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Organizational culture and performance in South Africa BASF Chemetall Pty Ltd

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Title:

Organizational culture and performance in South Africa BASF Chemetall Pty Ltd.

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Dedication

"The family is the foundation of culture and the basic unit of society. This is dedicated to my mother, Mrs. Tshinanne Phuluwa, and my children, Vhuhuluhawe, Vhulisahawe, and Fhatuwani.

Abstract

The purpose of this study was to look into the relationship between organisational cultures and performance within the South African operations of the BASF division BASF Chemetall. The goal of the study and the manner in which the data was gathered make it both qualitative and quantitative. All South African employees of BASF Chemetall made up the study's statistical population. Employees were requested to respond to survey questions for this reason. One instrument for gathering data is the questionnaire. The Gomez questionnaire et al. (2005) was employed to assess the correlation between organisational performance and culture. The Yang (2004) et al. questionnaire is used to assess organisational performance and culture. To determine the validity of data collection, the questionnaire was presented to 112 employees including managers of various departments. The validity of questionnaire was nearly 100%. The reliability of the questionnaire was conducted on organizational culture and organizational performance, respectively. The results showed that there is a positive relationship between organizational culture and organizational performance.

Keywords: The relationship between organizational culture and performance at BASF Chemetall South Africa.

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Chapter 1

1.1 Introduction

One factor that affects how an organisation functions is its organisational culture, which is thought of as the organization's personality. It is made up of the mentalities. The organization's experiences, convictions, and values—produced through social learning—have shaped its members' and individuals' interactions with one another and with parties outside of it. Culture also draws attention to the human elements of organisational life, emphasising how important it is to put up the proper processes so that employees can work together to accomplish a shared goal. Employee performance is viewed as the organization's cornerstone since it directly supports its growth. Employee loyalty is based on how well they comprehend the culture of the company and how it affects their behaviour. Administrative Science quarterly has identified organisational culture for the first time. Organisational culture has been defined for the first time by Administrative Science quarterly. Employee values and principles are founded on management identification and contribute to improving worker performance. Quality consciousness makes improvements to employee performance and organisational culture possible. The link between organisational performance and culture has been the subject of numerous research. Organisational culture is an essential element of any organisation. It has long been thought to have a major impact on employees, a variety of organisational procedures, and their performance. It also plays a critical role in integrating various business cultures within the corporate group structure Kenny (2012). Establishing the connection between organisational culture and performance is the aim the researcher. The goal is to ascertain how organisational culture affects performance and the role they play in career development and employees' engagement with a particular emphasis on Schein's theory of organisational culture and competing value framework (CVF) organisational culture model.

1.2 Statement of purpose

Organisations are actively looking for ways to lower operating expenses, boost organisational effectiveness, and enhance organisational performance because of the continuously rising cost of operations. In order to do this, this study will investigate how organisational culture affects career development within the global BASF division BASF Chemetall as well as the relationship between organisational culture and performance. The mixed research methodology was employed in the study. Four distinct cultural kinds are distinguished by the Competing Value Framework (CVF): Clan, Adhocracy, Market, and Hierarchy. The study will use an organizational culture assessment instrument (OCAI) survey in conjunction with a structured questionnaire to gather data. Organisational culture has a significant impact on organisational performance by structuring employee and departmental engagement, loyalty, and behavioural habits. This is particularly relevant given that workers are the lubricants that enable performance to occur. When employees produce results in this way, it is

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reasonable to assume that they will be compensated for their work by having the opportunities for their professional growth and promotion made explicit and implemented for them. The objective is to create a culture that supports career development. The link between culture, performance, and career development was investigated.

1.3 Problem statement

Scholars have gathered information that explains the significance of leadership styles and demonstrates how style corresponds with the highest possible performance in an organisation in relation to organisational success and development (Manggis et al, 2018). Organisational cultures provide a unique competitive advantage to organisations. It was necessary to comprehend the factors that influence employee performance in connection to organisational performance, with career development being the primary factor (Caroline and Susan, 2014). According to Sungkomo (2013), career development and company culture have a favourable and significant impact on employee performance. Work performance was impacted by organisational culture and career development for employees in the setting of the fourth industrial revolution and the global business environment. Managing diversity is essential to success in the modern world, especially in South Africa given its turbulent past and plenty of obstacles. Organisational cultures have changed to address the levels of entitlement, racial bias, and hate felt by those who had previously lost their "privilege," as well as to embrace inclusivity by accommodating the independent facets of the previously oppressed, such as their values, beliefs, languages, and religion. There appears to be a basic need to reassess the forms of old organisational structures in the "new era" following the pandemic, where concerns about employee management and remote work have surfaced. This is especially true in relation to career development. The demands generated by the idea of a borderless labour market—an idea developed through globalization—highlight this even more. Given this, global corporations such as BASF want their expatriate executives to be familiar with the cultural norms and dynamics of both their home and host countries. The study will concentrate on a mixed research analysis of how organisational culture affects performance from the standpoint of multinational companies, with a particular focus on BASF South Africa.

1.4 Research Objectives

The primary objective of the study:

- Assess the relationship between organizational culture and organisational performance and conduct a Qualitative and Quantitative analysis of the role they play in career development. A case study of a multinational company's division operating in South Africa, BASF Chemetall South Africa Pty Ltd, will be carried out.

The secondary objectives of this study:

- Determining whether corporate culture has a direct impact on organization performance.
- Identifying and defining the most prevalent culture type as experienced by BASF Chemetall South Africa Pty Limited
- Exploring the influence that organizational culture plays in both organizational success and career development.
- Explore the links, if any, between organizational culture, performance of the organization, and career development in the context of the South African corporate environment
- Assess the respective interlinkages of different aspects of organizational culture to employee performance.

1.5 Rationale

The environmental changes which have occurred over the years have warranted a proactive investigational stance from scholars pertaining to relevance of traditional systems and process, as well as to assertions made in literature. The period of the pandemic shattered the known management and operational systems and processes which has been traditionally acceptable. Understanding the magnitude of change and the variables through which they affect and reshape organizational systems internally is a vital area of concern and research. In the field of psychology and sociology, there have been discussions pertaining to the evolution of cultures and communities' progress and development is inevitable. With technological innovation shaping and changing the social landscape of society, so do individuals' value systems and norms change. These changes are inclusive of both organizational processes and cultural aspects. Culture has been largely discussed to mean shared values, norms, and

beliefs and in our context to mean the acceptable manner of behaviour among a group of people of different nationalities. Organizational culture has the effect of reflecting differences between companies and there is scholarly evidence which articulate that there is a need for individual and corporate culture alignment. When current employee's culture lacks significant alignment with corporate culture there is a tendency that they will either leave the company or fail to perform optimally (Manggis et al, 2018). Organizations have long been discussed as having the objective of profit maximization (Friedman, 2022) and that ideology has further been enhanced by scholars asserting that organizations should seek sustainable competitive advantages. The Human Resources department (HR) has been alluded to be the key to achieving this (Louw & Venter, 2019).

1.6 Delimitations of the study

This study focussed on assessing the relationship between organizational culture and performance and how these factors affect the systems and procedures for career advancement that are common in Africa and, more specifically, BASF Chemetall South Africa Pty Ltd.

The owner's culture and features of their home country's context relating to the host nation's cultural dynamics and dimensions were investigated, paying specific attention to the relationship between organizational culture and performance, and secondarily how this relationship affect career advancement.

1.7 Definition of terms

1.7.1 Organizational Culture

The foundation on which organizational culture originated as a concept, was based on the work by Deal and Kennedy (1982). The authors believed that there was a direct and positive relationship between organizational culture and performance, with organizational culture being an essential component of organizational performance. From a Human Resource Management perspective, organizational culture was alluded to as stemming from the belief that it offered a non-mechanistic, versatile and creative approach to understanding how organizations function (Brown, 1998). According to Bamidele (2022), organizational culture can be described as a structure of shared definitions held by its members that distinguishes the organization from other organizations. There are many definitions of organizational culture provided by psychologists in their various research projects. Organizational culture was defined in respect of levels by Schein (1985), in which he stated that artefacts, values and basic assumptions could be used to explain organizational culture. Handy (1985), in his elucidation of organizational culture, made use of classifications which included factors of power, position, task and person. Hofstede (1985) used these dimensions in his explanation of organizational culture: power distance, individualism/collectivism, masculinity/femininity, and confusion dynamism.

1.7.2 Career Development

Marwansyah (2012) defined career development as an individual's strategic initiatives towards the process through which personal goals may be achieved within the context of the work environment (personal career development). According to (Manggis, Yuesti and Sapta 2018), career development pertains to the formal approach through which organizations ascertain that organizations have the right, experienced and required personnel internally within their structures and placed in positions in which they may achieve optimal performance. Career development was further defined by Sunyoto (2012) as those personal enhancements which are done for the objective of achieving a career plan.

1.7.3 Employee Engagement

According to Tianya (2015), the behaviour of employees was influenced by the relative corporate culture and by the individuals' own value systems, norms, and beliefs. Employee engagement pertains to the systematic processes and systems from an organizational perspective that allows for engagement of the organization with its employees, to the mutual benefit of the relationship (Robinson, Perryman and Haydan, 2004). Engagement enhances employee cooperation and understanding regarding the direction of the organization and the manner and magnitude of interlink related to value creation.

1.7.4 Employee motivation

Employee motivation pertains to the level of interest inherent in an individual regarding their employment, job description and organization within which they work. Motivation has been described to be influenced by various aspects inclusive of the type of leadership, organizational culture, compensation, and developmental opportunities. The Herzberg theory alludes to hygiene factors and motivation. Nduka (2016) elucidates that employee motivation could be discussed through the distinction between intrinsic and extrinsic motivation. The criticality of employee motivation is based on the perspective that motivated employees are the pillars of successful organizations in the present and the future (Ambile, 1993). Intrinsic motivational factors are challenging work, recognition, and responsibilities. Examples of extrinsic motivational factors include status, job security, and compensation, referred to as the group of hygienic factors. Contentment results when motivating factors are present, while dissatisfaction results when hygienic factors are absent. Yet, the two variables can never be considered as being in conflict to one another (Saiyadain, 2009).

1.7.5 Organizational performance

There are various ways in which organizational performance may be measured inclusive of return on equity, brand equity, financial performance, and company valuation (Mishikin et al.,2015). The performance of organizations can be traced to the culture and the employees, and the dimensions related to optimum employee performance.

1.8 Assumptions

Culture is an aspect which is learned over time and one which evolves as the external dimensions regarding the systems evolves. To this end, culture may be assumed as an independent variable while performance and career development may be asserted to be dependent. That is to assume that cultures evolve and extrapolate the changes from the surrounding environment while organisational performance and career development is influenced by the changes, with specific analysis in this regard to be carried out in the context of the study. Due to the respective changes which have occurred and the influence of technology and the impact of globalization within the parameters associative of the labour

market, employee movement and available options; and given the founding capitalistic business landscape in which academic proficiency and achievements are core; career development should be the primary focus. Furthermore, organizations may be perceived as being dependent on macro environmental changes. The second assumption allows for there to be an analysis of the need for change of the organizational culture due to environmental changes and all related dynamics.

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Chapter 2: Literature Review

2.1 Introduction and Background

Deal and Kennedy's (1982) research work served as the foundation for the understanding of the concept of organizational culture, highlighting its pivotal role in shaping organizational performance from a cultural perspective. Organizational culture is described by Martins (2003:380) as "a system of shared meaning held by members, differentiating the organization from other organizations". The concept of organizational culture was further clarified as being the specific norms, principles, and methods of acting that each organization possesses (Arnold, 2005). Arnold's perspective asserts that there are fundamental requirements which must be met, through systems, policies and procedures which shape culture and behaviour for performance to be realised.

Cultures fundamentally influence employee performance and loyalty which ultimately influence organizational performance as evidenced in the motion studies in business management theory. In human resource management theory, scholars have long established the interrelation of the impact of working environments on employee performance through various theorems inclusive of the theory X and Y which posits the existence of three groups of core needs, i.e., existence, relatedness, and growth (ERG). From a cognitive ideology, Pettigrew (1979) discussed organizational culture as a system which enabled employees to think and make decisions and Tichy (1982) described organizational culture as the "normative glue", that which holds everything internally together.

The five dimensions of power distance, individualism/collectivism, uncertainty avoidance, masculinity/femininity, and long-term orientation, have all been used by academics to evaluate corporate culture (Hofstede, 1991). Organizational culture can also be characterized by seven key traits, including innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggression, and stability, according to O'Reilly, Chatman, and Caldwell (1991). Within an organization, given that individuals originate from various backgrounds and religious beliefs, organizational culture may be alluded to as common values that can be estimated to represent the similarities across the individual employers' and employees' cultures (Robbins & Sanghi, 2007).

Corporate values and norms directly affect people associated with the organization, particularly employees (Stewart, 2010). An example of this is the analysis of the impact of corrupt culture on the public sector in Africa and specifically South Africa where reported instances of corruption in various departments led to non-performance (lack of service delivery) for various departments inclusive of the Department of Health and Department of Energy. The state capture enquiry deepened the understanding of the level of corruption which has grabbed the SA public sector. The subject matter is beyond the scope of this study and only stated to reflect relevance of culture in relation to performance. In the

climate of competitiveness, corporations have a mandate to bring about appropriate resource alignment in the attainment of sustainable competitive advantage (Louw et al., 2018).

The fourth industrial revolution has seen the impact of increased dependency on technological innovation with regards to individual and organizational activity. The globalized business environment has unlocked potential for growth for corporations and minimized production costs through location specific advantages (Meyer & Peng, 2019). Management academics have alluded to the relevance and importance of environmental analysis in the realm of ensuring organizational relevance in the industry in which they serve and operate. Organizational culture pertains to the internal methodology of processes and systems and the accepted way of behaviour for employees (Bamidele, 2022). The development and establishment of culture stems from learning and adapting to the dynamic and distinctive changes which occur within the business environment and climate and the direct purpose of organizational culture is cohesion and integration of various departments (subunits) within the entire system.

The core of performance was found to be synergy and communication which should signal interrelations internally founded on structured organogram and job tasks. In the management perspective, organizational performance may be evaluated through various aspects such as financial statements, performance, goodwill, percent of market share held and corporate growth (Mishikin et al., 2010). Corporate goodwill, the positive perspectives which customers within a market segment hold pertaining to an organization and its products and services, can be a basis for economic returns for an organization, and the correlation of corporate goodwill and organizational culture is positive (Bamidele, 2022). Cultural, ethical, moral, and professional behaviours exhibited by employees, can ensure that the contact experience for customers would be respectively pleasant and pleasing leading to corporate goodwill and word of mouth referrals by those satisfied customers (Kotler, 2018). According to Meyerson and Martin (1987), organizational cultures are a company's identifying characteristics, common behaviours, and core values. Motivation pertains to the drive and desire inherent in individuals to achieve. Motivation relates to various aspects such as remuneration, career development and growth, recognition, and culture.

The importance of cultures can be noted in the case study of Nokia, once a giant in the telecommunications industry. The company failed to understand the market shifts which occurred from button phones to buttonless phones, and inherent was the lack of a culture which was assimilative to learning and adaptation. This led to the giant falling (Elliot et al,. 2016). External environments often shape the systems which are necessitated internally for operational performance, which was the case with COVID-19 which established a “new normal” with remote working systems and the need to re-engineer HR systems and organizational cultures. Traditional systems placed relevance of external

recruitment and selection highly; the current ideology has seen the highest mandate as being talent management and career development within the organization as tools to retain employees.

2.2 Organizational performance in the global business environment

Organizational performance measurements vary from industry to industry and comprise of return on investment, return on equity, profitability margins year on year and market segmentation percentage (Kotler, 2015). In marketing theory, corporations that offer a service or product should understand the market segment which they serve regarding customer preferences and tastes and the competitive nature of the industry (Louw & Venter, 2019). Understanding the market through the use of either scenario analysis or market research allow for the organization to keep abreast with any changes which may be occurring in the market and ensures that the organization remains relevant in the industry which they serve (Meyer & Peng, 2019).

There is evidence amongst academics in the field of management that employees are at the core of organizational efficiency and effectiveness and there is a need for constantly changing within the current business environment which is characterised by constant and dynamic change (Louw at el, 2009). The ever-increasing changes which are occurring in the market and the business landscape have necessitated the need to enhance employee engagement and aid in their management of work pressure and work-life balance.

According to Ashraf and Siddiqui (2020), and Vance (2014), organizations should attempt to ensure that employees have feelings associated with loyalty and commitment, through utilizing such variables as remuneration, working environment, career development opportunities and leadership style. Especially regarding leadership, it has been documented that strategic leadership was key in establishing systems through which organizations may achieve their strategic objectives (Ehlers & Lazenby, 2010). Employee engagement has been discussed in the literature as the proactive initiatives by organizations to support their employees and ensure that career growth is a reality for them internally (Hu & Wang, 2014).

The relevance of employee engagement can be discussed through the objective study of service delivery aspects comparatively between the private and public sectors. Public sector employees especially in South Africa have been found to be ineffective in duty execution on the grounds of lack of job security and lack of transparency which can be described as a specific culture inherent within the public sector. A culture directly impacts the behaviour of individuals especially when that culture signals specific merits gained from that behaviour.

To further the understanding of employee engagement, the policing culture of police officers in America can also be used as an example, where there have been studies which have found that they target people

of colour and minority groups on the grounds of their inability to fight any charges levelled against them, and that this culture of policing bias impacts their performance. Central to the ideology of organizational performance is that cultures set the tone of what is acceptable behaviour which directly impacts employee performance. In a study conducted by Damisa and Zainol (2022), they found that, especially in the manufacturing sector in Nigeria, employee engagement was a critical factor in ensuring sufficient productivity. In the operations management theory, skills and technical ability, organizational culture, leadership styles and working environment led to employee performance (Louw et al,.2019).

2.3 Organizational culture importance for organizational performance

"The system of values that members of a certain organisation hold that sets them apart from other organisations" is the definition of organisational culture (Suharti & Suliyanto, 2012). Management and employee attitudes and behaviours influence organizational cultures and organizational behaviour (Schein, 2010). In psychology, behaviour was described as a cumulative that deals with gradual development of knowledge and skills that improve over time, through the interactive systems at individual, social, community and organizational levels (Damisa & Zainol, 2022). For instance, in every profession where practitioners have boards which mandate specifically acceptable employee behaviours, these boards have impacts on employee behaviour and performance. An example would be in the medical or legal fields, where doctors, nurses, pharmacists, and lawyers, must comply with the mandates governing their behaviours. These mandates, or codes of conduct, form the structured basis of behaviour and ensure levels of professionalism and organizational performance.

Three primary components comprise culture: artefacts, norms, and values. Values are beliefs about what is genuinely conducive to an organization's long-term viability. Value-driven companies are those that communicate their values internally, even though they can only be established at the highest levels of the organisation. The unwritten standards of behaviour are referred to as "norms". People's behaviour in an organisation is guided by the unwritten rules of the game. The distinguishing and observable elements of a business that clients and staff may see, hear, or feel are called artefacts. It takes into account things like the wording and tone of letters and memos, the environment at work, and how coworkers interact with one another during a meeting (Damisa & Zainol, 2022).

Research by Deal and Kennedy (1982), who believed that there was a positive and direct relationship between organizational culture and organizational performance and that organizational culture was a crucial element of organizational performance, laid the groundwork for the development of organizational culture. From a Human Resource Management perspective, organizational culture was alluded to as stemming from the belief it offered of a non-mechanistic versatile and creative approach to understanding how organizations function (Brown 1998). According to Bamidele (2022),

organizational culture can be defined as a structure with a common definition held by its members that separates the organization from other organizations.

Various scholars in the field of psychology offered definitions of organizational culture in various studies. Organizational culture was defined in respect of levels by Schein (1985), stating that artefacts, values, and basic assumptions could be used to explain organizational culture. Handy (1985), in his elucidation of organizational culture made use of classifications which include cultures of power, position, task, and person. Hofstede (1985) used dimensions in his explanation of organizational culture including power distance, individualism/collectivism, masculinity/femininity, and confusion dynamism. Culture is to an organization what personality is to an individual. The organizational culture is the distinctive set of views, values, operational procedures, and interpersonal ties that distinguish one organization from another.

Organisational culture, also known as corporate culture, according to Schein (1984), is a set of basic beliefs that a certain group has evolved to address its problems with internal integration and external adaption. These fundamental presumptions have been effective enough to be acknowledged as real, and as a result, new members are instructed on how to see, consider, and feel about these matters appropriately. According to Lee, G.J. (2019), organisational culture is a powerful force that essentially shapes and supports organisational designs.

Under CVF, types of culture in an organisation are well defined (Quinn & Cameron, 2022):

- The Clan Culture - is an organisational culture that is people- and family-focused. This suggests that open communication is at the top of the organization's agenda and that it all comes down to teamwork wherever the worth of each person is acknowledged in the workplace.
- Adhocracy Culture – This culture places a strong emphasis on entrepreneurship, experimentation, and taking risks in order to get what you want.
- Market Culture – This emphasises growth and competition above all else. Employees within the company compete with one another because "we are in it to win it."
- Hierarchy Culture – This culture places a strong emphasis on upholding conventional structures, procedures, and systems (doing things correctly).

Organizational cultures develop from the time an organization originated, with these cultures being subsequently influenced by the experiences and lessons which an organization accumulates over time (Bamidele, 2022). There has been a movement in the management field from a perspective of ensuring that there is a recruitment and selection process geared towards inward movement of the best available prospective employees in the labour market to one where the focus is on talent management and employee retainment. This shift in ideologies can

be traced back through the dynamic changes which have occurred within the context of business since the industrial revolution to the fourth industrial revolution.

The influence of globalization culture has shaped the sourcing of talent and performance for organizations over time and revolutionized the ideology through which professionals view the global labour market. Due to the ever-rising operational costs, organizations are actively seeking strategies to reduce operational costs, increase organizational performance, and improve organizational effectiveness. To investigate how costs may be reduced and organizational performance and effectiveness increased, academics look at how organizational culture affects career development, as well as how organizational culture affects organizational performance. It is posited that employees can understand an organization's business strategy and organizational culture by understanding the owner or owners inclusive of stakeholders of organizations.

The key concept of employee engagement was found to have direct influence on organizational performance or development (Siddhanta & Gosh, 2010), and in management literature there has been evidence collected pertaining to organizational learning and assimilation of information from the external environment, which implies that such learning and assimilation can maintain operational efficiency (Louw & Venter, 2019). Employee engagement, in various forms, has been uncovered from various scholars as being a driving factor. Saks (2006) identified organizational support (supervisory), justice and organizational behaviour while Pandey and David (2013) explain that job enrichment, career development opportunities and good work environment were key factors of employee engagement.

The aspects and dimensions which actively shape the employer-employee relations in the 21st century have been discussed on the basis that employees seek employment opportunities and growth and development together with expressions of appreciation from their employers, while organizations seek to optimize remuneration structures based on cost-benefit analysis (Louw et al,. 2019). The relationship between employee engagement, company culture, and employee culture is clearly correlated with the social exchange theory (Robinson et al, 2004).

2.4 The correlation between organizational culture and organizational performance

Obertfoll, Adame & Garcia (2018) articulate that similar to country cultures, each and every organization has its own unique culture which significantly distinguishes an organization from other organizations in the industry. There is also evidence that national cultures significantly affect organizational cultures and teamwork (Connaughton & Shuffler, 2007). In the context of international business, with the collusion of cultures between home and host country, employees internally may be influenced by the various dimensions of the two cultures (Meyer & Peng, 2019). Organizational culture was defined as a set of customs, beliefs, morals, laws, and ideas which are expressed in behaviour, symbols, artefacts and lifestyle (Damisa & Zainol, 2022).

There is evidence that culture may be learnt or may be passed down from generation to generation, which explains, especially for multinational companies, why bringing expatriate managers from home country to manage subunits in the host nations is a management tool and part of the organizational culture. In specific, BASF is a German company operating in South Africa, the two nations (home and host) have differing cultures nationally in the social dimension, and BASF is keen to maintain its German identity. Performance management, in the realm of organizational behaviour, has focussed on human relations and the interrelation amongst departments internally to achieve organizational goals. According to Schein (1984), organizational culture is a phenomenon based on three levels: artefacts, beliefs and values and basic assumptions. Management theory has found that there was a relation between organizational culture and organizational performance in that culture pertains to the structure through which performance may take place.

Various aspects impact performance such as leadership style (Louw & Venter, 2019) in that employer depending on their skill, experience, academic qualifications and personality and character directly influences employee performance and levels of motivation and job demands and organizational support of the employee in the course of their job execution (Ehlers & Lazenby, 2010). Any performance targets should be realistic, smart, and reasonable so that employees may not be stressed with unrealistic demands (Meyer & Peng, 2018).

Hamann et al. (2013) defined organisational effectiveness as "the degree to which organisations are attaining all the purposes they are supposed to," and organisational performance was explained as organisational effectiveness (Scheimann at el., 2013). Operational performance is defined as "the fulfilment of operational goals within different value chain activities" and organisational performance as "the economic outcomes resulting from the interplay between an organization's attributes, actions, and environment" (Hamann et al., 2013). Data gathered by a study conducted by Franke, Hofstede and Bond (1991), indicates that the respective difference pertaining to competitive advantages amongst organizations comparatively was found to be based on the connection between the country's growth rate and the organizational culture elements of power distance, individualism, uncertainty avoidance, Confucian dynamism, integration, and moral discipline. Moreover, Galvez and Garcia (2011) empirically support the link between various organizational culture types and performance management methods.

Organizational performance was defined as the sum of financial performance, as measured by financial ratios, revenues, and costs, and operational performance, as measured by operational performance indicators including regard for people, goods, and customers.

Organizations with cultures which are focused on employee development, training initiatives, respect for others and accepting inherent human differences, directly shape organizational performance. In an African cultural system, there has been evidence of the interlink between the parenting an individual

undergoes at the home setting and community level and the behaviour which they exhibit outside, with the frame “your behaviour informs people where you come from”.

In marketing theory, the total experience a customer has with an organization significantly impacts the individual’s perceptions and strongly shapes organizational brand equity. Gordon and Di Tomaso (1992), and Ogaad, Larsen and Mamburg (2005), revealed that values had an influence on organizational performance with the relation being expressed in the behaviour of employees. In an organizational context, employee behaviours, which are influenced by the organizational culture, affect the level of organizational performance as alluded to early with the comparative discussion between the private and public sectors. Organizational structure was found to be a dimension of organizational culture which directly influences performance (Cooke et al.,2011).

2.5 Analytical Framework

2.5.1 Theoretical Framework

Several theories have been developed to demonstrate the link between organizational culture and performance. This study covers Schein's theory of organizational culture, the competing value framework organization culture model (Cameron & Quinn, 2006), and the Theory of Organizational Excellence (Thomas & Robert, 2014).

2.5.2 Schein's Theory of Organizational Culture

Three categories comprise the theory: objects, supported values, and essential underlying assumptions. An organization's products, physical surrounds, language, technology, clothing, myths and stories, published values, rituals, and ceremonies are all examples of the palpable, perceptible, and felt artefacts that make up its culture (James & Jones, 2005). Espoused beliefs and ideals include tactics, goals, common assumptions, shared perceptions, conventions, and values that have been ingrained by founders and leaders. Effective performance undoubtedly requires strong values in the form of well-defined goals and strategies, and organisations that lack these attributes perform poorly.

2.5.3 The Theory of Organizational Excellence

Thomas & Robert (2014) created the theory of organizational excellence. According to the theory, an organization's success is directly related to the culture it embraces. Therefore, the cultures of successful businesses emphasize action, proximity to consumers, entrepreneurship, productivity, value-based effort, simplicity, lean staffing, and efficient resource use. This suggests that organizations are more likely to remain in operation if their cultural values give members of the organization opportunities to grow. Additionally, this entails paying attention to cultural differences, implementing suggestions made by customers and employees, and promoting and outlining the organization's basic principles to staff members (Anis, 2011). Furthermore, a company's strong cultural norms, which place a premium on

high employee accomplishment levels, may give all employees the freedom to act in ways that influence performance.

Organizational culture, according to Lee (2019), is a significant element that fundamentally supports and affects organizational designs. The competing value framework culture kinds are included in the theoretical framework for this study:



Figure 1: Quadrants of the Competing Values Framework.

The clan structure is comparable to a big family. This type of business places a strong emphasis on collaboration, employee empowerment, coherence, participation, corporate commitment to employees, and self-managed work teams. Tradition and loyalty keep it together. Leaders are viewed as role models or parents in this situation. Their primary duties are to enable employees' engagement, dedication, and loyalty as well as to empower them (Cameron & Quinn, 2006).

An organization with an **adhocracy culture** is one that is dynamic, enterprising, and creative. This company flourishes in a tumultuous, unclear, and uncertain environment. Innovation, adaptability, risk-taking, experimenting, and taking the initiative are shared values. In addition, imaginative, creative, and risk-taking qualities are expected of leaders (Cameron & Quinn, 2006).

A formalized and **hierarchical bureaucracy** characterizes the hierarchy culture. This society places a high importance on standardization, efficiency, and dependability. To keep up swift and effective

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operations, strict adherence to the numerous rules, policies, and procedures is required. Employees have almost no discretion at any of the several organizational levels. In this organization, leaders are required to coordinate well, organize well, and keep expenses to a minimum.

The **market culture** is goal-oriented and intensely competitive. Wins, market share, profitability, and productivity are prioritized. Leaders are required to be harsh, competitive, and diligent in this culture (Cameron & Quinn, 2006).

There is no culture which is superior to others. Depending on the industry the company serves and its business plan, a particular culture might be preferred. Gregory et al, (2009) discovered a favourable correlation between clan cultures and patient satisfaction in healthcare settings. Early research also suggested that clan cultures performed better in a university setting in terms of students' satisfaction with their educational experiences, their personal growth, the satisfaction of teachers and administrators in their jobs, and the health of their organizations (Cameron & Freeman, 1991). The best levels of organizational performance were found in higher education institutions, according to a different study, in organizations that promoted both the adhocracy and hierarchy cultures (Cameron, 1986).

2.6 Conclusion Organizational cultures, employee engagement and evolution of cultures

Management theories have long articulated the relevance and importance of employee happiness in duty execution in the context of the working environment (Ehlers & Lazenby, 2010), with work environment and culture being stated to be strong performance drivers for employees (Louw & Venter, 2019). Organizational cultures have been described as important variables especially given that they dictate employee behaviour and reflect on the organizational image when the employee engages with the customers and various stakeholders in the normal running of business (Meyer & Peng, 2019). The processes and systems which are required for the realization of intended strategies at organizational level require that cohesion and synergy across departments and employees and organizational culture shapes acceptable behaviour and keeps employees accountable and responsible. Organizational cultures of any organization evolve as the organization grows and develops in the industry which they operate in. It is evident that cultures are not stagnant, and they develop as humans in communities and organizations develop. The social perspectives of what is deemed acceptable significantly shape organizational cultures, for instance, the ever-growing need for organizations to have systems of operations which are geared towards preserving their environment even while in pursuit of the profit maximization incentive and incident. The triple bottom line (planet, people, and profit) has seen

organizations reengineer their internal operational processes and procedures, effectively leading to a change in cultures and for some organizations increasing profitability in the process. More so, with green consumerism on the rise, it is imperative that corporates evolve, especially post the pandemic era, with new remote working systems. Organizational cultures have had to evolve and achieve an alignment of internal and external variables for profit seeking incentives.

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Chapter 3: Research Methodology

3.1 Research design

The relevance of a research design to a study is that it enhances the reliability and validity of the study as it ensures that the correct design suitable to the investigation was selected (Sekaran, 2013). Furthermore, Sekaran (2013) described research design as a blueprint which was inclusive of all the respective data collection, analysis, and interpretation strategies which the researcher would apply during the study. The inscription of the distinction between the dependent and independent variables and which would be manipulated for the study were all explained to be part of research design (Bougie, 2013). According to Vogt (1993), research design encompasses intentional planning of research procedures regarding data collection, analysis, and discussion and interpretation of the results.

The researcher used case study methodology for the research in this study. Since it was pertinent to investigating how organizational culture played a role in the researched organisation, the case study design satisfied the study's criteria. The study's conclusions showed that using a case study approach was appropriate for conducting a thorough inquiry in different organizational circumstances (Boblin et al, 2013). The research topic satisfied the requirements of the single-case design since the company has a history of using organizational culture to increase performance and enhance career development inside the organization. Theoretically, organizational culture has a big influence on how well an organization performs (Hartnell et al., 2011).

Qualitative and descriptive case studies meet the demands of this study of the phenomena under examination. It was determined that the explanatory case study approach was not fit for the study.

3.2 Nature of Study

The analysis of cultures can be relative to the need to investigate the meaning, relevance, and correlation of culture from a qualitative aspect understanding the implications associated with various dimensions of culture from the perspectives of managers, demands a quantitative analysis. Therefore, this study applied the mixed method research as its research methodology.

Mixed research methods allow the researcher to analyse variables under investigation from the perspective of the theoretical analysis based on available literature; and articulate the information in relation to the figurative aspects of data generated through questionnaires. Quantitative research allows for the grouping of variables under investigation based on the responses provided by the participants in the study while qualitative research provides meaning and justifications as well as explanations for the data generated in the analytical methodology (Salkind et al.,2010). In mixed method research, one phase

of the study is conducted using the qualitative research paradigm, and the other phase is conducted using the quantitative research paradigm.

Mixed research, as described by (Gay et al 2009), integrates quantitative and qualitative methods in a single investigation. According to Creswell & Clark (2011), mixed research would need the use of both qualitative and quantitative strands. When a study needs to explain preliminary findings, mixed techniques are the most appropriate method. While quantitative data can be used to provide numerical expressions of relationships among variables or differences between groups, only qualitative data can give a detailed understanding of what relationships mean or where the differences came from. Mixed approaches are also necessary since one data source might not be adequate. By combining the two, qualitative data can offer deeper knowledge, while quantitative data can offer a wider, more general understanding.

According to Creswell (2013), "mixed methods" refers to a newly developed research approach that encourages the methodical blending or integration of qualitative and quantitative data in a single study or continuous programme of inquiry. The underlying principle of this methodology is that integration allows for a more comprehensive and integrated use of data, as opposed to the separate collection and analysis of quantitative and qualitative data. Scholars claim that the social sciences are the origin of mixed research methods. Over the previous 10 years, its methods have been developed and refined to handle a variety of research problems (Creswell & Clark, 2011).

In addition to providing participants with a voice and guaranteeing that study findings are based on their experiences, mixed research methods also facilitate scholarly interaction by allowing for the comparison of quantitative and qualitative data—a useful tool for understanding discrepancies between quantitative results and qualitative findings—and methodological flexibility. Researchers employing qualitative data merely need to avoid focusing on the quantitative data set to the exclusion of the original data, according to Driscoll et al. (2007), in order to avoid this problem and the constraints of quantitized qualitative data for statistical assessment.

3.3 Time scale

The suitability and relevance of research time durations pertain to the nature, depth and relevance of the data collected and analysed. Research viability and feasibility have been found to be factored by time scales in various studies globally. Timelines are central and important in evaluating the feasibility of the research proposal and time impacts on the generalizability of the research. The research will be done over the course of twelve months during which the plethora of the aspects of the research will be done through desk research where peer reviewed journals on the subject matter will be gathered.

3.4 Population and Sample

3.4.1 Define population.

Collins and Hussey (2009) define a population as a precisely defined set of people or objects that are taken into account for statistical analysis. Population, according to Sekaran (2013), is the entire set of people, events, or things that the researcher want to examine. A subset of the population is called a sample (Collins & Hussey, 2009). The target demographic for the study consists of 123 workers of BASF Chemetall Pty Ltd. With its founding in 1865 in Germany, BASF has a lengthy history in the chemical sector.

This study focused solely on BASF Chemetall in South Africa, which was founded in 1967. This implies that the company's culture is completely formed and serves as a suitable model for a qualitative analysis of the topic of this thesis. Since this thesis examines the subject from both the management and employee perspectives, many embedded cases will be established at both the management and employee levels to acquire a deeper understanding of the topic in the target organisation.

3.4.2 Parameter of interest

The parameter of interest was to determine whether organizational culture, organizational strategy, and leadership style have an impact on organizational performance; to examine the relationship between organizational culture and organisational performance; and the role they play in career development. There has been evidence put forward by various management and human resource management scholars in which it was indicated that case studies in various corporates associated organizational cultures as having a bearing on the level of corporate performance (Kolter et al., 2019). In the climate associated with the prescriptive globalized and technologically driven environment, and the new normal which came about as a direct result of the COVID-19 pandemic, hybrid working structures have been enacted and the respective associative influences of culture to performance now have been analysed deeply.

3.4.3 Sampling type including the size of the sample.

A sampling frame, in the words of Miles (2014), is a description of the population from which a sample can be drawn. According to Saldana (2010), a sample is an objectively representative fraction of the population from which conclusions can be drawn about the complete population. As much as feasible, the sample ought to be representative of the population. Page (2011) defines probability sampling as the process of randomly selecting sampling components based on preset parameters by the researcher (probability sampling ensures that the sample is representative). With non-probability sampling, the researcher is totally free to decide which components to sample and which to leave out, as well as which to include or omit from the sample. Experience, rank, and seniority within the study company were all considerations when choosing participants for the study. Participants who have senior experience in the study company were deemed suitable to answer the research questions and represent the population.

The samples which were used in the performance of this research were selected according to the criteria described below:

- Survey questionnaires will be sent to all employees including managers, the working experience will also be considered.
- Kass and Tensely (1979) have recommended having between 5 and 10 participants per variable up to a total of 300, but the common practice according to Filed (2009) has been to use 10 to 15 observations per variables, which is very suitable for this study.

3.5 Data collection

Mixed research techniques (survey questionnaires) were applied in this study to generate data relevant to the study. The qualitative side focused on the theoretical perspectives shared by various scholars associated with the subject matter under investigation while the quantitative side through the application of structured questionnaires acquired primary data from research participants who are employed at BASF Holdings South Africa.

For the qualitative side the following techniques were applied in this study:

Surveys: They are useful for dealing with complicated or delicate subjects since the respondent is directly addressed by the researcher.

- Structured questions: To prevent biases, all the questions and order are planned, and each respondent is given an equal number of chances to respond.
- Semi-structured questions: combine structure and non-structure in their nature.
- Unstructured questions: Allow for the respondents to offer personal responses to the question based on their own perspective.

Questionnaires- a questionnaire as a data gathering tool allows for the research to follow and apply a structured questionnaire founded on the variables associated with the area under investigation. The questionnaire was created focusing on the prevailing ideologies with employees and managers in relation to their understanding of the correlation and interlink between organizational culture and organizational performance. The questionnaire comprised of 20 questions to which a rating scale was attached as a response option for the participants. Given that leaders have a bearing on culture in relation to leadership styles applied, the questionnaire largely focused on employees and managers.

3.6 Data collection instrument and Techniques

The collection instruments for this study were case studies, questionnaires, and survey. As a collection instrument, case studies allow for the research to unearth a deep understanding of the variables under investigation through an analysis of the various perspectives from various scholars on the subject matter. Surveys as an instrument of data collection allow the researcher to give out a questionnaire to the population selected, structured questions geared and focused on the variables under investigation. As a collection instrument, case studies allow for the research to unearth a deep understanding of the variables under investigation through an analysis of the various perspectives from various scholars on the subject matter. Surveys allow for the collection of primary data from the field, given the research feasible and reliable data from which a comprehensive analysis may be undertaken for the variables under investigation.

3.6.1 Data collection Techniques

The researcher seeked participants' consent before they complemented the survey. The data was transcribed and captured on a password-protected computer. The researcher allocated 15 to 20 minutes to each participant. Participation in the study was on a voluntary basis. Since no sensitive information will be requested, there is very little danger in taking part in the study.

Benefits: Participants had the opportunity to share their own narratives about how organisational culture and performance have affected their careers at BASF.

Compensation: Participants in this study was not compensated financially or given any goods.

Privacy: Interviewer questions and answers were private. The study will keep the interviewees' identities a secret. To keep interviewee anonymity, The researcher chooses a random number to allocate to each interviewee and the study report will refer only to these numbers. Participants' personal information won't be used for anything but this study project. Furthermore, nothing else from the study will be utilised to identify the participants in the study reports. The computer will secure the data for at least five years.

3.7 Reliability and validity

3.7.1 Reliability

Mare (2010) elaborates that reliability is the extent to which a measuring instrument is repeatable and consistent. When an instrument is reliable, the results should be the same regardless of when it is used or to which participants from the same population the instrument is administered. During the analysis stage, the researcher will review the transcripts for any potential errors and compare the data to prevent any potential distortion during the coding process. To assure the validity of the investigation, the

researcher meticulously documented all significant study processes and steps. Yin (2014) demonstrated how different researchers use the same data and execute the same steps during a reliability test to come to the same conclusion.

The study's reliability and dependability are increased by the study's methodology, which involves a thorough comprehension of the interview transcript and the coding procedure (Brewis et al, 2014). The quality of data from conceptualising the study through reporting the results is a component of consistency and dependability in a qualitative investigation (Bekhet & Zauszniewski, 2012).

3.7.2 Validity

Validity and reliability are the two components of the findings' credibility, which is concerned with the research's conclusions. The question of whether the data and findings will hold up to scrutiny must be asked by the researcher (Raimond, 1993). Validity is the extent to which an instrument measures what it is supposed to measure. Validity is the extent to which the research findings fairly depict the phenomenon under investigation. A test or effect is valid if it proves or measures what the researcher believes it to do (Coolican , 1993). The validity of the research might be addressed in a variety of different ways. The researcher will validate the results of the interviews using a check-and-balance method called triangulation. For data triangulation, the researcher will send survey questionnaire to BASF Chemetall employees including the managers Triangulation is required to ensure the accuracy of research findings and to boost the study's credibility and dependability (Azulai et al., 2012).

3.8 Data Analysis conducted.

According to Almeida (2017), qualitative research can provide a deeper understanding of a particular issue by concentrating on the comprehension and justification of the dynamic social relations. For locating and assembling academic information, central concepts, or connotation-based elements, data analysis is an essential and active activity. According to Thorne (2000), data processing is the most difficult aspect of qualitative research methodology yet has gotten little attention in academic discussion. According to Kapoulas and Mitic (2012), the analysis entails (a) preparing the transcript for analysis, (b) coding the data into themes and descriptions, (c) connecting themes, and (d) validating the accuracy of the data.

Unlike qualitative research which focuses on an in-depth understanding of a specific subject matter under investigation in a non-figurative approach (Salkind 2013), quantitative research as a method of investigation gives meaning to data through the application of statistical, graphical, and mathematical models (Leavy 2017). Quantitative research methods have been explained as being perspectivist in due respect of the research paradigm and empiricism in regards of the theoretical schools of thought (Leavy, 2017). The genres available under the quantitative school of thought were termed as either being

experimental or survey research and the methods applicable were stated as randomized, quasi, and single-subject questionnaires (Leavy, 2017).

Quantitative statistical and mathematical analysis give the researcher an elevation of understanding pertaining to any existing correlations which may be available. The analysis may also show perspectives existing based on the responses gathered through the collection part of gathering data through the application of questionnaires. Questionnaires will be structured to cater for both open-ended responses which give participants a platform to give their own reflection as a response to the questions and closed ended questions which should be based on the researcher's objectives of the research.

The researcher used data triangulation for this study. Representatives from many groups, including managers and low-level employees from each division, were part of the interview process. Data from two sources were collected and triangulated. To comprehend the overall concept of the data and the tone of the notion, a thorough reading of the transcript was part of the data analysis step (Azulai & Rankin, 2012). The researcher arranged and prepared the data for analysis, including organising handwritten notes and transcribing interview dialogues from the audiotape into electronic formats. The study's data analysis process included a thorough assessment of the material, the validation of the evidence's reliability, and its interpretation. Coding was be used as a data analysis approach. Coding involves segmenting the data into useful groups. The literature review will be used to support the study's narrative.

To analyse quantitative data, the researcher utilised range. The range represents the spread of data from the distribution's lowest to highest value. It is a frequently employed measure of variation. Measures of variability provide you with descriptive statistics for resume your data set along with measures of central tendency.

3.9 Ethical Consideration

For all the participants to be part of the study, the researcher ensured that permission was received from the BASF CEO to conduct the study.

- Informed consent: Prior to the start of the study, the researcher will acquire informed consent from each participant. This will entail outlining the goals and methods of the research as well as any possible hazards or advantages and the freedom to discontinue participation at any moment.

- Anonymity and confidentiality: The researcher will make sure that all information gathered is kept private and anonymous. Pseudonyms will be given to participants in order to safeguard their identity, and data will be maintained safely to avoid unwanted access.

- Complete voluntary participation: There will be no coercion or pressure applied to participants; participation in the study is completely optional. There will be no penalties for participants who leave the study at any point.

- Respect for participants' rights and dignity: Every participant's rights and dignity will be upheld by the researcher. This entails showing participants consideration and respect and refraining from any deeds or words that might be interpreted as stigmatising or discriminating.

- Data protection: The researcher will make sure that no information gathered is misused, improperly accessed, or compromised in any way.

Chapter 4: Research Findings and Analysis

4.1 Qualitative research analysis and discussion

Organizational Culture and Organizational Performance.

The data collection for the study was the application of the questionnaire. The data consist of 46 observations of 26 variables from a survey conducted at BASF Chemetall South Africa Pty Ltd which comprised of open-ended qualitative and quantitative questions, as well as closed ended responses which had the maximum (strongly agree) rating of 6 and the lowest (strongly disagree) rating of 1. The duration of employment for the respondents was considered as contributing to the validity of the responses due to the length of time of association with or exposure to corporate culture and organizational procedures and policies. The overall initial results of the data findings are that corporate culture has significant implications holistically from an internal cohesion requirement leading to employee performance and motivation and thus organizational performance. Most of the sample of the total population as reflected in Figure 1: Organizational culture and organizational performance, show that from an evidence-based analysis respondents significantly agreed with the inscription that organizational cultures have an impact on organizational performance.

The movement from an exchange defined relationship in the employer-employee contract to one which is shaped by the management of expectations has been reflected in the data responses below through the red coloured responses signalling the relevance of culture within the 21st century. Leadership styles were found to have a role in shaping of overall culture and the respondents strongly agreed that individual and organizational performance were a function of culture.

The evidence below supports the assertion that organizational culture has an impact on organizational performance, inclusive of employee individual performance, and the same applies within BASF.



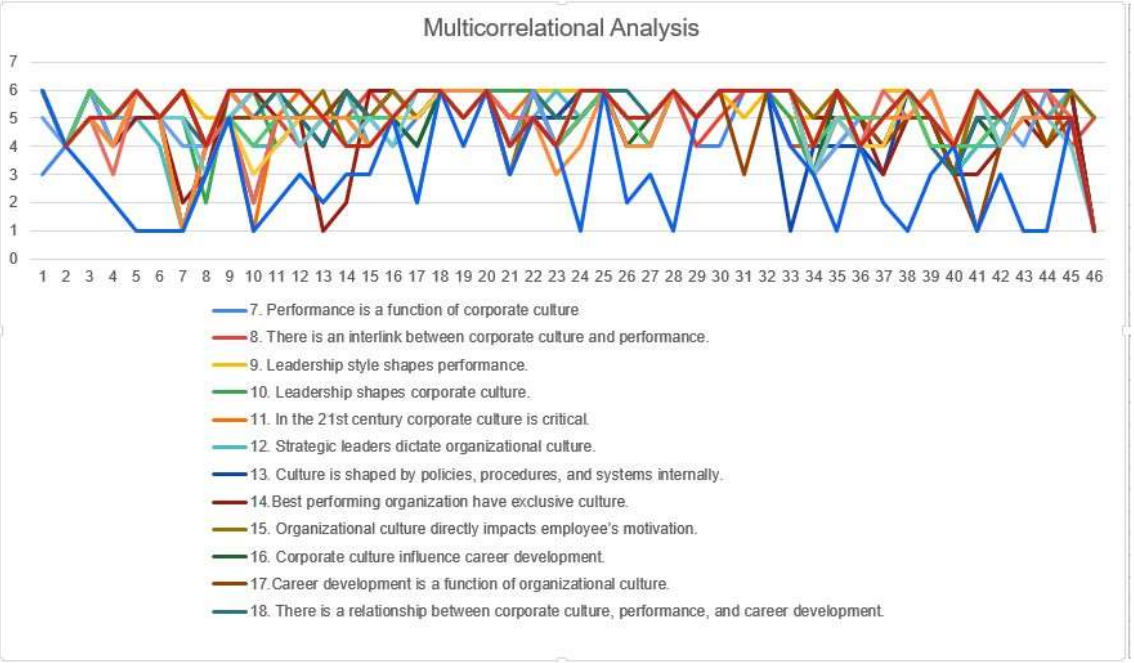
Figure 1: Organizational culture and organizational performance.

Leadership and organizational culture and performance.

Leadership theories have evolved in accordance with differing business periods over the years, ranging from aspects related to ensuring employee optimum performance to times requiring employee loyalty through feelings associated with fair remuneration and recognition (Keller et al,.2018). The multi correlational analysis below in Figure 2 reflects this analogue of understanding, as is evident in the variations in the respondents replies to the structured rate-based questions. Corporate culture alone was found to have relatively little influence on performance as shown by the blue fluctuating line.

Respondents reflected the highest priority as being career development. As 21st century individuals who are mostly well educated, they have a hunger for growth and development and require aspects of career development and growth to be within the employer-employee contract of employment and relationship. Thus, where there are possibilities of career development and growth, employee performance was found to be relatively higher and in the overall sense, corporate performance was found to be positively affected due to the direct interlink between employee performance and corporate performance. Evidence from this study showed that organizational culture had an influence on the leadership styles which leaders internally implement for operational efficiency and effectiveness. From a human resources management perspective, the hiring of executives has been relatively structured along the axis of corporate culture for the single purpose of assimilation of culture to enhance cohesion

internally. Executives who understand and appreciate internal cultures will have a relatively stronger grasp of the application and relevance of the culture and use it to engage with employees to ensure that duties and responsibilities are executed. The financial performance of BASF can be examined from the perspective of internal cultures which directly impact individual duty execution.



4.2 Quantitative research analysis and discussion

4.2.1 Reflecting on the structure of the data:

The dataset consists of 46 observations of 26 variables from a survey conducted by BASF. The variables in the data include:

- Timestamp.
- Acknowledgement of understanding.
- Consent to complete survey.
- BASF employee.
- Age category.
- Gender.
- Years of employment in BASF.
- Performance is a function of corporate culture.
- There is an interlink between corporate culture and performance.
- Leadership style shapes performance.
- Leadership shapes corporate culture.
- In the 21st century corporate culture is critical.
- Strategic leaders dictate organizational culture.
- Culture is shaped by policies, procedures, and systems internally.
- Best performing organization have exclusive culture.

- Organizational culture directly impacts employee's motivation.
- Corporate culture influence career development.
- Career development is a function of organizational culture.
- There is a relationship between corporate culture, performance, and career development.
- High performing organization has the right culture.
- Corporate culture is a lubricant that makes organization perform better.
- There is a positive relationship between organizational culture and organizational productivity.
- Organizational culture determines the productivity level of the organization.
- Organizational Culture has effect on employee's performance.
- Organizational culture does not affect employee's performance and productivity.
- Organizational culture directly impacts employee's engagement.

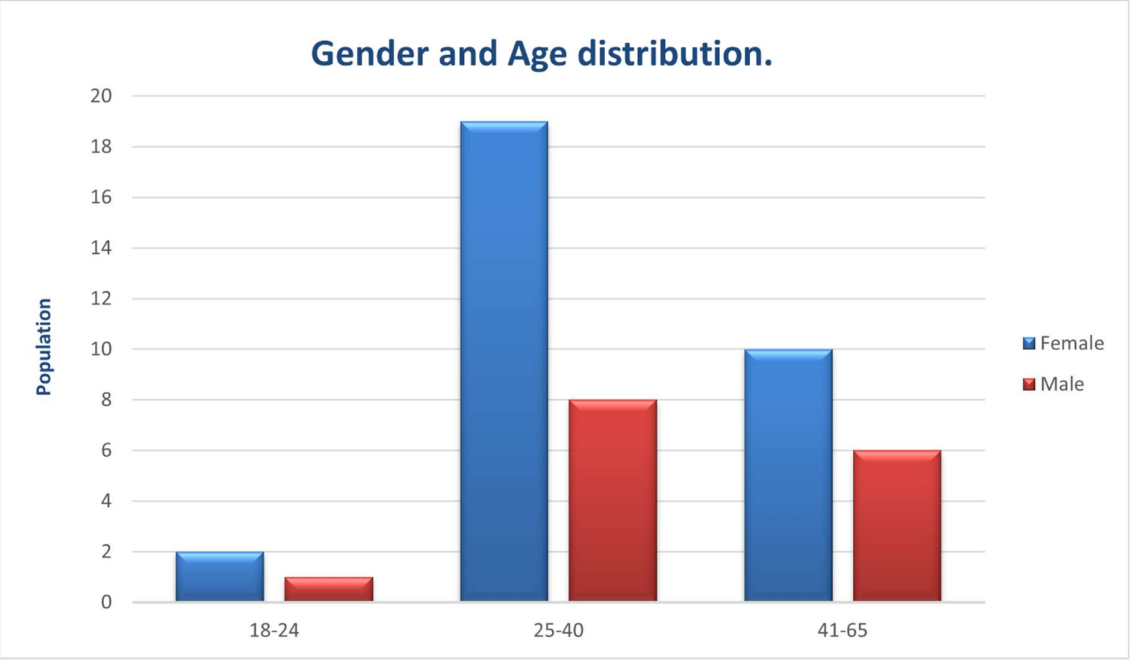
Since the variables were taken from a questionnaire, the variable names required cleaning. Cleaning a variable name means to reduce the number of characters for the name of the variable. The original variable names were given in the appendix. These variables were cleaned for analysis purposes.

Some variables that may cause a confusion in the data are BASF employee and Years of employment. BASF employee variable is a binary variable that takes 'Agree' or 'Disagree'. Years of employment is a category, self-explanatory variable. If a person answered disagree for BASF employee, then years of employment must be 0. In the years of employment variable, there was no option to choose that will indicate 0 years of employment.

The criteria followed to clean the data is: If BASF employee = 'Disagree' then Years of employment = 0. This can be achieved by using an if statement in Excel. This minimum classification that the years of employment variable can attain is 1-5. Since this is the minimum class, of which it was chosen by a person who is not employed by BASF, the variable entries will be kept the same. However, this analysis in future suggests that the survey team should consider adding 0 as one of the options in this variable.

Since this survey was dedicated to only BASF employees, the assumption was that the person selected a wrong choice. Since this happened only on one instance of data entries, we will continue to assess the data without any manipulations thereof.

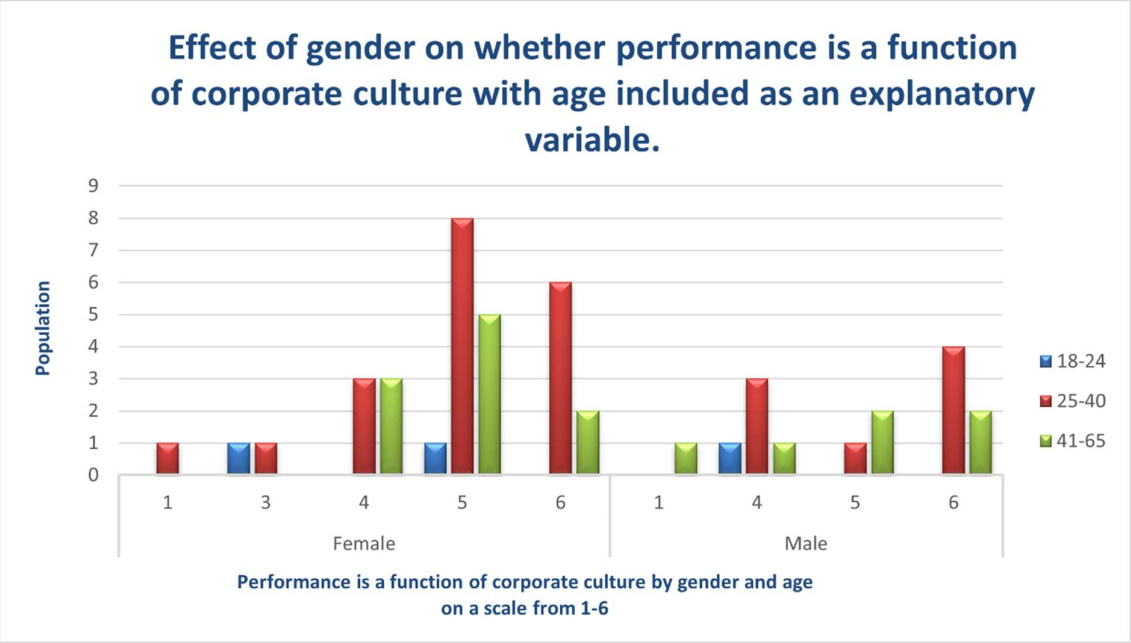
4.2.2 Distribution of age and gender to investigate if the survey data has an advantaged class:



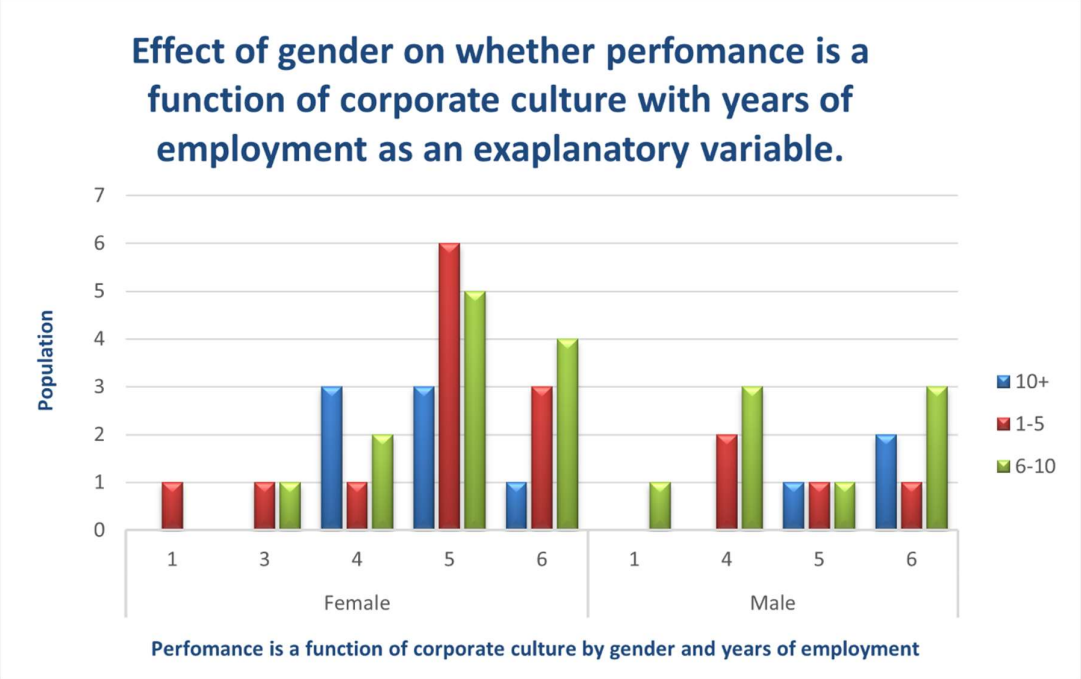
Females are the advantaged group since more females participated in the survey than males. This may cause biasedness when assessing performance and corporate culture since there are more females. The age group 25-40 has more participants than the other two.

When analysing the structure of the data, the BASF employee variable has only one person who disagreed that they are employed by BASF. This person is an outlier; however, they will not be removed from the data since this outlier, alone, will not significantly impact the investigation on the imposed questions.

4.2.3 The effect of gender on the question of whether performance is a function of corporate culture:



The distribution for females on this question is positively skewed while males have a-close-to symmetric distribution. The figure suggests that most females would strongly agree that performance is a function of culture. Most people in the age category 25-40 believe that performance is a factor in corporate culture.



There is some unequal distribution in gender. When assessing whether performance is a function of corporate culture using gender and years of employment, we expect our results to be biased on gender when considering the population of males and females who participated in the survey. It would appear that those who have worked for a shorter period of time see more effect of culture on performance,

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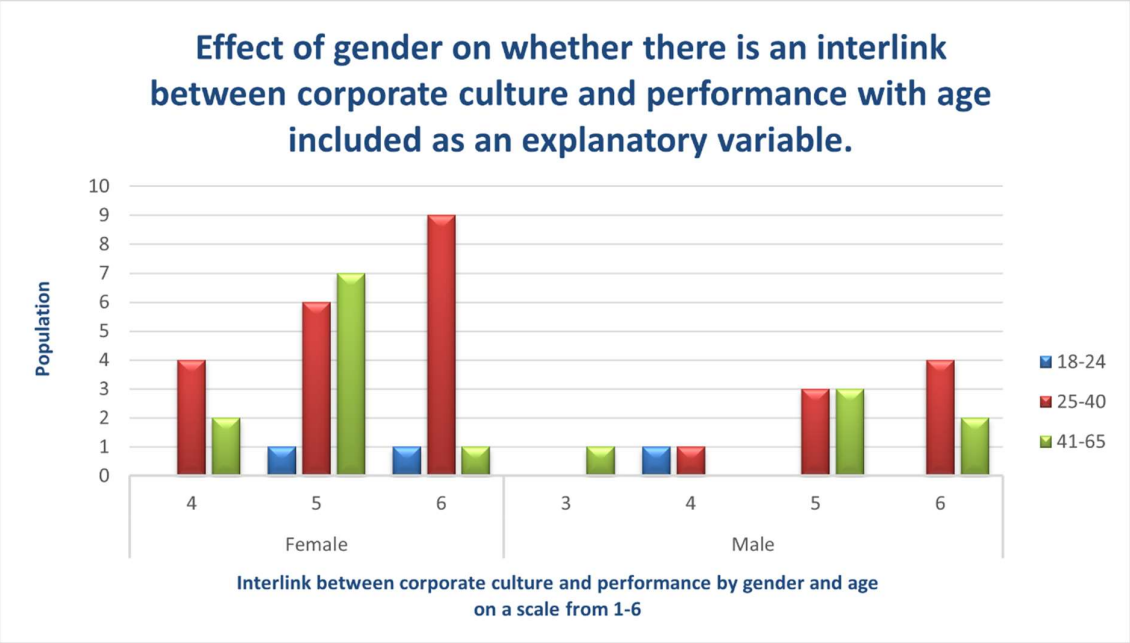
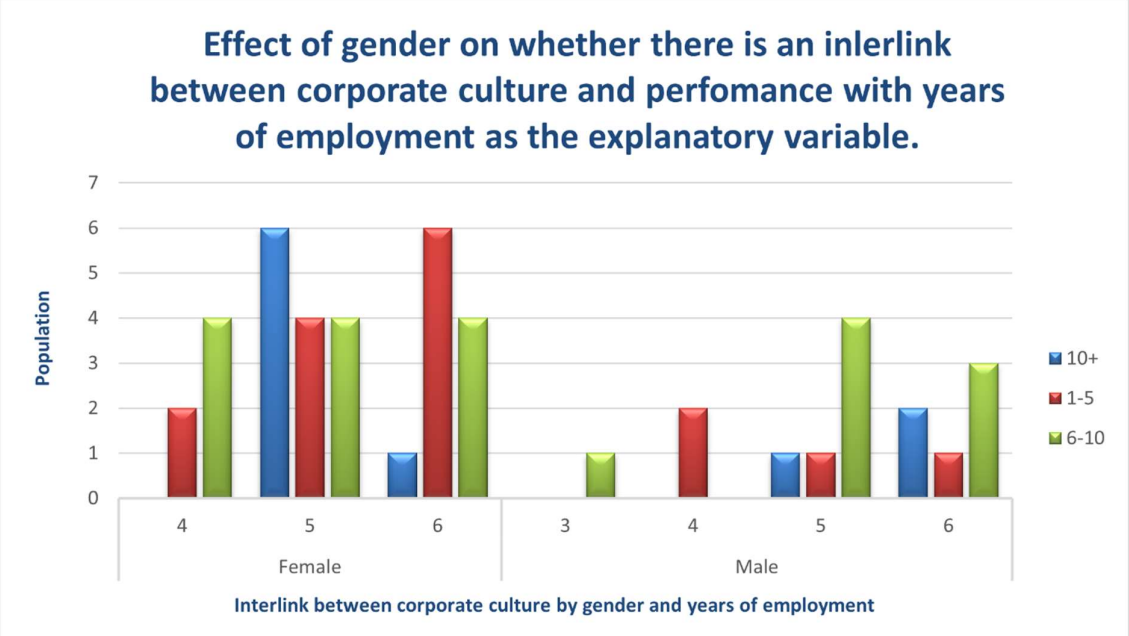
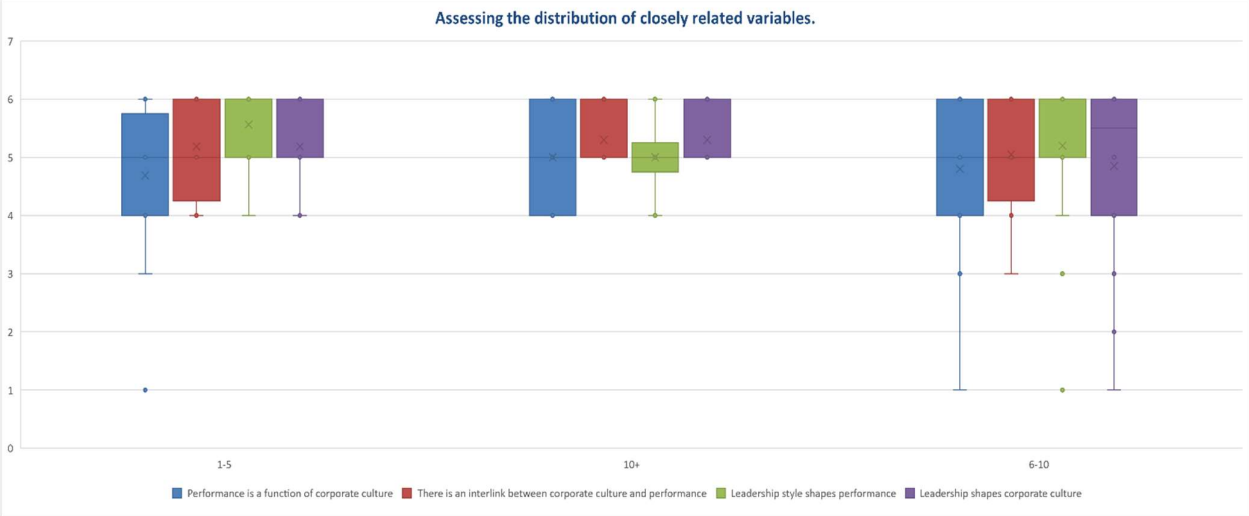
while those who have been there longer see less of an effect (in females). (i.e. females agreed 6 and 5 times for work periods 1-5; and 6-10; while only 3 agreed if work period was over 10). While males see little change in effect over the differing time spans, they have worked (look at those who rated the question as 5).

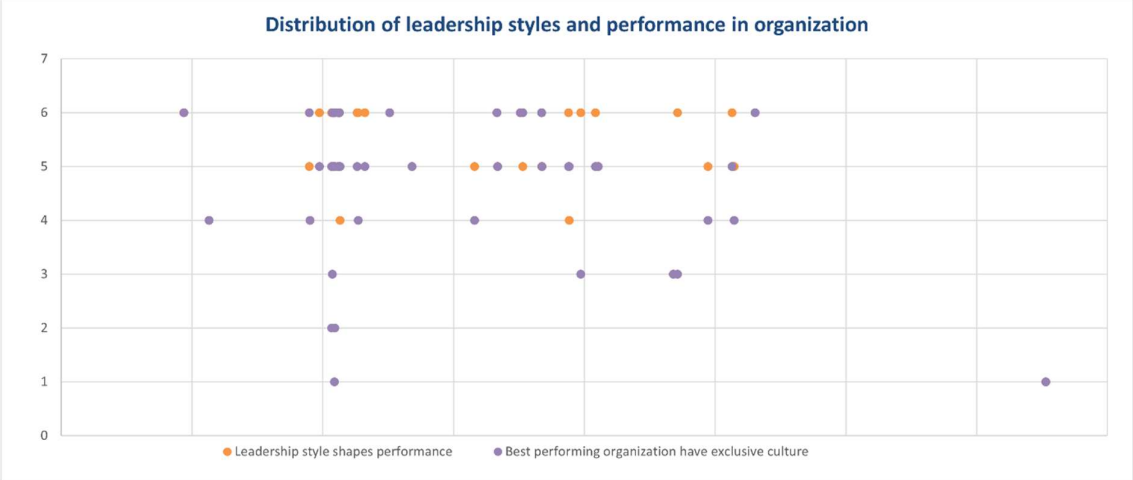




Assessing the following variables, we show the distribution below:

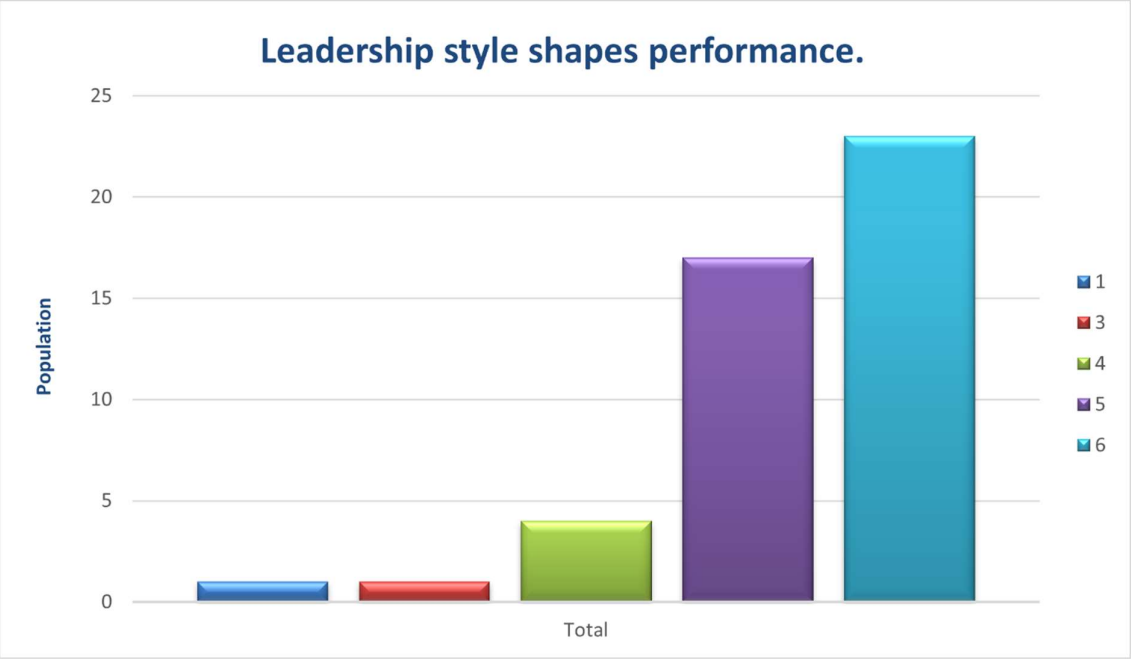
- Performance is a function of corporate culture.
- There is an interlink between corporate culture and performance.
- Leadership style shapes performance.
- Leadership shapes corporate culture.





The two variables assessed in the above figure are the best performing organizations have exclusive culture, and the best performing organizations have good leadership styles, and the data shows they are strongly correlated.

The plots for these variables are shown below:



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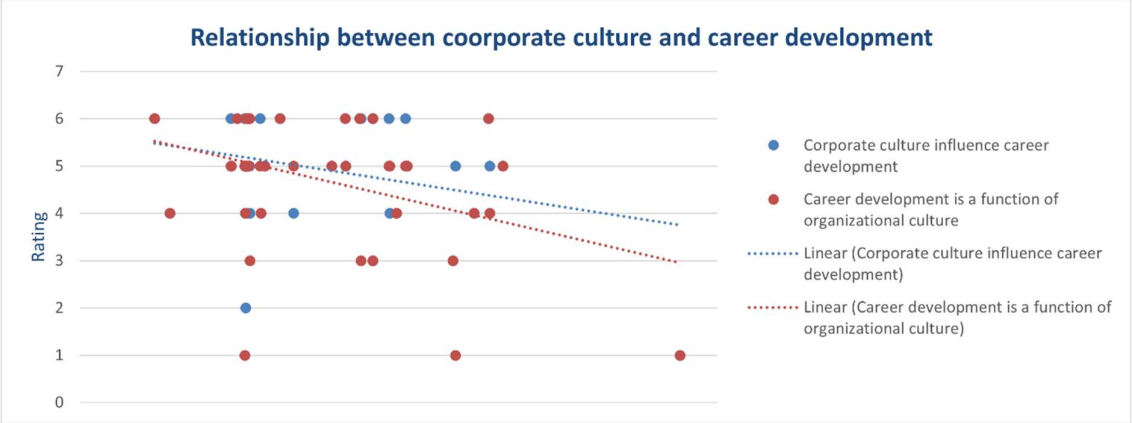
These two variables have a similar distribution.



There exists a relationship between corporate culture and career development. The relationship depicted in the picture is that most people who believe corporate culture influences career development are most likely to believe that career development is a function of organizational culture.



There is a strong positive correlation between organizational culture and organizational productivity.

Conclusion

From the data analysis we can strongly agree that there is a relationship between organizational culture and organizational performance, and they play a significant role in career development and productivity.

4.3 OCAI Competing Values Framework findings and Analysis (CVF)

CVF	Internal Orientation	External orientation
Flexibility	Clan Culture	Adhocracy culture
Stability	Control	Market

13. Culture is shaped by policies, procedures, and systems internally.	14.Best performing organization have exclusive culture.	15. Organizational culture directly impacts employee's motivation.	16. Corporate culture influence career development.
6	6	6	6
4	4	4	4
5	6	6	6
4	4	5	5
5	5	6	6
5	5	5	5

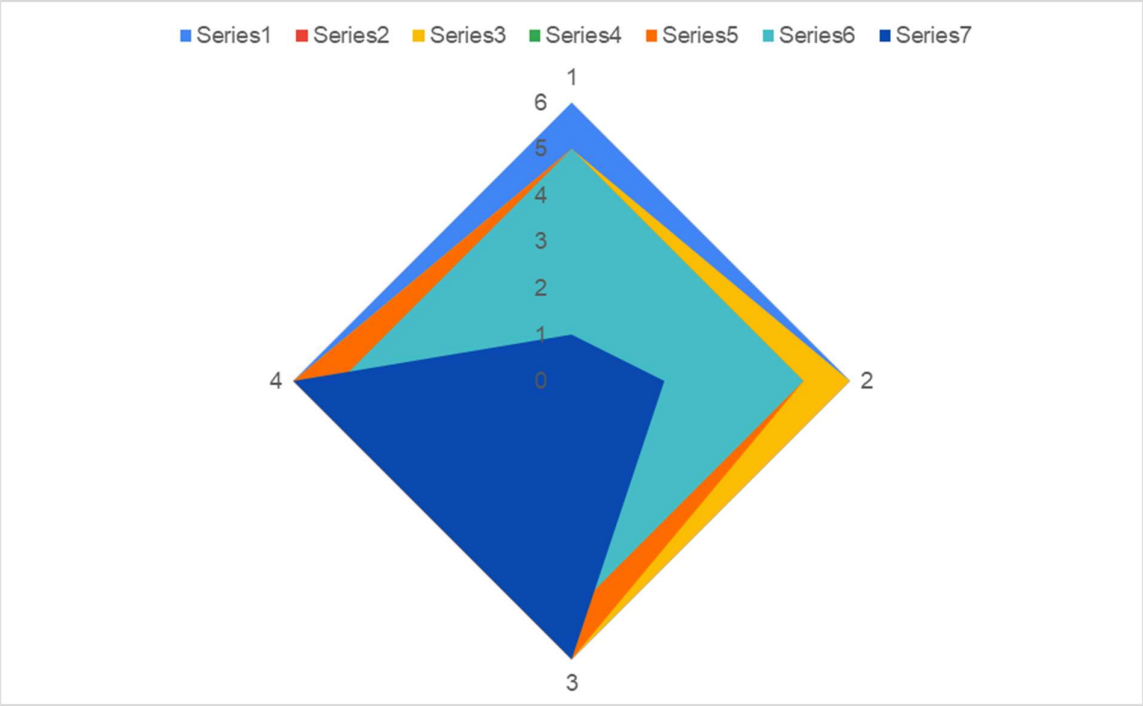


Figure.3

OCAI Competing value framework was used to support the finds in the investigation of BASF Chemetall. There is more of adhocracy culture and the market culture, according to the responses we have. Question 13,14,15 and 16 were selected., Question 13 and 14 indicate degree of support of the adhocracy culture, by asking in what manner does organizational culture positively or negatively influence the organization in aspects of learning, keeping in mind that learning is in two ways. Learning from an organizational perspective pertains to learning in the form of individuals who are employed by the employer who are learning aspects related to organizational performance, ie learning the policies, procedures and systems that contribute to culture and performance. That said, the organization can adapt and adjust in the face of growing uncertainty and risk which is propelled by the external environmental factors which are beyond the control of the organization. Thus, t the quadrant between three and four, which is dark blue and related more to series seven supports and perpetuates the idea that the company is indeed more of an adhocracy culture because of the high respondents' rates related to question 13 and 14. On the other hand, questions 15 and 16 indicate support of market culture in that, in our pursuit of profits, we need to make sure that employees' goals and objectives are aligned to the organizational objectives. Lou and Venter (2019), on organizational and resource alignment, highlighted that the remuneration which is awarded to employees must be correlated to their performance, of which their performance is evaluated holistically as organizational performance. This implies that if employees are motivated and they enjoy coming to work, it means we are meeting their career development goals.

There is evidence which supports the ideology that the employer-employee relationship has evolved beyond aspects related entirely to remuneration, to where employee motivation includes non-monetary aspects such as employee growth and development. The human resources aspect of talent management has become key in the 21st century and age of information. The respondents clearly support the idea that career development is key to their performance and overall corporate performance.

In question 15 the research illustrated that based on the number of respondents who gave ratings relatively on the high end of the spectrum of response, it is evident that culture is open. This is referred to as an open system culture. It allows not only individuals to grow, but also engage in productive disagreements. This means that when individuals who are employed internally are allowed to compete, the competition must be productive, not regressive. Therefore question 15 and 16 indicate that BASF culture is moving towards market culture as required culture. That's why the researcher find that series 6 covers all quadrants, but most of the quadrant is in adhocracy and market culture. When says market culture, it is meant that the company is using what is known as outside in perspective. It is taking into consideration the changes that are occurring externally and adapting to them internally, by activating specific changes that are needed.

Chapter 5: Discussion

The results from the data gathered support the discussions alluded to in the Chapter 2 Literature Review where it was found that management scholars ascribed to the reality of cultures influencing performance. Scholars (Louw et al, 2019) explained that in the global business environments shaped by technology and the information era, increasing recruitment and retainment associated costs had become relatively costly and employees had become the cornerstone on which sustainable competitive advantages may be based. The psychological correlation of culture, acceptable behaviour and actions as guided by corporate policies and procedures directly impacted employee motivation, commitment and ultimately performance. The capitalistic climate resonates with an ideology that employees seek development and growth when they offer their services in the labour market while corporates seek increasing competitiveness and profitability through employment of the human resource. From a psychological understanding, scholars have explained that cultures were fundamentally correlated to beliefs, values and norms which inherently shaped an individual's behaviour and identity and overall shaped their thinking processes. Cultures often signal and differentiate between acceptable and unacceptable behaviours in general. Businesses as juristic persons have their own culture which directly influence employee behaviours which in turn shapes their duty execution and which then fundamentally can be evaluated in their respective performances. The results from the data collected for the work experience employees between 1-5 years show that there was an overall consensus that corporate cultures had an influence on performance.

In the 21st century, human resource management academics have explained the need for corporations to reengineer human resource systems to realign internal processes to the changes in the external environment. Scholars on the subject matter focusing on the importance of career development as an activator of employee performance, have been even more crucial and critical. Career development has been explained to be associated with increased remuneration and social status amongst various models inclusive of the ERG theory, Theory X and Y and Maslow's hierarchy of needs. The desire for social recognition, in the form of holding a management or an executive position, can be a motivating factor when internal promotional structures allow for performers to be promoted upward through the organogram and the mentioned process can be influenced by organizational culture. Promotional systems are shaped by corporate cultures, for instance, the decision to promote internally or recruit externally for specific positions.

From evidence-based literature and scholar publications on the subject matter, culture and its relative impact on performance from both an individual and corporate perspective, a positive correlation had been observed both from a qualitative and quantitative understanding. Furthermore, various studies observed that over time cultures could be shown in a competitive landscape through differing organizational performance on the barometers of financial performance and market segmentation. Data

in this study support existing ideologies related to the impact of organizational culture on corporate and employee performance.

According to Ogbonna and Harris (2000), there is a connection between organisational culture and strategy that leads to exceptional performance. Organisational culture and long-term business success are linked, according to empirical data from earlier research (Denison & Mishra, 1995). Additionally, it was shown in this study that organisational culture has a big impact on performance.

Taking employees who have been employed at BASF for a period of more than ten years, the data generates the reality that culture indeed directly influences, affects, and impacts corporate and individual performance. The stability as reflected by the moving average firmly cements the perspective that in the medium- and long-term, culture does shape organizational and individual performance.

Cultures grow over time and are a dimension of organizational structure that are relatively difficult to change as scholars within the management field have debated and discussed in depth. The evidence generated from this study, explaining the responses of the data making use of the CVF model, leads the researcher to postulate the idea that BASF-Chemetall SA, as an extension of a German origin corporate, incorporates a clan culture which is internally orientated and one which reflects stability. Multinational corporations have been found to largely prefer home-based individuals as opposed to host-based individuals to be put into positions of, especially, executive managers. The reason appears to be for the purpose of ensuring that home-based cultures are preserved within the organizational operational fabric of the organizations even when they are based in an external host country (Meyer & Peng 2019). Corporations require preservation of their identity and given the scope of leaders in preserving and ensuring specific cultures, home-based management executives being more likely to develop and grow the corporation from an operations driven thinking process, are more likely to be appointed or promoted. This may explain the evidence being reflected in the organization BASF.

BASF-SA exhibits clan culture as the major type, with control as the process model. This influence is probably due to it's being a multinational corporation which focuses on the preservation of home nation cultures in the host nation, accounting for host nation cultural dynamics with its human resources. Furthermore, the multinational company following the outside-in perspective of strategic management (Louw & Venter 2019), exhibits adhocracy culture which envisions a propensity of learning from the market/industry and ensuring that specific behaviours internally adjust to suit the dynamics of the operating environment. It was discovered that market and adhocracy structures significantly improved performance. The researcher's findings are consistent with those published by (Chatman et al,2014); they only diverge in terms of the inclusion of all other cultural forms. The researchers' findings support the Culture of Markets Adhocracy theory (Morgan & Vorhies 2018) which states that encouraging quick adaptation of the organisation to the outside world, boosts output. A market-oriented organizational culture, according to Craig (2010), fosters more staff engagement, allowing

them to carry on adding value for customers. Market culture thereby achieves equilibrium between the internal and external environments.

Thus, the study's finding that organisational culture and performance are directly correlated suggests that strategy and leadership style both directly affect employee engagement, performance, and career advancement inside an organisation.

Implications of the study at BASF on the existing body of knowledge

According to the competing value framework kind of culture, all four quadrants of an organisational culture - market, adhocracy, hierarchy, and clan culture - should be present in a balanced organisation. BASF Chemetall South Africa can be said to have an adhocracy culture, looking at the age demography responses to the question associated with the respective relevance of organizational culture to organizational performance. Preserving home based cultures significantly shapes control internally, which may drive and dictate specific ethical perspectives which the organization demands that host-based human resource employees should assimilate as representatives of BASF Chemetall South Africa. The organizational understanding of market forces and variables, specifically those associated directly with market preferences and needs as they determine organizational product/service, are central to external performance being adequate. The research's conclusions point to market culture as the one that matters most for controlling the connection between organisational performance and culture. According to the study, adhocracy is a crucial organisational culture for managing environmental adaptation.

Chapter 6: Recommendations and Conclusions

6.1 Recommendations

BASF, a German based company, should proactively analyse and understand dimensions associated with variations in cultures especially when they have home based executives within the organogram. Home executive patriates would come into the BASF South Africa organization carrying their own culture's understanding and environment. There is a need to understand the requirements for understanding cultural differences. Employees as individuals engage in the employment relationship for stated needs which include remuneration and growth to mention a few. BASF should ensure that they have an open communication system, as these systems would allow for continuous flow and discussion and debates on issues related to culture and performance. Communication has been found to be a key developmental component especially when it has been based on progressive foundations. Individuals over time will be more accepting of criticism and will take time to consider second options and even implement them which would effectively lead to enhancement of employee performance. In the age of information, BASF can make use of various technological innovations and platforms to elicit and address employee concerns, especially for those individuals who are not vocal or do not do well with face-to-face conversations and debates. Post the pandemic era, many corporations implemented hybrid working structures as a methodology to increase financial performance through minimizing fixed costs associated with physical venues of operations. BASF Chemetall ought to give thought to hybrid work environments.

6.2 Conclusions

There is growing evidence that organizations must ensure that they have internal processes and systems which allow for them to adapt to the changing external environment. The fundamental responsibility of corporations is to ensure that they remain profitable for the various shareholders as a good corporate citizen. In the aspects discussed in the paper, organizational culture indeed has an influence and an impact on organizational performance. In support of the idea of the importance of the impact of culture, the researcher looked at Nokia and their lack of corporate culture which was supportive of new ideas and eventually led to the collapse of Nokia. The same talent which was employed by Nokia then being employed by Apple with its culture of innovation, resulted in the birth of the current successful product iPhone. Changes which occur in the industrial and macro-environmental segments often have a huge impact on the organization and may often lead to closures as the pandemic has shown. The foreseeable future, in the new working structures, will significantly require that organizations reengineer internal

processes and systems, specifically cultures to ensure that a positive culture which nurtures enhanced productivity, cooperation and learning is inherent.

6.3 Limitation of the study

This study has certain limitations. Specifically, it only focused on the Johannesburg, Boksburg-based BASF Chemetall South Africa division; it ignored the other three BASF divisions in South Africa: BASF Agri-Spec, based in Durban; BASF CCE, based in Port Elizabeth, Eastern Cape; and BASF SE, the holding company, based in Germany. Because of this, the study's conclusions need to be evaluated cautiously because there is little room for generalisation.

Aspects related to the short-term have not been included in this study as the short term inherently cannot offer any insight about culture influences on performance. One more factor to note is that in the short-term new employees are relatively motivated by the remuneration and the employee contract, and the exposure to the corporate culture may not be evaluated.

Data collection from the sample of chosen respondents was challenging since some respondents were reluctant to finish the questionnaire in its full, perhaps because of time restrictions. The outcome of this was an impact on the data collection response rate.

The study was subject to delays since there was a possibility that the number of participants in the study would have decreased if the chosen respondents had not been contacted after sending out the email containing the URL to complete the questionnaire. It was evident from the quantity of replies collected in the first week of the questionnaire's administration via Type form that there was a trend towards low participation. The researcher then followed up by email and had a direct conversation with the BASF Chemetall staff to promote involvement.

6.4 Suggestions for future Research, new insights arise and next steps.

The competing value framework culture asserts that all four organisational culture quadrants—market, adhocracy, hierarchy, and clan culture—should coexist in a well-balanced organisation. The results imply that future research should examine the roles that clan and hierarchical cultures play in employee engagement and career development, as well as how they affect productivity.

The study was carried out in a single BASF organisation in South Africa, more precisely in a branch of BASF Chemetall Pty Ltd located in Boksburg Gauteng province. As a result, the study's industry and

geographic scope were constrained. Thus, there is a chance to expand on this research by comparing the results of investigations carried out in other BASF sites and companies.

To evaluate and compare the input you receive over time, a long-term investigation of the correlation between the study's variables is advised. In the case of this study, the organisation approved of the survey being sent out just once during the period so that the participating employees' work obligations were not compromised by completing it, hence this was not an option for the researcher.

Interviewing important people and people at various organisational levels may be a part of future study in order to obtain a comprehensive understanding and in-depth input. This would enable the receipt of targeted feedback that would be beneficial to the subject of the study. Given that the study's sample population was restricted to Boksburg, Gauteng, further research may consider investigating other locations such as the Eastern Cape, Midrand, and Durban

Appendix

Consistency matrix: **The relationship between organizational culture and organizational performance**:

A mixed research methodology (Methodological Triangulation) of the role they play in career development:

A case of a multinational company with divisions operating in South Africa, BASF Holdings South Africa, and BASF Chemetall Pty Ltd.

Sub-problem	Literature Review	Hypotheses or propositions or questions	Source of data	Type of data	Analysis
What impact does BASF leadership have on the culture and effectiveness of the organization?	Damisa, A. S., & Zainol, F. A. (2022, June 19).) Meyer and Peng (2019) Ehlers and Lazenby (2015)	Actual hypothesis 1 Does Leadership style have a positive effect on organizational effectiveness?	Interviews done with the employees. Questionnaires completed by the employees.	Ordinal data	Content analysis
What effect does BASF Holdings Company have on the subsidiaries of BASF Chemetall South Africa in terms of culture, performance, and career development?	Spicer, A. (2020, December Abbas, M. (2017, December). Meyer and Peng (2019) Ehlers and Lazenby (2015) Mohr (2015) Todaro (2010)	Hypothesis 2: What influence does organizational culture has on organization performance and career development?	Case studies on the subject matter of culture correlated to organizational performance and career development.	Nominal data	Thematic analysis
What is the relationship between Germany vs South Africa in terms of organisational culture and performance?	Corporate vision and mission between the Germany and SA segments.	Actual Hypothesis 3 Is there any link between the parent company and South African based company?	Corporate policies and procedure documentation.	Ordinal data	Triangulation Method

Survey Questionnaire

2. I hereby consent to completing the questionnaire provided for the research study, **"Examining the relationship between organizational culture and organizational performance**".

3. Are you a BASF Employee?
4. Please indicate your age category
5. Please indicate your Gender
6. How long have you been employed by BASF?

Please use below rating for your referral

Key rating

Level	Meaning
1	Strongly disagree
2	Disagree
3	Somewhat disagree
4	Somewhat agree
5	Agree
6	Strongly agree

7. Performance is a function of corporate culture
8. There is an interlink between corporate culture and performance.
9. Leadership style shapes performance.
10. Leadership shapes corporate culture.
11. In the 21st century corporate culture is critical.
12. Strategic leaders dictate organizational culture.
13. Culture is shaped by policies, procedures, and systems internally.
14.Best performing organization have exclusive culture.
15. Organizational culture directly impacts employee's motivation.
16. Corporate culture influence career development.
17.Career development is a function of organizational culture.
18. There is a relationship between corporate culture, performance, and career development.
19. High performing organization has the right culture.
20. Corporate culture is a lubricant that makes organization perform better.
21. Corporate culture and performance are directly proportional to each other.
22. There is a positive relationship between organizational culture and organizational productivity.
23. Organizational culture determines the productivity level of the organization.

24. Organizational Culture has effect on employee's performance.

25. Organizational culture do not affect employee's performance and productivity.

26. Organizational culture directly impacts employee’s engagement

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