level of respect.

4.3.5 Question 5 Results

The fifth question requested subjects to describe accountability in the company. The results have been categorised and rated as shown in Table 5.

Table 5. Subjects view of accountability

<i>RATING</i>	<i>ACCOUNTABILITY EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Lack of accountability	16
2	Don't have decision making power	7
	Scared to make decisions	
3	Pointing fingers	4
4	Based on compact	3
	Lack of delegation	

Descriptions:

- “Lack of accountability” describes employees’ level of accountability within the organisation. Subjects described accountability as lacking within the organisation. Responsibility is not taken by or given to employees.
- “Don’t have decision making power” describes the level of responsibility employees have within the organisation. Subjects reiterate the previous theme by specifically focusing on employees’ not being empowered to make decisions. The lack of empowerment is due to the mistrust of employees that stems from previous abuse of these powers by employees.

- “Scared to make decisions” describes the behaviour of employees within the organisation. Subjects felt employees were afraid to make decisions. The behaviour stems from the consequences of the decisions that are made and the lack of ability to make decisions.
- “Pointing fingers” describes employees’ behaviour when accountability and responsibility are required within the organisation. Subjects explain that responsibility is not accepted by employees. “When things go wrong accountability is passed on” to individuals who don’t have decision-making powers.
- “Based on compact” refers to how accountability is determined within the organisation. Subjects recognised the formal signed agreement, between the organisation and the employee as the method of determining responsibility, but the responsibility without decision-making power.
- “Lack of delegation” describes how accountability is bestowed on employees. Subjects observe managers not giving responsibility to employees. The reason for this failure to give responsibility is the perceived relinquishment of power if responsibility is delegated.

4.3.6 Question 6 Results

The sixth question requested subjects to describe the systems within the company. The results have been categorised and rated as shown in Table 6.

Table 6. Subjects view of systems

<i>RATING</i>	<i>SYSTEMS EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Systems subjective	12
2	Good systems	11
3	Information doesn't flow freely	10
4	Information is power	7
	Internal email	
	Systems not used correctly	
5	Alienation is punishment	6
6	KPIs very important	5
	Subject to managers discretion	
7	Have to find information	3
	Information overload	

Table 6 continued. Subjects view of systems

<i>RATING</i>	<i>SYSTEMS EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
7	Informal information flow is more effective	3
	Top down	

Descriptions:

- “Very subjective” describes subjects’ opinion regarding reward, discipline and performance systems. These systems are dependent on the users’ interpretation of criteria used for evaluation.
- “Good systems” describes subjects’ sentiment towards the organisation’s overall systems as defined by the research. Subjects view the organisation’s systems in a favourable manner.
- “Information doesn’t flow freely” describes how subjects regard the way information is distributed through the organisation. Subjects felt information is not shared within the organisation. Individuals and departments behave in this manner.
- “Information is power” is the opinion of subjects when describing information within the organisation. Subjects believe the employees’ perception is that the possession of information provides individuals with authority.
- “Internal email” refers to the way in which employees communicate with each other. Employees utilise electronic mail as the primary source of communication. It must be noted that interpersonal communication, specifically face-to-face communication, is mentioned as not common within the organisation.

- “Systems not used correctly” describes how subjects regard the organisation’s systems as defined by the research. Subjects stated that the systems the organisation has in place are not used correctly by employees either due to the complexity of the systems or the lack of training and, therefore, understanding of the processes.
- “Alienation is punishment” describes the systems of punishment used in the organisation. The method of punishment is alienation and exclusion, instead of following company policy and procedures to manage performance.
- “KPIs very important” describes the methods of reward, the focus of employees and the focus of the reward evaluation process. Key Performance Indicators (KPIs) are seen by employees as the focus of the reward evaluation process.
- “Subject to manager’s discretion” describes the methods of reward and punishment and how these systems are evaluated. Within the organisation the concept of manager’s discretion is used, is a subjective method of evaluation and is not guided by the organisation’s formal systems.
- “Have to find information” refers to the way information exists within the organisation. Subjects feel that they have to search for relevant information as it is not readily available.
- “Information overload” describes the opinion subjects have of the system of information distribution. The information received by employees is viewed as excessive, with the relevance of the information being questionable.
- “Informal information flow is more effective” refers to how information is distributed throughout the organisation. This term expresses the subjects’ view that information through informal communication methods has more effectiveness than the formal top down method of distribution.
- “Top down” describes the direction of the systems in the organisation, specifically the flow of information. Subjects understand the systems as being

directed by leadership without regard for, or consultation with, employees who will be impacted by the systems.

Question 7 Results

The seventh question requested subjects to describe success within the company. The results have been categorised and rated as shown in Table 7.

Table 7. Subjects view of success

<i>RATING</i>	<i>SUCCESS EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Individual subjective focus	8
2	Getting projects done	6
3	Becoming an E band manager or promoted	5
4	"Keeping the lights on"	4
	Managers awards	
	Subjective divisional successes	

Descriptions:

- "Individual subjective focus" refers to employees' view of what success is. Subjects explained that the organisation does not have a universal meaning of what success is. Each employee has a personal definition of success.
- "Getting projects done" refers to the completion of projects as the meaning of success in the organisation. Subjects noted that the organisation is project based. Achieving the result of a completed project is seen as success in the organisation.

- “Becoming an E band manager or promoted” describes employees’ definition of success as personal success. These successes are described as achieving a promotion to a specific position within the organisation. E band managers are seen by subjects as “making it” within the organisation. Achieving this status is known as “having arrived”.
- “Keeping the lights on” describes success as being the ability to produce enough power so supply is not interrupted to the organisation’s customers. Subjects viewed the organisation’s ability to provide its service without interruptions as the definition of success.
- “Managers’ awards” refers to success being viewed as receiving rewards and achieving recognition by one’s peers. Subjects explained that the awards are subjective and employees are not driven by them, even though the awards are generally accepted by most employees.
- “Subjective divisional successes” refers to each department having a separate determination of what success means to it, which is not universal throughout the organisation. Subjects understand that each division has its own measures of success as a result of the nature of the division’s function. Concerns raised were that these measures were not linked to how that division’s performance affected other divisions or the entire organisation.

4.3.7 Question 8 Results

The eighth question requested subjects to describe failure within the company. The results have been categorised and rated as shown in Table 8.

Table 8. Subjects view of failure

<i>RATING</i>	<i>FAILURE EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Load shedding	8
	Not spoken about	
2	Not achieving goals	6
3	Being ostracised	3
	Damage to public image	

Descriptions:

- “Load shedding” refers to failure being the organisation’s inability to produce enough power to supply to its customers. Subjects felt that the organisation is seen to have failed if it is not able to provide its product to its customers.
- “Not spoken about” describes the organisation’s behaviour when failure occurs. Subjects describe failure as taboo, and not to be discussed or reported in the organisation and especially not conveyed to the world outside of the organisation.

- “Not achieving goals” describes failure as not achieving goals expected by the organisation. Subjects viewed missing targets and not fulfilling expectations set out by the organisation as failure.
- “Being ostracised” refers to an individual being excluded from the organisation by its members. Subjects explained the method used to show individual failure in the organisation is to alienate an individual from the division.
- “Damage to public image” refers to damage to the reputation of the organisation. Subjects felt that a negative public image is considered failure in the organisation.

4.3.8 Question 9 Results

The ninth question requested subjects to describe time within the company. The results have been categorised and rated as shown in Table 9.

Table 9. Subjects' view of time

<i>RATING</i>	<i>TIME EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Looks to the future	14
2	Lives in the past	13
3	Lives in the present	10
	Time is not valued	
4	Flexi time	7
	People come and go as they please	

Descriptions:

- “Looks to the future” refers to the organisation looking ahead. The subjects noted that the focus of the organisation is projecting to a future reality where planning and making future provisions are the objectives.
- “Lives in the past” refers to the organisation’s focus as looking at the past experiences and realities. The view of subjects is that employees look, live and long for past realities.

- “Lives in the present” refers to how subjects viewed employees conducting their day-to-day work. Subjects explained the focus as the current events taking place within the organisation.
- “Time is not valued” refers to employees’ attitude to time and the value that is placed on time by individuals. Subjects felt that time is not seen as a commodity and employees do not respect their colleagues’ time.
- “Flexi time” refers to employees’ individual agreements regarding working hours. These times may be earlier or later than the core hours stipulated by the organisation. Subjects view this as favourable to employees but expressed concern that the system is abused by some employees.
- “People come and go as they please” describes the attitude of employees with regard to time. Subjects observed employees’ behaviour as not bound by the organisation’s stipulated or agreed-upon working hours.

4.3.9 Question 10 Results

The tenth question requested subjects to describe change within the company. The results have been categorised and rated as shown in Table 10.

Table 10. Subjects view of change

<i>RATING</i>	<i>CHANGE EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Can adapt to change	11
	People are left behind	
2	Change is slow	8
3	Need change management	3
	No communication as to why it is needed	

Descriptions:

- “Can adapt to change” refers to subjects’ opinion that the organisation is able to adapt to change. Subjects believe that the organisation is capable of adapting to new ways of doing business.
- “People are left behind” refers to the consequences of change within the organisation. Subjects expressed concern that when change is implemented, employees are left behind and are not consulted or taken into consideration.
- “Change is slow” describes the way in which subjects feel change takes place within the organisation. Subjects recognised that change is a process which

takes time due to the size of the organisation. This slow pace is seen as acceptable by subjects but they would prefer it to be more efficient.

- “Need change management” refers to two issues; the first being subjects’ belief that certain individuals in management needed to be removed from their position. The second issue relates to subjects’ opinion of the style of management, in terms of managers managing change in the organisation. Subjects felt this area of management needed to be altered as it is not effective.
- “No communication as to why it is needed” refers to subjects believing the reason for the change is not communicated to employees. An insight from subjects was that greater acceptance would be achieved if the reason for change was communicated.

4.3.10 Question 11 Results

The eleventh question requested subjects to describe abilities within the company. The results have been categorised and rated as shown in Table 11.

Table 11. Subjects' view of abilities

<i>RATING</i>	<i>ABILITIES EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Generating power	9
	Systems & technically world class	
2	Innovation	6
	Values its people	
3	Training people	3

Descriptions:

- “Generating power” refers to the organisation's core competency which is the ability to generate, transmit and distribute cheap power from low-grade coal. Subjects believe their organisation is “very good” at producing electricity the way it does.
- “Systems & technically world class” refers to subjects belief that the organisation is admired globally and has internationally recognised standards, systems and technology.
- “Innovation” refers to subjects' perception that the organisation's ability to adapt technology for its own use suggests a competency. Subjects believe

their organisation has innovative individuals who alter current technology to achieve organisational goals.

- “Values its people” refers to subjects’ opinion that the organisation places worth on the individuals who work for the organisation and appreciates and rewards employees for their service. The organisation “treats them well”.
- “Training people” refers to the belief by subjects that individuals are taught skills which are seen as valuable to the organisation and the individual.

Question 12 Results

The twelfth question requested subjects to describe sub-cultures within the company. The results have been categorised and rated as in Table 12.

Table 12. Subjects view of sub-cultures

<i>RATING</i>	<i>SUB-CULTURES EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Divisions are silos	16
2	Manager specific culture	7
3	Racial and tribal	4
4	Disconnected senior management	3

Descriptions:

- “Divisions are silos” refers to departments having different characteristics from each other. Subjects explain throughout the organisation, divisions function differently from each other and these divisions’ focuses are different and have individual identities. Little integration between divisions exists and the divisions work independently from each other.
- “Manager specific culture” refers to individual managers operating in a particular manner. Subjects observe that the way work is done and the focus of the division are dependent on the manager of that particular division.
- “Racial and tribal” refers to subjects noticing the relationships between particular ethnicity and ancestral groups. Groups of the same ethnicity and

ancestry form working relationships that differ from those between individuals of different races and tribes.

- “Disconnected senior management” refers to the executive management of the organisation who are viewed by subjects as unaware of how the organisation functions, specifically with regard to employee matters and staff morale.

4.3.11 Question 13 Results

The thirteenth question requested subjects to describe relationships within the company. The results have been categorised and rated as shown in Table 13.

Table 13. Subjects view of relationships

<i>RATING</i>	<i>RELATIONSHIPS EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Impersonal relationships	8
	People are generally friendly	
2	Relationships influenced by position	7
3	Race and culture influences relationships	5
4	Email wars	4
	Poor communication. Information not shared	

Descriptions:

- “Impersonal relationships” refers to subjects expressing their opinion of interactions between staff members. The interpersonal relationships are impersonal. It was noted that individuals who work in adjacent cubicles have never met and do not communicate.
- “People are generally friendly” refers to the manner in which employees conduct interpersonal relationships. Subjects feel attitudes toward fellow workers are cordial. This friendly relationship was found to be a hindrance when it came to conflict resolution.

- “A relationship influenced by position” refers to subjects’ belief that interpersonal relationships in the organisation are influenced by the title an individual holds. The way in which an individual communicates to another is determined by the authority each individual has.
- “Race and culture influences relationships” refers to the opinion subjects have that an individual’s ethnicity and culture affect the manner in which relationships are conducted within the organisation. Like ethnicities have personal relationships whilst unlike ethnicities seldom do.
- “Email wars” refer to the method of communication. Subjects felt communication is done mostly via electronic mail. A large amount of electronic mail communication takes place. This method of communication is used strategically to achieve particular, sometimes personal, objectives. It was noted that verbal communication is seldom used.
- “Poor communication and information not shared” refers to the manner in which relationships affect the approach to: how communication is conducted; and how it affects the distribution of information through the organisation. Subjects describe individual interpersonal relationships as determining how communication is conducted; and how information is distributed to employees.

4.3.12 Question 14 Results

The fourteenth question requested subjects to describe being human within the company. The results have been categorised and rated as shown in Table 14.

Table 14. Subjects view of being human

<i>RATING</i>	<i>BEING HUMAN EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Work life balance	12
2	Values employees	10
3	Companies human policies are not managed	6
4	Just there to do a job	5
5	Values human life	4
6	Not everyone is equal	3

Descriptions:

- “Work life balance” refers to the subjects’ view that the organisation believes a human being is an individual who has a life outside of the organisation and has needs that have to be fulfilled. The organisation believes, according to the subjects, that a human being has potential and can be developed and grown.
- “Values employees” refer to subjects’ belief that the organisation appreciates and places worth on its employees. Subjects gave examples of organisational human resources programmes and policies that take care of employees.

- “Company’s human policies are not managed” refers to the systems that are in place to manage the organisation’s employee human resources programmes. Subjects view these systems as poorly managed.
- “Just there to do a job” refers to subjects’ opinion that the organisation believes that a human being is an individual who has been employed to execute tasks set out by the organisation. Subjects believe the organisation views human beings as objects who accomplish the organisation’s needs.
- “Values human life” refers to subjects’ belief that the organisation places value on human life. The organisation has safety programmes and policies which endeavour to safeguard human life.
- “Not everyone is equal” refers to subjects’ belief that the organisation believes some employees are more valuable than others. The organisation treats certain individuals in a different manner from the way it treats other individuals. Employees feel the organisation acts as if not all human beings are equal. An explanation for this behaviour needs further investigation.

4.3.13 Question 15 Results

The fifteenth question requested subjects to describe the relationship with nature within the company. The results have been categorised and rated as shown in Table 15.

Table 15. Subjects view of nature

<i>RATING</i>	<i>NATURE EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Very good. Climate change focused. Environmentally aware	14
2	Individuals don't live it	5
3	"Burns dirty coal"	3
	Carbon emission big focus	

Descriptions:

- "Very good", "climate-change focused", "environmentally aware" describes subjects belief that the organisation has a favourable relationship with, and attitude towards, the environment of the earth. Subjects express the organisation's commitment to climate-change management and the organisation's awareness of the environment. Numerous examples were given here.
- "Individuals don't live it" is how subjects describe individuals who do not conduct their lives as if they are environmentally aware. Employees are not seen to save resources at the office and are not seen to live environmentally-aware lives.

- “Burns dirty coal” refers to the method that the organisation uses to produce its product. Subjects are of the opinion that the organisation’s method of producing its product is not environmentally friendly and, therefore, feel that the favourable relationship with the environment is contradictory to the way in which power is generated. However, subjects do understand the reason why this method of power generation has been adopted by the organisation.
- “Carbon emission are a big focus” is how subjects describe the organisation’s awareness of environmental issues. Subjects believe the organisation has developed and is developing methods and policies which will address the organisation’s carbon emissions.

4.3.14 Question 16 Results

The sixteenth question requested subjects to describe history within the company. The results have been categorised and rated as shown in Table 16.

Table 16. Subjects view of history

<i>RATING</i>	<i>HISTORY EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Become very relevant	12
2	Has Influenced the thinking in the organisation	10
3	Having little influence	3

Descriptions:

- “Become very relevant” refers to the impact the organisation’s history has on the organisation today. Subjects comment that the organisation’s history has recently become important. The reason the organisation was established and the purpose it fulfils has recently been highlighted by the leadership and has become relevant to the situation the organisation is currently in.
- “Has influenced the thinking in the organisation” refers to the impact the organisation’s history has on the organisation today. Subjects are aware that the engineering and technical mentality, pride and self-sufficient attitude of the organisation have their roots in its history and past leadership.
- “Having little influence” refers to the impact the organisation’s history has on the organisation today. Subjects view the history of the organisation as having a minor effect on the organisation. The researcher noted that these subjects did not have knowledge of the history of the organisation.

4.3.15 Question 17 Results

The seventeenth question requested subjects to describe defining moments within the company. The results have been categorised and rated as shown in Table 17.

Table 17. Subjects view of defining moments

<i>RATING</i>	<i>DEFINING MOMENTS EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Crisis 24 January 2008	14
2	Establishing Enterprises	5
3	Koeberg Cape crisis	4

Descriptions:

- “Crisis 24 January 2008” refers to a moment subjects felt was a turning point in the organisation. Subjects believe the moment the organisation could not supply power to its customers and had to cut power to parts of the country was a turning point and changed the organisation and affected the public’s relationship with the company. The crisis damaged the reputation and public image of the company and the country which in turn affected employee morale and sentiment towards the organisation.
- “Establishing Enterprises” refers to the strategy the government implemented to transform the organisation into a commercial organisation. Subjects viewed this as a significant moment in the organisation’s history as it created the silos which were designed to function independently. This mentality remains in the current organisation structure.
- “Koeberg Cape crisis” refers to a technical issue which arose at the organisation’s nuclear facility. The issue changed the way in which the

organisation functioned and new policies were implemented that marked a significant turning point in the organisation. Subjects noted that the incident was the first time in the organisation's history there had ever been an interruption of supply of power.

Question 18 Results

The eighteenth question requested subjects to describe trends within the company. The results have been categorised and rated as shown in Table 18.

Table 18. Subjects view of trends

<i>RATING</i>	<i>TRENDS EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Constant change of management positions	10
2	Losing skills	4
3	Younger work force	3

Descriptions:

- “Constant change of management positions” refers to the new positions and appointments within management levels. Subjects feel the process is a common event which takes place frequently and believe the positions are of a strategic, personal and political nature. Subjects noted that the “musical chairs” should stop as management is losing credibility and respect.
- “Losing skills” refers to individuals who have valuable skills leaving the organisation. Subjects are of the opinion the skills that are needed in the organisation are being lost to other organisations. The reason given is that subjects feel the organisation does not value the opinion of its employees. Subjects feel the organisation believes the answers to its problems lay outside the organisation and was failing to utilise the knowledge within the organisation to find solutions to its problems.
- “Younger work force” refers to the age of the average employee becoming lower. Subjects feel younger and less experienced individuals are entering the

organisation. New employees find it difficult to assimilate into the culture and are excluded by the employees who have been with the organisation for many years.

4.3.16 Question 19 Results

The nineteenth question requested subjects to describe developments within the company. The results have been categorised and rated as shown in Table 19.

Table 19. Subjects view of developments

<i>RATING</i>	<i>DEVELOPMENTS EXPRESSED AS...</i>	<i>NUMBER OF SUBJECTS</i>
1	Political change in government	12
2	Financial crisis funding for new build	6
3	Climate change	5
4	Skills shortage	4
	Tariff increases and affordability of power	
5	Power consumption behaviour management	3

Descriptions:

- “Political change in government” refers to the upcoming elections and the power shift which is taking place in the political landscape. Subjects believe that new leadership in the ruling party will affect the mandate of the organisation.
- “Financial crisis funding for new build” refers to the global financial markets’ lack of funding due to the ‘credit crunch’ and the global banking industry incurring significant losses. Subjects feel the lack of availability of capital to construct new power stations will have a significant effect on the

organisation's ability to supply power in the future and the organisation's environmental impact because of the decision not to build the pebble bed nuclear reactor.

- "Climate change" refers to the current scientific thinking that the Earth's climate is transforming and becoming warmer as a result of emissions from the burning of fossil fuels. Subjects believe the change in methods of global energy production will affect the organisation and the methods it currently uses to produce electricity.
- "Skills shortage" refers to the lack of qualified individuals in the market place to fill the vacant position in the organisation. Subjects believe the lack of skilled individuals will have an impact on the organisation. The thinking stems from the lack of individuals achieving relevant university degrees.
- "Tariff increases and affordability of electricity" refers to the organisation's request for governmental approval to increase the price of electricity purchased by the consumer. Subjects feel the increase the organisation will be granted will be determined by the affordability to the average citizen which will affect the organisation's ability to maintain power stations, maintain supply, and build new capacity into the grid.
- "Electricity-consumption-behaviour management" refers to the way in which customers utilise electricity and describes the attitude of the citizens of the country to electricity consumption. Subjects believe managing the mentality of customers and the relationship customers have with energy will be an area of focus for the organisation.

4.3.17 Question 20 Results

The twentieth question requested subjects to describe organisational perspectives within the company. The results have been categorised and rated as shown in Table 20.

Table 20. Subjects view of the organisation

RATING	ORGANISATIONAL PERCPECTIVE EXPRESSED AS...	NUMBER OF SUBJECTS
1	Big slow powerful	3
	Constant change	
2	“Cardio vascular system”; “Life blood in the veins of the country”	2
	Influenced by external factors	
	Parent	

Descriptions:

- “Big slow and powerful” is the subjects’ description of the organisation as a big object which has great power but is slow to move because of its size. The organisation has been forced to move but has not done so out of choice. Some of the descriptions include: “a giant”, “an elephant”, and “a dinosaur”.
- “Constant change” is subjects’ description of the organisation as in a constant state of flux where there is no certainty. The organisation does not stand still and is constantly moving. This movement can be dramatic and has its highs

(positives) and lows (negatives). Some of the descriptions include: “a wave”, and “a roller coaster”.

- “Cardio vascular system” and “life blood in the veins of the country” are terms subjects used to describe the organisation as being critical to the existence, growth and progress of the country. Subjects view the organisation as a critical factor to the success of the country.
- Influenced by external factors, “a reed in the wind”, and “a ship in rough sea” are terms subjects used to describe the organisation as not being in control of its destiny. There are outside forces that determine the manner in which it must operate.
- “Parent” describes the caring qualities of the organisation. Subjects feel the organisation looks after employees, nurtures them, and protects them.

4.5 Summary of the Results

4.5.1 *Articulated Organisational Culture Overview*

In summary the case site's organisational culture can be articulated in the following way.

The world of the organisation is where the typical employee who has been with the organisation for many years perceives the leadership, formal strategy and informal strategy to be disconnected from the everyday life of the organisation. The physical layout can be seen as widely dispersed, which creates further disconnection between employees and leadership. Leaders have gained authority through the position they hold, and these leaders influence employees' perceptions of the organisation's culture.

In the organisation accountability is not established and the systems which determine accountability, success and failure are seen to be subjective. The organisation's inability to provide its primary service, producing power, is seen as a failure of its core value. Whilst the organisation plans for the future and adapts to change, employees are left behind in the planning of its future. Employees believe their organisation has world-class technical systems even though each division operates separately from each other in silos. These silos influence the relationships within the organisation, which tend to be friendly yet impersonal.

The deep underlying assumptions of the organisation understand a human being to be an individual who has needs and desires. The organisation is perceived to have a favourable relationship with the environment, even though the method used to produce its product is to "burn dirty coal".

The history of the organisation has become significantly relevant to the organisation, specifically the reason why the organisation was established. The focus of this historical event has come about due to the defining moment when the organisation was not able to provide its service to its customers. This failure had a negative effect on the economy of the country and was particularly damaging to the organisation's and the country's reputation. The outcome was a reshuffling and change in the

management structures of the organisation. This action of reshuffling has become a trend in the organisation and has begun to erode the credibility of leadership.

A future development which is perceived to have a significant effect on the organisation is the change of leadership in its primary shareholder- government. Employees see the organisation as a large and slow-moving entity which is in a constant state of change.

4.6 Conclusion

For the conclusion to this chapter the results presented have given evidence that the use of Heidegger's (1994) ontological assumptions of a 'World' offers a method which can articulate an organisation's culture.

CHAPTER 5: DISCUSSION OF THE RESULTS

The following chapter is an explanation of the research results presented in the previous chapter. The results will be discussed with reference to the literature reviewed and which gave the research its theoretical base.

5.1 Introduction

The structure of the discussion chapter begins with the findings of the subjects' demographics, which will be followed by an explanation of the results, pertaining, specifically, to the method developed by the researcher to articulate organisational culture on the basis of Heidegger's (1994) ontological assumptions.

5.2 Demographic Profile of Subjects

Twenty (20) subjects were interviewed as per the proposed sample. Although subjects were not an accurate demographical representation of the organisation as required by the proposed sample, the researcher believes that this fact does not affect the validity and reliability of the study. The outcome of the study did not rely on a demographical representation of the organisation for a validation of the research question. The case study was merely a test of the research instrument developed for establishing the method's ability to articulate organisational culture.

The final demographics were 50% female subjects in an organisation where management is mostly male. Ethnicity representation of subjects proved to be aligned with the proposed sample. The study found no significant gender-related or ethnicity-related differences in responses. A significant number of subjects from the corporate communications division participated in the interviews because the study was driven by that department. The findings from the demographics of the sample used suggests specific departments and divisions tend to have their own sub-culture and interpretation of their organisational culture that is dependent on the leadership of those entities. These departments and divisions' cultural interpretation confirms the current academic literature which states that employees' cultural perceptions are influenced by their managers (Block, 2003).

5.3 Results Pertaining to Questions

As stated, the purpose of the study was to establish a method to articulate organisational culture using Heideggerian ontological assumptions. The results from the case study provided evidence that the proposed method was a valid test for articulating organisational culture. The findings show that the proposed method gave rich in-depth descriptions and explanations of the case site's organisational culture. This evidence is set out in the following sections.

5.3.1 *World*

The concept of World of the organisation was divided into two sub-questions. The purpose of these sub-questions was to establish stereotypical beliefs that would give an understanding of the culture the organisation has inherited (Gadamer, 1999) and determine how events within the organisation are interpreted (Heidegger, 1994). The typical employee is described as an individual who has been with the organisation for many years. This employee experiences the world of the organisation as management making decisions which appear have little bearing to the actuality of organisational life.

5.3.2 *Strategy*

The formal strategy and informal strategy of the organisation are both expressed as disconnected. The literature reviewed states that organisational culture has to change to become aligned with strategy (Deal and Kennedy, 1988). A description of strategy as being disconnected indicates that the culture is not aligned to strategic goals.

5.3.3 *Physical Layout*

Physical layout is an artefact as described by Higgins et al. (2006) and characterises a particular culture. Subjects expressed the strategy of the organisation as disconnected and the physical layout as widely dispersed, confirming that the two attributes are valid in describing the organisation's culture.

5.3.4 Authority

Authority is expressed as a neutral attribute of the organisation's culture, which confirms Block's (2003) finding of no link between leadership behaviour and cultural traits. Leadership was, however, found to affect employees' perceptions of the organisation's culture.

5.3.5 Accountability

Accountability is found to be significant in the literature (Heil and Whittaker, 2007; Schein, 1999) in an inquiry into describing organisations. This study found accountability to be lacking in the organisation and evidence could be found where significant failure occurred in the critical functions in the organisation, which had damaging consequences for the organisation, including its culture, reputation and morale.

5.3.6 Systems

Systems are utilised to solve problems in an organisation. Subjects from the case site found that these systems are subjective. Alpander and Lee (1995) suggest that these systems are critical for success. If these systems are subjective, the implication is that the interpretation of success is subjective.

5.3.7 Success

Success was found to be interpreted as subjective by subjects, who perceived individuals to have their own personal view of success. This perspective supports the literature's suggestion (Alpander and Lee, 1995) that success is determined by the systems. Therefore, if the systems are subjective so is the interpretation of success.

5.3.8 Failure

Failure is expressed as the organisation's inability to provide customers with its product (load shedding). Morgan (1993) explains that the description of success and

failure highlights the underlying values the organisation and its members share. Clearly the organisation's culture is one where not being able to "keep the lights on" is a deep-rooted value and affects the organisation to its core.

5.3.9 Time

Time in the organisation is described as looking to the future. Schein (1999) considers the nature of time a deep-underlying assumption of organisational culture. Heil and Whittaker (2007) suggest that if an organisation looks to the future then it is future orientated, therefore since the organisation looks to the future by implication it is future orientated.

5.3.10 Change

Subjects believe that the organisation can adapt to change but feel the members of the organisation are left behind. Culture is considered difficult to change (Langan-Fox and Tan, 1997) but can be changed (Higgins et al. 2006) by using artefacts. The findings suggest that although the organisation can change, change is not carried out effectively.

5.3.11 Abilities

Ability relates to change. As discussed previously the perception is that the organisation can adapt to change. Abilities are seen by Schein (1999) as the strengths the organisation has to adapt to change. These abilities are identified by subjects as the organisation's capability to utilise its world-class technical systems to generate electricity.

5.3.12 Sub-cultures

The affect sub-cultures have on organisational culture is clearly stated by Schein (1999). The sub-cultures present in the organisation have been identified as playing a significant role in its culture. These sub-cultures have been described by the subjects as 'silos'.

5.3.13 Relationships

Relationships reflect the ways in which individuals conduct interpersonal interactions and are considered by Schein (1999) as tacit and taken-for-granted assumptions, meaning that organisational members are unaware of the reasoning behind these relationships. Subjects describe these as impersonal friendly relationships. These friendly impersonal relationships are interactions where employees are cordial to each other but do not get further acquainted than a working relationship. Assumptions concluded from these descriptions are informed by scrutinising the attributes of culture that affect relationships. These attributes can be systems of reward and punishment, which affect success and failure (Alpander and Lee, 1995), physical layouts (Higgins et al. 2006), and sub-cultures (Schein, 1999).

5.3.14 Human Being

A human being was believed to be perceived by the organisation as an entity that is seen as having individual needs and desires. Heil and Whittaker (2007) suggest the essence of a 'World' can be obtained by questioning the aspects of an organisation, as informed by Heidegger (1994). One of these questions asks how the organisation defines a human being. The findings clearly show the organisation has a favourable attitude towards its members.

5.3.15 Nature

The organisation's relationship with nature is seen by subjects as significantly favourable. Schein (1999) refers to an organisation's relationship with its surrounding environment as being a revealing source of underlying beliefs an organisation has about itself. Results show that the organisation believes it has a complementary relationship with the environment despite the fact it is the largest contributor to CO2 emissions in Africa. The discrepancy between the organisations belief and the organisation's actions enhances subjects' perspective that there is disconnection within the organisation.

5.3.16 History

Interestingly, subjects have come to believe that the organisation's history has become relevant to the current situation the organisation finds itself. The importance of history is explained by Sampaio (1998). Sampaio (1998) proposes that understanding is achieved through the retrieval of deconstructed interpretations of cultural inheritance. Schein (1999) believes that reviewing an organisation's history would be valuable for understanding organisational culture.

5.3.17 Defining Moments

Defining moments relate to specific events in history that have affected the organisation and possibly changed it in a particular way. These events have a specific language which is used to explain these experiences (Gadamer, 1999). This language is then used to interpret new experiences. In this organisation, a particular moment in time- where it could not provide power to its customers- proved to be an event that changed how the organisation interprets its future.

5.3.18 Trends

Trends are current events that are taking place in the organisation. Trends were determined by subjects to be the constant change of management positions that is undermining the leadership's credibility. Identifying and understanding these aspects of culture are important because of the establishment of assumptions. These aspects will affect how future events will be interpreted because culture is always studied within an assumptive context (Smircich, 1983).

5.3.19 Developments

Developments are a continuation of history and defining moments. The importance of history is explained by Sampaio (1998) who has determined, according to Gadamer (1999), that interpretation of future events will be influenced by past experiences. With this in mind the researcher evaluates how the members of the organisation foresee events which will affect the organisation's future. Subjects

explain the change in leadership in government will be the greatest determining factor in the organisations future.

5.3.20 Organisational Perspective

The organisational perspective relates to the beginning of the interview where subjects were asked to describe the 'World' of the organisation. The metaphors used to describe the organisation were those that illustrate it as having a large, strong sluggish character which in a state of continued flux. This description is a contradiction. Reviewing Heidegger's (1994) notion of a 'Work' it can be deduced that the state of constant change has numerous assumptions. The 'World' of the organisation is in turmoil. There is no stability. Employees are uncertain. Questions are being asked of the future and their organisations future. Clarity is lacking. The organisation is searching for direction and "a firm hand on the tiller".

5.4 Conclusion

Contextually it is understood that employees makes sense of the 'World' or culture they are in by being in the culture, whereas an outside observer is not able to have a full appreciation or understanding of the culture. Therefore, it was determined that employees, specifically those in managerial positions, would be able to give an account of the organisation's culture. This determination proved to be a useful method to extract descriptions of aspects of the organisation. Managers are influential in how their subordinates perceived the organisations culture, so much so that when a manager left a division that specific division's culture changed to become aligned to the new manager. The findings are that there tends to be no overriding organisational culture. The culture of the organisation is a collection of sub-cultures which can be very different from or similar to each other. The sub-cultures have significantly noticeable effects on how the organisation operates. The sum of these sub-cultures makes up the entire culture of the organisation.

As previously discussed, if an organisation is viewed in a particular way there are assumptions which have implications. Further findings pertained to how members of the organisation viewed the organisation. The organisation is seen as a massive

object that is in a state of constant change. This viewpoint is a contradiction. A massive object tends not to move easily and is not able to change rapidly. This implies the organisation is in turmoil, unstable and does not know who it is. There is, however, two other descriptions on how the organisation is viewed and these tend to have living, even human qualities to them. These descriptions were that of a parent and a cardio pulmonary system. Both are needed for life and the assumption is that they are critical. The implications of how important the organisation is are understood by the members of the organisation.

The findings of the results suggest using Martin Heidegger's (1994) ontological assumptions for creating a method to describe and interpret organisational culture.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The final chapter of this report begins with the conclusions brought to light through the findings of the study and the researcher's and subjects' experience of the study. Recommendations by the researcher will follow the conclusions which will pertain to the relevant parties identified in the significance of the study Section 2.2.3. The chapter will conclude with suggestions for further research which the author found when conducting this study.

6.2 Conclusions of the Study

The study began with Heil and Whittaker (2007) using Heidegger (1994) to establish that a company is a Work. It was then argued that a World of a Work can be considered a culture and, therefore, that Heideggerian assumptions can be used to identify literature that would inform the development of a method to articulate organisational culture.

This study can be deemed relevant to management studies because of its ability to inform leadership of an organisation's specific culture, which is seen to be an important force within an organisation because not taking organisational culture into consideration when making management decisions could have undesired affects (Schein, 1999) that may be detrimental to many areas of the organisation.

The findings of this study establish that the proposed method to articulate organisational culture is useful to leadership. The usefulness is due to the method's ability to present culture in a manner that gives leadership a deep cultural insight and unearths the underlying assumptions of the organisation, which employees are not aware of until the proposed method to articulate culture is conducted (Morgan, 1993).

Subjects found the process useful in understanding how the organisation behaves and why the organisation behaves in a particular way. Participation gave them the

opportunity to take a step back and reflect on the World they work in daily because they exist in this World on a daily basis employees do not take the time to understand Being in the World. The behaviour of the members of the organisation is influenced by the taken-for-granted underlying assumptions that have been established over time (Schein, 1988). Subjects felt the inquiry was deep and probing and that it allowed them to think about their organisational culture in a manner they had not used previously.

From the researcher's point of view, the study gave him a profound understanding of the organisation in a short span of time. The interview questions gave deep insight into how members of the organisation perceive their organisation to be and why certain behaviour is exhibited. The questions allowed a trusting relationship to develop during the interview and subjects were comfortable to give open and honest responses. It is the researchers finding that a trusting relationship to gather open and honest data could prove to be a challenge for other researches who chose to use this method. The researcher should be aware that mutual trust and respect needs to be established during an interview if the researcher wishes to collect relevant data.

In recognition of the researcher's own preconceived notions he found that conducting this particular study transformed biases that he had. In this way he was given a different perspective of the organisation. This transformation proved to be an unexpected result of the study. Whist the researcher expected the method to give an account of the organisation's culture, the intention was not for the researcher's perspective to be altered to such a great extent. The process of interacting with members of the organisation gave the researcher greater respect for the members of the organisation and the organisation as a whole.

In conclusion, findings from the proposed instrument to interpret organisational culture, which was tested in a case study, were that the method was able to give a rich in-depth articulation of organisational culture and could enable many of the deeper underlying assumptions to be identified.

6.3 Recommendations

The finding of the study has given rise to the following recommendations.

- Managers need to be more aware of the effect they have on individuals in their organisation. These managers need to take care to alter their own cultural view as it will affect employee perceptions, especially of those employees who report directly to the managers. Leadership should direct its managers' cultural view through messages and actions which will engrain the required cultural beliefs. Communication is vital for this to be achieved. In this particular organisation clarity of communicated messages appears to be lacking.
- The leadership of the organisation should develop a clear, defined and uniting strategic message which has been developed with the inclusion of the members of the organisation so that is more socially acceptable, aligned to the strategic objectives and culture of the organisation.
- If the organisation wants to change the ways employees work and behave then management should begin including the employees in its decisions. This recommendation of inclusion is seen, by the researcher, as being critical for this organisation.
- Leadership should consider utilising its employees' knowledge, skills and loyalty to solve its current issues. Employees believe they know how to solve organisational issues but are not being asked by leadership for their contribution. The behaviour of the leadership shows lack of trust in the organisation's employees' abilities and is sending a mixed message. Leadership is saying it values its employees' skills but is not willing to use employees' knowledge to inform management decisions.
- Sharing of information is a major challenge for the leadership to overcome. It is recommended that a culture of sharing should be encouraged by the leadership, not only through messages it sends but by its actions. These messages could be achieved by leadership regularly sharing information that is considered highly sensitive. These actions have the potential to: increase the level of trust employees feel; demonstrate that information is for all employees of the organisation; and begin to tear down the deep belief that information is power.

- The sub-cultures which exist within the organisation can be seen as the greatest challenge for leadership. These sub-cultures tend to have negative effects on many aspect of the organisation. A recommendation is that leadership needs to lead by example and become more integrated into the organisation. The separate executive offices are seen as segregated from the rest of the organisation and whilst the organisation has open-plan work space, divisions known as 'silos' still exist within the open work space. These 'silos' indicate that the sub-cultures that exist are deeper than mere working space and are reminiscent of historical strategic initiatives which intended to create separate independent businesses. The recommendation is that leadership use employees knowledge and insight to inform the decision to address the sub-culture challenge.

6.4 Suggestions for Further Research

The suggestions for further research are informed by the recommendations made in the previous discussion.

The previous discussion dealt with the issue of sub-cultures. These sub-cultures proved to have significant influence throughout the organisation. A suggestion for further research is to replicate this study, using the proposed method developed, with a focus on each division and department. The results of each separate study should then be individually compiled and compared to create a comprehensive, articulated picture of organisational culture. In this study, focused strategic initiatives can be developed for each division, including the identification of aspects of organisational culture that could be enhanced to create a cohesive organisation striving to achieve the unified, authentic, collectively articulated vision developed by the entire organisation. This vision would not be limited by the leadership's perception of which strategy should be adopted and how it should be implemented, but should be guided by a holistic approach where information is shared to create a realistic, accepted, achievable strategy.

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APPENDIX A

Cover Letter

26 November 2008

HERMENEUTIC STUDY

Your company has commissioned a private advisory and research firm to conduct an independent Hermeneutic Study amongst a randomised sample of the management team.

The study seeks to articulate the underlying constructs and assumptions that define the organisation's culture and behaviour of individuals working within the organisation. The outcomes of the study will allow the company to identify gaps and possible inconsistencies between the company's strategic intent and the interpretations that inform people's actions within the organisation.

We would like to advise you that Justin Cain, an MBA student at WITS Business School, may contact you in the next few days to invite you to participate in an interview for this study. Justin is conducting this study as part of a Wits Business School research report, under the guidance and auspices of the private advisory and research firm. Your participation will be on an entirely voluntary basis and confidentiality/anonymity is guaranteed. Results will be aggregated and trends identified without attributing specific responses to individuals who have agreed to participate in the research. The interviews will be conducted face-to-face on the premises and consist of about 20 open-ended questions regarding general and specific aspects of organisational culture.

Should you require more information or wish to contact the private advisory and research firm directly, please contact or Justin is also available.... Your organisation contact is...

Kind regards

FACE-TO-FACE INTERVIEW GUIDE

Introduce myself and give details of the study.

Thank you for giving your time for this study.

I plan take notes and also record our discussion for transcription purposes only. May I have your permission to do so?

Enquire about subject's position, length at company and what is it they actually do.

This will be a casual structured conversation.

This will be a completely anonymous discussion. The content of your answers is the focus of the study.

If I find that your responses are rich and descriptive, it would be valuable to include them in my research report as a 'verbatim' without revealing your identity. Do you have any concerns about this?

The interview will cover general and specific areas of your organisation's culture. The interview should not take longer than 45 minutes depending on the length of your answers. Please respond as honestly as possible

The aim of this interview is to collect a manager's response to how they personally regard their organisation's culture. The outcome is to present an articulated picture of the organisation's specific and unique culture.

The following enquiry will require you to describe your organisation in terms of a particular concept. If the concept is not clear please ask for a detailed explanation.

Do you have any questions or concerns before we begin?

I hope you enjoy the process.

Question 1- Deals with Organisational Culture Overview

- Can you please describe a typical employee?
- Can you please describe how this person would experience your organisation's culture? (In terms of organisational culture being the way of life in the organisation and the way things are done. It is the world of your organisation)

Question 2- Deals with Formal Strategy & Informal Strategy

- Please describe the formal strategy of your organisation in terms of how things are supposed to be done and the way in which your organisation is meant to be directed.
- Please describe the informal strategy of your organisation, in terms of the reality of how things are actually done and the way you experience organisational life.

Question 3- Deals with Physical Layout

- Please describe the physical layout of your organisation. This refers to the buildings and the way working space is organised.

Question 4- Deals with Authority

- Please describe authority in your organisation. This refers to the way in which power is expressed, the way power is utilised, the way power is gained or earned, who has power and why.

Question 5- Deals with Accountability

- Please describe accountability in your organisation, in terms of the way in which you hold yourself responsible and to whom you are answerable.

Question 6- Deals with Systems

- Please describe the systems in your organisation, in terms of the ways in which information flows through the organisation. Systems can be methods

used to measure goals and performance. They can also be methods of reward and punishment.

Question 7- Deals with Success

- Please describe what success is in your organisation and how success is demonstrated to you.

Question 8- Deals with Failure

- Please describe what failure is in your organisation and what the consequences of failure are.

Question 9- Deals with Time

- Please describe your organisation's relationship with time. Does it live in the past, in the present or the future? What is the value of time? What are the norms of arriving and leaving early or late?

Question 10- Deals with Change

- Please describe change in your organisation, in terms of how the organisation can adapt to new ways of doing things.

Question 11 – Deals with Abilities

- What is your organisation good at doing?

Question 12- Deals with Sub-Cultures

- Please describe the sub-cultures that exist in your organisation. Sub-cultures are the groups, departments or divisions that operate differently to the rest of your organisation. They can have a positive influence, a negative influence or no influence on your organisation.

Question 13- Deals with Relationships

- Please describe relationships in the organisation, in terms of the ways interactions are conducted between the organisation and its stake holders

(suppliers, customers, investors etc.) and how individuals communicate with each other.

Question 14- Deals with being Human

- Please describe what your organisation believes it means to be a human being.

Question 15 - Deals with Nature

- Please describe your organisation's attitude and relationship towards the environment of the earth.

Question 16 - Deals with History

- Please describe the history of your organisation, in terms how the organisation was established, its founders and which of these can still be seen in the organisation.

Question 17 - Deals with Defining Moments

- Please describe any defining moments at your organisation. These could be past events that have affected or left noticeable differences in the organisation.

Question 18 - Deals with Trends

- Please describe the trends in your organisation, in terms of noticeable events which are common and reoccur on a regular basis.

Question 19- Deals with Developments

- Please describe the developments or events that are emerging which will affect your organisation's future.

Question 20- Deals with Organisational Perspective

- Can you think of a metaphor that best describes your organisation?

Thank you for your time and participation. It is greatly appreciated.