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The Impact of Organisational Culture on Organisational Development at the Road Accident Fund ("RAF") in South Africa

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A research article submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, 2024

Ethics Protocol Number: WBS/BA335998/180

DECLARATION

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



(Michelle Morgan)

Signed at Centurion

On the 29th day of February 2024

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ABSTRACT

Whilst some organisations do have Organisational Development initiatives, they have a toxic Organisational Culture. At the Road Accident Fund, there are deficiencies in its culture, meaning employees are resistant to and do not buy into the organisational redesign which has resulted in slow progress, because of the lack of responsibility and accountability.

The purpose of this study is to investigate the factors leading to the problem of a toxic culture, present the findings on Organisational Culture at state-owned entities, interpret the findings on Organisational Culture at a State-Owned entities and to recommend strategies for improvement of organisational culture at state-owned entities.

Data was collected through questionnaires, which drew meaningful insights and interpretations about the organisational culture at the Road Accident Fund. The findings highlighted the need for organisational change initiatives to promote transparency, ethics and employee well-being. By implementing the strategies identified in this study, state-owned entities can embark on a journey towards fostering healthier, more resilient and more effective cultures, ultimately driving performance and achieving long-term success in an ever-evolving landscape.

Overall, understanding and improving organisational culture are essential for organisational effectiveness and success. Thus, the findings and recommendations may have broader implications for addressing cultural challenges in various organizations and industries.

Keywords: Organisational Culture, Organisational Development, State-Owned Entities

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LIST OF ACRONYMS AND ABBREVIATIONS

RAF Road Accident Fund

SOE State-Owned Entity

CHAPTER ONE: Introduction

1.1 Background of the Study

The culture of an organisation could be one of its strongest assets or its biggest liability. It has been said that an organisation with a good culture where principles and values are articulated regularly, is very effective and efficient. In a survey undertaken by Bain & Company (2007), it was found that organisational culture is just as key as the strategy of an organisation, in order for it to be successful (AZ Research Consult, n.d.)



HKT Consultant (2021)

"Culture" governs overall behavior that affects every area of our lives, whether in our personal life or in the workplace. "Culture" incorporates amongst others: beliefs, passion, behavior, ambition, practices and procedures by which business is done in the workplace. It encompasses the values, practices and procedures based on policies of the organisation. In summary, it is likeminded employees which connects the organisation (Rebello, 2021). Culture is an essential component of organisational development and will result in an organisation reaching its goals.

A positive, strong culture can improve an organisation's image, making it more appealing to customers, investors, and potential employees. This reputation can enhance market competitiveness and a more stable industry position (Smith, 2019). Furthermore, the

importance of business culture in influencing employee engagement and well-being cannot be emphasized. Employee happiness and retention are directly affected by a caring and inclusive culture. Employees are more likely to stay engaged, contribute their best efforts and take pride in their work when they experience a feeling of belonging and alignment with an organisation's values. This results in improved morale and lower absenteeism, leading to a more stable and engaged workforce (Johnson & Ramirez, 2022).

The systematic approach to improving the effectiveness of an organisation is referred to as Organisational Development (otherwise known as OD). This is done by developing, improving and reinforcing strategies, structures and processes of the organisation (Van Vulpen, n.d.) and incorporates the change in the values, attitudes and beliefs of employees (Market Business News, n.d.). For an organisation to achieve greater effectiveness, this generally involves performing financially, satisfying customers, employees committed to the organisation and its goals and the ability to adapt implement strategies to respond to change (Van Vulpen, n.d.).

Because of Volatility, Uncertainty, Complexity and Ambiguity ("VUCA"), it forces organisations to be more agile, of which organisational development is useful in achieving that goal (Van Vulpen, n.d.). Therefore, of recent times Organisational Development incorporates the alignment of the organisation to the changing environment by varying its beliefs and standards (Cruz, 2021). In addition, employees need to develop the actual knowledge and skills which are essential to face up to the challenges that comes with organisational development as well as stay informed of how to implement the changes, in order to meet the organisational goals (Kapur, n.d.)

Moreover, an in-depth exploration of the historical development of organisational culture requires a thorough examination of the organisation's archives. The process of retrieving historical artifacts, memoranda and previous interactions within an organisation reveals the gradual transformation of its culture across the years (Lampela, 2023). Utilising a retrospective lens illuminates the business's underlying principles and values. It offers valuable perspectives on how cultural subtleties have influenced the methods by which decisions are made and employee interactions occur. Including this historical narrative in the research reveals a more comprehensive depiction of the organisational culture's evolution, providing crucial background for comprehending its present condition and anticipating its future trajectory.

The purpose of this study is to explore what the impact of Organisational Culture has on Organisational Development at the Road Accident Fund (hereinafter referred to as the "RAF"), a state-owned entity in South Africa.

1.2 Problem Statement

Whilst some organisations do have Organisational Development initiatives, they have a toxic Organisational Culture. At the RAF, there are deficiencies in its culture, meaning employees are resistant to and do not buy into the organisational redesign which has resulted in slow progress, because of the lack of responsibility and accountability. Furthermore, addressing the issues related to organisational culture becomes not just a matter of effectiveness but also sustainability and long-term viability. Moreover, a destructive culture can also lead to an increased risk of legal issues for an organisation, as employees taken to task for lack of responsibility and accountability may resort to legal action. Such legal challenges can be costly in terms of both financial penalties and reputational damage. It is evident that the ramifications of organisational culture are multifaceted and stretch far beyond the immediate workplace dynamics.

All organisations' function within a specific culture, and it is becoming more widely recognized that improving organisational culture is critical to organisational success (Brent, 2020) and its ability to perform effectively. In order for any organisation to be more efficient and effective, it should be able to assess its current operations and tweak it to achieve its goals (Van Vulpen, n.d.).

In addition to the systemic challenges, a comprehensive examination of individual encounters within the destructive cultural environment offers a multifaceted viewpoint. Using in-depth interviews with employees at different hierarchical levels facilitates exploring their lived experiences, perceptions and coping strategies within a toxic work environment (Canning et al., 2020). By integrating these personal stories, the research not only delineates structural obstacles but also encapsulates the emotional and psychological ramifications of a detrimental culture on the individuals going through it. Using an empathetic perspective facilitates a comprehension of the issue, establishing a foundation for inclusive intervention approaches that prioritise the needs and experiences of individuals.

The intention of this research is to:

- Investigate the factors leading to the problem of a toxic culture
- Present the findings on Organisational Culture at state-owned entities
- Interpret the findings on Organisational Culture at a state-owned entities
- Recommend strategies for improvement of organisational culture at state-owned entities.

The primary research question that will guide this study is: *how can organisational culture be used for the successful development of a state-owned entity in South Africa?* To address the primary research question, the following secondary research questions will guide the study:

- What are factors leading to a toxic culture at state-owned entities
- What are organisational culture trends at state-owned entities
- What are the strategies to improve organisational culture

1.3 Justification of the Study

According to authors Aktaş, Çiçek and Kıyak (2011), organisational culture, is a research topic which has never reduced its popularity (Vargas, Maldonado-Macias, García-Alcaraz, 2018). It has been a key factor in researchers interrogating the impact of organisational culture on organisational performance and has been a fascination of academics and practitioners alike. Finding new variables which has a positive influence on the relationship between organisational culture and organisational success, could have an effect on the existing theory (Okan University, 2011, pg 2).

Organisational culture is vital because it enables the workplace environment. If employees don't get along or there is disrespect, they will not work together, which is counterproductive. A strong organisational culture causes employees to feel supported and valued and as they work more closely, they are more productive. According to Wong (2020), an organisation's culture affects all aspects of business and therefore in order for the RAF to be successful, it needs to have a strategy in place to improve on the organisation's culture (Walden University, 2022, pg 4).

A robust organisational culture which promotes the participation and improvement of all employees, gives employees a chance to acquire knowledge and develop in an empowering environment with the necessary support, has been recognised as the organisation's greatest

asset (AZ Research Consult, n.d.). People frequently develop innovative solutions to complex problems when they feel their opinions are valued and encouraged to voice them. A company can maintain an advantage over rivals, adjust to shifting market conditions and seize new opportunities because of this invention (Smith & Jones, 2021). Consequently, organisational culture is crucial in a way that goes beyond conventional success metrics; it directly affects an organisation's capacity for innovation and growth in a changing environment.

1.4 Delimitations of the Study

It is important to understand the impact delimitations has on the research. Delimitations reflect the focus and scope of the research. The delimitation of this study is that it focuses on state-owned entities. However, while this study focuses on state-owned entities, the findings and recommendations may provide valuable insights into similar difficulties in other public or private sector organisations. Further the study solely focuses on one state-owned entity, the RAF and the target population is specific to the RAF.

The concept of organisational culture is very broad, so the research is specifically limited to the components of accountability and responsibility. However, within organisational culture, the principles of accountability and responsibility are universal and the lessons learned here may be applicable across industries and sectors. This study recognises that organisational culture is not limited within industry borders. Examining the interplay of accountability and responsibility within state-owned entities can provide valuable insights into addressing cultural challenges in various organisations, from government institutions to private corporations and small businesses to multinational conglomerates.

1.5 Operational Definitions

The following operational definitions below are included in the study. They are relevant, aligned to the concept and assists in understanding the meaning of the definitions in the study:

Organisational Culture is the way things are done, that is the values, beliefs and behavior employees share.

Organisational Development is a means of enabling organisational success and redesigning the organisation to meet the expectations of an ever-changing environment.

Organisational Architecture is a description of the strategy, structure, systems, process and the human resources of an organisation.

Accountability means employees that takes responsibility for all work activities and personal actions, follows through on commitments and implements decisions that have been agreed upon.

Toxic Culture is a negative work environment where a company is filled with ineffective practices, policies, and management styles that sustains unhealthy behaviors and creates conflicts between colleagues, which can result in disgruntlement and dissatisfaction in the workplace.

It is essential to perform a qualitative analysis examining how employees perceive and understand organisational design to further explore these categories' operationalisation. Focus group discussions and surveys can be employed to enhance the operational definitions by delving into workers' understanding of the company's strategies, structures, and procedures. This study's incorporation of a qualitative component enables a thorough analysis of organisational architecture, taking into account both the concrete, structured components and the more ephemeral, experienced aspects that influence the formation of organisational culture.

1. 6 Structure of the Paper

In the following section, a critical literature review is undertaken with the goal of identifying and justifying the research gaps that are observed in this study. The literature review will be the foundation for developing a strong theoretical framework. Following that, we will thoroughly discuss our approach to data gathering and analysis, taking you through the intricate details of our research technique. Subsequent parts will describe our research findings in detail, providing interpretations and analytical analyses for a more in-depth understanding. Possible outcomes that stem from the discovered cultural dynamics will be showcased by including an anticipatory element in the study's conclusion. Due to its forward-looking perspective, the study is a strategic tool for organisational leaders attempting to navigate the dynamic landscape of corporate culture.

The conclusion of this research journey will be a series of well-considered suggestions, providing a roadmap for tackling the cultural difficulties encountered by South African state-owned entities. Organisations, such as the RAF being under investigation, can proactively plan

for and address upcoming challenges and seize opportunities by practicing predictive analysis of cultural shifts and investigating their effects. The recommendations will not only lead the RAF on its path to positive change but will also provide useful insights to enterprises in various sectors.

In summary, Chapter One includes amongst others, a background of the study, “The Impact of Organisational Culture on Organisational Development at the RAF”, it elaborates on the problem which the research is trying to address, which is a toxic organisational culture. In additions, Chapter 1 explains the rationale and significance of the topic of organisational culture, which has never waned in the interest of researchers. Further, this Chapter makes mention of the variables which are not to be included in the investigation, that is the delimitations.

CHAPTER TWO: Review of Literature

2.1 Introduction

In this literature review, there were two primary objectives. The first, empirical review, aims to investigate the existing empirical evidence in the literature pertaining to the study of organisational culture and its success. Its purpose is to identify research gaps, which provides the rationale for the current study that focuses on the impact of organisational culture on organisational development and success in South African government-owned institutions. The second objective is to develop a conceptual framework to serve as the theoretical lens for the study.

This section is structured into three main sections. Section one provides an overview of the concepts related to organisational culture. The second section synthesizes how organisational culture affects organisational development. The third section consists of a systematic literature review from the organisational culture perspective to address the research question, *"How can organisational culture be used for the successful development of a state-owned entity in South Africa?"* Based on the rationale presented in the introduction, it is assumed that organisational culture plays an important role in the success of organisations. Therefore, the systematic literature review is intended to identify research gaps in the organisational culture field and provide justification for using the conceptual framework as a guide in the study. This literature review also emphasises the vital significance of comprehending the complex dynamics of organisational culture by acting as a link between earlier research and the current study. Understanding that an organisation's culture, albeit intangible most of the time, has a significant impact on its effectiveness, performance and capacity to adjust to changing conditions, is crucial. In light of this, this review aims to clarify the complex nature of organisational culture by analysing its advantages and disadvantages, particularly in South African state-owned entities.

2.2 Benefits and Challenges of Organisational Culture

Organisational culture has been considered a significant factor that can impact organisational development. The interaction between organisational culture and development is vital because it can affect employee behavior, productivity and job satisfaction, among other outcomes. Positive organisational culture has benefits and challenges. Studies have shown that organisational culture plays an essential role in organisational success. Good culture increases

employee morale (Khan et al., 2019, pg.175). Positive work culture fosters commitment, job satisfaction and improved motivation.

Moreover, an excellent organisational culture ensures a positive work environment leading to higher employee morale. Employees feel valued and appreciated in a positive work environment. A positive organisational culture enhances productivity and employees would feel invested in the success of the company. High morale levels within the working environment that ensures the output is matched. Studies investigating the correlation between organisational culture and the financial performance of organisations indicated a favorable association between organisational culture and the company's financial performance. Organisations with hostile work environments lead to poor output. Further, negative culture on could demoralise employees and lead to work apathy. Studies show that negative organisational culture leads to stress and burnout, negatively impacting employee output.

Solid organisational culture ensures low turnover in employee recruitment. Organisations with positive work environments are more likely to attract and retain talent. The competition for top talent within organisations is relatively high (Khan et al., 2019, pg 176). The workers are less likely to leave for better opportunities if the work environment is favorable. Studies found that normative commitment, which refers to the commitment from internalizing organisational norms and pressures, has the most potential to predict individual performance. Fostering a positive environment in the organisation involves engaging all employees. Once employees feel involved in the success, they become attached to the organisation and are not likely to leave for other opportunities. A toxic work environment leads to mental stress among employees. It leads to increased employee turnover due to migration to better opportunities.

Positive work culture ensures innovation and creativity. The freedom provided by the positive culture encourages employees to take calculated risks and think outside the box, leading to greater productivity and innovation (Eze & Kalu, 2021, pg 95). Employees feel appreciated when allowed to be innovative. A toxic environment breeds robots that follow protocols without innovation. Additionally, work cultures that value collaboration and teamwork can lead to more effective communication and problem-solving among employees. A positive work culture encourages open communication within the chain of command, ensuring synergy towards organisational goals and success. A toxic culture of fear of managers hinders creativity and innovation.

Studies show when the existing culture is deep-rooted in an organization, it fosters resistance to change (Raza et al., 2018, pg 110). It is crucial to remember however, that resistance to change is not always a bad thing. Employees who show some resistance may be deeply invested in their current methods and traditions. Examining the intricacies of resistance to change within organisational culture unveils the multifaceted nature of this phenomenon. Employee resistance often stems from a fear of the unknown, emphasising the importance of transparent communication during periods of change (Schulz-Knappe et al., 2019). Implementing change management strategies prioritising employee involvement and addressing concerns head-on can mitigate resistance.

Successful change management in a strong culture necessitates balancing preserving existing values and building an adaptable culture. Organisational leaders must be sensitive to this balance, understanding that change is about embracing the new while also retaining the best features of the old (Smith & Anderson, 2020). Employees in a robust work environment can be rigid and resistant to implementing new ideas. Sometimes when a company's culture is profoundly ingrained over time, shifting to a new culture may require significant effort and resources. This is prominent in state-owned and privately owned entities (Raza et al., 2018, pg 110). Additionally, a culture that was effective in the past may not be suitable for future business development goals, requiring the company to evaluate and adjust its culture continuously.

Within a company, cooperation and open communication fosters idea sharing, feedback seeking and solving group issues among personnel. This may result in creative fixes and better judgment. Employees are more likely to give original ideas and take responsibility for their work when they believe that their opinions are respected and that their voices are heard (Meyer & Watkins, 2021). Organisations may be more effective from a collaborative culture.

Studies also show that building and maintaining a positive organisational culture can be challenging (Raza et al., 2018, 110). The process requires commitment from leadership to communicate and reinforce the company's values and mission and to ensure that these values are embodied in the company's policies, practices, and behaviors. Building a positive culture could also be expensive for most organisations, primarily state-owned companies (Raza et al., 2018, 110). Moreover, it is challenging to navigate cultural differences and ensure that all employees feel included and valued. An organisation has employees and managers from

different backgrounds and integrating these diverse cultures into one is complex and challenging.

Furthermore, a positive workplace culture nurtures employees' feelings of identity and belonging. Employees are likelier to have close relationships with coworkers and perform when they share the organisation's values and goals. According to Anderson (2020), a feeling of belonging not only improves teamwork, but also raises job satisfaction and overall employee well-being. Positive organsational cultures therefore, supports staff retention and long-term loyalty.

2.3 The Organisational Culture in South African State-Owned Entities

Cultures function like concealed streams, which flow through our lives and interacts and shapes our views, traits and concepts of both ourselves and others (Raza et al., 2018, pg 110). Despite their potency, cultures frequently exert an irresponsible influence on conflicts and the attempts to resolve them, often without being noticed. The issue of business culture is often disregarded, particularly in small businesses, where the focus on short-term gains prevails over long-term vision, leading to negative effects on profits and performance (Raza et al., 2018, pg 110). Business culture encompasses the way an organisation plans, controls, behaves and organises itself in specific circumstances. Decisions tend to be made based on the immediate situation rather than long-term considerations.

Studies have described the organisational culture in South African state-owned entities as bureaucratic, hierarchical and resistant to change (Naidoo & Mokoena, 2018, pg. 510). Most state-owned entities are influenced by political influence, leading to incompetent individuals' appointments (Muller, 2019, pg 6). The culture has been marred by corruption, cronyism, and incompetence. The culture in some state-owned entities allows for corruption and maladministration to thrive. This has led to a need for more trust in these entities by the public and the government (Rabede, 2018, pg. 430). The public perception of these entities is at the lowest compared to private entities.

It is crucial to remember that organisational culture is not fixed; it may be established, renewed and aligned with an organisation's strategic goals. While state-owned entities in South Africa may have inherited bureaucratic and hierarchical mindsets, there is a growing understanding of the need for transformation (Mokone & Ncube, 2022). Many state-owned firms have initiated cultural reform initiatives to spur innovation, decrease corruption and improve service

delivery. Understanding the journey and challenges these entities face as they seek to transform, their culture is crucial in public sector organisational development.

According to Nkosi and Tshabalala (2018, pg 7), state-owned entities hierarchical and bureaucratic culture stifles creativity and innovation. This is because employees are often afraid to take risks and try new ideas due to the fear of failure and reprisals from superiors. This leads to a culture of laziness and a need for more creativity among employees of state-owned entities in South Africa. The organisational culture in South African state-owned entities has been linked to poor financial performance. A study by Gumede and Pretorius (2019, pg 755) found that the culture in some state-owned entities hampers their ability to deliver quality services to the public. Only competent managers hire competent employees due to political influence leading to low output. This is because the culture needs to encourage a customer-centric approach and employee engagement.

Examining the role of political influence on the culture of state-owned entities, demands an exploration of historical precedents. Analysing the trajectory of leadership appointments and their alignment with political changes unveils patterns contributing to the organisational culture's entrenched characteristics. Moreover, investigating employees' perceptions within state-owned entities adds depth to the analysis. Conducting surveys and interviews to capture employees' lived experiences and perspectives offers qualitative insights into the day-to-day realities of navigating the organisational culture, complementing existing quantitative data.

2.4. Empirical Review of Literature

The perspective adopted in this study is that positive organisational culture improves the performance levels of organisations. Prior literature shows that organisational culture encourages employee satisfaction, creativity and innovation, financial strength, and effective communication. The review will focus on three themes, the impact of organisational culture on organisational development, organisational culture in state-owned entities and organisational development interventions. The review proposes qualitative metrics to address the gap in measuring organisational culture and development. Incorporating employee surveys, key performance indicators and assessments of cultural nuances provides a holistic understanding.

The synthesis provided below is organized per the themes that emerged from the systematic review of the 15 included for further analysis.

Table 1: Synthesis of the findings based on the data extraction.

Theme	No. of Articles	References	Research Gap
Organisational culture in state-owned entities	5	• Abdul-GhaniAbdul-Ghani, & Al-Ghazzawi, 2018; • Naidoo & Mokoena, 2018; • Gumede &Pretorius, 2019; • Sheng, Radebe, 2018; • Muller, 2019	The impact of organisational culture on state-owned entities
Impact of organisational culture on organisational development	6	• Bawany, 2018; • Chan & Mak, 2018; • Du Plessis et al., 2019; • Eze & Kalu, 2021; • Gheysari et al., 2018; • Hartnell et al., 2019	Inconsistency in measuring organisational culture and development
Organisational development interventions	4	• Hameed et al., 2021; • Khan et al., 2019; • Raza et al., 2018; • Sun & Lin, 2020	Limited studies on specific interventions

A discussion of the findings from the empirical review of the literature is provided below:

2.4.1 Organisational Culture of State-Owned Entities

Five of the fifteen articles were related to the culture of organisational development in government-owned organisations. Abdul-Ghani and Al-Ghazzawi (2018) argue that state-owned enterprises have a unique organisational culture shaped by their ownership structure. According to Naidoo and Mokoena (2018), the organisational culture in state-owned entities can be influenced by leadership style and employee attitudes. Radebe (2018) argues that the organisational culture in state-owned enterprises needs to be transformed to meet the challenges of a rapidly changing business environment. Gumede and Pretorius (2019) conducted a study that revealed the importance of a solid organisational culture in state-owned enterprises, as it can lead to improved performance and innovation. One research gap from this

review is the impact of organisational culture on state-owned entities. While most of the studies in this review focused on the private sector, there is a need to study the impact of organisational culture on state-owned entities, given their unique characteristics and objectives. state-owned entities may face different challenges and opportunities than private sector organisations (Radebe, 2018, pg 441). Therefore, it is essential to investigate how organisational culture can impact organisational development in state-owned entities. The review found gaps in the roles and reasons for such culture in state-owned entities. Exploring the complexities and intricacies of organisational culture within state-owned enterprises, will be a critical component of our research.

We intend to explain the unique roles and causes that define culture inside these entities, offering insight into how they influence organisational development. Unpacking the roles and reasons for the organisational culture in state-owned entities necessitates engaging with policymakers, industry experts and employees at various hierarchical levels (Gao & Zhang, 2023). Using the Triangulation method, data received from these diverse sources, ensures a comprehensive understanding of how organisational culture is shaped by political dynamics.

The analysis will not only aid in understanding the distinct challenges and opportunities connected with state-owned enterprises, but it will also serve as the foundation for our research methodology. It will also be vital to address the need for standardised measuring methods to examine the impact of culture on organisational development. The research will also focus on the direct impact of the cultures in these entities and how they differ from other sectors. Moreover, exploring potential interventions specific to state-owned entities offers a roadmap for targeted organisational development, acknowledging the complexities inherent in this sector.

2.4.2 Impact of Organisational Culture on Organisational Development

Six articles were related to the impact of organisational culture on organisational development. These articles explored the relationship between different dimensions of organisational culture, such as leadership, communication, and employee engagement and organisational development outcomes, such as innovation, change, and performance (Radebe, 2018, pg 441). The results of these studies suggest that a positive organisational culture can lead to positive outcomes for organisational development. Employee empowerment gives employees' a sense of ownership and responsibility for their work, leading to increased engagement. Team

building helps to foster positive working relationships among employees, which enhances their engagement levels (Radebe, 2018, pg 442). Leadership development programs equip managers with the necessary skills to effectively engage their employees, leading to increased engagement levels

Bawany (2018) established a positive association between organisational culture and organisational performance in the telecommunications sector. Chan and Mak (2018) conducted a study on work-family balance and employee job performance, finding that commitment mediates the relationship between work-family balance and job performance. Du Plessis et al. (2019) investigated the trust in employee-supervisor relationships in South Africa. They found that organisational culture significantly impacts the development of trust in these relationships. Eze and Kalu (2021) studied the impact of entrepreneurial orientation on small business growth and found that innovation mediates the relationship between entrepreneurial orientation and small business growth. Gheysari et al. (2018) conducted a case study on the impact of organisational culture on knowledge management practices, finding that organisational culture positively relates to knowledge management practices. Finally, Hartnell et al. (2019) conducted a meta-analysis of the competing values framework and found that organisational culture significantly impacts organisational effectiveness. Below is a diagram depicting other components like Succession Planning and Development, Change Management, Performance Management and Organisation Design which also impacts on organisational effectiveness.

Figure 1: Components which impact on organisational effectiveness.



(The Dandavati Group, n.d.)

The review found a gap in the need for more reliability on measuring the impact of organisational culture on organisational development. The studies needed to document a

transparent standard process for measuring organisational culture and development. In addition, the study could look into the standardisation of tools to measure organisational culture and development. The investigation into the standardisation of tools for measuring organisational culture and development is an integral component of our research. This standardisation will provide a consistent and reliable foundation for evaluating the impact of culture on development across various organisational settings. Our research will contribute to this standardisation effort, offering insights into developing robust measurement tools that can be applied in both state-owned entities and other sectors.

Incorporating an in-depth analysis of the methodologies employed in the reviewed studies sheds light on the intricacies of measuring the impact of organisational culture on development. Proposing a set of standardized metrics and assessment frameworks enhances the reliability and comparability of future studies. Additionally, exploring cultural nuances in different phases of organisational development offers a comprehensive understanding of the evolving relationship between culture and success.

2.4.3 Organisational Development Interventions

Four were related to the impact of organisational development intervention on organisational culture. Culture is developed through training and formation. The studies discussed the importance of developing interventions on the organisation's culture which influences.

Hameed et al. (2021, pg 86) found that training and development interventions positively impacted employees' knowledge, skills and job performance. The authors concluded that interventions such as training and development programs, performance management systems, and job redesign initiatives could positively affect employee engagement. Khan et al. (2019) found that leadership development interventions effectively enhanced employees' job satisfaction and commitment. Sun and Lin (2020) found that organisational culture interventions effectively improved employee job satisfaction and commitment. Raza et al. (2018) found that change management interventions significantly positively impacted employees' readiness for change.

The review discovered limited studies on specific interventions for influencing organisational culture. Changing organisational culture is an essential tool for improving the performance of an organisation. The study could focus on studying the different intentions that could improve organisational culture, especially in state-owned entities in South Africa.

Delving into the specifics of organisational development interventions requires exploring case studies where successful interventions have been the catalyst for cultural transformation. Analysing the contextual factors that contributed to the success of these interventions provides valuable insights for organisations, particularly state-owned entities, seeking to implement similar strategies. Moreover, proposing a framework for assessing the effectiveness of interventions ensures a structured approach to the impact of organisational culture on organisational development.

In conclusion, the systematic literature review recognised the impact of organisational culture on organisational development and highlighted a gap in research on the impact of organisational culture on state-owned entities. The findings propose that a positive organisational culture can lead to positive outcomes for organisational development. However, the relationship between organisational culture and organisational development is complex and multidimensional. Therefore, the research could investigate the impact of organisational culture on state-owned entities and examine the relationship between different dimensions of organisational culture and different types of organisational development outcomes.

2.5 Conceptual/Theoretical Framework

The below section outlines the theoretical framework within which the researcher wishes to investigate the problem of a toxic culture due to lack of responsibility and accountability of employees.

2.5.1 Theory One: Organisational Development

Organisational development entails a process of change focused on improving the effectiveness of an organisation using a well-defined systematic approach (Cummings & Worley, 2014). The theory emerged in the mid-20th century, intending to improve the overall performance of an organisation. Organisational development employs a combination of several disciplines to improve the organisation's goals and targets (Burke, 2017). The disciplines include psychology, management, anthropology sociology, among other disciplines to foster positive changes within the organisation

The theory emerged from the needs of organisations to adapt to dynamic business environments. The theory originated in the 1960s during rapid technological changes that

increased competition and social disorder (Muller, 2019). Organisations recognised that traditional management methods would need to be improved in addressing the rapid changes in the business scene. The changes led to the emergence of organisational development as a tool for adapting to the changing organisational environment.

One of the pioneers of organisational development was Kurt Lewin, who emphasized involving employees in the change process. He advocated for creating a collaborative and participatory work environment (Burke, 2017). This was completely different from the traditional methods in which management acted as an overseer of employees whose opinions, inputs and innovation were not considered relevant. His assertions laid the foundation of organisational development.

Douglas McGregor advanced the theory of organisational development by proposing the X and Y theory. In his theory, X assumes that employees are lazy and need constant supervision, while theory Y assumes employees are motivated and work without supervision (Burke, 2017). This theory laid down the new advancement of organisational development, especially in human resource management. Organisational development insists on employee participation in the organisational change process. In most developed countries like China, Russia and the United States, organisational development is a well-known phenomenon used to improve organisational effectiveness. Implementing appropriate organisational structures will require concerted efforts from leaders and stakeholders within the state-owned entities and a commitment to implementing best practices in organisational design and management.

2.5.1.1 Organisational Development in State-Owned Entities in South Africa

State-owned entities in South Africa face unique challenges that can implement the organisational development theory to mitigate challenges. State-owned entities in South Africa, such as Eskom, Denel, the Central Energy Fund and the Land Bank need better management (Mahlangu, 2020). These challenges range from incompetence, cronyism, political influence, financial impropriety, poor governance and lack of innovation (Mhaka-Mutavayi & Lekhanya, 2021). The problems have led to the underperformance of these organisations leading to economic problems for the country.

Despite the challenges facing state-owned entities, only some studies focus on organisational development in these organisations. There is a need for research to be done on the impact of organisational development on the performance of these entities (Mahlangu, 2020). Studies have been undertaken on the impact of organisational development on innovation, the culture

of performance and the impact of corruption on the progress of state-owned entities (Muller, 2019). However, there is a need to study the direct impact of organisational development on state-owned entities in South Africa

There needs to be a comprehensive and systematic approach to the dynamics of management in these organisations. In an effort to improve efficiency in these entities, the government has implemented piecemeal interventions (Naidoo & Mokoena, 2018). The government needs to comprehensively address these entities' leading causes of poor performance (Mhaka-Mutavayi, & Lekhanya, 2021). Organisational development requires implementing a systematic approach that targets the management of these entities. In addition, organisational development requires the involvement of all stakeholders in efforts to address underperformance.

Research has identified communication gaps in state-owned entities which is key for organisational development. State-owned entities in South Africa suffer the consequence of effective communication (Mahlangu, 2020). Lack of communication hinders the alignment of management decisions with employee perceptions, contributing to uncertainty (Singh & Ramdeo, 2020). Employees depend on communication from management on the goals and visions of the entities. Comprehensive research should consider the role of communication gaps within state-owned entities as potential barriers to effective organisational development.

Moreover, the role of leadership in driving organisational development initiatives is critical in state-owned entities, but often lacking and in some cases it is ineffective. Effective leadership is the cornerstone of successful organisational development, which necessitates a closer examination of leadership dynamics and their impact on organisational development initiatives.

Strategic alignment is another area requiring focus in the context of state-owned entities. Strategic objectives and implementation alignment often need to be improved in state-owned entities. These entities are often run by political appointees often prioritising political agendas rather than organisational goals (Mhaka-Mutavayi, & Lekhanya, 2021), which can lead to a misalignment undermining the efficiency of organisational development efforts. The theory of organisational development entails the inclusion of the fields of psychology, anthropology and management. Organisational development is an essential tool for organisational success, particularly in the context of state-owned entities in South Africa (Naidoo & Mokoena, 2018). These organisations must embrace organisational development principles and implement

effective interventions to address their challenges. Recognising the need for a systematic approach that involves all stakeholders is crucial for addressing the root causes of poor performance in these entities.

One of components of organisational development is organisational architecture (also known as organisational design).

2.5.2 Theory Two: Organisational Architecture

The theory of organisational architecture describes the importance of structural elements of organisational structure and their relationships (Cummings & Worley, 2014). Organisational architecture entails the processes within the organisation, such as management structures, processes, roles, responsibilities, control mechanisms and policies (Burke, 2017). These structures are critical in the running of organisations. The theory advocates aligning internal structures and processes with strategic goals to gain competitive advantages.

The theory of organisational architecture gained significant inroads in organisational management. Hebert Simon, a renowned management scholar, first discussed the concept. Simon defined organisations as complex systems that need a proper design to operate flawlessly (Mulondo, 2022). He proposed that the design of an organisation's structures and processes should be based on fundamental principles that govern how the organisation operates (Burke, 2017). The principles included the division of labor, a span of control, coordination mechanisms, and hierarchy. The theory advanced in the 1980s as organisations grew in complexity (Njenga & Waweru, 2021). Management theorist Jay Galbraith popularized the concept by promoting the alignment of the organisation's design and organisational strategic goals (Cummings & Worley, 2014). He developed a framework for analyzing and designing organisational structures called the star model. The star model has five elements: strategy, structure, processes, rewards and people.

Since the global business space has advanced significantly (Muller, 2019), the concept of organisational architecture is developed in most parts of the world. This is evidenced by the fact that in organisations', the elements of people, processes, structure and strategy are aligned. This is the same for private businesses in Africa is advanced in businesses, compared to the design of governmental entities being very rigid.

Exploring the impact of organisational architecture on state-owned entities in South Africa requires an in-depth analysis of their specific structural challenges. Gaps in alignment between

strategic objectives and organisational structures need focused attention. Implementing effective organisational structures that encourage adaptability and innovation necessitates a concerted effort from leaders and stakeholders within state-owned entities.

2.5.2.1 Organisational Architecture in State-Owned Entities in South Africa

Due to the advancement in management science, there is growing recognition of the importance of organisational architecture in the context of state-owned entities in South Africa. These entities are critical to the economy of South Africa (Mahlangu, 2020). However, these entities face challenges, such as poor performance, underfunding, corruption, high employee turnover, and financial misappropriations (Muller, 2019). The challenges can be attributed to poor organisational architecture.

Studies show that organisational architecture in state-owned entities in South Africa hinders innovation and adaptability. The structures are bureaucratic and not designed to drive innovation and adaptability (Naidoo & Mokoena, 2018). The organisational architecture of these entities could be more flexible. The organisational architecture of these entities hinders employees' initiatives due to the rigidity of the systems in South Africa (Mhaka-Mutavayi, & Lekhanya, 2021). These entities do not invest in learning and development, which can lead to a culture of complacency and resistance to change.

Organisational architecture is an essential theoretical framework that can help improve organisations' performance and competitiveness. The state-owned entities in South Africa have significant gaps in the organisational architecture that need to be addressed to improve their performance and effectiveness. Organisational architecture gaps include more alignment between the strategic plan and the organisation's architecture. Efforts have been made to address the organisational structure gaps, especially in encouraging adaptability and adaptability. Implementing appropriate organisational structures will require concerted efforts from leaders and stakeholders within the state-owned entities and a commitment to implementing best practices in organisational design and management.

Components of organisational architecture are amongst others are, leadership, strategy, processes, systems and organisational culture. The component which this research is specifically focusing on is *Organisational Culture*.

2.5.3 Theory Three: Organisational Culture

The organisational culture theory includes the shared values, beliefs, attitudes, and behaviors that characterize an organisation (Cummings & Worley, 2014). The organisational culture determines how things are done within the organisation. Organisational culture is a social control mechanism that shapes employee behavior and influences their decisions in the workplace. Positive organisational culture ensures a competitive advantage by improving employee satisfaction, performance and productivity.

Organisational culture theory originated in the mid-20th century. In the early 1980s, research on the impact on organisational culture was advanced by management theorists. Management theorists recognized the importance of organisational culture. Most theories begin to emerge by exploring the social and psychological factors that affect organisational behaviors and their potential impact on employee behavior and organisational performance. The concept of culture emerged as a way to understand the unwritten rules, norms, and values that guide behavior within an organisation.

Studies demonstrate that organisational culture is molded by the organisation's history, leadership style and external environment (Naidoo & Mokoena, 2018). The history of an organisation dictates its culture, norms and values; organisational culture is passed down from organisational generation to the next. Leadership styles define organisational culture. Leaders give direction to the employees creating and shaping a culture based on these directions. External environments include societal norms and expectations. The external environment dictates the organisational culture.

2.5.3.1 Organisational Culture in State-Owned Entities in South Africa

The organisational culture in state-owned entities in South Africa could be better. There are several areas for improvement in the organisational cultures of these entities. Firstly, the culture of corruption and lack of accountability has ailed most state-owned entities (Mhaka-Mutavayi, & Lekhanya, 2021). Research on how to turn the organisational culture in state-owned entities has revealed deep-rooted problems of financial malpractices, nepotism, corruption and cronyism (Ramalepe, 2021). Secondly, more transparency and accountability are needed to affect most of the state-owned entities in South Africa. Thirdly, many state-owned entities have been flagged for their hierarchical and bureaucratic culture, which stifles innovation and creativity. Fourthly, there is often a culture of need for more diversity and inclusivity in state-

owned entities because employees are discriminated against and treated unequally. This type of culture can create negativity within the organisation leading to poor results.

The organisational culture is a critical factor in shaping organisational development in state-owned entities in South Africa (Mahlangu, 2020). Fostering a positive and inclusive culture in state-owned organisations can improve employee satisfaction, productivity and performance, ultimately leading to better organisational outcomes. However, addressing the gaps in organisational culture requires a concerted effort from leaders and employees at all levels of the organisation, as well as a commitment to ongoing learning and development.

Components of organisational culture are amongst others, support from leadership, collaboration between colleagues, innovation, communication and responsibility and accountability of employees (Riyanto & Panggabean, 2020). The component which this research is specifically focusing on is *Responsibility and Accountability*, which require an understanding of how they contribute to or hinder a positive organisational culture.

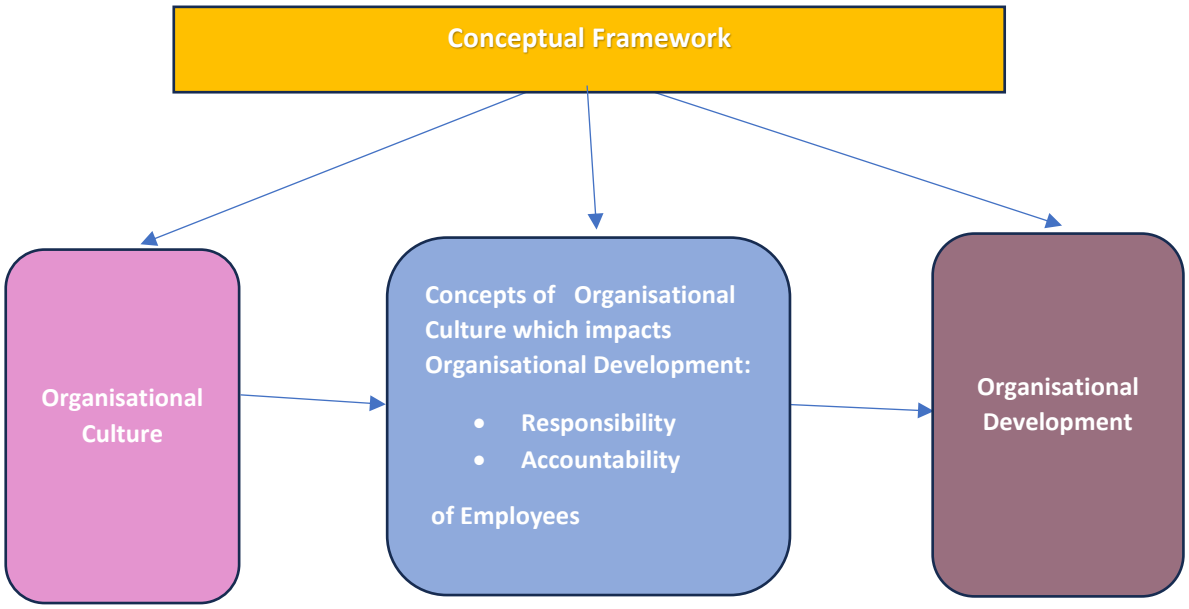
2.5.4 Conceptual Framework

The conceptual framework of organisational culture's impact on organisational development, depends on the interactions of the theoretical concepts. An organisational culture that values innovation and risk-taking can encourage employees to develop new ideas, leading to new product development or process improvement (Burke, 2017). Negative organisational cultures discourage innovation and experimentation. Due to poor organisational cultures in state-owned entities in South Africa, employees must be motivated to come up with innovative ideas.

The culture of corruption which negatively influences state-owned entities and its development, is rife in most African countries. This is due to the lack of accountability. In South Africa the Judicial Commission of Inquiry into allegations of State-Capture, Corruption and Fraud in the public sector. Although the findings of the Commission has had a profound impact on the activities of public authorities in South Africa, the National Prosecuting Authority has to date been unable to successfully prosecute any of the accused.

The conceptual framework for the impact of organisational culture on organisational development emphasises the dynamic relationship between these two concepts. An organisation's culture can influence its development and vice versa (Cummings & Worley, 2014). The diagram below clearly contextualizes the study.

Figure 2: Conceptual Framework



Organisational development impacts the success of state-owned entities in South Africa (Mahlangu, 2020). The changes in management styles can provide positive values and beliefs for employees that can result in a new culture that supports innovation and collaboration within an entity. Studies reveal that the alignment between the variables of organisational culture and development is critical to the success of an entity. In order to achieve long-term success, an organisation must ensure that its culture aligns with its development goals.

The conceptual framework of organisational culture and the development of state-owned entities in South Africa depends on the two variables (Nkosi & Tshabalala, 2018). First, the responsibilities and accountabilities are shaped by various factors, such as the legal and regulatory environment, the organisational culture and the nature of the entity's services (Muller, 2019). The organisational culture must support the changes made through the organisational development initiative (Cummings & Worley, 2014). Management experts also support implementing a new performance management system that must align with such entities' organisational culture.

The second variable is organisational development, which is dependent on the responsibilities assigned to the employees. State-owned entities assign responsibilities based on job descriptions. Organisational culture plays a significant role in shaping the responsibilities and accountabilities of employees in state-owned entities in South Africa (Mahlangu, 2020). The

responsibilities and accountabilities of employees in state-owned entities are influenced by various factors, such as the legal and regulatory environment, the organisational culture, and the nature of the services provided by the entity (Naidoo & Mokoena, 2018). The organisational culture can influence how employees feel responsible and accountable for their actions and decisions. Studies show that most state-owned entities' organisational culture needs to support employee accountability and responsibility (Mhaka-Mutavayi & Lekhanya, 2021). Organisational culture improvement depends on clear communication of expectations and standards, strong leadership and a commitment to transparency and ethical behavior. A toxic organisational culture is due to a lack of clear communication, weak leadership and a culture of complacency or resistance to change.

State-owned entities need cultures more conducive to promoting employee accountability and responsibility. Accountability refers to the obligation of an employee to explain and justify their actions and decisions and to accept responsibility for the outcomes of their work. The legal and regulatory environment in South Africa places a strong emphasis on transparency, accountability and good governance in public entities. The emphasis on and the importance of transparency is essential in state-owned entities and has implications on the responsibility and accountability of employees. Transparency is essential for ensuring that public funds are used responsibly and effectively. This requires employees to be transparent in their actions and decisions and to be willing to provide information and explanations to stakeholders.

The responsibilities and accountabilities of employees, influenced by legal and regulatory environments, organisational culture, and the nature of services provided, form a nexus within the framework. Recognizing the need for clear communication, strong leadership, and a commitment to transparency and ethical behavior becomes instrumental in addressing gaps and reshaping culture (Thelen & Formanchuk, 2022). Improving organisational culture requires not only theoretical insights but also practical interventions. The framework provides a roadmap for understanding and addressing the complexities inherent in the relationship between culture and development. By recognizing the interdependence between these variables, the framework guides efforts to reshape culture and align it with the goals of state-owned entities in South Africa.

In summary, Chapter Two integrates previous studies and points of other researchers on organisational culture and its success, with an overview of the main arguments of each author, as well as a discussion on the significance of findings in relation to the literature reviewed.

Further, conceptual framework focuses on the relationship between the three theories of organisational development, organisational architecture and organisational culture.

CHAPTER THREE: Research Methodology

3.1 Research Approach

This study is qualitative in nature with the aim of analyzing the views expressed in the interview section of a specific data set. The qualitative method was selected based on the valuable insights it provides, that quantitative methods may not capture. This method provides empirical evidence which allows the researcher to develop a deeper understanding, as opposed to making general observations based on numerical outputs.

The main assumption in this approach is that a fair and purposeful sample will be selected to maximize quality and enhance validity of the outcomes in the study. This approach is consistent with the qualitative research methodology, emphasising depth over breadth in gaining knowledge of the issue (Khoa et al., 2023). The presumption is that a representative and intentional sample will be chosen, ensuring that participants' perspectives are rich and diverse. This not only improves the quality of the data obtained but also the validity of the results, allowing for a more thorough analysis of the research issue. This is also appropriate to ensure the reliability of the responses provided, because of the consistency of the measure.

3.2 Research Design

The overall study design involves the creation of a sampling frame, by conducting a survey, and collecting data from different sources to understand the experience of a selected population. This approach typically follows the following steps:

1. Define the population under study
2. Identify data sources
3. Administer the survey to a sample of individuals within the population
4. Collect data from the identified sources using the survey instrument i.e. distributing interview guide
5. Compile the collected data to create a sampling frame
6. Analyze and interpret results to draw meaningful insights and make interpretations about the population.

The advantages of using this design include an in-depth exploration of participant experiences, focusing on the research objectives and the ability to follow unexpected lines of inquiry. Besides the advantages mentioned, this research design allows for a more organic examination of participant experiences, enabling researchers to delve deeper into the intricacies of the

organisational culture at the RAF (Watson et al., 2020). The ability to follow unexpected lines of inquiry is precious as it can uncover nuances that might not have been apparent through a more rigid research approach. The disadvantages of using this design may include an over-standardization of the interview guide and unintended bias. Given the nature of qualitative research, using the interview guide as a loose framework and leaving space for natural dialogue, provides researchers with an opportunity find a balance between structure and flexibility. In order to mitigate the risks of excessive uniformity and inadvertent bias in the interview guide, it is crucial to achieve a harmonious equilibrium between the elements of structure and flexibility (Wong et al., 2023). Incorporating space for organic conversation can augment the depth of the data and offer a more genuine portrayal of the viewpoints expressed by participants.

3.3 Data collection methods

The data will be collected through an interview guide which consists of open-ended questions that will allow participants to provide detailed responses and share their perspectives, experiences or opinions on how organisational culture can be used for the successful development of a state-owned entity in South Africa, the RAF . Ensuring that the interview guide functions as a flexible framework is of utmost importance, as it provides structure while accommodating spontaneous and unrestricted participant responses.This methodology effectively improves the comprehensiveness and credibility of the collected data.

3.4 Population and Sample

Target population is defined as the group of people, elements, objects, or events that have similar characteristics and share the same interests (de Vos, 1998). They possess certain characteristics that match a specific criteria to which researchers intend to take a broad view to the results of the research. According to Babbie and Mouton (2006), it is almost impossible to study the entire population. It is for this reason a sample is selected from which data may be collected and studied (Babbie and Mouton, 2006). For this study, the target population comprises of employees from various departments of the RAF, in order to guarantee that a diverse range of viewpoints are considered. The target population's variety will aid in creating a comprehensive picture of the organisation's culture.

Purposeful sampling will be used which involves intentionally selecting participants based on specific criteria relevant to the research objectives. Data will be gathered from RAF employees,

specifically from Managers to Executive level. This may be referred to as homogenous sampling which is used to ensure that we capture and evaluate the employees' overall feedback on:

- What are factors leading to a toxic culture at the Road Accidet Fund;
- What are organisational culture trends at state-owned entities; and
- What are the strategies to improve organisational culture.

3.4.1 Population

In terms of appropriateness for the study, the sample is feasible and relevant to employees of the RAF where restructuring of the organisation is currently taking place. To control the sample size, this will be limited to RAF employees, so outsiders do not influence the results.

3.4.2 Sampling and Sampling Method

Given the limits of limited resources, using the convenience sampling approach is a realistic option. We recognize the requirement for efficiency by selecting readily available participants, being mindful of the possibility of selection bias, which may influence the results. However, steps will be taken to limit its impact.Despite its shortcomings, this approach will provide useful insights within the restrictions of this research. The researcher intends to collect about 20 interview responses by sending out response links to multiple parties.

To mitigate the possible influence of selection bias, it is imperative to realize the inherent limits associated with the convenience sampling technique, which is primarily driven by constraints in available resources. The researcher plans to gather interviews, with a particular emphasis on the importance of thoughtful participant selection.

3.5 Research Instrument

It is crucial to define the research instrument in this study. In addition, according to Arikunto (2010) to facilitate the researcher, research instrument is chosen as assisting tool to collect the data. Ary (2010) stated that the most common research instruments used in qualitative research are observation, interview and document analysis. In this study, the researcher will use interviews to collect the data. For this study research instruments that will be used is Structured Interviews and Surveys. The Interviews will generate the Surveys which will be used for data collection and data analysis. The use of Structured Interviews and Surveys together provide a comprehensive strategy for data collection (Siraj-Blatchford, 2020). The interviews will be

used for qualitative investigation, yielding rich insights and the surveys will provide quantifiable data for analysis. This mixed-method technique provides for a more thorough evaluation of the research topic while also accommodating the study's depth and breadth. The use of structured interviews and surveys is given prominence to establish a methodical methodology for data collection, hence augmenting the dependability and credibility of the research (Striepe, 2021).

3.6 Procedure for Data Collection

This study involved the collection of data through an anonymous online survey specifically designed for Managers to Executives at the RAF. The survey will consist of a series of open-ended interview questions aimed at capturing participants' views on how organisational culture can be used for the successful development of the RAF. Following the data capture process, the raw data will be extracted for the purpose of analysis.

3.7 Data Analysis Strategies and Interpretation

The data analysis approach used in this research will be the thematic analysis which involves the identification, analysing and reporting of patterns or themes within the qualitative interview data (Belotto, 2018; Kiger et al., 2020). Thematic analysis strategies provide a structured yet flexible approach to qualitative data analysis (Kiger & Varpio, 2020). Thematic analysis is thought to be the most effective method for any study that seeks to discover using interpretations. It adds a systematic factor to the process of analysing data. It lets the researcher connect an analysis of how often a theme comes up with an analysis of the whole material. This gives the study more accuracy and depth to make it better as a whole (Ibrahim, 2012).

This method is selected because, according to many researchers, it is considered flexible and can be used with a variety of data collection methods, i.e., interviews, focus groups and documents. In this case, the interview data collection method will be used. Moreover, due to the nature of how the analysis will be conducted, the themes will emerge from the data rather than being predetermined, an inductive thematic analysis approach will be used.

The thematic analysis techniques are employed in six steps, i.e., familiarization, coding, generating themes, reviewing themes, defining, naming themes and finally writing up and ensuring a thorough and systematic analysis process (Kiger et al., 2020). Thus, these are the steps which will be pursued during the analysis of the interview data. This method allows

themes to arise from the data, enabling an inductive and data-driven interpretation, which is consistent with the nature of qualitative research.

For this study, the qualitative data will be generated from the interviews of the participants from the RAF. The primary research question that will guide this study is: *how can organisational culture be used for the successful development of the RAF?* To address the primary research question, the following secondary research questions will guide the study:

- *What are factors leading to a toxic culture at state-owned entities;*
- *What are organisational culture trends at state-owned entities; and*
- *What are the strategies to improve organisational culture.*

The initial step of the data analysis will involve cleaning the data by removing repeats and empty cells. Then familiarization with the data will be done by reading through the data several times in order to make sense of the data and identify patterns. Thematic analysis is a widely utilized approach in research because of its versatility and adaptability to diverse data collection methodologies (Kiger & Varpio, 2020). Researchers opt for this method due to its efficacy in uncovering and understanding patterns within the data. A systematic six-step strategy can guide the analysis process.

3.8 Possible Limitations and Challenges of Study

The limitation of qualitative research is different to that of quantitative research. The methods used by the researcher and their individual observations can modify the data in some way or another. Below are some challenges to qualitative studies:

1. It takes a lot of time. Qualitative research requires thorough planning, time to develop and distribute questionnaires or surveys, collect data from respondents and analyse by means of recoding and categorizing. It could take more than a few weeks or even months;
2. The interpretation of the data is limited because observations and conclusions are influenced by the researchers experience and knowledge;
3. The outcomes of qualitative research cannot objectively be verified by the researcher against the circumstances because the questions are open-ended allowing the respondents to have more control over their responses;

4. Because qualitative research is based more on a respondent's view, the responses cannot be measured and analysed scientifically and it's not easy to identify causal relationships and develop causal explanations.

With regards to the current study, not all interviewees may respond in time due to work deadlines, or not at all for various reasons. Because there are limitations to observation this highlights the need for interviews so that questions could be asked in order to accurately clarify the responses. Further, should the researcher be pushed for time, the findings could be limited because the researcher is unable to do a thorough assessment of the responses to the survey (Bickman & Rog, 2013). In light of the potential limits, it is imperative to recognize that not all participants may exhibit prompt responsiveness during interviews, and the study outcomes may be subject to the researcher's temporal limitations. Conducting a comprehensive evaluation of replies and dedicating sufficient time to the research process are crucial factors in ensuring the reliability and validity of the findings.

3.9 Quality Assurance

3.9.1 Transferability

According to Lapan, Quataroli and Riemer qualitative data methods quality assurance is nested in research methods that have transferability, credibility, and dependability (Lapan, Quataroli, & Riemer, 2012). These authors surmise that the process of establishing transferability requires the researcher to provide in-depth information about the research participants as well as their settings. This they believe will allow the readers to assess if and how the study's findings, can relate back to the readers' context (Lapan, Quataroli, & Riemer, 2012). Some methods adopted to ensure the transferability of this research include a detailed description of the research context, the participants, a clear sampling strategy as well as detail of the data collection method. Including comprehensive documentation of research methodology promotes the reliability of the study, as it enables other researchers to reproduce the research. The dedication to rigorous techniques guarantees the dependability and credibility of the study outcomes.

3.9.2 Credibility

Credibility is defined as the extent to which research can be considered responsible and accurate, safeguarding against the potential influence of subjective experiences, emotions and perspectives that could obscure the true nature of the research subject (SAGO, 2023). The process of maintaining credibility in research involves minimizing bias and ensuring

objectivity throughout the research process. By employing rigorous methodologies, adhering to ethical standards and employing sound data collection and analysis techniques, researchers can enhance the trustworthiness and reliability of their findings (SAGO, 2023). This helps to ensure that the research accurately represents the issues under investigation, reducing the impact of personal biases or subjective interpretations.

3.9.3 Dependability

Dependability is concerned with providing comprehensive details and documentation regarding the methods of the study, which allows meticulous scrutiny of the research methods and facilitates replication by other researchers (Cameron, 2011). From Cameron's perspective, by ensuring transparency in documenting the methods, others can examine and evaluate the study's procedures, which ensures the trustworthiness and credibility of the research findings. This emphasis on dependability promotes the potential for replication, as other researchers can effectively follow the documented methods to reproduce and validate the study's results (Cameron, 2011). This research paper will therefore include the appendices of all research instruments and document the steps in the research process, as well as store all participant responses in an encrypted and password-protected online folder, using Microsoft Word.

3.10 Ethical Considerations

In terms of ethical considerations, researchers have a responsibility to ensure the protection and well-being of participants. One primary consideration is the establishment of informed consent, wherein researchers provide a clear explanation of the study's purpose, confidentiality measures, potential risks and benefits and participants' rights prior to obtaining their voluntary participation (American Psychological Association [APA], 2017). Obtaining informed consent promotes respect for autonomy and enables individuals to make informed decisions regarding their involvement. In addition to informed consent, researchers must consider other potential ethical problems relating to the subject matter of the study. Since the study focuses on the organisational culture at the RAF, sensitive issues and concerns may arise (APA, 2017). To address this, in drafting the surveys and interview questions, one must be mindful in order to ensure that p articipants do not become distressed during participation.

Confidentiality and anonymity maintenance are crucial ethical considerations outlined by the APA (2017). Researchers must ensure that participants' responses and identities remain confidential, safeguarding them against harm or unintended consequences. Anonymity is

maintained by avoiding the collection of personally identifiable information and utilizing codes or pseudonyms for participant identification. Data sharing should involve precautions, secure storage and controlled accessibility. In the research study, these ethical considerations will be upheld through the anonymity of the online questionnaire.

To effectively address any conflicts of interest, the study places a high emphasis on safeguarding participant confidentiality and anonymity. The implementation of a Non-Disclosure Agreement serves to protect the individuals involved in the study. At the same time, research findings are disseminated in a manner that upholds principles of respect, privacy, and dignity per established ethical standards.

To protect participants from potential harm, researchers must design questionnaires in a sensitive and respectful manner, avoiding discomfort and triggers for participants (APA, 2017). It is advisable for researchers to provide resources for support or referral in case participants require assistance after participating in the survey.

Regarding power dynamics, researchers must implement measures to prevent participant exploitation (APA, 2017). This includes avoiding coercive tactics, manipulation, or undue influence to secure participation. Researchers should also disclose any potential conflicts of interest. In this study there may be a potential conflict of interest since the researcher is employed at the same employer as the participants, that is, the RAF. For fear of retribution, the researcher will manage the potential conflicts of interest by ensuring that none of the participants are reportees (direct or indirect). Further, for those participants from Management to Executive level, it will be ensured that their person details and responses are kept anonymous and treated with confidentiality by means of a Non-Disclosure Agreement with each individual participant.

Lastly, ethical considerations extend to the reporting and dissemination of survey findings (APA, 2017). Researchers have an obligation to accurately present the results without misrepresentation or distortion of participants' responses. Anonymity should be preserved in reporting, and findings should be presented in a manner that respects participants' privacy and dignity.

In summary, Chapter Three explains how the researcher intends to carry out the research, with a consistent and logical proposal to resolve the research problem of a toxic organisational culture. That is, the procedure followed by the researcher to identify and investigate data

regarding the topic of the impact of organisational culture on organisational development. The chapter further details the researcher's method to the research to ensure that the results are transferable, credible reliable, as well as the ethical considerations the researcher has undertaken to ensure the protection of the participants.

CHAPTER FOUR: Presentation of Research Findings

4.1 Introduction

The focus of this study is centered on exploring the influence of organisational culture on the developmental of the RAF. In pursuit of a comprehensive understanding, the research objectives encompassed an investigation into the origins of toxic cultures within state-owned entities, the documentation of findings related to organisational culture in such entities, an analysis of the implications stemming from these findings, and the proposition of strategies to elevate organisational culture within state-owned entities. The primary research question guiding this study was oriented towards discerning how can organisational culture be used for the successful development of a state-owned entity in South Africa? To systematically address this overarching question, the study was guided by the following sub-questions:

- What are factors leading to a toxic culture at state-owned entities?
- What are organisational culture trends at state-owned entities?
- What are the strategies to improve organisational culture?

This research sought to delve into the intricate dynamics of organisational culture, shedding light on its impact within the specific context of state-owned entities, and offering practical insights for the augmentation of organisational culture within the RAF and similar institutions.

4.2 Overview of the Sample

Table 2 provides a comprehensive overview of the participants involved in the study conducted on the RAF.

The participants contributing to this study are a group of professionals hailing from various divisions within the RAF, each bringing a wealth of experience and expertise to the table. Their departments, divisions and years of service underscore their authority and credibility in providing insights into the organisational culture and dynamics at the RAF.

At the forefront are senior management with extensive tenures and specialized roles. Participants like Participant 2 of the Claims department in Operations and Participant 3 in the Legal, Compliance & Regulation division boast remarkable service records spanning over two decades. Their seasoned perspectives offer invaluable insights into the operational and regulatory landscapes shaping the organisational culture.

Complementing these senior personnel are compliance practitioners (Participants 4, 11, 14), a legal advisor (Participant 19), and management overseeing critical functions such as finalization, forensics, and privacy (Participants 5, 7, 14). These individuals, with years of dedicated service ranging from 5 to 27 years, bring a blend of legal acumen, compliance expertise, and operational insights essential for understanding the multifaceted aspects of organisational culture within the RAF. Furthermore, the presence of management from divisions like Human Resources (Participants 9, 22) and Strategy (Participant 23) underscores the holistic approach taken to assess and address organisational culture. Their roles in organisational development, employee relations, and project management offer a strategic lens through which to examine cultural dynamics and drive meaningful change initiatives.

Table 2: Participant Details in the Road Accident Fund Study

Participant	Department	Division	Years of Service
RPT02.	Claims	Operations	15
RPT03.	Regulation	Legal, Compliance & Regulation	26
RPT04.	Compliance	Legal, Compliance & Regulation	5
RPT05.	Finalisation	Operations	27
RPT06.	Regional Management	Operations	23
RPT07.	Forensics	Governance	15
RPT09.	Organisational Development	Human Resource	6
RPT11.	Complaints (Compliance)	Legal, Compliance & Regulation	11
RPT 14.	Privacy (Compliance)	Legal, Compliance & Regulation	10
RPT 16.	Customer Service Centres	Operations	9
RPT 19.	Legal Advice	Legal, Compliance & Regulation	26
RPT 18.	Legal Costs	Operations	6
RPT 21	Claims Adjudication	Operations	24
RPT 22.	Employee Relations	Human Resource	5

RPT 23.	Project Management Office	Strategy	12

Together, this diverse cohort of participants formed a comprehensive tapestry of perspectives, reflecting the depth and breadth of organisational experience within the RAF. Their collective wisdom and insights serve as a cornerstone for understanding and improving organisational culture, ensuring that the study's findings resonate with authenticity and relevance.

4.3 Factors leading to a toxic Culture in State-Owned Entities

The first research question, which can be recapped as: What are factors leading to a toxic culture at state-owned entities? aimed to identify the factors leading to this phenomenon. This research focused on the RAF and explored these factors by examining participant insights. The analysis of themes and subthemes derived from participant quotations revealed underlying issues contributing to institutional misconduct, governance challenges, and toxic work environment. This research attempted to provide valuable insights into the root causes of toxicity in organisational culture at state-owned entities. Table 3 below presents the subthemes, and themes for this research question.

Table 3: Factors Leading to a Toxic Culture at State-Owned Entities.

Subthemes	**Themes**
• Corrupt practices • Discrepancies in Financial Practices • Ethical lapses • Unlawful practices • Organisational Vulnerability • Legal Challenges • Cronyism and Employment Practices • Realignment challenges	Institutional Misconduct
• Weak Governance • Unlawful Accounting Practices • Key Vacancies at Executive Level • Large-scale Retrenchment of Staff	Governance Challenges

• Poor ICT infrastructure	
• Negative Cultural Dynamics and Demotivation • Toxic Interactions • Punitive Culture • Disempowering Environment	Toxic and Demoralizing Work Environment

4.3.1 Institutional Misconduct

The participants' insights exposed a troubling situation within the RAF, showing systemic problems caused by the ruling party's deployment policy affecting the board and top management. A participant who suffered from the political interference said:

"I was a victim of the ruling party's deployment policy of the board and top management. Cronyism is rampant and puts political goals above the statutory mandate." [RPT03]

This statement highlighted the widespread cronyism, implying that the organization's legal duties were neglected for political gains. Another participant pointed out financial inconsistencies, as shown by the quotation:

"Disparate Fuel Levy Income vs Claims." [RPT02].

This insight revealed gaps in financial management, indicating possible anomalies between fuel levy income and claims processing. Moreover, the participant expressed worries about organisational susceptibility to fraud and corruption, stating,

"Our Systems and Processes are Vulnerable to Fraud and Corruption." [RPT07]

This insight emphasized the urgent need for improving internal controls and promoting ethical behavior within the organization. Also, one participant mentioned challenges related to the realignment of processes, showing conflicts with the current Road Accident Fund Act No. 56 of 1996 (as amended).

"Realignment of processes that is not permitted by the current Road Accident Fund Act No. 56 of 1996 (as amended)" [RPT19]

This quotation illuminated the regulatory challenges faced by the organization, suggesting potential clashes between organizational practices and legal mandates.

4.3.2 Governance Challenges

The participants' insights revealed the critical governance challenges that the organization faced. These challenges included unlawful accounting practices, large-scale retrenchment of staff, weak governance, key vacancies at the executive level, and poor ICT infrastructure. Participant exposed how the management, supported by political allies, adopted a new and unlawful accounting policy to reduce the Fund's reported outstanding liability:

"Management's solution (with political backing) was to adopt a new (unlawful) accounting policy which reduced the Fund's reported outstanding liability." [RPT03].

This action raised concerns about the financial transparency and ethics of the organization. The same participant also expressed concerns about a large-scale retrenchment scheme that targeted experienced and loyal staff:

"Large scale retrenchment of experienced, long-serving, staff to be replaced with compliant, "culture fit", cronies." [RPT03].

The replacement criterion suggested a preference for compliance and cultural fit over competence and diversity, which could harm the organisational culture's integrity. The participant painted a bleak picture of the organisational governance, intentionally weakened and riddled with "unlawful practices and vexatious litigation":

"Weak governance (by design), unlawful practices, vexatious litigations." [RPT03].

Another participant highlighted key vacancies at the executive level, indicating potential leadership gaps:

"Key vacancies on Executive level." [RPT02].

Additionally, the participant mentioned poor ICT infrastructure, especially the "slow system response", which indicated technological issues:

"The fund has poor ICT infrastructure, characterized by "slow system response leading to data breaches and loss of data." [RPT02].

These factors together posed challenges for leadership decision-making and technological efficiency.

4.3.3 Toxic and Demoralised Work Environment

The participant insights collectively offered diverse perspectives on the organisational culture at the RAF. The first participant underscored the challenges arising from stress, uncertainty, and prolonged periods of change within the organization.

"*One of the main challenges is stress that results from uncertainty and a period of change that is too long. The culture of the RAF can be characterized as having a negative atmosphere that can drain the energy, enthusiasm, and productivity of its employees."* [RPT11]

This insight aligned described the RAF's culture as having a detrimental impact on employees' energy, enthusiasm, and productivity. The emphasis on a negative atmosphere highlights the toxic interactions prevailing within the organization, contributing to a demoralized workforce. Another perspective delved into the challenges posed by the handling of drastic changes, directly impacting the mental and physical health of employees.

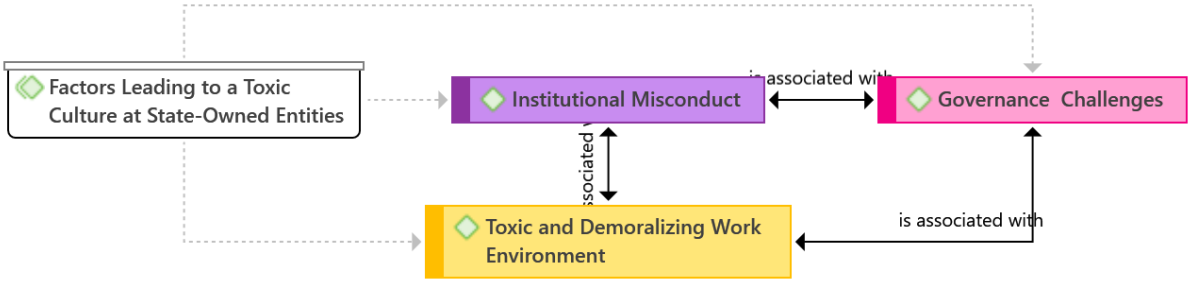
"The biggest challenge at the RAF is the manner in which the drastic changes are being handled and the impact this is having on the employees' mental and physical health." [RPT04]

The participant suggests that the approach to change management negatively affects the overall well-being of the workforce, contributing to demoralization. Fear among staff, inhibiting them from speaking up due to intimidation, and reprisals was another insight shared by a participant who said:

"Staff scared to speak up because of intimidation, reprisal or fear. Right now a lot of negativity, a lot of resistance." [RPT21]

This fear-driven culture contributes to a toxic work environment and demoralizes the workforce. The findings of Research Question 1 is summarized in Figure 3. The findings shed light on the complex interplay of factors contributing to a toxic culture at state-owned entities, as exemplified by the RAF. Institutional misconduct, governance challenges, and demoralization emerge as prominent themes, each revealing distinct facets of the organisational issues. From cronyism and financial irregularities to authoritarian leadership and fear-driven work environments, the insights provided by participants paint a multifaceted picture of the challenges faced by state-owned entities.

Figure 3: Factors Leading to a Toxic Culture at State-Owned Entities



4.4 Organisational Culture trends at State-Owned Entities

Next, the study explored Research Question 2 which can be recapped as: What are the organisational culture trends at state-owned entities? Through participant narratives, this study aimed to uncover prevalent cultural trends within the organization, shedding light on key areas such as unhealthy work environments, centralized decision-making, poor teamwork, lack of transparency, communication issues, and ethical lapses. By analyzing these trends, this study sought to provide valuable insights into the organisational dynamics and challenges faced by state-owned entities, particularly within the RAF environment and identify areas for improvement to foster a healthier and more effective organisational culture. Table 4 below presents the subthemes, and themes for this research question.

Table 4: Organisational Culture Trends at State-Owned Entities

Subthemes	Themes
• Detrimental Organisational Culture • Culture of Insecurity • Unethical Practices • Corridor Talk and Uncertainty • Authoritarian Decision-Making	Unhealthy Work and Organisational Environment
• Unilateral Decision-Making • Hierarchical Influence • Top-down Implementation • Limited Employee Involvement	Centralized decision-making and authoritarian leadership styles

• Ineffective Communication • Lack of Cooperation • Individualistic Approach	Poor Teamwork and Collaboration
• Clear Communication Channels • Participatory Decision-Making • Empowering Employees	Lack of transparency, communication, and employee empowerment
• Fraudulent behaviour • Ethical lapses	Ethical lapses and fraudulent behavior among employees

4.4.1 Unhealthy Work and Organisational Environment

The participants' insights shed light on a pervasive issue within the organization, each revealing a distinct facet of the culture trends within RAF. The participant highlighted the negative impact of the organisational culture on both employee well-being and the overall health and success of the organization.

"The culture creates a work environment that is detrimental not just to the well-being of the employees but to the overall health and success of the organization." [RPT04]

This insight suggested a deep-seated issue within the cultural framework that extends beyond individual well-being to the organization as a whole.

"Staff feel very insecure as they constantly expect someone in the office to be suspended." [RPT07]

The participant's remark about employees feeling constantly insecure due to the anticipation of suspensions points to a culture of instability within the organization. This subtheme reveals a sense of fear and uncertainty that permeates the work environment.

"There is a toxic culture of corridor talk, not knowing one's future in the company. It is a negative culture at present." [RPT06]

The participant described a toxic culture characterized by corridor talk and a lack of clarity regarding one's future in the company. This insight underscored the detrimental impact of gossip and the pervasive sense of uncertainty among employees.

4.4.2 Centralized decision-making and authoritarian leadership styles

The participants' narratives revealed a common sentiment of limited decision-making autonomy and a hierarchical structure where decisions are predominantly made by a single individual or senior leadership. Participants expressed frustration with the lack of inclusivity in decision-making processes, highlighting the authoritative approach where decisions are dictated from above and employees are expected to comply without question.

"One person makes decisions and we just have to follow suit whether we are in agreement or not or have our own opinions; we have to abide because it is a lawful instruction from our employer." [RPT21]

This insight reflects the unilateral authority wielded by senior management in determining organisational decisions. The participant's reference to the lawful nature of instructions suggests a top-down leadership approach that leaves little room for employee input or dissent. Similarly, another participant highlighted the correlation between decision inclusivity and the hierarchical structure within the organization.

"No, decision inclusivity is closely linked to the relevant DOA of your position and the leadership style of your senior." [RPT23]

This insight underscores hierarchical leadership, indicating that decision-making processes are influenced by an individual's position within the organisational hierarchy and the leadership style of their superiors. This echoed the prevailing pattern of centralized decision-making, where decisions originate from senior leadership and trickle down to lower levels of the organisational hierarchy for implementation.

"Most of the decisions are taken from above and filtered down to the implementers." [RPT06]

This observation further reinforces the subtheme of top-down decision-making, illustrating a lack of participatory decision-making processes. Lastly, the findings described a hierarchical process of submitting suggestions and proposals to their line manager, who then presents them to the executive committee for discussion.

"I feed the office of my line manager with suggestions and proposals. He then takes them to EXCO for discussion and that is how my contributions end in the decision-making process." [RPT22]

This narrative highlights the participant's limited involvement in the decision-making process, indicating a hierarchical structure where decisions are made at higher levels of authority.

4.4.3 Poor Teamwork and Collaboration

Organisational culture trends at state-owned entities encompass various aspects, including teamwork and collaboration. The participant insights shed light on this dimension, revealing both strengths and weaknesses within the organisational culture. Some participants highlighted the importance of teamwork while acknowledging the necessity of individual contributions in certain disciplines:

"Working with a team has its cumulative benefits however in my discipline, you also need to be able to work alone at times." [RPT23]

This statement reflects a balanced perspective, recognizing the value of teamwork alongside the need for individual autonomy, depending on the nature of the tasks involved. However, the prevailing trend seems to lean towards a silo-based and disjointed approach to collaboration:

"Silo-based, disjointed, on a 'need-to-know' basis." [RPT03]

This characterization suggests a lack of cohesion and transparency within teams, with information and resources being compartmentalized rather than shared openly. Moreover, several participants expressed concerns about the overall weakness of teamwork within the organization:

"The teamwork is very weak." [RPT18]

This insight highlights a significant area for improvement, indicating a systemic issue that may hinder organisational effectiveness and efficiency. Nevertheless, amidst these challenges, there are pockets of success where effective collaboration occurs:

"There are pockets where it works well, I rely on building relationships." [RPT02]

This statement underscores the importance of cultivating relationships and fostering a collaborative culture within specific areas of the organization.

4.4.4 Lack of Transparency, Communication and Employee Empowerment

The participants' insights revealed a troubling aspect of the organisational culture, related to the theme of "Lack of transparency, communication, and employee empowerment." A common issue raised by the participants is the fear of providing feedback or suggestions due to possible

negative consequences. There was a shared feeling uneasy about giving feedback or suggestions, worrying that it might contradict the organization's position.

"I don't always feel comfortable giving feedback or suggestions because if they go against RAF's position, I'm seen as an outsider. People prefer to do what they are told, because speaking out of turn can have negative consequences." [RAF06]

This feeling showed a lack of openness and responsiveness to input, which can hinder employee empowerment and transparent communication within the organization. Moreover, the different levels of transparency shown by managers add to the overall confusion and secrecy within the organization. Some managers may be transparent in their communication, while others may not, resulting in inconsistency in the information and decision-making processes. The degree to which employees feel empowered to give inputs or suggestions also depends on the openness and readiness of their superiors to listen to such feedback.

"Transparency of managers varies a lot across the organization." [RPT23]

This implies a hierarchical obstacle to transparent communication and employee empowerment, where the openness of superiors to receive input affects the level of employee involvement in giving suggestions or feedback.

"How much I give inputs or suggestions depends on my superior at the time and how open and willing they are to hear suggestions." [RPT11]

Some employees use formal channels, such as writing proposals in a memorandum format, to make sure that the leadership takes their suggestions into account.

*"I realized that the leadership sometimes needs to be convinced. That's why I write all my proposals in a memorandum format." [*RPT14]

This suggests a lack of informal ways of communication and a dependence on structured processes to communicate feedback or ideas.

4.4.5 Ethical lapses and Fraudulent Behavior among Employees

The participant insights shed light on a concerning aspect of the organisational culture, revealing instances of ethical lapses and fraudulent behavior among employees. This theme underscores the need for greater vigilance and ethical standards within the organization to prevent misconduct and uphold integrity.

One participant highlighted the presence of employees engaged in stealing and fraudulent activities, indicating a breach of ethical conduct within the organization.

"Employees who are stealing and being fraudulent" [RPT07]

Furthermore, the participant emphasized the susceptibility of the organization's systems and processes to fraud and corruption, suggesting systemic vulnerabilities that facilitate unethical behavior.

"Our systems and processes are susceptible to Fraud and Corruption" [RPT16]

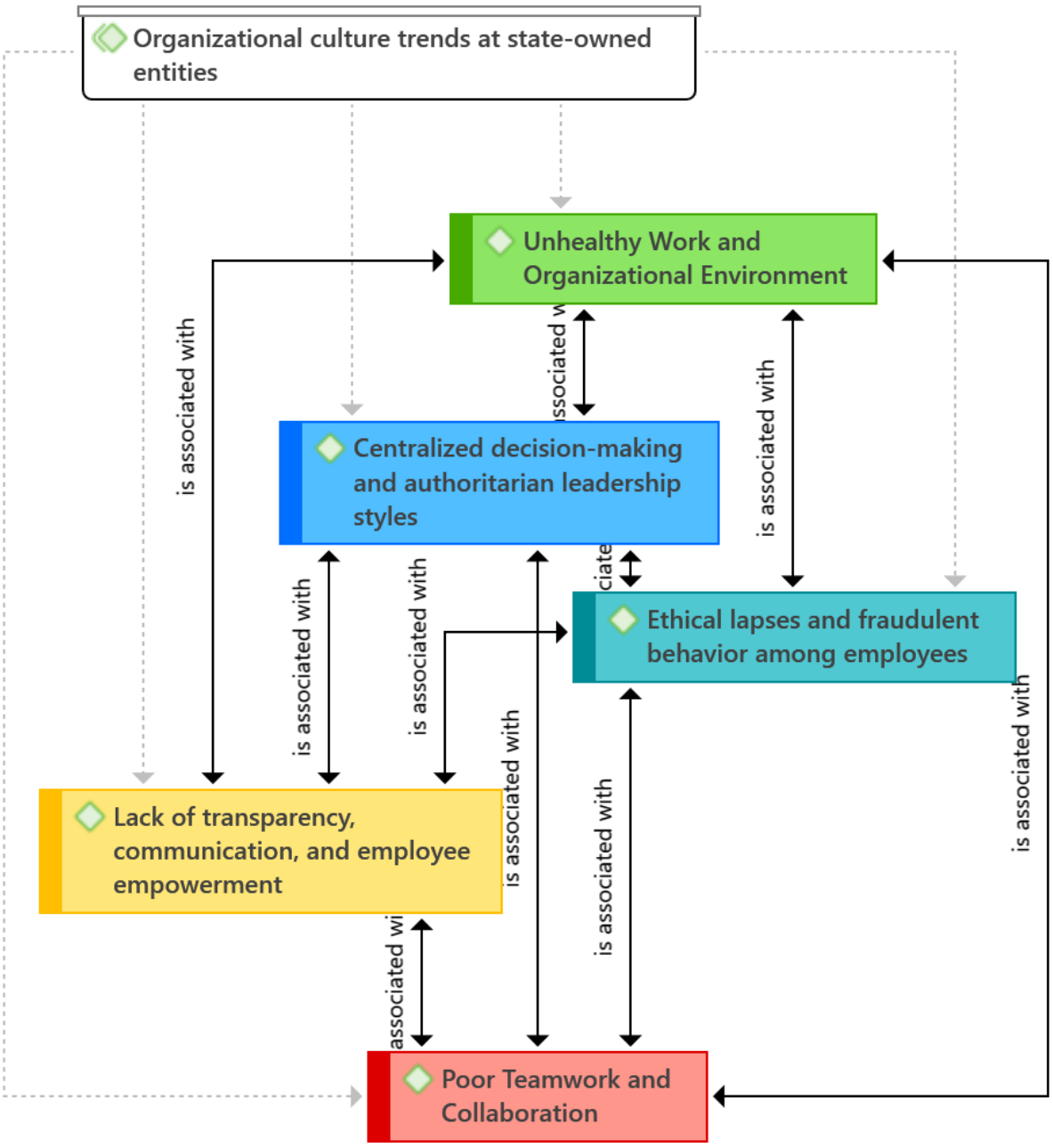
The insight also pointed to broader issues of maladministration and mismanagement attributed to political deployment,

*"Maladministration and mismanagement resulting from political deployment." [*RPT03]

indicating potential systemic issues that contribute to unethical practices within the organization.

The insights gleaned from participant narratives offered valuable perspectives on the organisational culture trends at state-owned entities, particularly within the RAF. The summary is provided in Figure 4 below. The prevalence of unhealthy work environments, characterized by insecurity, fear, and toxic cultures, underscored the need for organisational interventions to promote employee well-being and productivity. Additionally, the dominance of centralized decision-making and authoritarian leadership styles inhibited collaboration and stifled innovation within the organization, highlighting the importance of fostering a more inclusive and participatory decision-making culture. Furthermore, the challenges associated with poor teamwork and collaboration underscore the need for fostering a culture of cooperation and cohesion among teams. Transparency and communication issues, coupled with a lack of employee empowerment, pose significant barriers to organisational effectiveness and employee engagement, calling for initiatives to promote open communication channels and empower employees to contribute meaningfully to decision-making processes. Lastly, the presence of ethical lapses and fraudulent behavior among employees highlights the importance of instilling a strong ethical culture and enforcing robust governance mechanisms to uphold integrity and prevent misconduct.

Figure 4: Organisational Culture Trends at State-Owned Entities



4.5 Strategies to improve Organisational Culture

The third research question can be recapped as follows: What are strategies to improve organisational culture. Improving organisational culture is paramount for state-owned entities striving for sustainable growth and effectiveness. This research delves into strategies to improve organisational culture, aiming to uncover actionable insights from participants within the RAF to foster a positive cultural transformation. By analyzing participant narratives, this study elucidated key strategies to enhance organisational culture within state-owned entities,

focusing on building supportive infrastructure, enhancing transparent communication, improving employee empowerment and collaboration, recognizing positive elements, fostering continuous improvement and adaptation, and reforming leadership and governance. These strategies offered a comprehensive framework for state-owned entities to cultivate a healthier and more conducive organisational culture, ultimately driving performance and achieving organisational objectives. Table 5 below presents the subthemes and themes for this research question.

Table 5: Strategies to Improve Organisational Culture at State-Owned Entities.

Subthemes	Themes
• Resource allocation • Support Unit's Efficiency	Building Supportive Infrastructure
• Open Channels for Feedback • Clear Communication Structures	Enhancing Transparent and Communication Culture
• Decision-Making Autonomy • Employee Engagement and Feedback	Improving Employee Empowerment and Collaboration
• Recognition of Employee Contributions • Leadership by Example	Recognition of Positive Elements
• System Modernization • Work-Life Balance and Meaningful Work	Continuous Improvement and Adaptation
• Conformity in values • Ethical foundations • Upholding Integrity	Reforming Leadership and Governance

4.5.1 Building Supportive Infrastructure

The participant insights shed light on the importance of supportive infrastructure within the organization.

> *"For the employees who are still at the RAF, I would suggest that they need to have the necessary resources and tools to perform their duties efficiently."* [RPT04]

The participant emphasized the importance of providing employees with the necessary resources and tools to perform their duties efficiently. Another participant highlighted the significance of cost management to prevent fruitless expenditure.

"Cost management- to prevent fruitless expenditure." [RPT16]

This insight indicates the importance of optimizing resource utilization and minimizing wastage.

4.5.2 Enhancing Transparent and Communication Culture

One participant emphasized the significance of management listening to employee suggestions and concerns, highlighting the need for open communication channels.

"Management can best support the employees by listening to their suggestions and concerns" [RPT18]

Some of the findings echoed this sentiment.

"Management can improve the way they support employees by providing clear communication and expectations." [RPT04]

4.5.3 Improving Employee Empowerment and Collaboration

One participant stressed the need for increased engagement and feedback opportunities to empower employees.

"More engagements and feedback." [RPT02]

Another participant highlighted the significance of autonomy in decision-making.

Give me the opportunity to make my own decisions and motivate the reasons and running with it." [RPT05]

4.5.4 Recognition of Positive Elements

One participant expressed motivation when their hard work and contributions were acknowledged.

"I tend to be motivated when the hard work I put into my tasks and contributions are acknowledged." [RPT04]

Participants emphasized the importance of unbiased recognition of performance and leadership by example to foster a positive work environment.

"Appreciate actual performance without bias, and someone who can lead by example, walk the walk and talk the talk." [RPT06]

4.5.5 Continuous Improvement and Adaptation

One participant emphasized the importance of modernizing systems and infrastructure to enable more efficient processes.

"Improved systems. A better ICT infrastructure with modern systems that will allow for modern processes." [RPT07]

Another participant suggested creating an environment that promotes work-life balance, sustained growth and meaningful work to facilitate continuous improvement and adaptation.

"By creating an environment in which employees can have a work/life balance, sustained growth, and meaningful work." [RPT23]

4.5.6 Reforming Leadership and Governance

One participant highlighted the importance of governance and compliance practices to maintain organisational integrity.

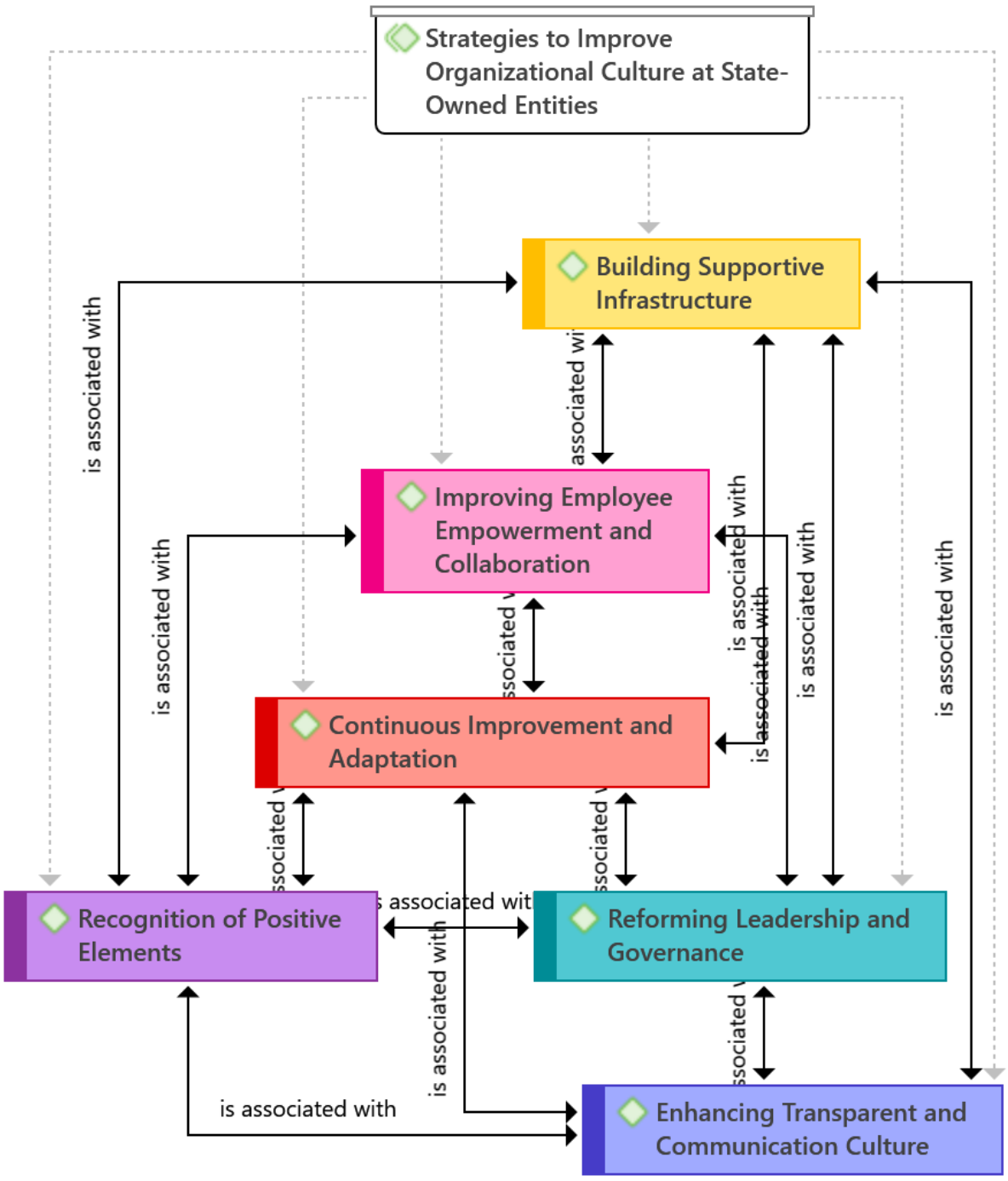
"Strong governance and compliance practices." [RPT03]

Another participant emphasized the need for a strong organisational culture from the top that balances performance with the interests of all stakeholders.

"A strong culture from the top, of balancing performance with the interests of all the stakeholders from employees to attorneys/claimants." [RPT11]

The summary of the findings is provided in Figure 5, which focuses on Strategies to Improve Organisational Culture at state-owned entities.

Figure 5: Strategies to Improve Organisational Culture at State-Owned Entities



These strategies provide a roadmap for cultivating a more conducive work environment, promoting employee engagement, and ultimately driving organisational effectiveness and sustainability. The study by Mahlangu (2020) also reiterates the fact that organisational development impacts the success of state-owned entities like the RAF.

In summary, Chapter Four presents the qualitative research results, sums up, interprets the data collected from participants and reports on the findings. In addition, the chapter also highlights the need for organisational change initiatives to better the culture of the RAF.

CHAPTER FIVE: Discussion of Research Findings

This section is a discussion of the research findings above.

Organisational development is a well-defined systemic approach to improving the effectiveness of an organisation, employing various disciplines. It emerged due to the need for organisations to adapt to changing business environments. Organisational development is crucial in addressing challenges faced by state-owned entities in South Africa, such as incompetence, cronyism and poor governance. Effective communication, leadership and strategic alignment are essential for successful organisational development in these entities.

Organisational architecture, focusing on structural elements and relationships within an organisation, plays a vital role in organisational success. The theory emphasizes aligning internal structures with strategic goals to gain a competitive advantage and has gained significant traction in the management field. In state-owned entities in South Africa, gaps in organisational architecture hinder innovation and adaptability, necessitating a more flexible approach to drive positive change. Addressing these gaps is crucial for improving overall performance and effectiveness within these entities.

Organisational culture is another important component that shapes employee behavior and influences their decisions in the workplace. Positive organisational culture can improve employee satisfaction, performance and productivity. The interactions between organisational culture and organisational development are crucial for the success of state-owned entities. The conceptual framework provides a roadmap for addressing the complexities of organisational culture and its impact on organisational development. This requires a comprehensive understanding of the interdependence between these variables. By recognizing the interdependence between these variables, the framework guides efforts to reshape culture and align it with the goals of state-owned entities in South Africa.

The purpose of the literature review undertaken earlier was to identify research gaps, which provided the rationale for the current study that focuses on the impact of organisational culture on organisational development in South African state-owned entities. The intention of the literature reviewed was also to portray the relationship between earlier research and the current study. Understanding that an organisation's culture has a significant impact on its effectiveness and performance, is crucial.

Research Question 1 uncovered the factors contributing to a toxic culture at state-owned entities, revealing pervasive issues of institutional misconduct, governance challenges, and a toxic work environment. Participants' narratives unveiled systemic problems stemming from political interference, weak governance practices, and fear-driven practices.

This finding is consistent with that of Muller (2019) who stated that most state-owned entities are influenced by political influence. Mhaka-Mutavayi & Lekhanya's (2021) research is also consistent with this finding the challenges in state-owned entities range from amongst others, political appointees and poor governance, which can undermine the efficiency of organisational development efforts. The study by Naidoo & Mokoena (2018) has also demonstrated that leadership styles define organisational culture, hence the fear of employees in RAF. This finding is reiterated by Schulz-Knappe et al (2019) who found thatemployee resistance often stems from a fear of the unknown.

Research Question 2 delved into the organisational culture trends at state-owned entities, uncovering issues related to poor teamwork and collaboration, lack of transparency and communication, and a general sense of demoralization among employees. Participants' insights painted a picture of silo-based work environments, inconsistent communication channels, and a pervasive atmosphere of negativity.

These results are in line with what Eze & Kalu (2021) found in their study, that a positive atmosphere in the workplace does not pose challenges but instead leads to greater productivity and innovation. So, with the negative atmosphere at the RAF, employees are not very productive. Further, the study of Anderson (2020) has also found that a positive workplace culture nurtures an employee's sense of belonging, which improves teamwork, which is the complete opposite of the silo-based environment at the RAF. However, the study by Raza et al (2018) does show that building and maintaining a positive environment can be challenging, as well as expensive for state-owned entities. The article by Radebe (2018) which found that team building fosters positive relationships amongst employees which enhances teamwork, is what this study recommends. The research by Riyanto & Panggabean (2020) corroborates the notion that components such as support from leadership, collaboration between colleagues and communication contribute to a positive organisational culture.

Research Question 3 focused on strategies to improve organisational culture, offering actionable insights to address the identified challenges. Building supportive infrastructure,

enhancing transparent communication, empowering employees, recognizing positive elements, fostering continuous improvement and reforming leadership and governance emerged as key strategies to drive cultural transformation within state-owned entities.

In summary, this study delved into various facets of organisational culture within state-owned entities, with a particular focus on the RAF. Through the exploration of multiple research questions, insightful narratives from participants have shed light on the diverse challenges, trends and strategies for improving organisational culture in state-owned entities.

CHAPTER SIX: Conclusions and Recommendations

6.1 Conclusions

Below is an overview of the study in its entirety.

Organisational culture plays a significant role in the success of an organization, as it influences behavior, values, and practices. A positive culture can enhance efficiency, image and competitiveness. Organisational development aims to improve strategies, structures, and processes to achieve effectiveness, satisfy stakeholders and adapt to change. Organisational culture and development are interconnected, with culture impacting employee engagement, well-being and organisational success. Addressing toxic cultures is essential for sustainability. Research on organisational culture is ongoing, exploring its impact on performance and identifying strategies for improvement. A strong culture fosters innovation, collaboration and productivity, contributing to an organization's success. This study focuses on the Road Accident Fund in South Africa, investigating factors leading to toxic cultures and recommending strategies for improvement. Delimitations include a focus on state-owned entities and a specific emphasis on accountability and responsibility within organisational culture. The findings and recommendations may have broader implications for addressing cultural challenges in various organizations and industries. Overall, understanding and improving organisational culture are essential for organisational effectiveness and success.

The literature review has two main objectives: to investigate existing empirical evidence on organisational culture and its impact on success and to develop a conceptual framework for the study. The review focuses on the relationship between organisational culture and development in South African government-owned institutions. The study analyzes the effects of organisational culture on organisational success by examining the advantages and disadvantages of different cultures, with a particular emphasis on state-owned entities in South Africa. Positive organisational culture has been found to increase morale, commitment, job satisfaction and motivation among employees. It also leads to higher productivity, lower turnover rates and improved financial performance. An open, collaborative culture encourages innovation, creativity and effective communication, while a toxic culture can demoralize employees and hinder productivity. Resistance to change within organisational culture can be addressed through transparent communication and change management strategies that prioritize employee involvement. Maintaining a positive organisational culture requires commitment from leadership and alignment with the company's values and mission. The

culture within state-owned entities in South Africa has been characterized as bureaucratic, hierarchical, and resistant to change, leading to challenges in fostering trust and public perception. Transforming these cultures is necessary to drive innovation, decrease corruption, and improve service delivery in the public sector.

The study involved purposeful sampling of Managers to Executive level employees at the RAF, with data collected through questionnaires. The data analysis has been conducted using thematic analysis, which offers a structured yet flexible approach to identifying patterns and themes in qualitative data. This method ensures that themes emerge from the data itself, providing a data-driven interpretation consistent with the qualitative nature of the study. The aim was to gain a deeper understanding of the participants' views on organisational culture and its role in the development of the RAF. Through this method, the study sought to draw meaningful insights and interpretations about the organisational culture at the RAF. Ultimately, the study aimed to uncover strategies to improve organisational culture and address factors leading to a toxic culture at the RAF, in South Africa.

Professionals from various RAF divisions, offered insights based on extensive experience. Senior management, compliance practitioners, legal advisors and department heads provide expertise critical for understanding organisational culture complexities. Participant insights reveal challenges such as political interference, financial inconsistencies and governance issues affecting the RAF's culture. Factors like unlawful accounting practices, executive vacancies and poor ICT infrastructure contribute to a toxic work environment characterized by fear, demoralization and centralized decision-making. The findings highlight the need for organisational change initiatives to promote transparency, ethics and employee well-being. By implementing the strategies identified in this study, state-owned entities can embark on a journey towards fostering healthier, more resilient and more effective cultures, ultimately driving performance and achieving long-term success in an ever-evolving landscape.

From the above and a reflection on the theoretical and practical insights obtained, the researcher is convinced that the research objectives as set out below:

- an investigation into the origins of toxic cultures within state-owned entities;
- the documentation of findings related to organisational culture in state-owned entities;
- an analysis of the implications resulting from these findings; and
- the proposal of strategies to improve organisational culture within state-owned entities,

has been achieved.

6.2 Recommendations

The RAF has a toxic Organisational Culture, hindering its efforts in Organisational Development initiatives. Addressing the issue of organisational culture is crucial for the RAF's effectiveness, sustainability and long-term viability. Improving organisational culture is essential for the success and performance of any organisation. Below are recommendations to improve the organisational culture at the RAF.

6.2.1 Building Supportive Infrastructure

The participant's insight suggests that ensuring adequate resources is essential for enabling employees to carry out their tasks effectively. The RAF can enhance employee productivity and job satisfaction by addressing resource shortages and providing necessary tools. A further perception highlights the importance of optimizing resource utilization and minimizing wastage. By implementing effective cost management practices, the RAF can allocate resources more efficiently, ensuring that they are used for their intended purposes and contributing to its overall efficiency.

6.2.2 Enhancing Transparent and Communication Culture

The participant insights underscored the importance of transparent communication channels within the RAF to foster employee support and engagement. This is suggesting that management can enhance employee support by providing clear communication and setting expectations. Further, information must be filtered through seamlessly and a more collaborate way to share information must be incorporated.

6.2.3 Improving Employee Empowerment and Collaboration

Participants emphasized the importance of empowering employees and fostering a collaborative work environment at the RAF. It is recommended that allowing employees to make their own decisions and providing motivation can enhance empowerment and collaboration.

6.2.4 Recognition of Positive Elements

Participants emphasized the importance of recognizing and acknowledging employee contributions to motivate and inspire performance. At the RAF, commitment is eroded by employees who are not being valued. The recommendations are that employees are valued and recognized for their performance. Further, the consistent implementation of performance management practices should be ensured by Human Capital.

6.2.5 Continuous Improvement and Adaptation

Participants highlighted the need for continuous organisational improvement and adaptation to meet evolving challenges and opportunities. Continuous improvement will be of assistance to the RAF in streamlining its operations, removing anything that does not add value to the organization and improve efficiency. By systematically assessing and enhancing its processes, the RAF can reduce its expenditure, increase productivity and deliver better outcomes for all stakeholders.

6.2.6 Reforming Leadership and Governance

Participants identified strong governance and leadership practices as essential for the RAF's success. There should be top management buy-in and a commitment to culture transformation. This indicates the importance of effective leadership and governance. Good governance will improve the performance of the RAF, assist it to be more stable and productive and unlock new possibilities.

These strategies recommended above are consistent with that of Thelen & Formanchuk (2022) who recognize the need for clear communication, strong leadership, a commitment to transparency and ethical behavior is instrumental in reshaping the culture of an organization. Schulz-Knappe et al's (2019) emphasis on the importance of transparent communication is synonymous with the findings of this research.

In conclusion, this study has provided valuable insights into the complexities of organisational culture within state-owned entities, offering a nuanced understanding of the challenges and opportunities for cultural reform. By implementing the strategies identified in this study, SOEs can embark on a journey towards fostering healthier, more resilient, and more effective organisational cultures, ultimately driving performance and achieving long-term success in an ever-evolving landscape.

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Qualitative Research Questionnaire

The Impact of Organisational Culture on Organisational Development at the Road Accident Fund ("RAF")

Participant Number:

1. What's the biggest challenge at the RAF, if any?

2. What do you like most/least about the RAF? Please explain

3. How could management best support you/Is management supporting employees? Please explain

4. What three things do you need to succeed in your current role and why?

5. What motivates you to do your best work?

6. What does a successful company culture look like to you?

7. How would you describe the RAF culture?

8. What do you value most/least of its culture?

9. How well does the RAF's values (Integrity, Compassion, Accountability, Respect and Excellence) align with your personal values?

10. Are the RAF values being lived in the workplace and why?

11. Do you feel comfortable providing feedback or making suggestions in the workplace and why?

12. Would you rather work alone or with a team? Please explain

13. How would you describe the level of teamwork and collaboration within the RAF?

14. Do you feel the RAF leaders and managers are transparent? Please explain

15. Are you looped-in for every step of the decision-making process or only once a decision is made/ Do RAF leaders and management loop employees in for every step of the decision-making process or only once a decision is made? Please explain

16. Can you tell us about a leader you've worked with that you really admire and why?

17. What management style motivates you to do your best work? Please explain

18. Do you feel you're being listened to as an employee/Do RAF leaders and management listen to employees? Please explain

19. What would make the RAF a better workplace?

20. Are your accomplishments recognized in the workplace and why?

Participant Information Sheet (PIS)





Dear Sir / Madam

My name is Michelle Morgan. I am a Masters student in Business Administration ("MBA") at the University of the Witwatersrand, Johannesburg. My supervisor is Dr Manamela. I am conducting a research study about "The impact of Organisational Culture on Organisational Development at the Road Accident Fund".

I am inviting you to take part in an interview and answer a questionnaire. This data will be stored on my personal laptop for 1 year and deleted after the period. Only the researcher will have access to the data. The interview will be confidential and anonymous. When I share the results of the research study, I will not include your name or anything else that could identify you.

If you decide to take part in the research study, it should be because you want to volunteer. You do not have to take part. You do not have to answer any questions if you do not want to. Taking part in the research study will not cost you anything. The risk level for this research study is minimal and the interview questions are unlikely to distress you. This research study will be written up as a research report, which will be available on the university library website. If you would like to receive a summary of this report, I will be happy to send it to you.

If you have any questions during or afterwards about this research study, feel free to contact me on the details listed below. If you have any concerns or complaints about the ethical procedures of this research study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za.

Yours sincerely

Researcher:
Michelle Morgan
Cell No.: 063 689 6849
Email Address: leeaan.morgan@gmail.com

Consent Form

Title of project: The Impact of Organisational Culture on Organisational Development at the Road Accident Fund based in South Africa
Name of researcher: Michelle Morgan

I agree to participate in this research project. I agree to the following:

(Please circle the relevant options below)

The research study was explained to me. I understand what this study is about.	YES	NO
I understand that I can volunteer to take part in the study	YES	NO
I agree that direct quotations from my interview may be used by the researcher in their research report/ manuscript/book chapter	YES	NO
I agree that my participation will remain anonymous (my name or other identifying data will not be used by the researcher in their research report/manuscript/book chapter)	YES	NO
I agree that other researchers may use the information I provide in my interview (depending on their own ethics clearance being obtained) but my name and any personal information will not be used or passed on	YES	NO

…… (participant number)
…… (date)

…… (signature)
…… (name of researcher)
…… (date)