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The alignment of sub-cultures and performance within different operational units

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The alignment of sub-cultures and performance within different operational units.

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DECLARATION

I, Anna Modu Lemekoana, 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.

Anna Modu Lemekoana

Signed at ……...Johannesburg ……On the ……16…. day of ……February…… 2023…...

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Lastly, I would like to thank myself for embodying the true meaning of discipline. Thank you for choosing to step out of your comfort zone. You had many reasons to give up, but equally you remembered why you started. Let this always be a reminder that nothing is impossible when you work hard and pray.

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Abstract

This study investigates the alignment of subculture with performance in different units that forms an operation within a firm. Subcultures form when there is alteration in organizational structures, mainly due to outsourcing of specialized skills in the form of contractors. According to McLaughlin (2021), subculture emerges because of physical separation, departmental skill specialization, functional specialty, tenure, and identity.

These subcultures can either promote or impede the performance of sub-units within a single operation and ultimately affect the overall performance of the operation.

The objective of this study is to assess the existing subcultures in different operational units of New Vaal surface plant; explore the relationship between subculture and performance, and lastly to determine the ideal culture that supports good performance.

The research design is quantitative in nature. A survey instrument was used to assess the existing cultures in the seven sub-units that collectively forms New Vaal surface plant operation. The survey questionnaires were mainly informed by the literature, but some were adopted from the OCAI (organizational culture assessment instrument) model which is highly recommended for cultural assessment (Cameron & Quinn, 1999). The SPSS programme was used to undertake the statistical analysis in this study.

The result of this study shows that hierarchy is the most dominant culture that exists in 4 of the 7 subunits that forms New Vaal surface plant. Market culture is the second dominant existing in two of the seven subunits while clan culture was found to be dominant in only one of the seven subunits. Although adhocracy culture was found to be existing in some of the subunits, it was not dominant.

Looking at the relationship between performance and the existing dominant cultures, it was found that, a) a positive but weak relationship between clan culture and organizational performance exist; b) there is no relationship between adhocracy culture and organizational performance, c) there is a positive and negative relationship between hierarchy culture and organizational performance, and d) there is no relationship between market culture and organizational performance.

1. Introduction

Since 2000, the employment of non-standard employees in the form of contractors has increased in many operations (Flinchbaugh, 2019). This was mainly due to reduced labour costs amounting to 12 per cent less than what most employers paid their internal employees (Flinchbaugh, 2019).

In South Africa, many businesses have changed their operational structure by implementing strategic decisions to drive effectiveness of the company to remain competitive. The strategic decisions involve outsourcing or contracting of non-core activities that are critical to the value chain but do not constitute the main function of the business. Outsourcing is generally practiced with the aim of cost reduction and increase in operational efficiency. Hiring third party employees or a company to provide services that were previously provided by employees within the organization, allows organizations to focus and improve performance on their core functions to enhance customer satisfaction and increase profit.

The use of contractors in the mining industry has been increasing over the past two decades worldwide. About $13 billion is spent on contracting of specialised skills in Africa while $25 billion is spent in Latin America (Suglo, 2009). Although contracting is usually performed on non-core activities or support services there are cases where core functions of the business are outsourced but these remain rare. This practice influences the creation of different subunits as pillars within an organization, which collectively makes up an operation.

An environment that consists of different groups with different goals can have different subcultures. The subcultures determine the function or effectiveness of each group to the overall operation. According to Bolon and Bolon (1994), it is unlikely that groups with diverse goals, strategies, and organizational structures will all develop the same set of beliefs and presumptions, which is what is referred to as culture.

This study will investigate the different elements of culture that are embedded in different subunits that form a single operation, particularly in the mining industry. The different subunits that constitute a single operation are formed as a results of skill specialization which could arise out of sub-contracting.

The nature of business has changed rapidly over the years. Organizations have become complex with changes in the internal structure of production (Bolon & Bolon, 1994). The internal structural reforms can lead to the creation of subcultures within a single operation. Building an effective culture is important to improve the performance of the organization. To understand the impact of operational culture on the effectiveness of the organization, the cultural elements of each subunit that makes up the operation must be determined, and their impact on operational effectiveness be analysed.

Culture, defined as the way we do things is an integral part of the effectiveness of a company. Further, culture can also be defined as observable shared common traits (Gevener, 2016). Great cultures are frequently measured on ethics and the degree of innovation while negative cultures are labelled as toxic. Employee motivation, creativity, and engagement are directly impacted by organizational culture, which in turn affects retention rates and, ultimately, organizational success.

Operations are subjected to different cultural practices due to the changes in internal structures. Different groups within a single operation will have different leaders, values, policies, and reward systems. It is of paramount importance that organizations align the existing culture with the strategy for the overall success of the operation.

Contractors have their own goal parallel to the goal of the organization they are supporting. The demand for contractors is due to skill specialization. As opposed to standard non-contracted employees, they specialise on one task, that way they become proficient saving time, reducing risks and increasing productivity.

Employment conditions of contractors, especially in the mining industry shapes the culture within the specific group. In general, contractors work longer hours than standard employees. This is mainly due to lack of job security which drives their work commitment and overall effectiveness to the operation.

1.1 Problem statement

Many new companies have emerged creating a more competitive market space that is demanding, as a result, this has altered the traditional internal structures of many organizations.

With the change in internal structure, non-core activities and support services are being outsourced, which allows permanent employees to focus on core functions of the business to improve competitiveness. This approach leads to decentralisation of culture. This is a phenomenon where people within an existing operation are divided into separate units or group mainly by virtue of skill specialization. Every organization has a dominant culture. The different units within a single operation develops a subculture that is unique to them, although consisting of core values from the dominant culture.

According to McLaughlin (2021), subculture emerges because of physical separation, skill specialization, functional specialty, tenure, and identity. These subcultures can either promote or impede the performance of subunits within a single operation and ultimately affect the overall performance of the operation.

1.1.1 Prior research

Empirical evidence indicates that there is a positive relationship between performance and culture. Studies also show that there is a positive relationship between culture and job satisfaction, where job satisfaction is an element of culture.

A research study conducted by Abdilahi (2017) on linkage between organization culture and performance at the Telesom company revealed that:

- There is a positive relationship between the clan culture and performance.
- There is a positive relationship between hierarchy culture and performance.
- A positive relationship between adhocracy culture and performance
- A positive and negative relationship existed between market culture and performance.

A study conducted by Belias, Koustelios & Vairaktarakis (2014) on the relationship between culture and job satisfaction in the banking sector revealed that organizational culture can partially predict the level of employee satisfaction which will then influence performance.

1.2 Objectives of the research

General objective

The main objective of this study is to explore if there is any alignment between existing subcultures and organization performance within different operational units.

Specific objectives

- Assess the existing subcultures in different operational units.
- Explore the relationship between subculture and performance.
- Determine the ideal culture that results in good performance.

The following research questions needs to be addressed:

1. What are the existing subcultures within different operational units?
2. Is there a relationship between subculture and organizational performance?
3. What is the ideal culture that yields good performance?

Relevance of research

The research on determining subculture alignment and organizational performance will provide a understanding of the importance of organizational culture and organizational performance. The findings of the study will indicate the existing subcultures within different units in the Seriti New Vaal Surface plant operation. This research will provide an in-depth understanding of culture and its application to organizational success. Culture is made up of varying constructs of organizational performance where different scenarios gives meaning to different cultures. This research provides guidance and promote awareness about organizational culture and its relationship to organizational performance considering the current business environment, both internally and externally.

1.4 Scope of the study

The objective of this study is to identify the existing cultures within New Vaal surface plant operation which is made up of seven (7) subunits where five of the subunits are contractors and two of the subunits comprises permanent employees.

The targeted respondents from the operation are mainly employees at operational level because they are the ones experiencing and creating the existing culture. The

survey instrument used to assess the culture was limited to New Vaal surface plant operation permanent mine employees and contractors only.

1.5 Description of the study area

This research study was conducted at New Vaal surface plant operation. The operation is based in the Vereeniging region in the Free state province, South Africa. This is a portion of the New Vaal mine owned by Seriti group for supply of coal to Eskom Lethabo PowerStation for electricity generation. New Vaal surface plant is responsible for processing the mined coal and refining it to a finished saleable product in accordance with customers' requirements. The organizational structure at New Vaal surface plant has been evolving to include contractors for skill specialization in order to improve the overall productivity of the operation.

2. Literature Review

2.1 Defining organizational culture.

Watkins (2013) defines culture as shared consistent, observable patterns of behaviour in a group of people. He considers behaviour and habits to be the foundation of culture and disregards how people feel, think, and believe, however behaviour reflects how people think and feel. Lunenburg (2011) explains culture as characteristics that a group of people embody collectively rather than individually. Operational culture may also be defined as how the principles that underpin an operation are expressed and enforced to the individuals that make up the organization using systems. The quality of how a group of people reflects the set organizational principles determines the strength of culture.

2.2 The importance of culture in operations

Operations can have the best strategy in place, as well as the best tools and equipment, but their effectiveness is determined by the attitude and behaviour of their employees. Many research articles have demonstrated that poor workplace

performance and accidents occur because of a dysfunctional operational culture (“Building Operational Culture - Mission-Centerer Solutions, Inc.”).

The challenge with culture is that it is intangible and cannot be measured, however its impact can be measured (Browns, 1992). The marketplace is changing rapidly, and organizations are under pressure to remain competitive. Competitiveness is determined by an organization's ability to evolve and thrive for innovation. Human resources may help firms stay competitive by adding value; therefore, employers must hire and retain talented and skilled employees (Pasban & Nojedeh, 2016).

According to research, the degree of fit between a person and an organization is related to both productivity and employee turnover, thus building an effective culture helps the organization to remain competitive by increasing employees turn-over (Silverthorne, 2004). Silverthorne (2004) believes that If leaders of the operation fail to implement, manage, and control the evolving culture of the operation, it can have negative impact on employee’s behaviours, job satisfaction, engagements, inclusivity, innovation, commitment, and talent retention which will negatively affect profitability of the operation.

2.3 How are subcultures formed.

Organizations have become complex with changes in internal structures, the dynamics that comes with this change has influenced the creation of subcultures within one operation. Undoubtedly, if groups have different goals and interpretative systems, it seems highly unlikely that they will all develop the same set of understandings and assumptions which can then be described as the organizational culture (Bolon & Bolon, 1994).

When an organization is formed, it will formulate values and systems that will be operationalised to build a dominant culture that supports the strategy. When a group of individuals within a company or operation share a unique experience that is only shared by that group, and when they begin to adopt unique values that are distinct but connected to the dominant culture, subcultures are created (Mclaughlin, 2013). The creation of subcultures in an operation is influenced by differentiation or a sense of belonging such as physical separation, skill specialization, functional speciality, tenure, and identity (Mclaughlin, 2013). Because operations are often vast

complicated entities, it is not possible for all individuals to be constantly interacting, this is when subculture formation begins (Mclaughlin, 2013).

The adoption of skill specialization through contracting promotes the formation of many subcultures that share values that are unique to only their subculture.

According to Bolon & Bolon (1994) while a dominant culture that supports the strategy can be identified in an operation, it represents only a small portion of people within that environment. Further, they assert that the different groups within a single operation will develop a distinctive culture of their own as they share problems and experiences. As operations become more complex with changes in internal structures, the internal dynamics of culture must be well understood to keep the strategy effective (Bolon & Bolon, 1994). In the same vein, Kane-urrabazo (2006) argued that effectiveness of culture within an organization is dependent on its pillars, being units/departments that makes up the organization. To understand operational culture, the unit of analysis must be the basic subunits which make up an operation, thus operational culture emerge from interactions among subunits within the organization and operation (Bolon & Bolon, 1994).

2.4 How can culture be experienced.

Organizational culture can be learnt and experienced through the interactions of employees, it illustrates the rules, norms, and values within an organization (Sharifirad 2012). Organizations develop programmes which are interpreted to employees as expected behaviour and attitude (Browns, 1992). As reward systems and rules governing work are formally documented, they begin to have a more precise impact on shaping the initial culture, indicating which behaviours and attitudes are important. Although organizational culture is intangible and cannot be quantified, its impact can be quantified.

The control systems that each company adopts gives a reflection of employee's attitude towards set rules and values (Sharifirad 2012). According to Kane-urrabazo (2006), leaders must ensure fairness and equitability to build an effective organizational culture that will result in employee satisfaction and retention.

Leaders are responsible to mould and refine employees to ensure effectiveness of the organization (Lunenburg, 2011).

2.5 Quantifying organizational culture.

Organizational culture is intangible and cannot be quantified, however, its impact can be quantified (Browns, 1992). The marketplace is changing rapidly, and organizations are under pressure to remain competitive. Labour is the highest cost in most organizations. Automation can be considered; however, it also comes at a certain cost. Increasing productivity and reducing employee turnover is a better strategy. According to research, the degree of fit between a person and an organization is related to both productivity and employee turnover, thus building an effective culture helps the organization to remain competitive by increasing employees turn-over (Silverthorne, 2004).

Silverthorne (2004) believes that If leaders of the organization fail to implement, manage, and control the evolving culture of the organization, it can have negative effect on,

1. Employee's behaviours.
2. Job satisfaction.
3. Employee's engagements and inclusivity.
4. Innovation.
5. organizational commitment.
6. Talent retention, which will negatively affect profitability of the organization.

2.6 Alignment of strategy, leadership, and cultures

One definition of culture is "the preferred behaviour of a group of people." Business owners are required to outline business strategy. A culture supportive of the set strategy must be created, and business leaders are accountable for implementing management systems that will ensure alignment of present culture to ideal culture (Suda, 2008). A cultural gap exists when the present culture differs from the ideal culture required to support the plan (Paul, 2010). The challenge for organizational leaders is to discover ways to guarantee that the organizational culture, or how their

employees choose to behave, is supportive of what is required to successfully achieve the company strategy (Suda, 2008). A company can have the best strategy in the world, but if the existing culture is not aligned with the strategy, the strategy will fail. For organizations to be effective, there should be concrete alignment of strategy, culture, and leadership.

2.7 Theoretical framework

Research conducted by Schneider (1994) illustrates that there are four types of cultures that leaders of the organizations create either intentionally or unintentionally. The four types of cultures are the Clan, Adhocracy, Hierarchy and Market culture. These four cultures are based on leader's experience and perception of what is required for the business to succeed.

For the purpose of this study, the Competing Value Framework was used to diagnose the type of culture that exists withing different sections of Seriti surface plant organization. One of the most widely used and tested methods for assessing an organization's cultural efficacy and compatibility with its environment is the Competing Values Framework (CVF). This model was adopted by Cameron & Quinn (1999) and has since been tested for over 30 years.

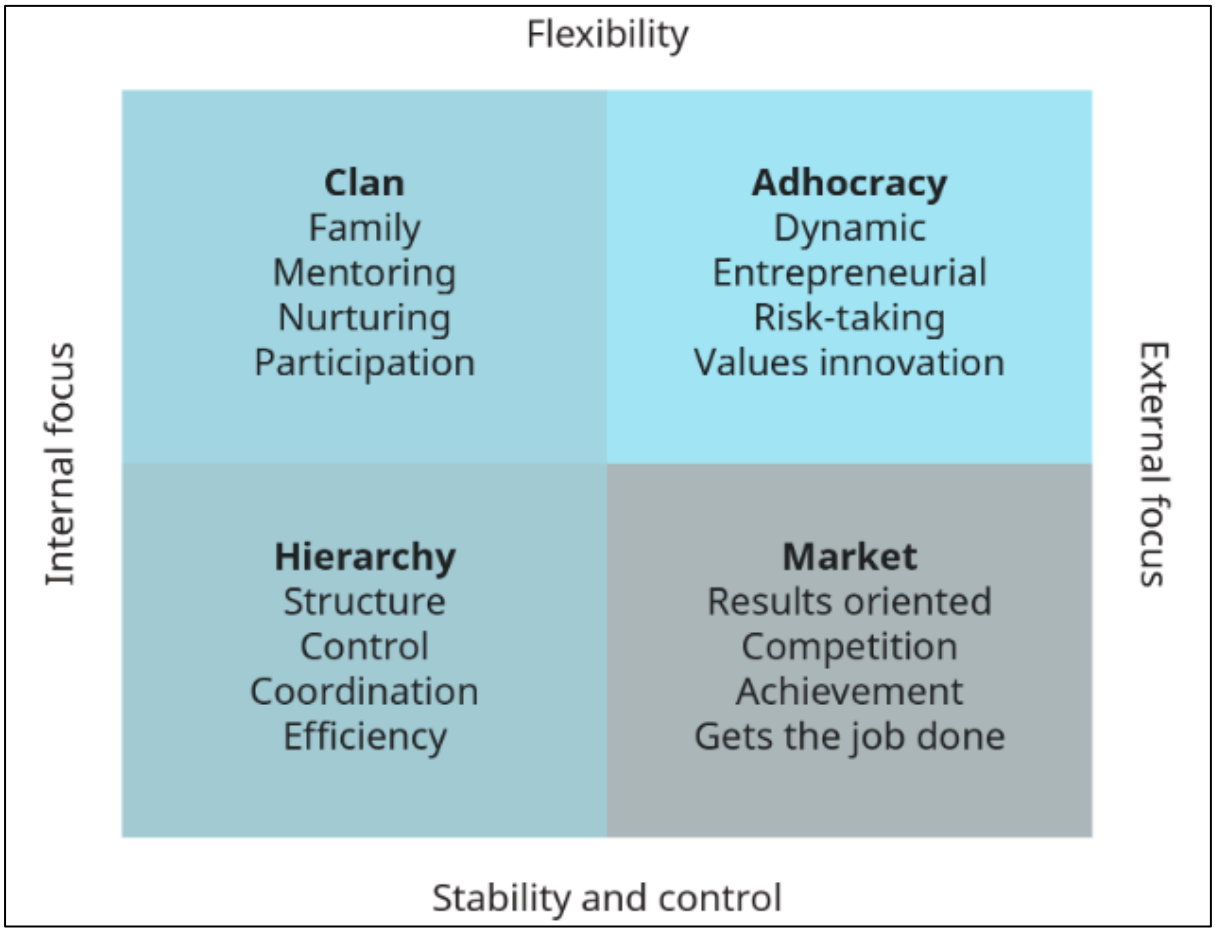

Figure 1: Competing Value Framework (Cameron & Quinn, 1999)

Interpretation of the model

The model is used to classify whether the existing culture of the organization is internally or externally orientated. This is illustrated by the internal focus of the left-side of the model and the external focus on the right side of the model. The model further illustrates whether the diagnosed culture can function under stable and controlled conditions or under flexible conditions.

Thus, for a Clan culture, the strategic focus will be internal, and the section will function better under flexible conditions while Hierarchy culture is also having internal orientation but functions well under stable and controlled conditions.

The Adhocracy culture strategy is externally orientated and the section functions well under flexible conditions while the Market culture also has external orientation but functions well under stable and controlled environment.

2.7.1 Cultural profiles

2.7.1.1 Clan culture

This culture prioritises building relationships, teamwork, commitment, empowering human growth, engagement, mentorship, and coaching. Any organization that cultivates Clan culture would be one that emphasizes teamwork, human resources, human development, and mentoring.

Thrust: Collaborate

Means: Cohesion, participation, communication, empowerment

Ends: Morale, people development, commitment

2.7.1.2 Adhocracy culture

Innovation, creation, future visioning, change management, risk-taking, rule-breaking, experimentation, entrepreneurship, and ambiguity are the centre of any organization that is leading Adhocracy culture. This type of culture is more common in fast-moving sectors.

Thrust: Create

Means: Adaptability, creativity, agility

Ends: Innovation and cutting-edge output

2.7.1.3 Hierarchy culture

The Hierarchy Culture places a strong emphasis on effectiveness, process and cost control, organizational improvement, technical expertise, precision, problem solving, and the elimination of errors. It also promotes logical, cautious, and conservative decision-making.

Thrust: Control

Means: Capable processes, consistency, process control, measurement

Ends: Efficiency, timeliness, smooth functioning

2.7.1.4 Market culture

The market culture focuses on value creation, competitiveness, returns to shareholders, achieving goals, driving, and delivering outcomes, making quick judgments, being directive and authoritative, and completing tasks are all important. This profile is ideal for a business focused on planning and forecasting as well as marketing and selling goods and services.

Thrust: Compete

Means: Customer focus, productivity, enhancing, competitiveness

Ends: Market share, profitability, goal achievement.

3. Methodology

3.1 Introduction

Culture within organizations evolves with changes in leadership and management structures. Although culture is not tangible, it can be measured through collective actions and belief systems. Bigger organizations tend to have creation of multiple subcultures as the organisational structure alters. This is mainly due to geographic area separation because of skill specialization. A subculture can be defined as a set of actions and beliefs shared in a smaller group that are different from the decentralised actions of the organization.

The existence of subcultures within a single organization can have an impact on the overall performance of the organization, this is why it is important to diagnose the existing subcultures within organization.

This paper aims to explore if there is any correlation between existing subcultures and organization performance within different operational units of New Vaal Colliery Surface Plant.

The specific objectives to be addressed by the research are:

- Assess the existing subcultures in different operational units.
- Explore the relationship between subculture and performance.
- Determine the ideal culture that results in good performance.

This research paper adopts a quantitative approach. A quantitative approach allows multiple viewpoints to be considered in evaluating the attributes of an organization and therefore minimises bias.

The Organizational Culture Assessment Instrument was adopted to measure the existing cultures at different operational units/groups at New Vaal Surface Plant. According to Cameron & Quinn (1999) the Organizational Culture Assessment Instrument is a validated research method to assess organizational culture.

Culture influences organizational performance, innovation, agility, engagement, recruitment, retention, and competitiveness. Organizations are often not aware of the existing culture, the OCAI (Organizational Culture Assessment Instrument) helps organizations to identify their existing culture and determine strategic alignment plans between preferred culture and existing culture.

The OCAI (Organizational Culture Assessment Instrument), identified six dimensions where each represents certain aspect of the organization (Cameron & Quinn, 1999).

These dimensions are summarized as below:

- The dominant characteristics of the organization, or what the overall organizational is like (Cameron & Quinn, 1999).
- The leadership style and approach that permeate the organization (Cameron & Quinn, 1999).
- The management of employees or the style that characterizes how employees are treated and what the working environment is like (Cameron & Quinn, 1999).
- The organizational glue or bonding mechanism that holds the organization. Together (Cameron & Quinn, 1999).
- The strategic emphases that define what areas of emphasis drive the organization's strategy (Cameron & Quinn, 1999).
- The criteria of success that determines how victory is defined and what gets rewarded and celebrated (Cameron & Quinn, 1999).

3.2 Research Design

This research paper assesses the alignment of sub-cultures and performance within different operational units/groups of New Vaal Surface Plant and the relationship with organizational performance through quantitative analysis using descriptive statistics and Pearson correlation of analysis matrix.

3.3 Sample and Population

The population of this research comprises of permanent employees and contractors at operational level. Random sampling was used to ensure representiveness and practicality of the research.

The respondents can be classified as permanent mine employees and permanent contractors. The permanent mine employee's category involves two departments which are Operations and Engineering. The permanent contractors differ on skill specializations based on the support services they provide to the operation. All permanent contractors at Seriti Surface Plant were involved in this research however the survey instrument was conducted randomly on the employees. The permanent contractors involved are: Sechaba contractor, Motheteloa contractor, SGB contractor, ETS civils contractor, and Sentula contractors.

The total sample size is made up of 85 respondents. The 85 correspondents includes both permanent contractors and permanent NVC surface plant employees.

3.4 Data collection

The OCAI (Organizational Culture Assessment Instrument) from Cameron & Quinn (1999) was adopted to build an assessment instrument that was shared in the form of survey questioners.

The instrument was printed and shared with all the respondents and the completed survey was sent back to the researcher. The researcher used an online platform to register all the completed questionnaires for better presentation and analysis of results. A quantitative method of research was applied in the form of closed ended questionaries. A total of 34 closed ended questionnaire were posed to all subgroups (Permanent employees and Permanent contractor).

3.5 Results and Analysis

The collected data from the instrument was analyzed using descriptive statistics, for example mean and standard deviations were used for culture profiling in each subgroup. Pearson correlation matrix was used to analyze the relationship between organizational performance and the profiled/existing culture.

Performance, as the dependent variable in this case is measured by Ability of the company to be competitive, focus on value creation, performing workforce and completion of tasks on time which reflects in the form of annual turnover or employee turnover rate, see figure 1b below.

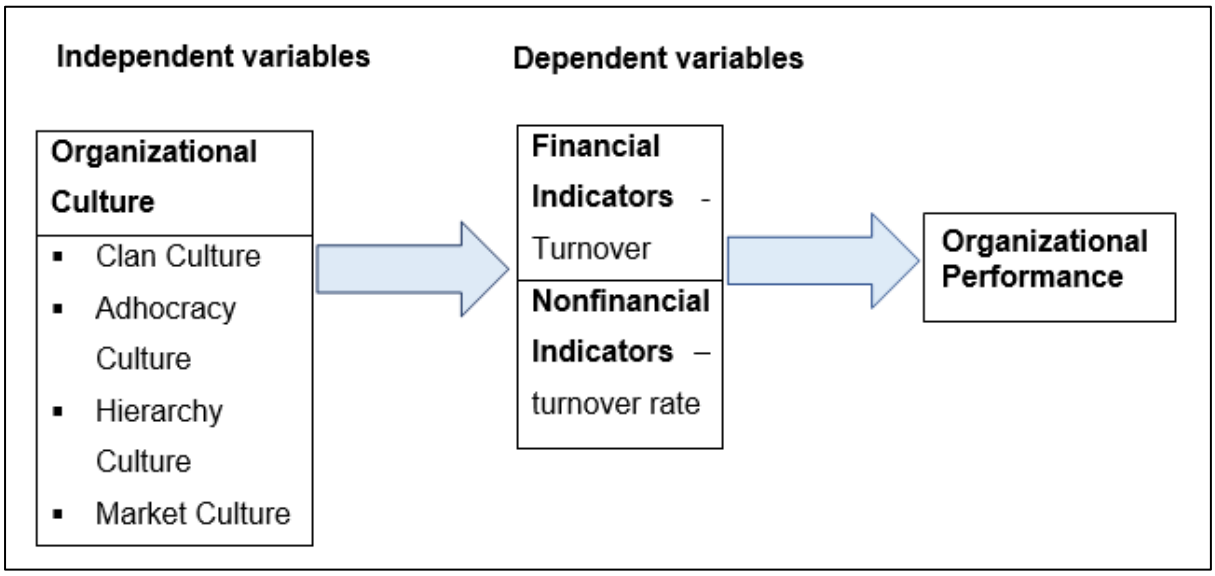

Figure 1b: correlation structure; dependent and independent variables)

The Pearson correlation analysis was used to assess the relationship between the dependent variable and the independent variable using SPSS statistics model.

The results from the correlation model were analyzed using the following criteria as the unit of analysis:

- -1 perfect negative relationship between the variables
- -0.10 almost no relationship
- 0 No relationship between variables
- 0.2 – 0.09 Very Weak relationship

- 0.10 – 0.29 Weak relationship
- 0.3 – 0.49 Moderately weak relationship
- 0.5 Moderate relationship
- 05 – 0.6 Moderately Strong relationship
- 0.70 – o.98 Very strong relationship
- 0.98 – 0.98 extraordinarily Strong relationship
- 0.99 Almost perfect Relationship
- +1 Perfect Positive Relationship between variables

4. Data analysis and presentation

4.1 Introduction

This research on assessing the alignment of subcultures and performance in different operational units of New Vaal Surface Plant adopted the OCAI (Organizational Culture Assessment Instrument) list of questions and combined it with other questions informed by literature review to measure performance. The OCAI part of the questionnaires used to assess the existing culture while the second part of the questionnaire was using to assess an existing relationship using the Pearson correlation model and descriptive statistics.

By gathering the data through the described instrument, this research aims to answer the following research objectives:

- Assess the existing subcultures in different operational units.
- Explore the relationship between subculture and performance.
- Determine the ideal culture that results in yields good performance.

4.2 Background of Data

Table 02: Response Rate

	Frequency	Percentage
Responded	85	88%
Not responded	13	12%

Total	98	100%

Table two above shows that the response rate for this research was 88%, only 12 percent of the targeted respondents did not complete the questionnaire. The minimum required response rate for precision and accuracy of data for any research is 50% Mugenda (2009), thus, this response rate is sufficient to investigate types of organizational culture existing and to analyse the relationship between organizational culture and performance.

Table 03: Distribution of Respondents

#	Answer	Planned	Not Responded	% Responded	Responded
1	Motheteloa contractor	15	2	86.66%	13
2	Sechaba Contractor	12	1	91.67%	11
3	ETS Civils & Construction	14	3	78.57%	11
4	SGB Contractor	13	0	100.00%	13
5	Sentula Contractor	14	0	100.00%	14
6	Engineering department NVC employees	15	4	73.33%	11
7	Processing department NVC employees	15	3	80.00%	12
	Total	98	13	86.73%	85

Table 3 above shows the distribution of respondent from permanent mine employees department and from diverse groups of permanent contractors. A total of 86.73% of targeted respondents participated on the survey, while only 13,27% did not participate. The employees that did not respond to the instrument were mainly mine employees where 4 were from Engineering department, 3 from Processing/Operations department. From the permanent contractors, very few employees did not respond to the instrument. Two employees from Motheteloa group did not respond, 3 employees from ETS Civils, 1 employee from Sechaba.

Table 04: Age Distribution

Age range	Count	Percentage
18 - 25	6	7.06%
26 - 35	14	16.47%
36 -45	45	52.94%
46-55	15	17.65
56-65	5	5.88

Table 05: Years of Service

Years	Frequency	Percentage
1-3	5	5.88%
4-6	41	48.24%
7-10	18	21.18%
>10	21	24.74%

Table 5 above shows that 24.74% of the employees that participated in this research have been working at the operation for more than 10 years. The longer years of service on the sampled respondent increases confidence of the results. The age distribution on table 4 above shows that most employees at New Vaal Surface plant are within the age range of 36 -45 years.

4.3 Cultural profiles

4.3.1 Motheteloa contractor cultural profiles

Six questions from the OCAI were asked to Motheteloa subgroup to assess the existing culture and below are the results:

Table 6: Motheteloa culture profile as per OCAI

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
Motheteloa contractor	C	C	C	C	B	D

According to table 6 above, the **Dominant characteristic** of Motheteloa is being results oriented. The major focus is getting job done. People are very competitive and achievement oriented.

The leadership style of Motheteloa exemplify a no-nonsense taker, aggressive, results-oriented focus. **The management style** in the organization is characterized by hard-driving competitiveness, high demand, and achievement. **The organizational glueness** is on achievement and goal accomplishment. **The strategic emphasis** is on acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. **Criteria for success** is based on efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.

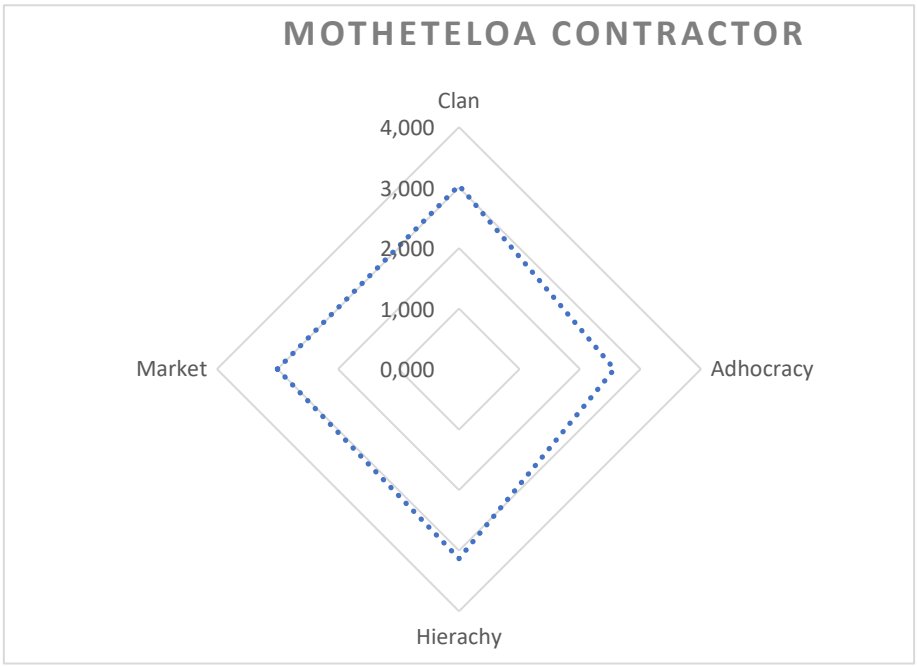

Figure 2: Organizational culture profile

According to existing culture, the dominant culture is Hierarchy, where Clan is the second, Market is third and Adhocracy is the last preferred culture. This means that Motheteloa subgroup/Contractor strategic orientation is internally focused but functions well under stable and controlled conditions.

Descriptive statistics

Table 7: Descriptive statistics

Culture types	N	Minimum	Maximum	Mean	Std deviation
Adhocracy	13	1	4	2,568	0,969
Clan	13	1	5	3,038	1,252
Hierarchy	13	1	3	3,130	1,118
Market	13	1	5	3,000	0,978

Looking at the descriptive statistics for all the cultural profiles, hierarchy has the highest mean while Adhocracy has the lowest mean. The Adhocracy cultural profile has the lowest standard deviation while hierarchy has the highest standard deviation.

4.3.2 Sechaba contractor cultural profiles

Table 08: Organizational culture profile

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
Sechaba contractor	D	C	D	D	C	D

According to table 8 above, the **Dominant characteristic** of Sechaba is having a controlled and structured place. Formal procedures generally govern what people do. **The leadership style** of Sechaba exemplify a no-nonsense taker, aggressive, results-oriented focus. **The management style** in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. **The glue that holds** the organization together is formal rules and policies. Maintaining a

smooth-running organization is important. **The organizational strategic emphasis** is on acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. **Criteria used to measure success** is efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.

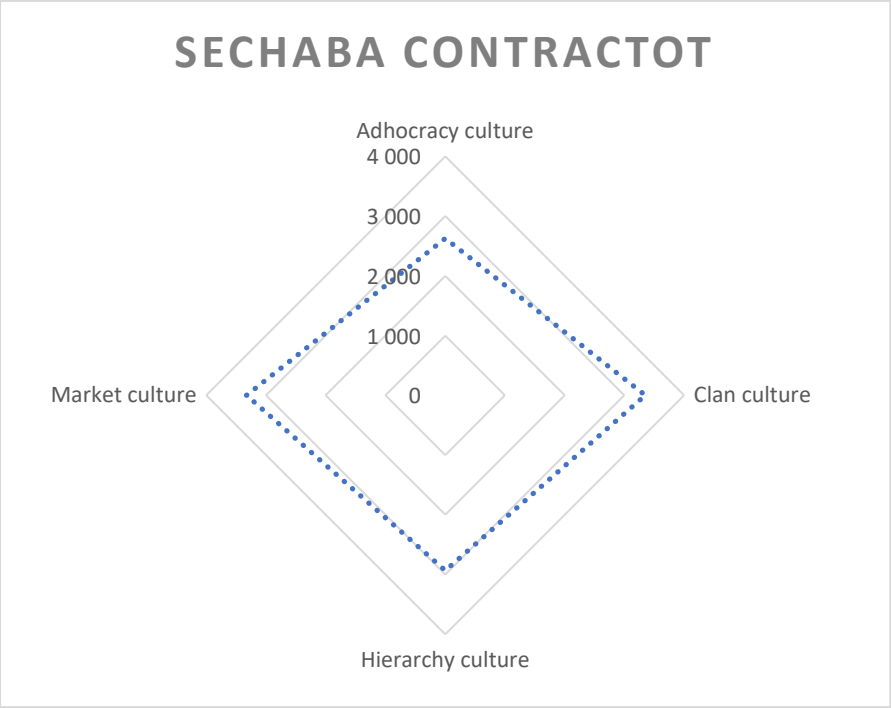

Figure 3: Organizational culture profile

Figure 3 above shows that most employees of Sechaba contractors classify the experienced existing culture as Clan culture. Thus, for a Sechaba subgroup, the strategic focus will be internal, and the section will function better under flexible conditions.

Descriptive statistics

Table 09: Descriptive statistics

Culture types	N	Minimum	Maximum	Mean	Std deviation
Adhocracy	10	2	4	2,625	0,846
Clan	10	1	5	3,35	1,3495
Hierarchy	10	1	5	2,933	1,312
Market	10	2	5	3,325	0,927

Descriptive statistics for Sechaba on table 9 above show that Clan culture has the highest mean at 3,35, followed by Market culture at 3,325, Hierarchy at 2,933 and lastly Adhocracy culture with a mean value of 2,625. Clan culture has the highest standard deviation of 1,2495 while Adhocracy has the lowest standard deviation of 0,846.

4.3.3 ETS Civils contractor cultural profiles

Table 10: Organizational culture profile

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
ETS Civils contractor	D	C	C	B	B	B

ETS Civils dominant characteristic is having an organization that is controlled and structured. Formal procedures generally govern what people do. The leadership style can be described as a no-nonsense, aggressive, results- oriented. The employee management style in the organization is characterized by hard-driving competitiveness, high demand, and achievement. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. Strategic emphasis of ETS Civils is on acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. Criteria for defining success is based on having the most unique or newest products. It is a product leader and innovator.

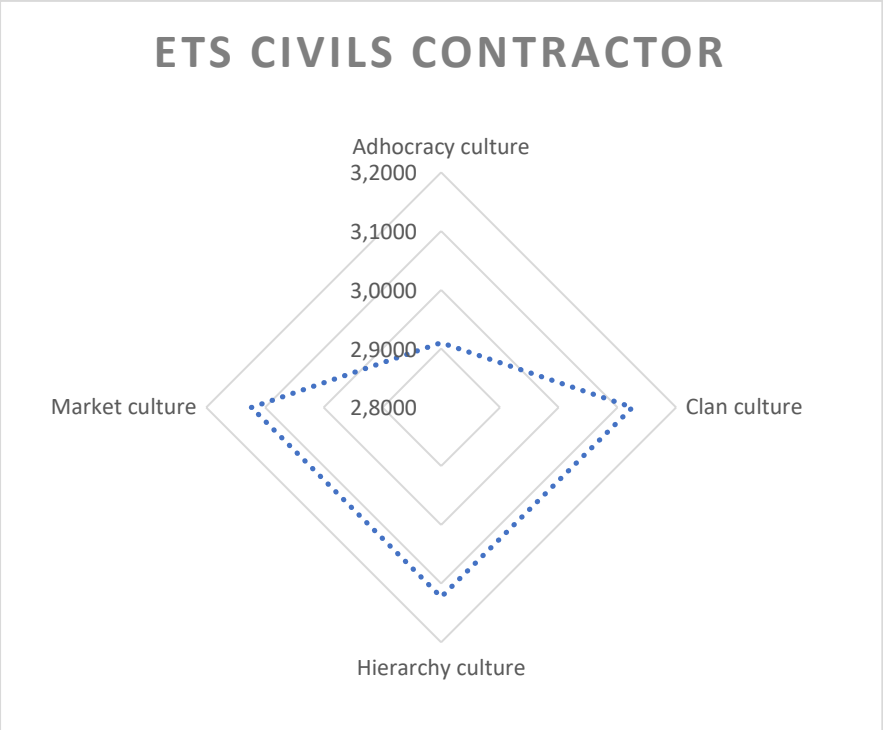

Figure 4: Organizational culture profile

Figure 3 above shows that most employees of ETS CILVILS contractors are experiencing on equal basis the Clan culture, Hierarchy culture and Market culture. This is denoted by equal mean of 3,123 on all the cultural profile. Adhocracy is the least culture experienced. This means that the strategic focus of the company is both internally and externally focused, however the subgroup functions better under stable environmental conditions.

Descriptive statistics

Table 11: Descriptive statistics of ETS Civils

Culture types	N	Minimum	Maximum	Mean	Std deviation
Adhocracy	11	2	4	2,91	0,841
Clan	11	2	4	3,123	0,871
Hierarchy	11	1	4	3,123	0,939
Market	11	1	4	3,123	1,130

Table 11 above shows that the three cultural profiles Clan, Hierarchy and Market have equal means of 3,123. Adhocracy has the lowest mean value of 2,91. Although Clan, Hierarchy and Market cultures have equal mean values, their standard deviations are

different. Market culture has the highest standard deviation of 1,139 while the smallest standard deviation is for Adhocracy culture at 0841.

4.3.4 SGB contractor cultural profiles

Table 12: Organizational culture profile

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
SGB contractor	C	C	B	C	C	C

Table 12 above shows that according to the OCAI survey question for assessing the existing culture of SGB, the **dominant characteristic** was that the organization is very results oriented. A major concern is with getting job done. **The leadership style** in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented. **The Management style** in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness. **The glue that holds** the organization together is the emphasis on achievement and goal accomplishment. **The strategic emphasis** of the organization is competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. **The criterion for success** is defined based on winning in the marketplace and outpacing the competition. Competitive market leadership is a key.

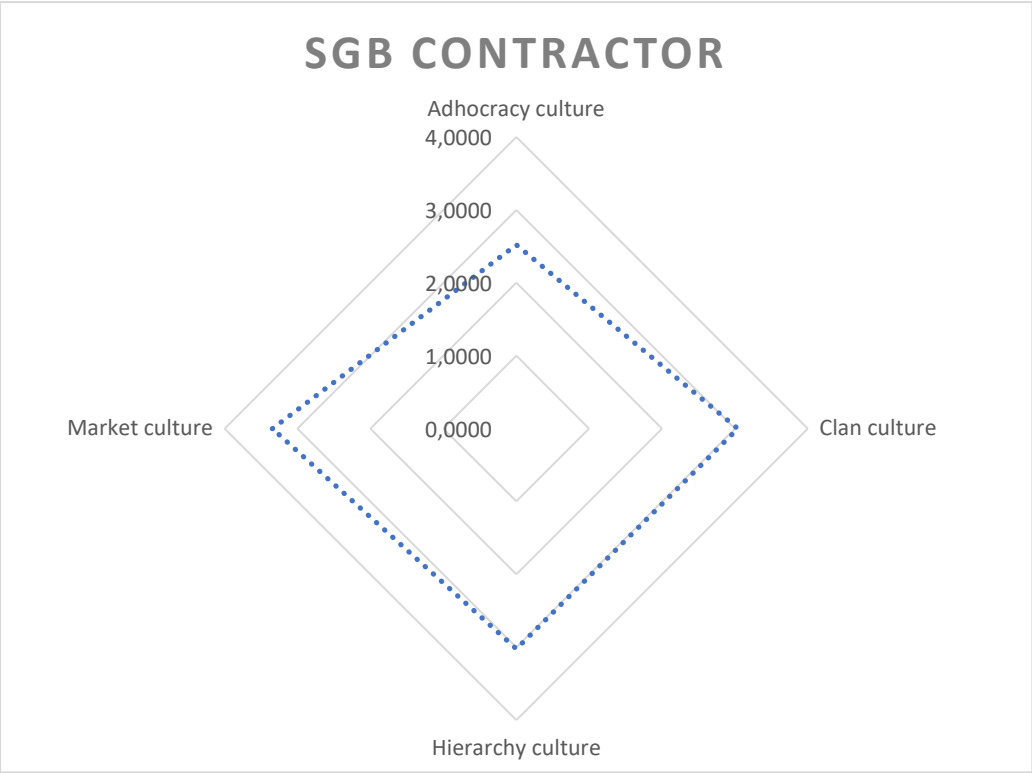

Figure 5: Organizational culture profile

Figure 5 above shows that the dominant culture at SGB contractors is the Market culture followed by Hierarchy culture, Clan culture and lastly Adhocracy culture. SGB subgroup's strategic focus is externally orientated but functions well under stable and controlled environment.

Descriptive statistics

Table 13: Descriptive statistics of SGB contractor

Culture types	N	Minimum	Maximum	Mean	Std deviation
Adhocracy	13	3	3	2,52	0,277
Clan	13	1	4	3,04	0,912
Hierarchy	13	1	5	3,023	0,954
Market	13	1	4	3,345	0,5765

Descriptive statistics of all the four cultural profiles shows that Market culture and Clan culture have the highest mean values at 3,345 and 3,04 respectively. Hierarchy culture and Adhocracy culture has the lowest mean values at 3,023 and 2,52 respectively. Adhocracy culture has the lowest standard deviation while Market culture has the highest standard deviation.

4.3.5 Sentula contractor cultural profiles

Table 14: Organizational culture profile

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
Sentula contractor	C	A	A	C	A	A

The **dominant characteristic** of Sentula is being very results oriented. A major concern is with getting job done. People are very competitive and achievement oriented. **The leadership** in the organization is generally considered to exemplify mentoring, facilitating or nurturing. **The management style** in the organization is characterized by teamwork, consensus, and participation. **The glue that holds** the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes. **The organization emphasizes** human development, high trust, openness, and participation. **The Organization defines** success based on the development of human resources, teamwork, employee commitment, and concern for people.

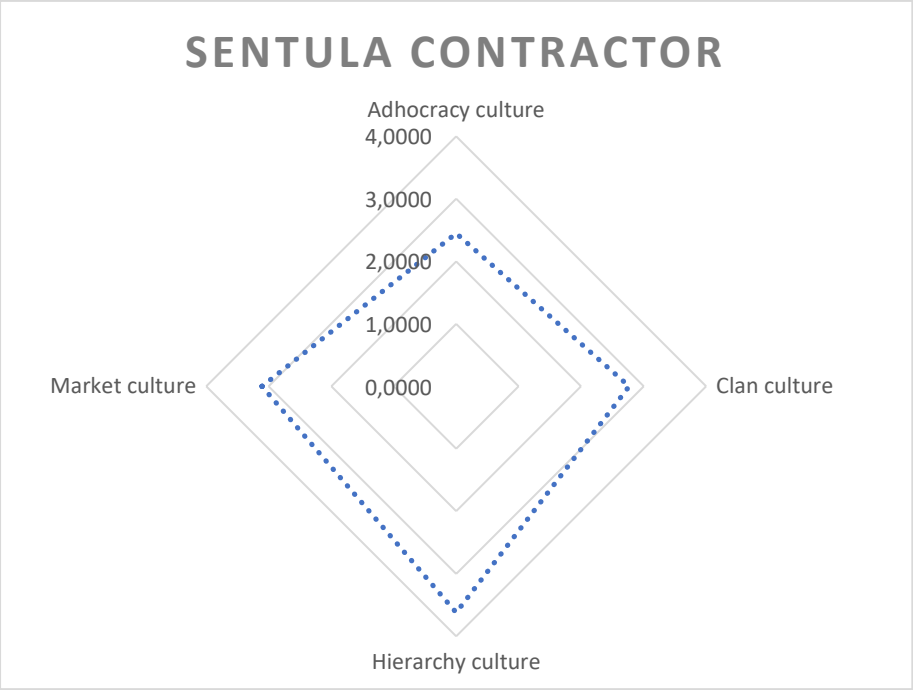

Figure 6: Organizational culture profile

Looking at the mean values of the four cultural profiles, Sentula employees are mainly experiencing the Hierarchy culture. This means that Sentula subgroup strategic focus is internally orientated but functions well under stable and controlled conditions The second most experienced culture is the Market culture, followed by the Clan culture and lastly the Adhocracy culture.

Descriptive statistics

Table 15: Descriptive statistics of Sentula contractor

Culture types	N	Minimum	Maximum	Mean	Std deviation
Adhocracy	14	1	4	2,448	0,487
Clan	14	1	5	2,768	1,382
Hierarchy	14	1	5	3,62	1,329
Market	14	1	5	3,108	0,939

Looking at the four cultural profiles for Sentula contractor, Hierarchy has the highest mean value of 3,62. Market culture has the second highest mean value of 3,108. Clan and Adhocracy have the lowest mean values of 2,768 and 2,448 respectively. Clan culture has the highest standard deviation followed by Hierarchy culture with standard deviation value of 1,239. Market and Adhocracy have the smallest standard deviation values of 0,939 and 0,487 respectively.

4.3.6 NVC Plant – Processing department cultural profiles

Table 16: Organizational culture profile

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
Processing department	C	C	C	D	B	D

Table 16 OCAI culture assessment results show that NVC Processing department **dominant characteristic** is being results oriented. A major concern is with getting job done. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results- oriented focus. The **leadership style** in the organization is characterized by hard-driving competitiveness, high demand, and achievement. **The glue that holds the organization** together is formal rules and policies. Maintaining a smooth-running organization is important. **The strategic emphasis** is on acquiring new resources and creating new challenges, trying new things and prospecting for opportunities are valued. **The organization defines success** based on efficiency, dependable delivery, smooth scheduling, and low-cost production are critical.

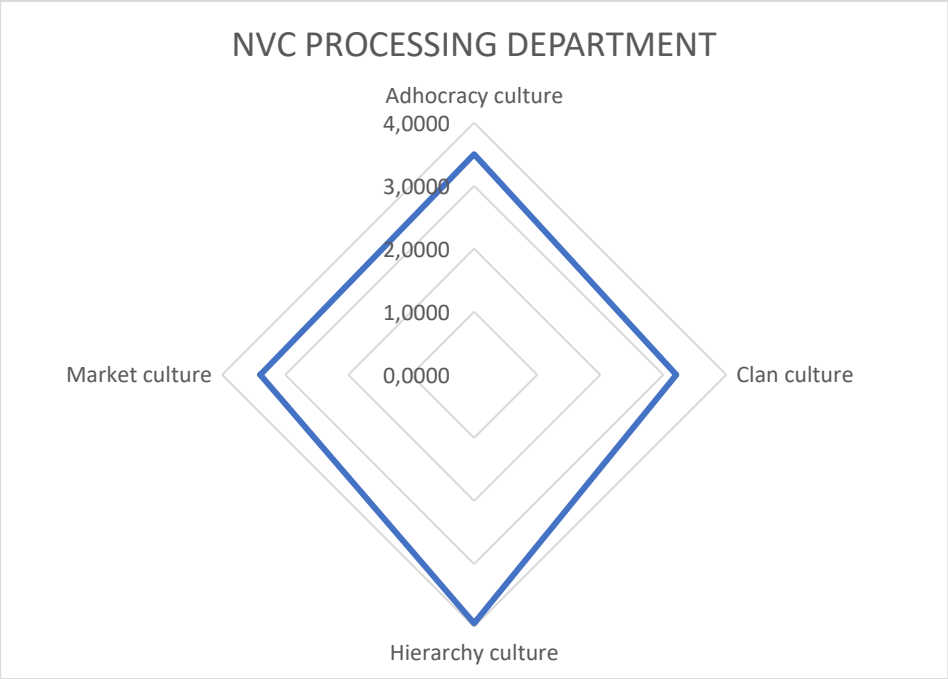

Figure 7: Organizational culture profile

Figure 7 above shows that the dominant culture at NVC Processing department is the Hierarchy culture. Market culture is the second dominant. Adhocracy and Clan cultures are the least dominant. This means that the NVC processing department is having internal orientation but functions well under stable and controlled conditions.

Descriptive statistics

Table 17: Descriptive statistics of NVC Processing department

Culture types	N	Minimum	Maximum	Mean	Std deviation
Adhocracy	12	2	5	3.50	1.0385
Clan	12	1	5	3.2075	1.079
Hierarchy	12	2	5	3.9433	0.9447
Market	12	2	5	3.395	0.9375

The descriptive statistics from table 17 above shows that the Hierarchy and Adhocracy cultures have the highest mean values at 3.9433 and 3.50. Market and Clan cultures have the least mean values at 3.395 and 3.2075. Clan and Adhocracy have the highest standard deviations of 1.079 and 1.0385 respectively while Hierarch and Market have the smallest standard deviations of 0.9447 and 0.9375 receptively.

4.3.7 NVC Plant – Engineering department cultural profiles

Table 18: Organizational culture profile

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
Engineering department	C	C	C	C	C	B

The **dominant characteristic** of NVC Engineering department is being results oriented. A major concern is with getting job done. People are very competitive and achievement oriented. **The leadership** in the organization is generally considered to exemplify a no-nonsense, aggressive, results- oriented focus. **The management style** in the organization is characterized by hard driving. **The glue that holds** the organization together is the emphasis on achievement and goal. **The organization emphasizes** competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. **The organization defines** success based on having the most unique or newest products. It is a product leader and innovator.

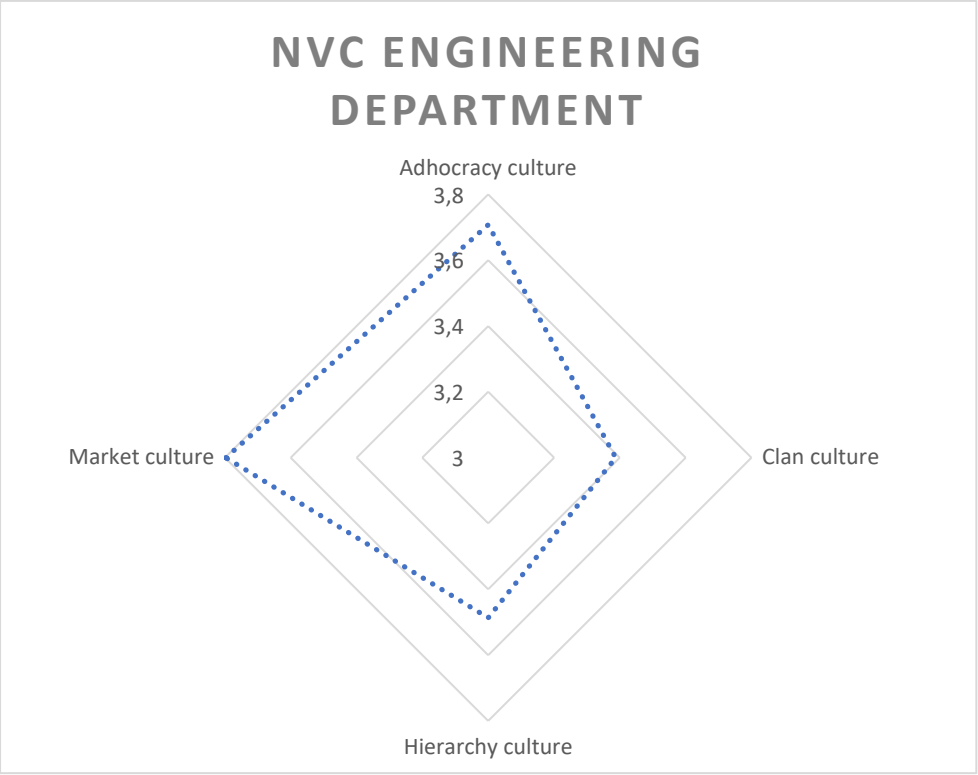

Figure 8: Organizational culture profile

Figure 08 above shows that the dominant culture at NVC Engineering department is the Market Culture, followed by the Adhocracy culture. Hierarchy and Clan are the least dominant culture experienced, respectively. The strategic focus for NVC Engineering department is externally orientated and the subgroup functions better under stable and controlled environment.

Descriptive statistics

Table 19: Descriptive statistics of NVC Engineering department

Culture types	N	Minimum	Maximum	Mean	Std deviation
Adhocracy	11	2	5	3.7075	0.6658
Clan	11	1	5	3.3875	0.9483
Hierarchy	11	1	5	3.4867	1.158
Market	11	1	5	3.7975	0.8675

The descriptive statistics from table 19 above shows that Market and Adhocracy cultures have the highest mean values at 3.7975 and 3.7075. Hierarchy and Clan cultures have the least mean values at 3.4867 and 3.3875. Hierarchy has the highest standard deviation of 1.158, followed by Clan with standard deviation of 0.9483. Adhocracy and Market have the smallest standard deviation values of 0.6658 and 0.8675.

4.3.8 NVC Surface Plant Operation –Cultural profiles (All subgroups)

Table 20: Organizational culture profile

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
NVC Surface Plant	C	C	C	C	C	C

Using the OCAI, the NVC surface plant operation, which is made up of different subgroups, (Motheteloa, Sechaba, ETS Civils, SGB, Sentula, NCV Processing department and NVC Engineering department) culture was assessed and table 21 above summarises the existing culture.

The **dominant characteristic** at the entire operation is being results oriented. A major concern is with getting job done. People are very competitive and achievement oriented. **The leadership** in the organization is generally considered to exemplify a no-nonsense, aggressive, results- oriented focus. **The management style** in the organization is characterized by hard driving. **The glue that holds** the organization together is the emphasis on achievement and goal. **The organization emphasizes** competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. **The Organization defines success** based on winning in the marketplace and outpacing the competition. Competitive market leadership is a key.

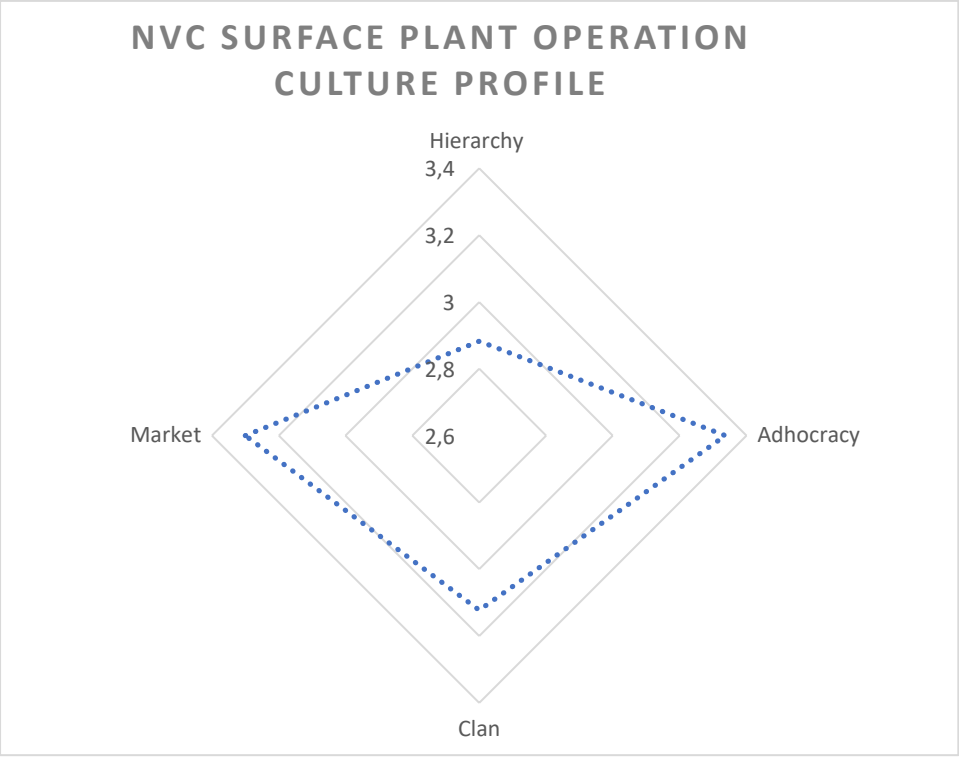

Figure 9: Organizational culture profile

The NVC operation's dominant culture is the Hierarchy culture. Market culture is the second dominant while Clan and Adhocracy culture are the least dominant, respectively. Generally, the NVC surface plant operation strategic focus is internally focussed and functions better under stable and controlled conditions.

4.4 Descriptive statistics

4.4.1 NVC Surface Plant Operation

Table 21: Descriptive statistics of NVC Surface Plant Operation

#	**Adhocracy**	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Creativity, Entrepreneurship, Adaptability and Dynamism Attributes Leads Good Performance	1.00	5.00	2.20	1.26	1.59	84
1	Entrepreneur, Innovative and Risk taker Leadership Style Contributes Company Growth	1.00	5.00	2.66	0.93	0.86	85
1	Entrepreneurship, Flexibility, and Risk-taking Leads towards Achieving Teamwork, Accomplishment of Departmental Goals	1.00	5.00	3.12	0.86	0.74	85
1	Innovation, Growth and Exploring new resources Strategically Orientates towards Outperforming your competitors	1.00	5.00	3.55	0.86	0.74	85
				2.8825			

Looking at the data set on table 21 for Adhocracy culture, the highest mean value is 3.55 with correspondence of standard deviation of 0.86. The lowest mean value is 2.20 with correspondence of the highest standard deviation of 1.26 on the data set. This means that statement (4) is the most dominant due to its high mean value and it is the closest observation from the mean (lowest standard deviation).

Table 22: Descriptive statistics of NVC Surface Plant Operation

#	**Hierarchy**	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Order, Rules, and Regulations; Uniformity and Efficiency Attributes Leads Good Performance	1.00	5.00	4.09	1.13	1.29	85
1	Coordinator, Organizer, and Administrator Leadership Style Contributes Company Growth	1.00	5.00	2.94	1.46	2.13	85
1	Rules, Policies & Procedures, and Clear Expectations Leads Towards Achieving Teamwork, Accomplishment of Departmental Goals	1.00	5.00	2.98	1.15	1.32	85
				3.3367			

Looking at the data set on table 22 for Hierarchy culture, the highest mean value is 4.09 with correspondence of standard deviation value of 1.13. The lowest mean value is 2.94 and has correspondence highest standard deviation value of 1.46 on the data set. This means that statement (2) observation is the furthest from the mean because of its high standard deviation while statement 1 is dominant because of its high mean value, and lower standard deviation.

Table 23: Descriptive statistics of NVC Surface Plant Operation

#	**Clan culture**	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Cohesiveness, Participation, Teamwork and Sense of Family Attributes Leads Good Performance	1.00	5.00	3.29	0.97	0.94	85
1	Mentor, Facilitator, and Parent-Figure Leadership Style Contributes Company Growth	1.00	5.00	3.31	1.04	1.08	85
1	Loyalty, Interpersonal Cohesion and Tradition Leads towards achieving Teamwork, Accomplishment of departmental Goals	1.00	5.00	3.33	1.33	1.77	85
1	Human Resource Development, Commitment, and Morale Strategically Orientates Towards Outperforming your competitors	1.00	5.00	2.56	1.45	2.10	84
				3.1225			

Looking at the data set on table 23 for Clan culture, the highest mean value is 3.33 with correspondence of standard deviation value of 1.33. The lowest mean value is 2.56 and has correspondence highest standard deviation value of 1.45 on the data set. This means that statement (4) observation is the furthest from the mean because of its high standard deviation while statement one is dominant because of its lower standard deviation of 0.97.

Table 24: Descriptive statistics of NVC Surface Plant Operation

#	**Market Culture**	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Competitiveness, Goal Achievement and Environment Exchange Attributes Leads Good Performance	1.00	5.00	2.91	1.11	1.24	85
1	Decisive, Production and Achievement Oriented Leadership Style Contributes Company Goals	1.00	5.00	3.01	0.93	0.87	84
1	Goal Orientation, Production, and Competition Leads Achieving Teamwork, Accomplishment of Departmental Goals	1.00	5.00	3.59	0.92	0.85	85
1	Competitive Advantage and Market Superiority Strategically Orientates towards Outperforming your competitors	1.00	5.00	3.69	1.15	1.32	85
				3.3000			

Looking at the data set on table 24 for Market culture, the highest mean value is 3.69 with correspondence of standard deviation value of 1.15. The lowest mean value is 2.91 and has correspondence standard deviation value of 1.11. Statement three has the second highest mean value with the lowest standard deviation, this mean that this observation is the closest from the mean and it is thus the statement (3) is dominant.

Table 25: Descriptive statistics of NVC Surface Plant Operation

#	Performance	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Return On Equity, Return on Asset and Return on Investment of your company satisfactorily higher than your competitors	1.00	5.00	3.11	1.45	2.09	85
1	Net Profit, Annual Turnover and Profit Margin of your Company are higher enough to outperform your competitors	1.00	5.00	3.11	1.19	1.41	85
1	The Annual Employee turnover of your Company is higher than your competitors	1.00	5.00	3.07	0.97	0.94	85
1	To what extend you believe that your customers are fully satisfied with the Quality of your Services	1.00	5.00	3.14	1.02	1.04	85
1	Your Company Market share is very high in contrast to your competitors	4.00	8.00	6.24	1.34	1.80	84

Looking at the overall performance of NVC Surface Plant operation, four statements were tested as per table 25 above and the results shows that statement (5) has the highest mean value of 6.24 with standard deviation of 1.34. Statement 3 has the lowest mean value of 3.07with the lowest standard deviation value of 0.97.

4.5 Correlation – Culture profiles and organizational Performance

4.5.1 Clan culture and performance

Table 26: Correlation of Clan culture and Performance

Clan culture correlation with Performance		Return On Equity, Return on Asset and Return on Investment of your company satisfactorily higher than your competitors	Net Profit, Annual Turnover and Profit Margin of your Company are higher enough to outperform your competitors	The Annual Employee turnover of your Company is higher than your competitors	To what extend you believe that your customers are fully satisfied with the Quality of your Services	Your Company Market share is very high in contrast to your competitors
Dominant Characteristics. Cohesivess, participation, teamwork and sense of family attributes leads good performance.	Pearson Correlation	0.062	0.229*	0.129	-0.006	0.57
	Sig. (2-tailed)	0.575	0.035	0.241	0.954	0.604
	N	85	85	85	85	84
Leadership Style. Mentor, facilitator, and parent figure leadership style contributes company growth	Pearson Correlation	-0.404**	-0.178	-0.01	-0.007	-0.026
	Sig. (2-tailed)	<0.001	0.102	0.929	0.946	0.815
	N	85	85	85	85	84
Organizational Glue. Loyalty, interpersonal cohesion and tradition and tradition leads towards achieving teamwork accomplishment of departmental goals	Pearson Correlation	-0.506**	-0.379**	-0.082	0.304**	0.488**
	Sig. (2-tailed)	<0.001	<0.001	0.456	0.005	<0.001
	N	85	85	85	85	84
Strategic Emphasis. Human resource development, commitment, and morale strategically orientates towards outperforming your competitors	Pearson Correlation	0.228*	-0.138	-0.05	-0.098	-0.029
	Sig. (2-tailed)	0.037	0.212	0.65	0.377	0.798
	N	84	84	84	84	83
**. Correlation is significant at the 0.01 level(2-tailed)						
*. Correlation is significant at the 0.05 level(2-tailed)						

4.5.2 Adhocracy and performance

Table 27: Correlation of Adhocracy culture and Performance

Adhocracy correlation with Performance		Return On Equity, Return on Asset and Return on Investment of your company satisfactorily higher than your competitors	Net Profit, Annual Turnover and Profit Margin of your Company are higher enough to outperform your competitors	The Annual Employee turnover of your Company is higher than your competitors	To what extend you believe that your customers are fully satisfied with the Quality of your Services	Your Company Market share is very high in contrast to your competitors
Dominant Characteristics. Creativity, Entrepreneurship, Adaptability and Dynamism Attributes Leads Good Performance	Pearson Correlation	0.071	0.151	0.163	-0.159	-0.164
	Sig. (2-tailed)	0.519	0.171	0.139	0.148	-0.138
	N	84	84	84	84	83
Leadership Style. Entrepreneur, Innovative and Risk taker Leadership Style Contributes Company Growth	Pearson Correlation	0.036	0.172	0.224*	-0.024	-0.037
	Sig. (2-tailed)	0.746	0.116	0.04	0.829	0.737
	N	85	85	85	85	84
Organizational Glue. Entrepreneurship, Flexibility, and Risk-taking Leads towards Achieving Teamwork, Accomplishment of Departmental Goals	Pearson Correlation	-0.048	0.022	0.188	0.075	0.091
	Sig. (2-tailed)	0.668	0.839	0.085	0.495	0.408
	N	85	85	85	85	84
Strategic Emphasis. Innovation, Growth and Exploring new resources Strategically Orientates towards Outperforming your Competitors	Pearson Correlation	-0.075	-0.138	0.038	0.246*	0.173
	Sig. (2-tailed)	0.493	0.209	0.831	0.023	0.116
	N	85	85	85	85	84
**. Correlation is significant at the 0.01 level(2-tailed)						
*. Correlation is significant at the 0.05 level(2-tailed)						

4.5.3 Hierarchy and performance

Table 28: Correlation of Hierarchy culture and Performance

Hierarchy correlation with Performance		Return On Equity, Return on Asset and Return on Investment of your company satisfactorily higher than your competitors	Net Profit, Annual Turnover and Profit Margin of your Company are higher enough to outperform your competitors	The Annual Employee turnover of your Company is higher than your competitors	To what extend you believe that your customers are fully satisfied with the Quality of your Services	Your Company Market share is very high in contrast to your competitors
Dominant Characteristics. Order, Rules, and Regulations; Uniformity and Efficiency Attributes Leads Good Performance	Pearson Correlation	-0.085	-0.051	-0.017	0.212	0.203
	Sig. (2-tailed)	0.44	0.643	0.879	0.051	0.064
	N	85	85	85	85	84
Leadership Style. Coordinator, Organizer, and Administrator Leadership Style Contributes Company Growth	Pearson Correlation	0.438**	0.16	0.07	-0.264*	-0.337**
	Sig. (2-tailed)	<0.001	0.144	0.526	0.015	0.002
	N	85	85	85	85	84
Organizational Glue. Rules, Policies & Procedures, and Clear Expectations Leads Towards Achieving Teamwork, Accomplishment of Departmental Goals	Pearson Correlation	0.108	0.355**	0.107	-0.379**	-0.303**
	Sig. (2-tailed)	0.328	<0.001	0.328	<0.001	0.005
	N	85	85	85	85	84
**. Correlation is significant at the 0.01 level(2-tailed)						
*. Correlation is significant at the 0.05 level(2-tailed)						

4.5.4 Market and performance

Table 29: Correlation of Market culture and Performance

Market correlation with Performance		Return On Equity, Return on Asset and Return on Investment of your company satisfactorily higher than your competitors	Net Profit, Annual Turnover and Profit Margin of your Company are higher enough to outperform your competitors	The Annual Employee turnover of your Company is higher than your competitors	To what extend you believe that your customers are fully satisfied with the Quality of your Services	Your Company Market share is very high in contrast to your competitors
Dominant Characteristics. Competitiveness, Goal Achievement and Environment Exchange Attributes Leads Good Performance	Pearson Correlation	0.094	0.088	0.017	-0.154	-0.194
	Sig. (2-tailed)	0.393	0.425	0.877	0.159	0.078
	N	85	85	85	85	84
Leadership Style. Decisive, Production and Achievement Oriented Leadership Style Contributes Company Goals	Pearson Correlation	-0.107	0.128	0.092	0.135	0.034
	Sig. (2-tailed)	0.334	0.247	0.407	0.22	0.76
	N	84	84	84	84	83
Organizational Glue. Goal Orientation, Production, and Competition Leads Achieving Teamwork, Accomplishment of Departmental Goals	Pearson Correlation	-0.135	0.104	0.151	0.212	0.003
	Sig. (2-tailed)	0.22	0.344	0.168	0.052	0.977
	N	85	85	85	85	84
Strategic Emphasis. Competitive Advantage and Market Superiority Strategically Orientates towards Outperforming your Competitors	Pearson Correlation	0.005	-0.244*	-0.012	0.057	0.348**
	Sig. (2-tailed)	0.961	0.025	0.911	0.604	0.001
	N	85	85	85	85	84
**. Correlation is significant at the 0.01 level(2-tailed)						
*. Correlation is significant at the 0.05 level(2-tailed)						

4.5.1.1 Clan culture correlation analysis

Looking at the correlation between Clan culture and Performance on table 26, the following relationships between the dependent and independent variable can be outlined:

- Dominant characteristic and Net profit – positive very weak relationship, with Correlation coefficient of 0.229 at 95% confidence level.
- Leadership style and return of equity show negative moderately weak relationship, with coefficient correlation of -0.404 at 99% confidence level.
- Organizational glueness and return on equity - negative moderate weak relationship with correlation coefficient of -0.506 at 99% confidence level.
- Organizational glueness and Net Profit – negative moderately weak relationship with Correlation coefficient of -0.379 at 99% confidence level.
- Organizational glueness and Customer satisfaction – Positive moderate relationship with +0.3044 correlation coefficient at 99% confidence level.
- Organizational glueness and Market share – Positive moderately weak relationship with +0.488 correlation coefficient at 99% confidence level.
- Strategic emphasis and Return on Equity – positive very weak relationship with +0.228 correlation coefficient at 95% confidence level.

4.5.2.1 Adhocracy culture correlation analysis

Looking at the correlation between Adhocracy culture and Performance on table 27, the following relationships between the dependent and independent variable can be outlined:

- Leadership style and Employee turnover rate – Positive very weak relationship. Correlation coefficient of +0.224 at 95% confidence level.
- Strategic emphasis and customer satisfaction – positive very weak relationship. +0.246 correlation coefficient at 95% confidence level.

4.5.3.1 Hierarchy culture correlation analysis

Looking at the correlation between Hierarchy culture and Performance on table 28, the following relationships between the dependent and independent variable can be outlined:

- Leadership style and Return on Equity – Positive moderately weak relationship. +0.438 correlation coefficient at 99% confidence level.
- Leadership style and Customer satisfaction – negative very weak relationship. -0,246 correlation coefficient at 95% confidence level.
- Leadership style and Market share – negative moderate weak relationship. -0.337 correlation coefficient at 99% confidence level.
- Organizational glueness and Net profit – positive moderately weak relationship. +0.355 correlation coefficient at 99% confidence level.
- Organizational glueness and customer satisfaction – negative moderately weak relationship. -0.3799 correlation coefficient at 99% confidence level.
- Organizational glueness and market share – negative moderately weak relationship. -0.303 correlation coefficient at 99% confidence level.

4.5.4.1 Market culture correlation analysis

Looking at the correlation between Market culture and Performance on table 29, the following relationships between the dependent and independent variable can be outlined:

- Strategic emphasis and Net profit – Negative very weak relationship. -0.244 correlation coefficient at 99% confidence level.
- Strategic emphasis and Market share – Positive moderately weak relationship. +0.348 correlation coefficient at 99% confidence level.

5. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. Discussion

This research study was investigating the alignment of sub-cultures and performance within different operational units that forms the New Vaal surface plant operation. The general objective of the study was to explore if there is any alignment between existing subcultures and organizational performance. The Specific objectives of this research are (1) Assess the existing subcultures in different operational units. (2) Explore the relationship between subculture and performance. (3) Determine the ideal culture that results in good performance.

Further, the study aimed to address the following research questions in an attempt to fulfil the objective of the study: (1) What are the existing subcultures within different operational units? (2) Is there a relationship between subculture and organizational performance? (3) What is the ideal culture that yields good performance?

A quantitative research design was employed and the OCAI and the Competitive Value Frame-work theories were applied, and the following results were obtained.

Table 30: Culture profiling for all subgroups that forms NVC Surface plant operation.

	Dominant characteristics	Leadership style	Employee m.g.t	Organizational glueness	Strategic emphasis	Criteria for success
Motheteloa contractor	C	C	C	C	B	D
Sechaba contractor	D	C	D	D	C	D
ETS Civils contractor	D	C	C	B	B	B
SGB contractor	C	C	B	C	C	C
Sentula contractor	C	A	A	C	A	A
Processing department	C	C	C	D	B	D

Engineering department	C	C	C	C	C	B

According to Bolon & Bolon (1994), an operation can have a dominant culture, however as the organizational structure changes, different groups within a single operation will develop a distinctive culture of their own. Table 30 above depicts the culture assessment results of the seven (7) subgroups that forms New Vaal surface plant operation using the OCAI (Organizational Culture Assessment Instrument). Furthermore, the Competitive Value Framework was applied to profile the existing cultures and below are the results:

Table 31: Culture profiling as per Competitive Value Framework.

	Dominant Culture	Strategic focus	Performance
Motheteloa contractor	Hierarchy	Internal	stable and controlled conditions
Sechaba contractor	Market	external	stable and controlled environment.
ETS Civils contractor	Clan	Internal	flexible conditions
SGB contractor	Market		stable and controlled environment.
Sentula contractor	Hierarchy	Internal	stable and controlled conditions
Processing department	Market	external	stable and controlled environment.
Engineering department	Market	external	stable and controlled environment.

Bolon & Bolon (1994) furthermore discussed that the cultures formed in different subgroups that forms a single operation must be studied because they affect the strategy and overall performance of the operation. Correlation analysis was done to

identify any existing positive or negative relationship between the existing cultures and the performance of the company measured by financial indicators such as Return on equity and non-financial indicators such as Employees turnover rate. The following results were observed on table 32 below:

Table 32: Correlation between existing cultures and performance.

Cultures	Performance				
	Return on Equity,	Net Profit,	Employee turnover	Customer satisfaction	Market share
Clan	Negative, very weak	Positive & Negative, very weak	No relationship	Positive, very weak	Positive, moderately weak
Adhocracy	No relationship	No relationship	Positive, very weak	Positive, very weak	No relationship
Hierarchy	Positive, moderately weak	Positive, very weak	No relationship	Positive & Negative, very weak	Positive & Negative, very weak
Market	Negative, very weak	No relationship	No relationship	No relationship	Positive moderately weak

Table 32 summarises the relationship between performance and subcultures indicating that:

- There is a positive but weak relationship between Clan culture and organizational performance.
- There is no relationship between Adhocracy culture and organizational performance.
- There is a positive and negative relationship between Hierarchy culture and organizational performance.
- There is no relationship between Market culture and organizational performance.

5.2 Conclusion

From the analysis and discussion of results it can be concluded that the most dominant culture within New Vaal Surface plant operation is the Market culture. This culture is dominant within four (4) different subgroups, Sechaba, SGB, Processing department and Engineering department. The second dominant culture is Hierarchy. This subculture is existing within two (2) different subgroups, thus Motheteloa and Sentula. Only ETS subgroup is experiencing the Clan culture while Adhocracy culture is not dominant in any of the seven (7) subgroups.

Although Market culture is the most dominant within the operation, it has no relationship with organizational performance. Hierarchy being the second dominant culture has a positive and negative relationship with organizational culture. Clan culture is the third most dominant culture, and it has a positive, although weak relationship with organizational culture. Adhocracy culture is not dominant in any of the subgroups that form the organization however the culture does exist in some groups although not dominant. Adhocracy culture has no relationship with organizational performance.

The ideal cultural profile than shows promise to yield good performance is the clan culture, this is due to its existing positive relationship with organizational performance.

5.3 Recommendation

From the literature, it is clear that culture has a strong bearing on the success of an organization. Culture determines the success or failure of any organization irrespective of the strategies in place. Further culture is not rigid, it evolves, it gets diluted but at the same time it is not easy to change.

It is recommended that each subgroup that forms New Vaal surface plant operation maps its desired culture in relation to desired output performance and identify values that align with that objective.

Hierarchy is the most dominant culture experienced at the operation and it has both positive and negative relationship with organizational performance, although weak. To improve on Market share, Clan and Market culture are more desirable due to their

positive relationship with performance. To improve on employee turnover rate, adopting Adhocracy values is more desirable.

It is recommended that market culture be the adopted culture in varying subgroups, however other cultural values, for example Adhocracy, Market and Clan also hold promise to positively impact overall performance.

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Prinsloo, H., & Hofmeyr, K. B. (2022b). Organisational culture, frontline supervisory engagement, and accountability, as drivers of safety behaviour in a platinum mining organisation. *SA Journal of Human Resource Management*, *20*. https://doi.org/10.4102/sajhrm.v20i0.1705

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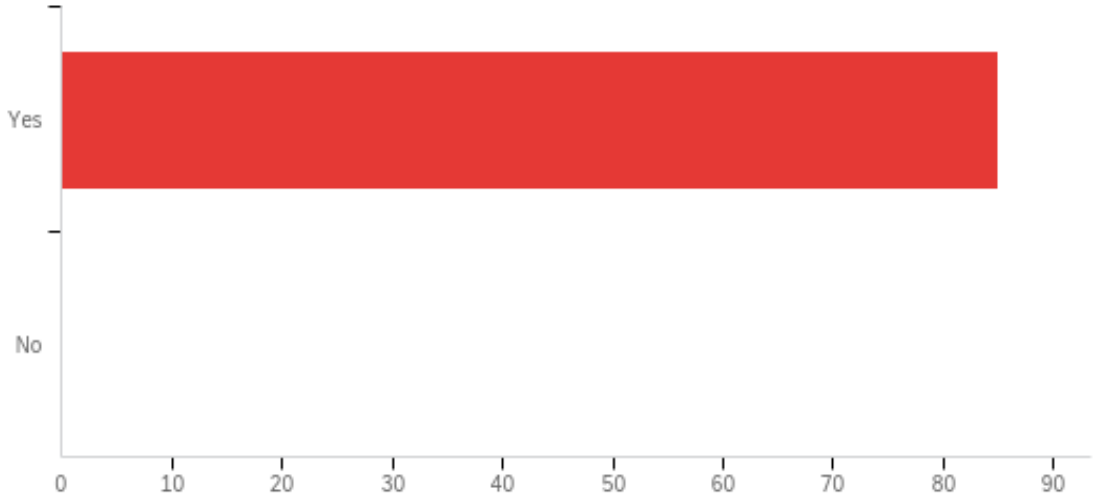
Supplementary doc

Default Report

Culture assessment survey

February 15th, 2023, 1:59 pm CAT

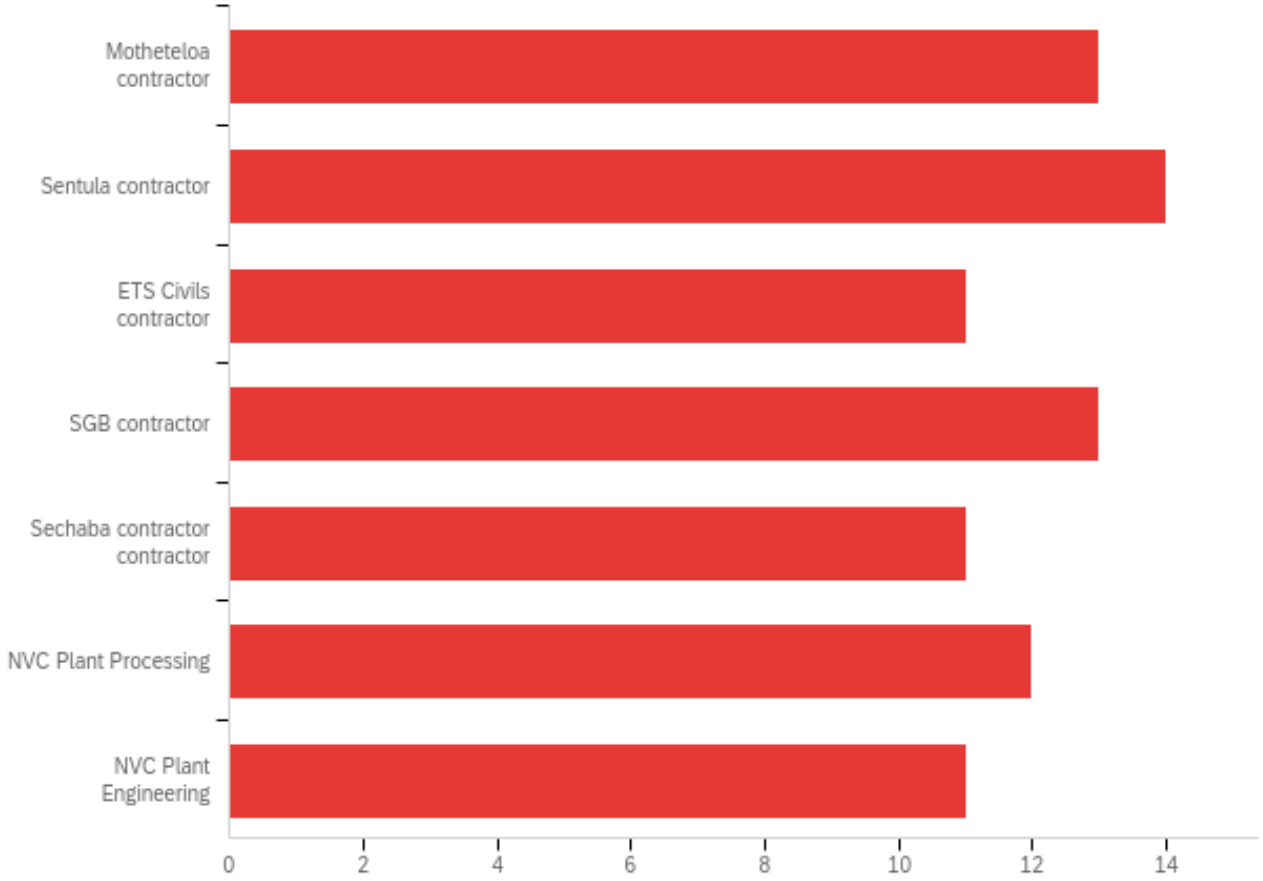
Q1 - Q1 - Dear Participant, my name is Anna Lemekoana, and I am completing my Master of Business Administration (MBA) at Wits Business School in Johannesburg, South Africa. In my journey, I am required to complete a research project or article, for which I have chosen the mining industry. I am conducting research on " The alignment of sub-cultures and performance within different operational units" under the supervision of Professor Anthony Stacey. I humbly request your assistance in enabling me to complete my task by taking part in this survey. Attached is a questionnaire that should take less than 10 minutes to complete. You are not required to provide your name, so all your responses will be anonymous and guaranteed confidentiality. You may withdraw from the survey at any stage. Submission of the questionnaire will be taken as your consent to participate. I thank you in advance. Please feel free to contact me should you have any queries in this regard at 2403917@students.wits.ac.za or my supervisor Prof. Anthony Stacey at anthony.stacey@wits.ac.za. Regards, Anna Lemekoana I agree to participate in this research project. The research has been explained to me and I understand what my participation will involve.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q1 - Dear Participant, my name is Anna Lemekoana, and I am completing my Master of Business Administration (MBA) at Wits Business School in Johannesburg, South Africa. In my journey, I am required to complete a research project or article, for which I have chosen the mining industry. I am conducting research on " The alignment of sub-cultures and performance within different operational units; under the supervision of Professor Anthony Stacey. I humbly request your assistance in enabling me to complete my task by taking part in this survey. Attached is a questionnaire that should take less than 10 minutes to complete. You are not required to provide your name, so all your responses will be anonymous and guaranteed confidentiality. You may withdraw from the survey at any stage. Submission of the questionnaire will be taken as your consent to participate. I thank you in advance. Please feel free to contact me should you have any queries in this regard at 2403917@students.wits.ac.za or my supervisor Prof. Anthony Stacey at anthony.stacey@wits.ac.za. Regards, Anna Lemekoana I agree to participate in this research project. The research has been explained to me and I understand what my participation will involve.	1.00	1.00	1.00	0.00	0.00	85

#	Answer	%	Count
1	Yes	100.00%	85
2	No	0.00%	0
	Total	100%	85

Q2 - Please select your department/employer.

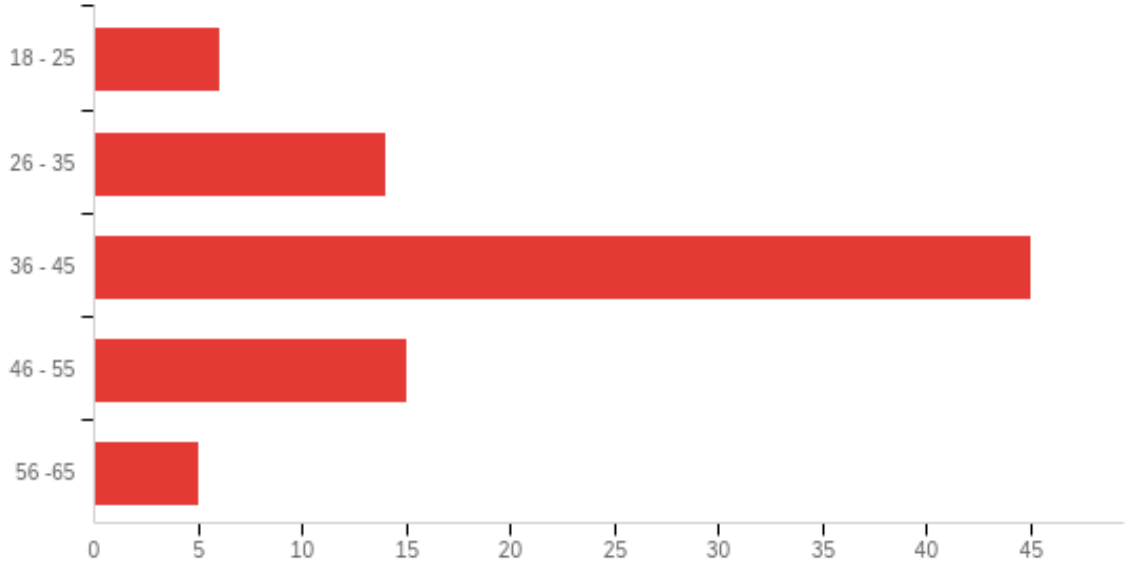


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please select your department/employer	1.00	7.00	3.88	2.00	4.01	85

#	Answer	%	Count
3	ETS Civils contractor	12.94%	11
1	Motheteloa contractor	15.29%	13
7	NVC Plant Engineering	12.94%	11
6	NVC Plant Processing	14.12%	12
4	SGB contractor	15.29%	13
5	Sechaba contractor	12.94%	11

2	Sentula contractor	16.47%	14
	Total	100%	85

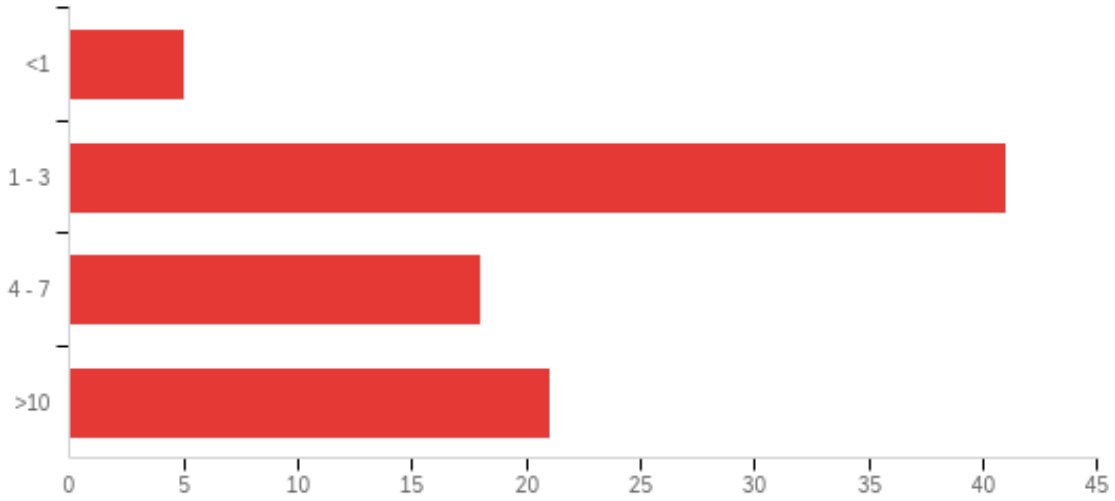
Q3 - Age Distribution



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Age Distribution	1.00	5.00	2.99	0.93	0.86	85

#	Answer	%	Count
1	18 - 25	7.06%	6
2	26 - 35	16.47%	14
3	36 - 45	52.94%	45
4	46 - 55	17.65%	15
5	56 -65	5.88%	5
	Total	100%	85

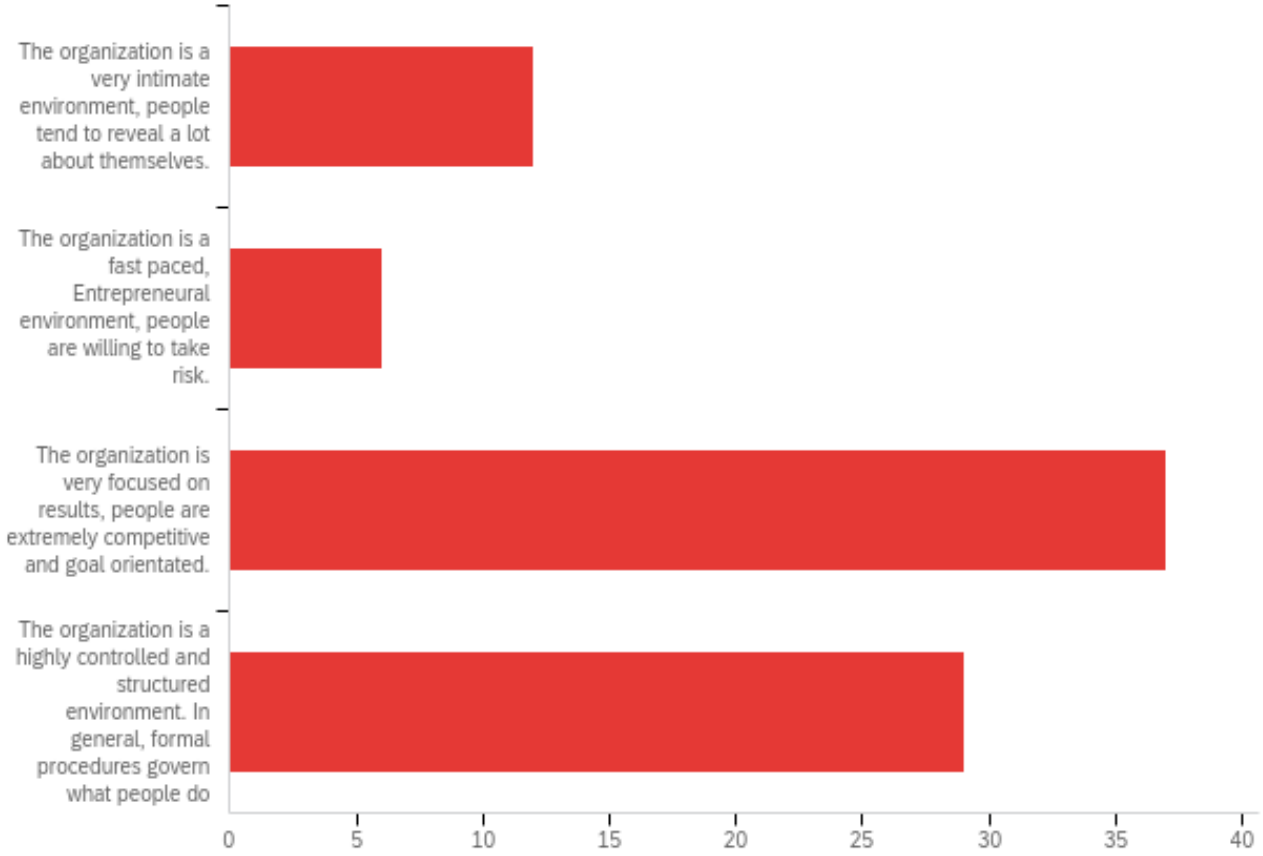
Q4 - Please check according to your years of service at NVC operation.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please check according to your years of service at NVC operation	1.00	4.00	2.65	0.92	0.84	85

#	Answer	%	Count
1	<1	5.88%	5
2	1 - 3	48.24%	41
3	4 - 7	21.18%	18
4	>10	24.71%	21
	Total	100%	85

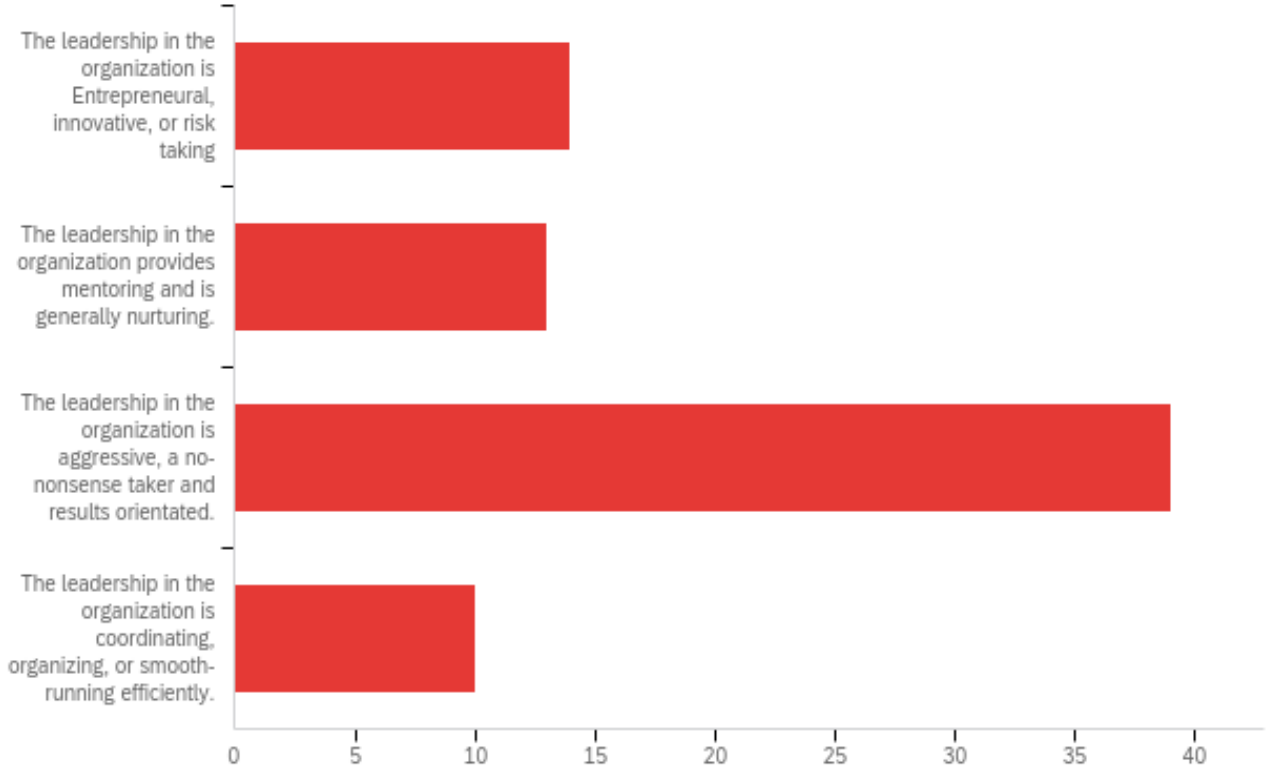
Q5 - Dominant Characteristics



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Dominant Characteristics	1.00	4.00	2.99	0.99	0.99	84

#	Answer	%	Count
1	The organization is a very intimate environment, people tend to reveal a lot about themselves.	14.29%	12
2	The organization is a fast paced, Entrepreneurial environment, people are willing to take risk.	7.14%	6
3	The organization is very focused on results, people are extremely competitive, and goal orientated.	44.05%	37
4	The organization is a highly controlled and structured environment. In general, formal procedures govern what people do	34.52%	29
	Total	100%	84

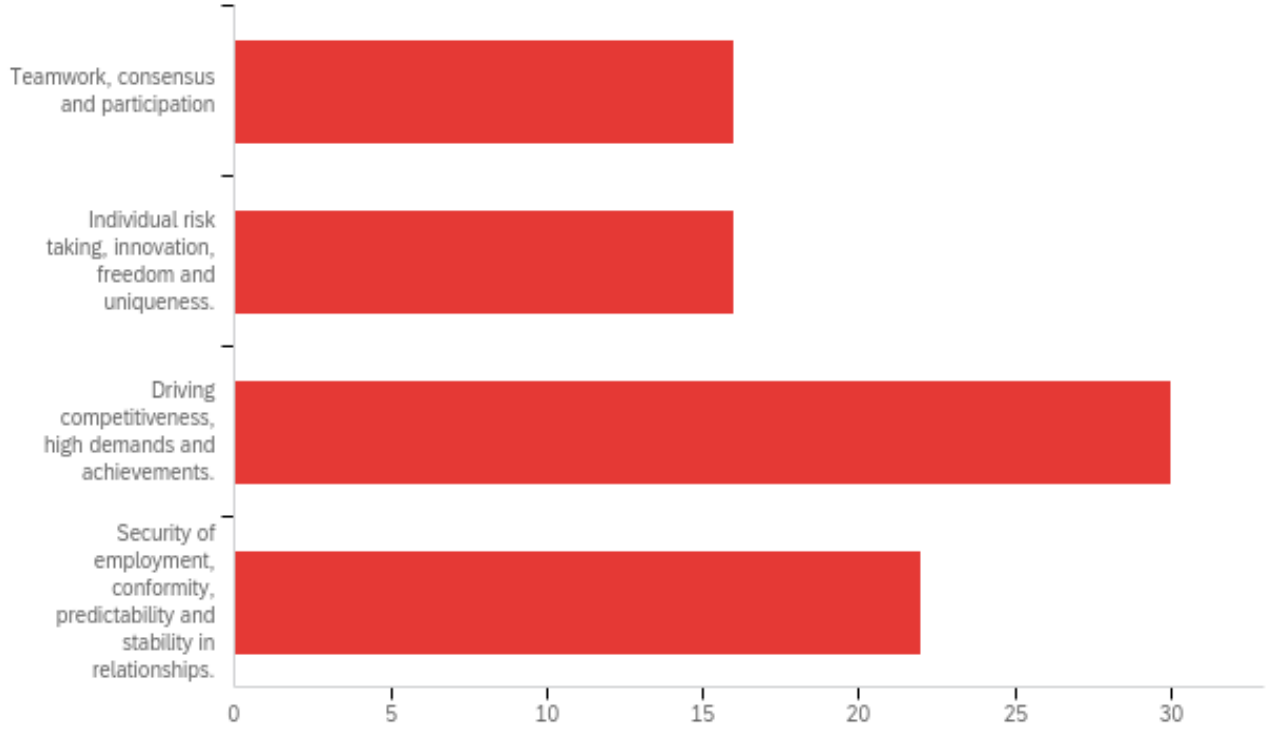
Q6 - Organizational culture



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Organizational culture	1.00	4.00	2.59	0.93	0.87	76

#	Answer	%	Count
1	The leadership in the organization is Entrepreneurial, innovative, or risk taking	18.42%	14
2	The leadership in the organization provides mentoring and is generally nurturing.	17.11%	13
3	The leadership in the organization is aggressive, a no- nonsense taker and results orientated.	51.32%	39
4	The leadership in the organization is coordinating, organizing, or smooth-running efficiently.	13.16%	10
	Total	100%	76

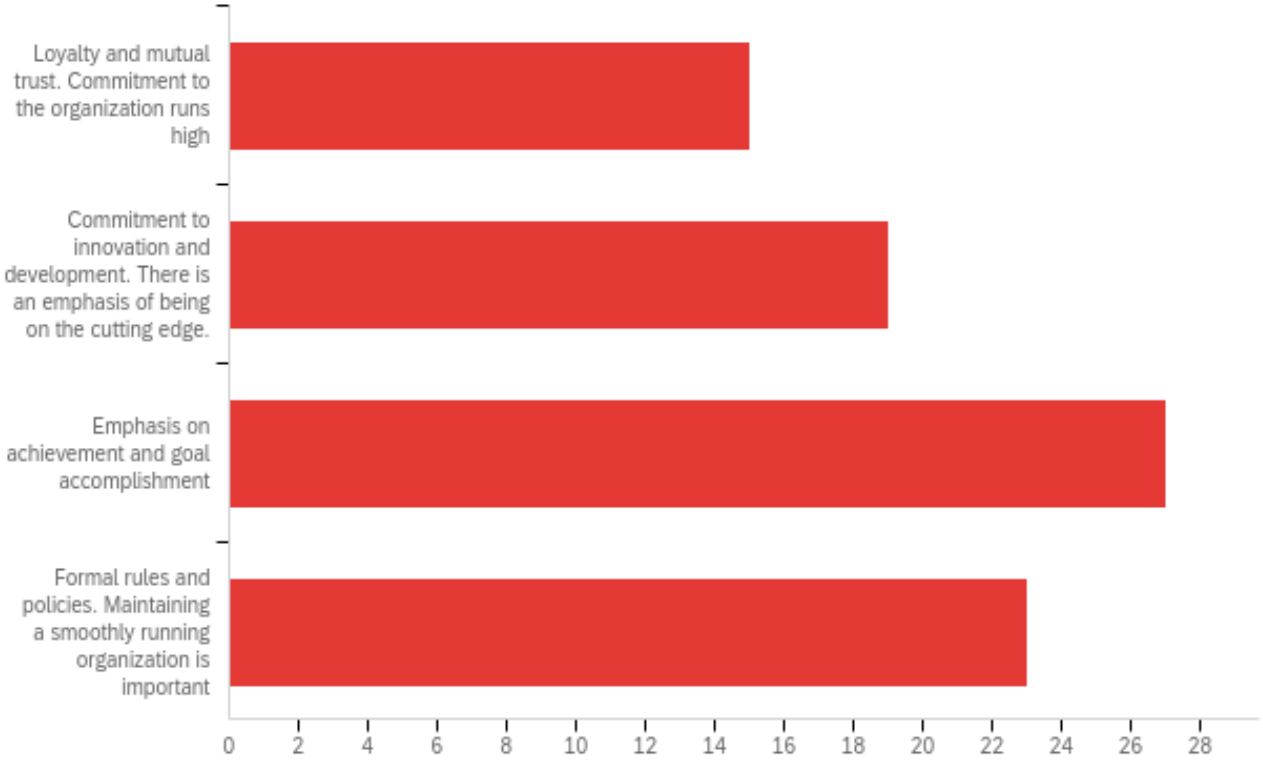
Q7 - The management style in the organization can be characterised as:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The management style in the organization can be characterised as:	1.00	4.00	2.69	1.06	1.12	84

#	Answer	%	Count
1	Teamwork, consensus, and participation	19.05%	16
2	Individual risk taking, innovation, freedom, and uniqueness.	19.05%	16
3	Driving competitiveness, high demands, and achievements.	35.71%	30
4	Security of employment, conformity, predictability, and stability in relationships.	26.19%	22
	Total	100%	84

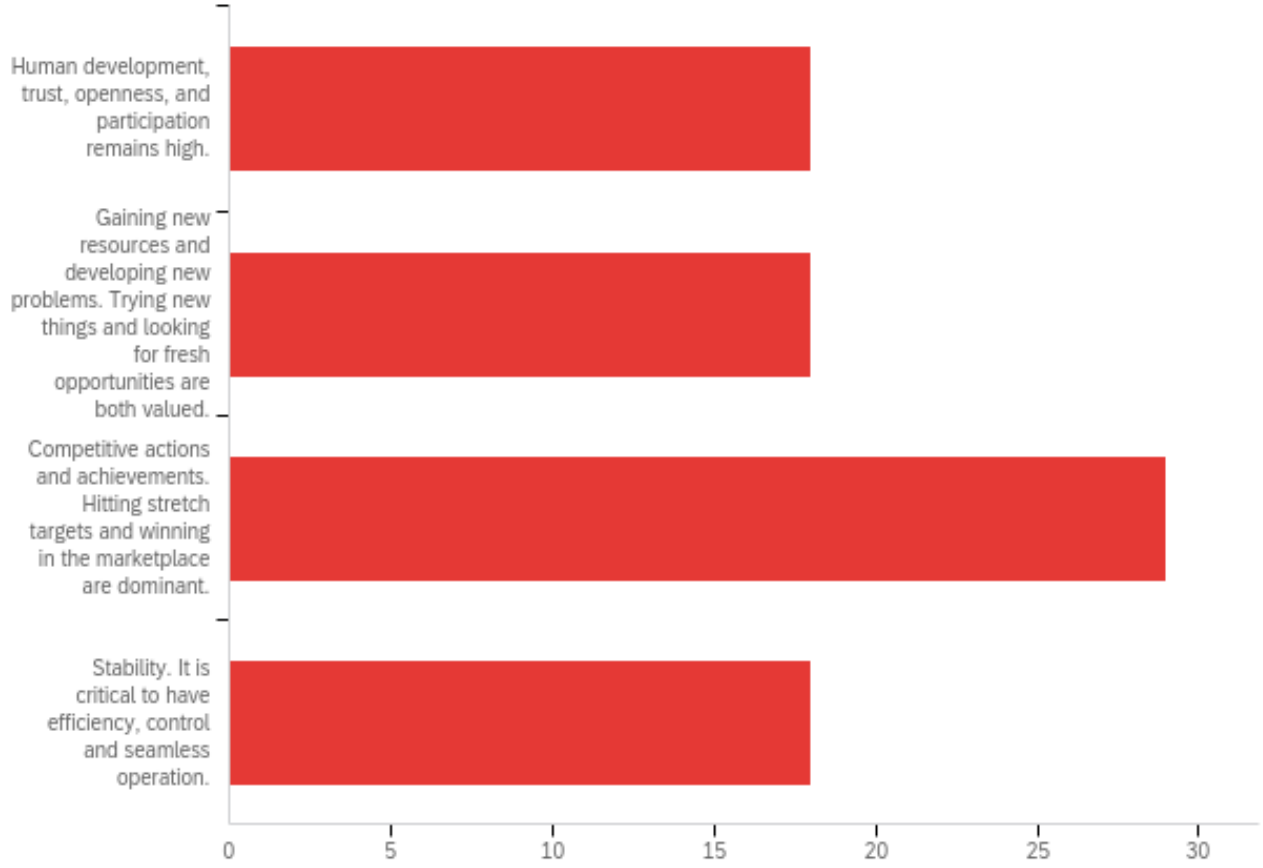
Q8 - Organization Glue - The glue that holds the organization together is.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Organization Glue - The glue that holds the organization together is	1.00	4.00	2.69	1.06	1.12	84

#	Answer	%	Count
1	Loyalty and mutual trust. Commitment to the organization runs high	17.86%	15
2	Commitment to innovation and development. There is an emphasis of being on the cutting edge.	22.62%	19
3	Emphasis on achievement and goal accomplishment	32.14%	27
4	Formal rules and policies. Maintaining a smoothly running organization is important	27.38%	23
	Total	100%	84

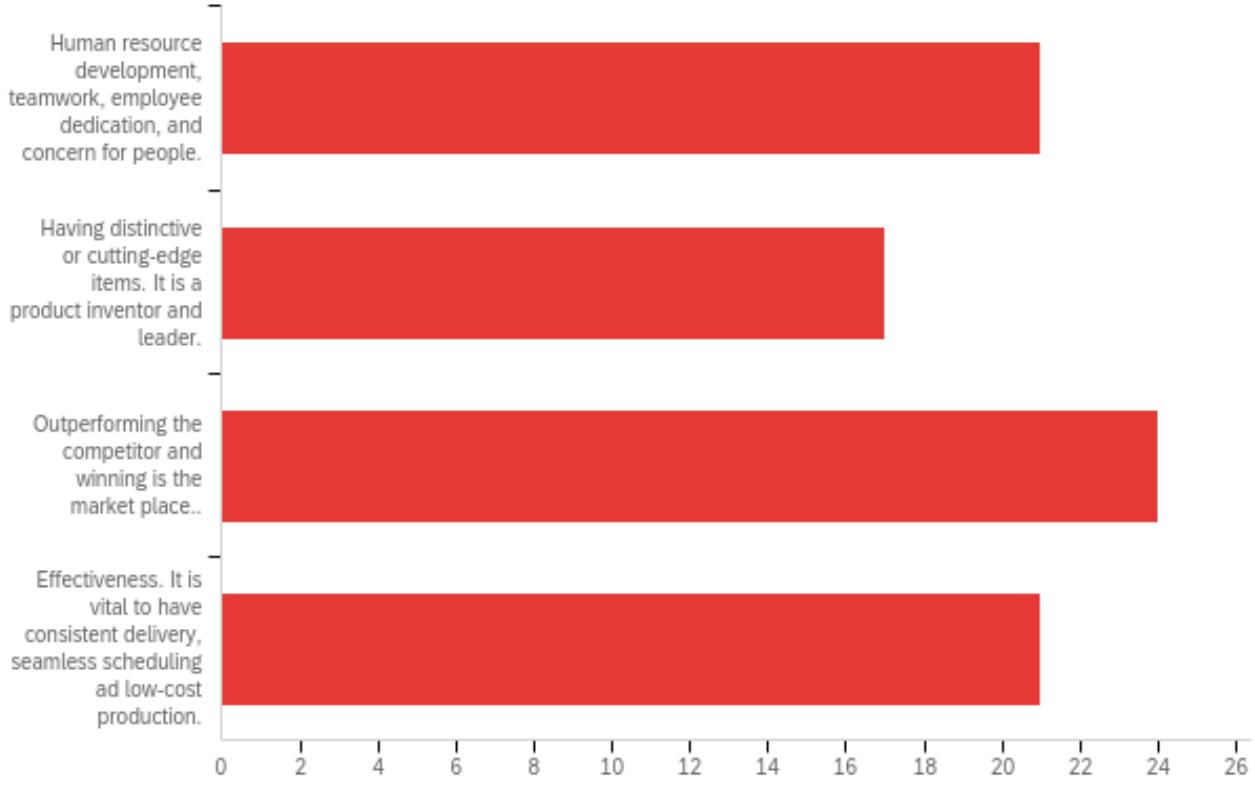
Q9 - Strategic Emphases -The organization prioritises on:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Strategic Emphases -The organization prioritises on:	1.00	4.00	2.57	1.06	1.11	83

#	Answer	%	Count
1	Human development, trust, openness, and participation remains high.	21.69%	18
2	Gaining new resources and developing new problems. Trying new things and looking for fresh opportunities are both valued.	21.69%	18
3	Competitive actions and achievements. Hitting stretch targets and winning in the marketplace are dominant.	34.94%	29
4	Stability. It is critical to have efficiency, control, and seamless operation.	21.69%	18
	Total	100%	83

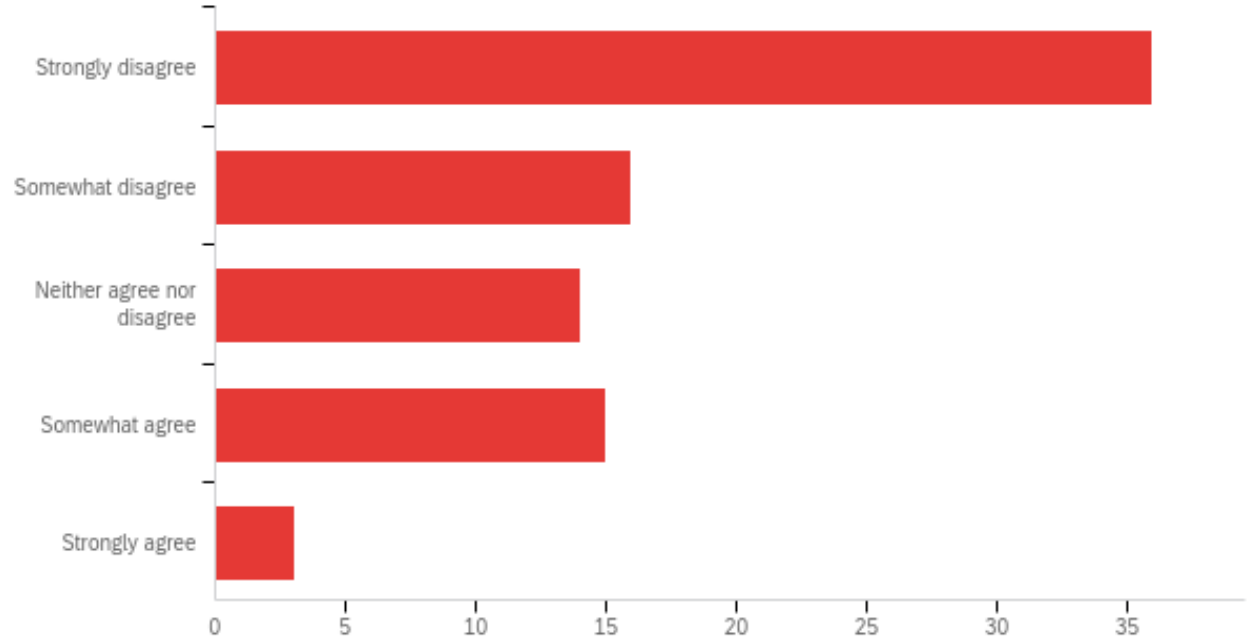
Q10 - Criteria of Success - The organization defines success in terms of:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Criteria of Success - The organization defines success in terms of:	1.00	4.00	2.54	1.12	1.26	83

#	Answer	%	Count
1	Human resource development, teamwork, employee dedication, and concern for people.	25.30%	21
2	Having distinctive or cutting-edge items. It is a product inventor and leader.	20.48%	17
3	Outperforming the competitor and winning is the marketplace.	28.92%	24
4	Effectiveness. It is vital to have consistent delivery, seamless scheduling ad low-cost production.	25.30%	21
	Total	100%	83

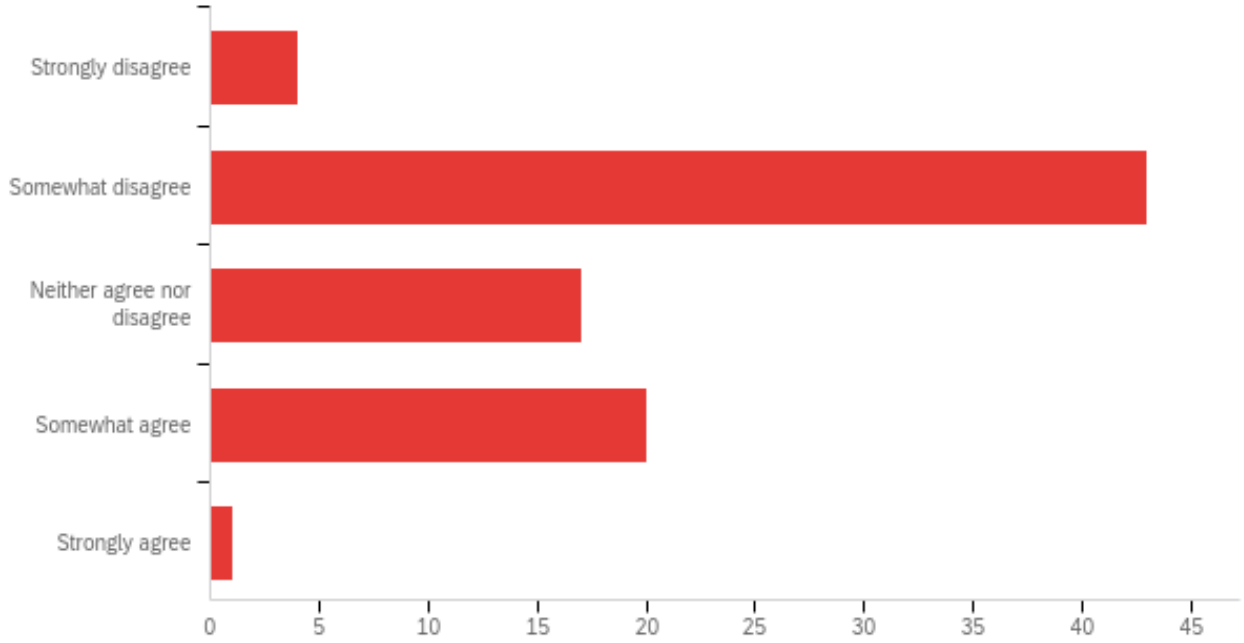
Q11 - Creativity, Entrepreneurship, Adaptability and Dynamism Attributes Leads Good Performance



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Creativity, Entrepreneurship, Adaptability and Dynamism Attributes Leads Good Performance	1.00	5.00	2.20	1.26	1.59	84

#	Answer	%	Count
1	Strongly disagree	42.86%	36
2	Somewhat disagree	19.05%	16
3	Neither agree nor disagree	16.67%	14
4	Somewhat agree	17.86%	15
5	Strongly agree	3.57%	3
	Total	100%	84

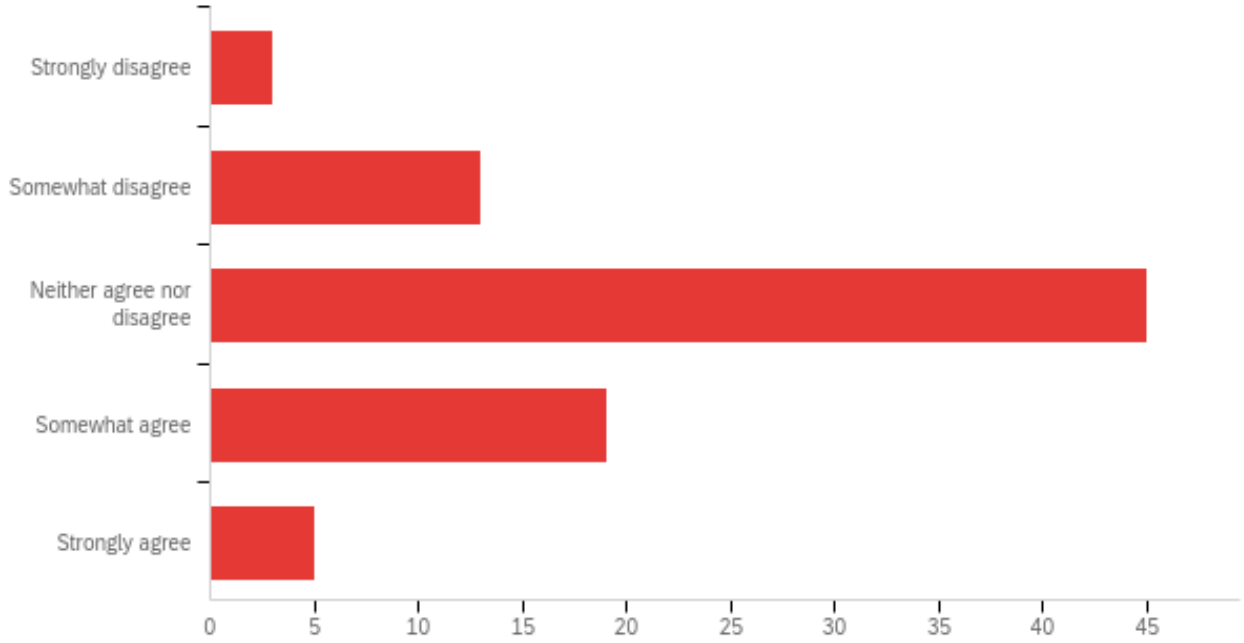
Q12 - Entrepreneur, Innovative and Risk taker Leadership Style Contributes Company Growth



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Entrepreneur, Innovative and Risk taker Leadership Style Contributes Company Growth	1.00	5.00	2.66	0.93	0.86	85

#	Answer	%	Count
1	Strongly disagree	4.71%	4
2	Somewhat disagree	50.59%	43
3	Neither agree nor disagree	20.00%	17
4	Somewhat agree	23.53%	20
5	Strongly agree	1.18%	1
	Total	100%	85

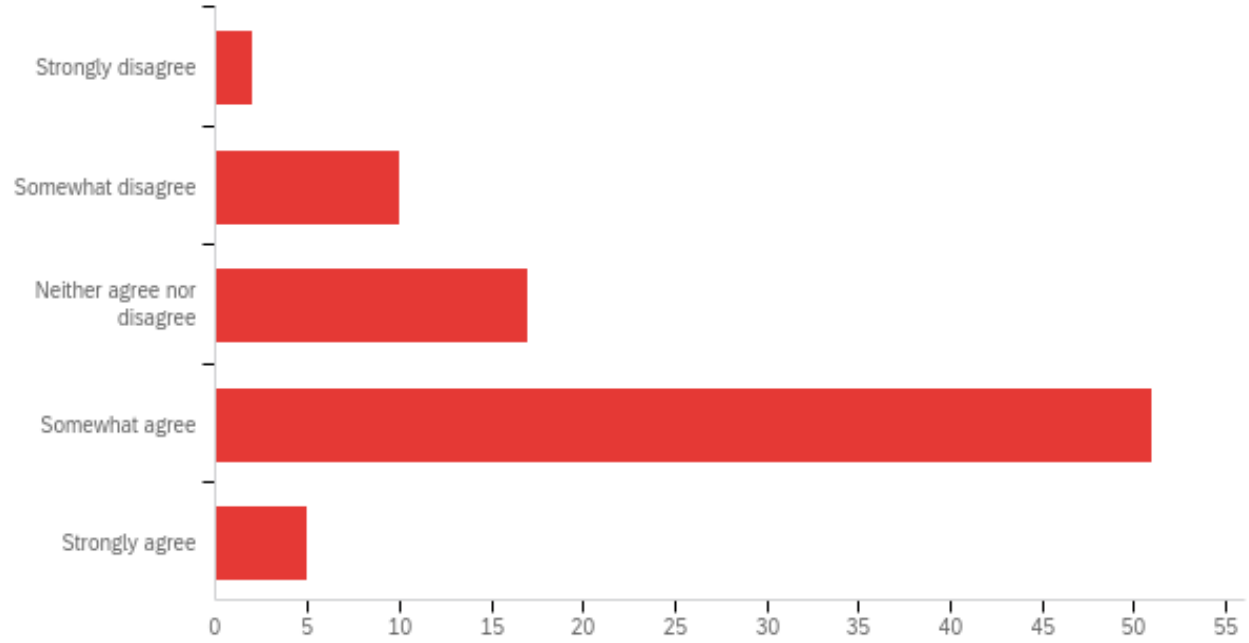
Q13 - Entrepreneurship, Flexibility, and Risk-taking Leads towards Achieving Teamwork, Accomplishment of Departmental Goals



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Entrepreneurship, Flexibility, and Risk-taking Leads towards Achieving Teamwork, Accomplishment of Departmental Goals	1.00	5.00	3.12	0.86	0.74	85

#	Answer	%	Count
1	Strongly disagree	3.53%	3
2	Somewhat disagree	15.29%	13
3	Neither agree nor disagree	52.94%	45
4	Somewhat agree	22.35%	19
5	Strongly agree	5.88%	5
	Total	100%	85

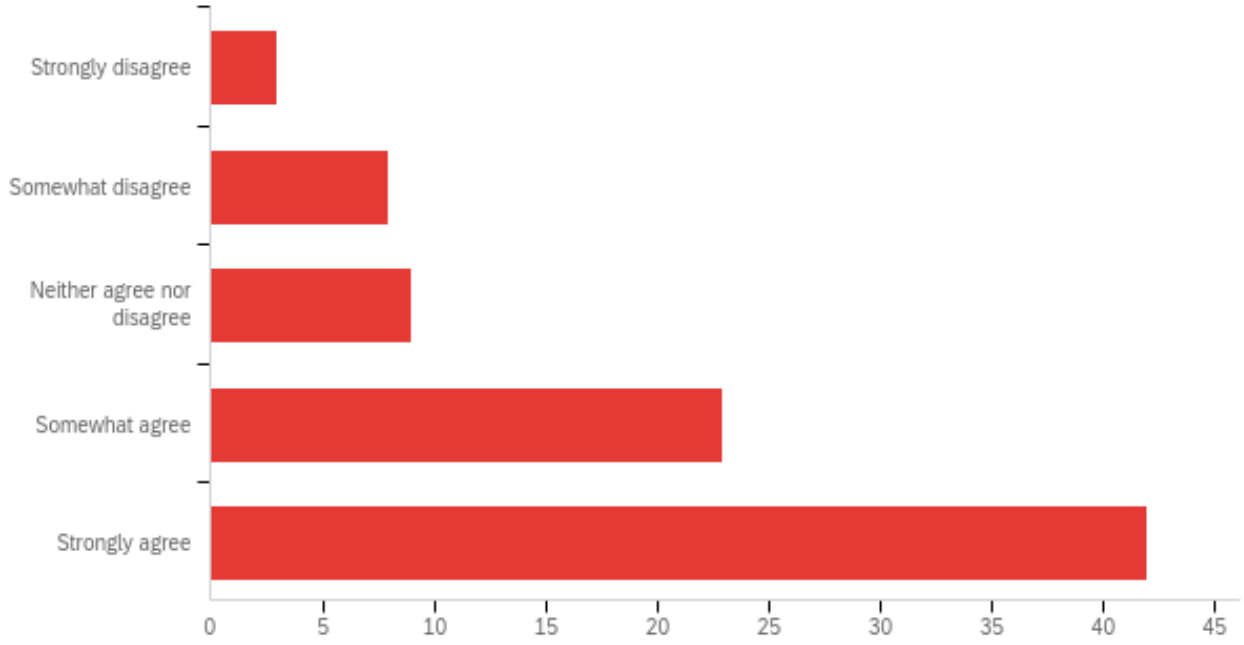
Q14 - Innovation, Growth and Exploring new resources Strategically Orientates towards Outperforming your competitors.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Innovation, Growth and Exploring new resources Strategically Orientates towards Outperforming your competitors	1.00	5.00	3.55	0.86	0.74	85

#	Answer	%	Count
1	Strongly disagree	2.35%	2
2	Somewhat disagree	11.76%	10
3	Neither agree nor disagree	20.00%	17
4	Somewhat agree	60.00%	51
5	Strongly agree	5.88%	5
	Total	100%	85

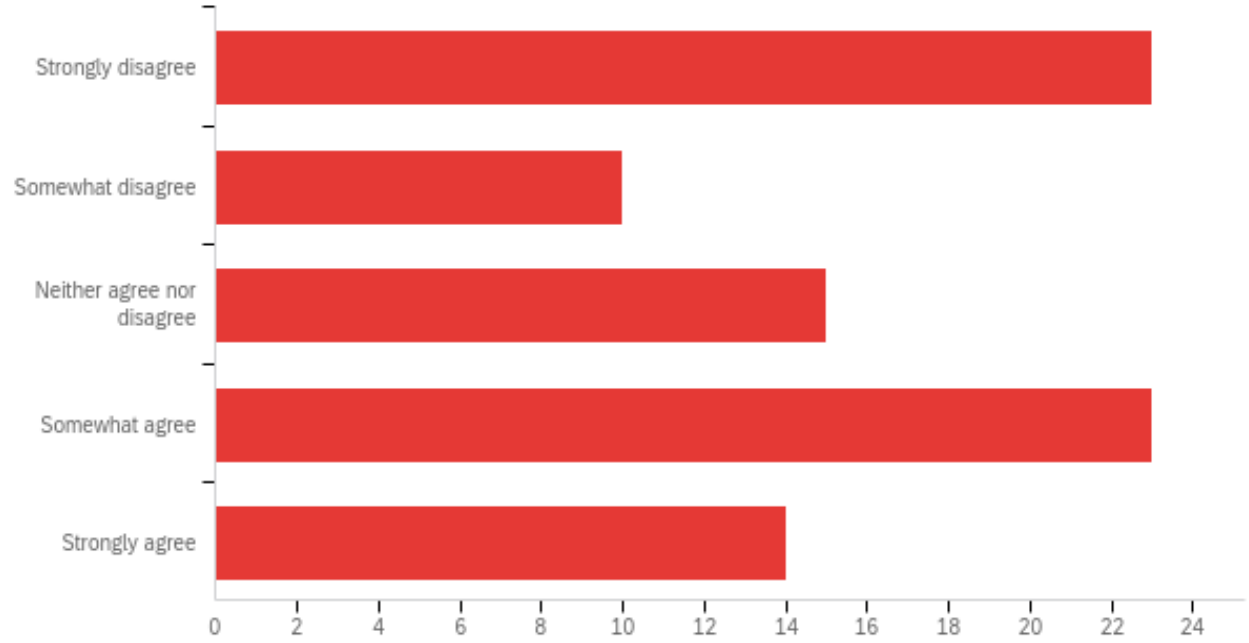
Q15 - Order, Rules, and Regulations; Uniformity and Efficiency Attributes Leads Good Performance



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Order, Rules, and Regulations; Uniformity and Efficiency Attributes Leads Good Performance	1.00	5.00	4.09	1.13	1.29	85

#	Answer	%	Count
1	Strongly disagree	3.53%	3
2	Somewhat disagree	9.41%	8
3	Neither agree nor disagree	10.59%	9
4	Somewhat agree	27.06%	23
5	Strongly agree	49.41%	42
	Total	100%	85

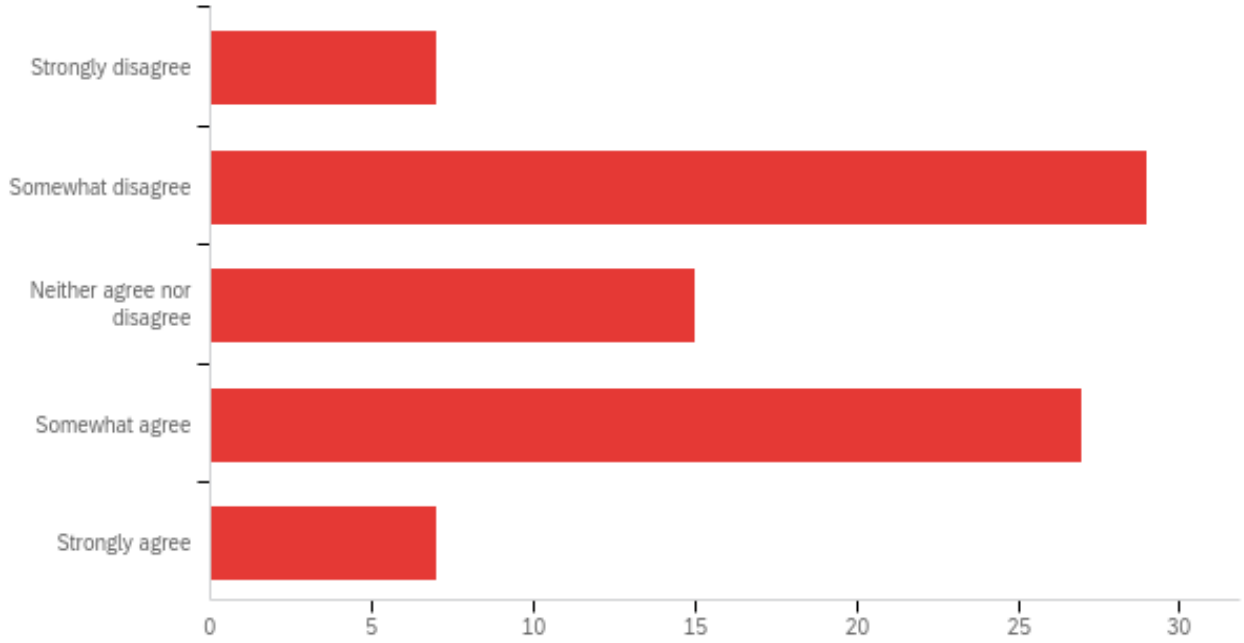
Q16 - Coordinator, Organizer, and Administrator Leadership Style Contributes Company Growth



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Coordinator, Organizer, and Administrator Leadership Style Contributes Company Growth	1.00	5.00	2.94	1.46	2.13	85

#	Answer	%	Count
1	Strongly disagree	27.06%	23
2	Somewhat disagree	11.76%	10
3	Neither agree nor disagree	17.65%	15
4	Somewhat agree	27.06%	23
5	Strongly agree	16.47%	14
	Total	100%	85

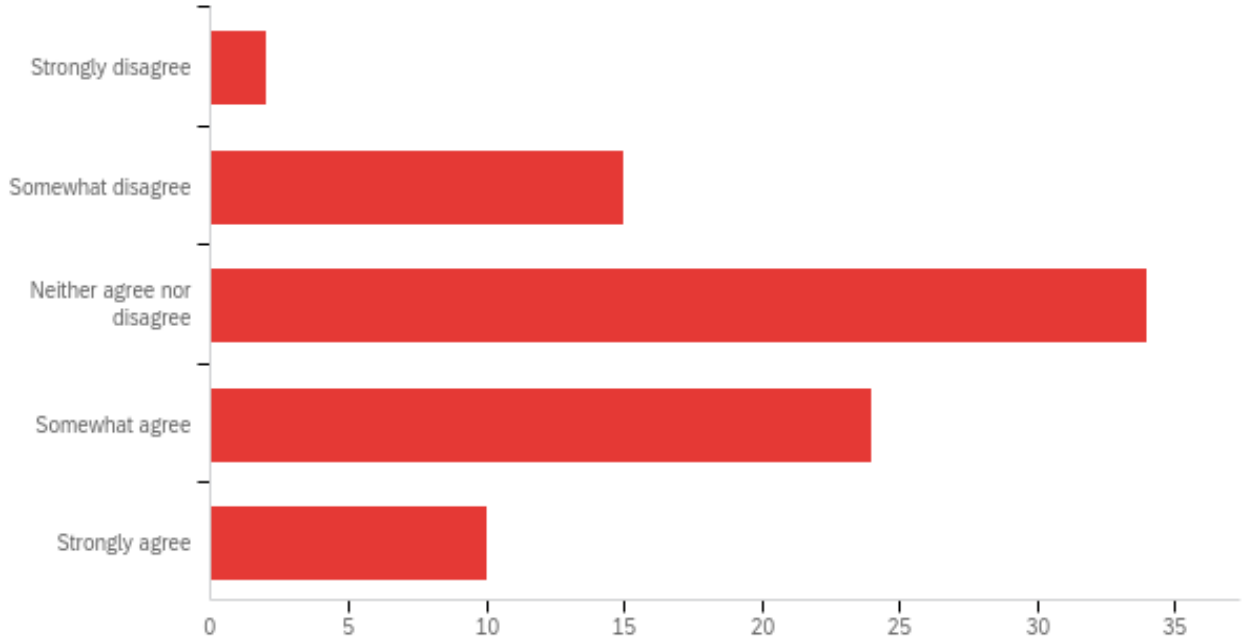
Q17 - Rules, Policies & Procedures, and Clear Expectations Leads Towards Achieving Team Work, Accomplishment of Departmental Goals



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Rules, Policies & Procedures, and Clear Expectations Leads Towards Achieving Teamwork, Accomplishment of Departmental Goals	1.00	5.00	2.98	1.15	1.32	85

#	Answer	%	Count
1	Strongly disagree	8.24%	7
2	Somewhat disagree	34.12%	29
3	Neither agree nor disagree	17.65%	15
4	Somewhat agree	31.76%	27
5	Strongly agree	8.24%	7
	Total	100%	85

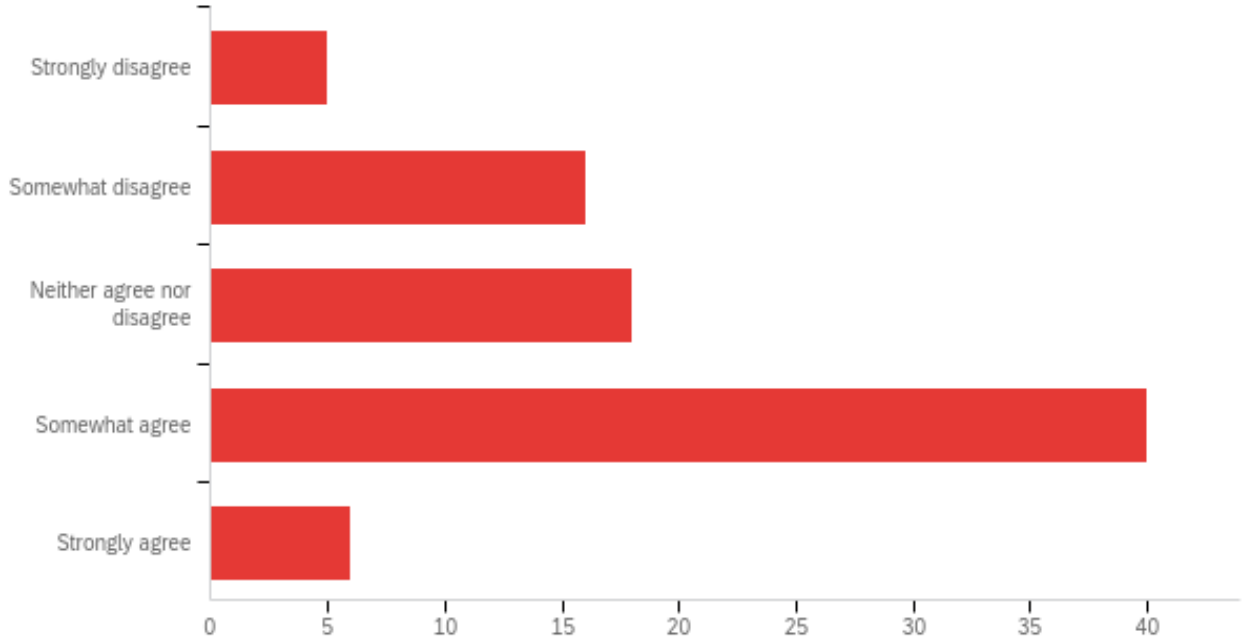
Q18 - Cohesiveness, Participation, Teamwork and Sense of Family Attributes Leads Good Performance



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Cohesiveness, Participation, Teamwork and Sense of Family Attributes Leads Good Performance	1.00	5.00	3.29	0.97	0.94	85

#	Answer	%	Count
1	Strongly disagree	2.35%	2
2	Somewhat disagree	17.65%	15
3	Neither agree nor disagree	40.00%	34
4	Somewhat agree	28.24%	24
5	Strongly agree	11.76%	10
	Total	100%	85

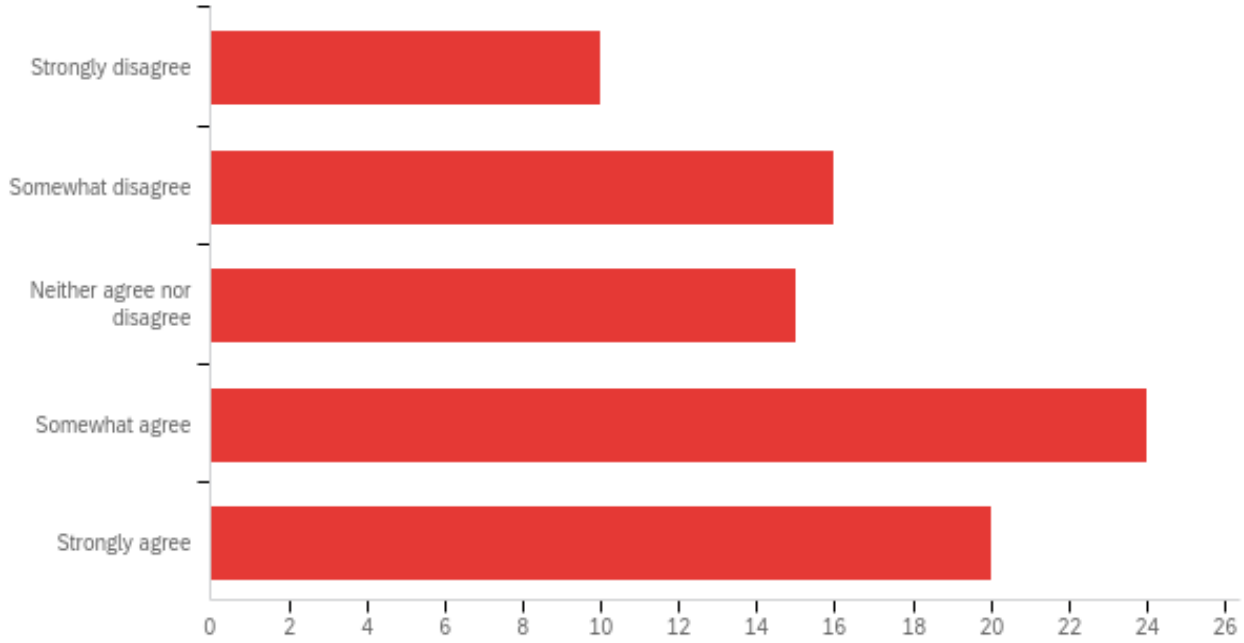
Q19 - Mentor, Facilitator, and Parent-Figure Leadership Style Contributes Company Growth



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Mentor, Facilitator, and Parent-Figure Leadership Style Contributes Company Growth	1.00	5.00	3.31	1.04	1.08	85

#	Answer	%	Count
1	Strongly disagree	5.88%	5
2	Somewhat disagree	18.82%	16
3	Neither agree nor disagree	21.18%	18
4	Somewhat agree	47.06%	40
5	Strongly agree	7.06%	6
	Total	100%	85

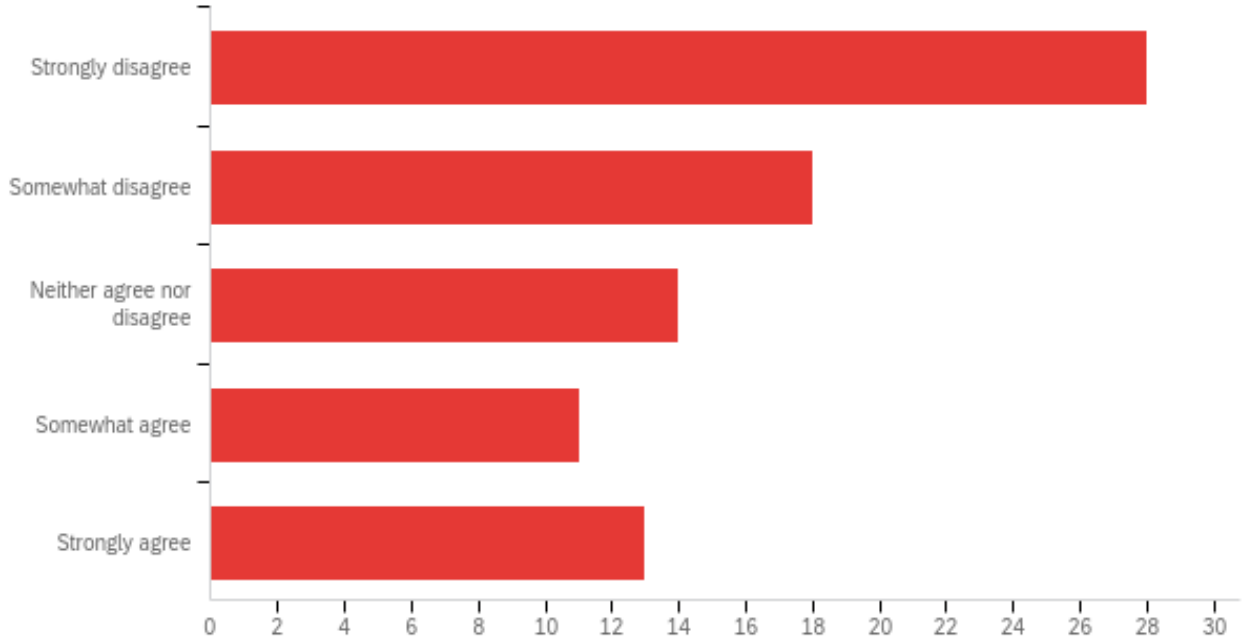
Q20 - Loyalty, Interpersonal Cohesion and Tradition Leads towards achieving Teamwork, Accomplishment of departmental Goals.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Loyalty, Interpersonal Cohesion and Tradition Leads towards achieving Teamwork, Accomplishment of departmental Goals	1.00	5.00	3.33	1.33	1.77	85

#	Answer	%	Count
1	Strongly disagree	11.76%	10
2	Somewhat disagree	18.82%	16
3	Neither agree nor disagree	17.65%	15
4	Somewhat agree	28.24%	24
5	Strongly agree	23.53%	20
	Total	100%	85

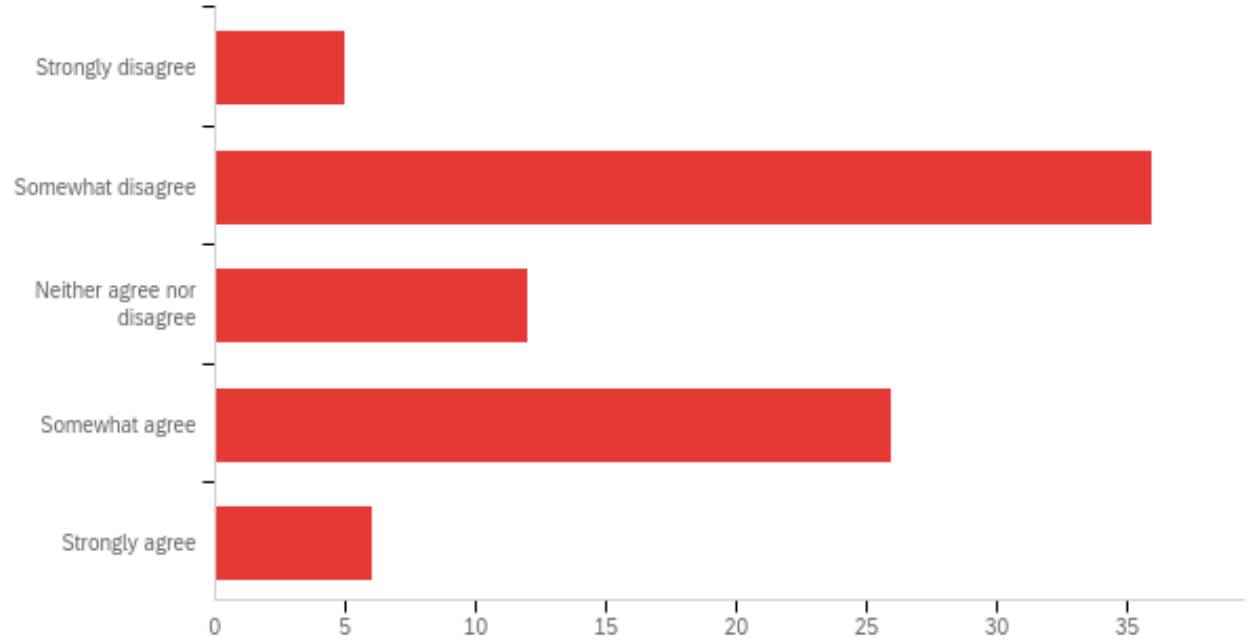
Q21 - Human Resource Development, Commitment, and Morale Strategically Orientates Towards Outperforming your competitors.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Human Resource Development, Commitment, and Morale Strategically Orientates Towards Outperforming your competitors	1.00	5.00	2.56	1.45	2.10	84

#	Answer	%	Count
1	Strongly disagree	33.33%	28
2	Somewhat disagree	21.43%	18
3	Neither agree nor disagree	16.67%	14
4	Somewhat agree	13.10%	11
5	Strongly agree	15.48%	13
	Total	100%	84

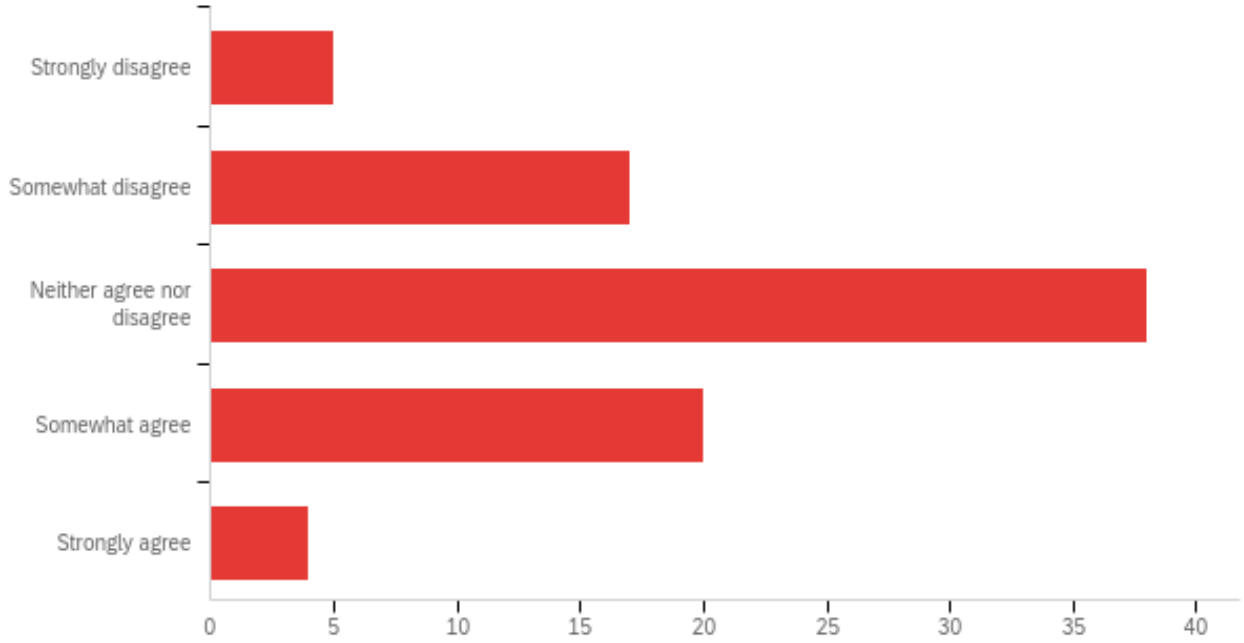
Q22 - Competitiveness, Goal Achievement and Environment Exchange Attributes Leads Good Performance



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Competitiveness, Goal Achievement and Environment Exchange Attributes Leads Good Performance	1.00	5.00	2.91	1.11	1.24	85

#	Answer	%	Count
1	Strongly disagree	5.88%	5
2	Somewhat disagree	42.35%	36
3	Neither agree nor disagree	14.12%	12
4	Somewhat agree	30.59%	26
5	Strongly agree	7.06%	6
	Total	100%	85

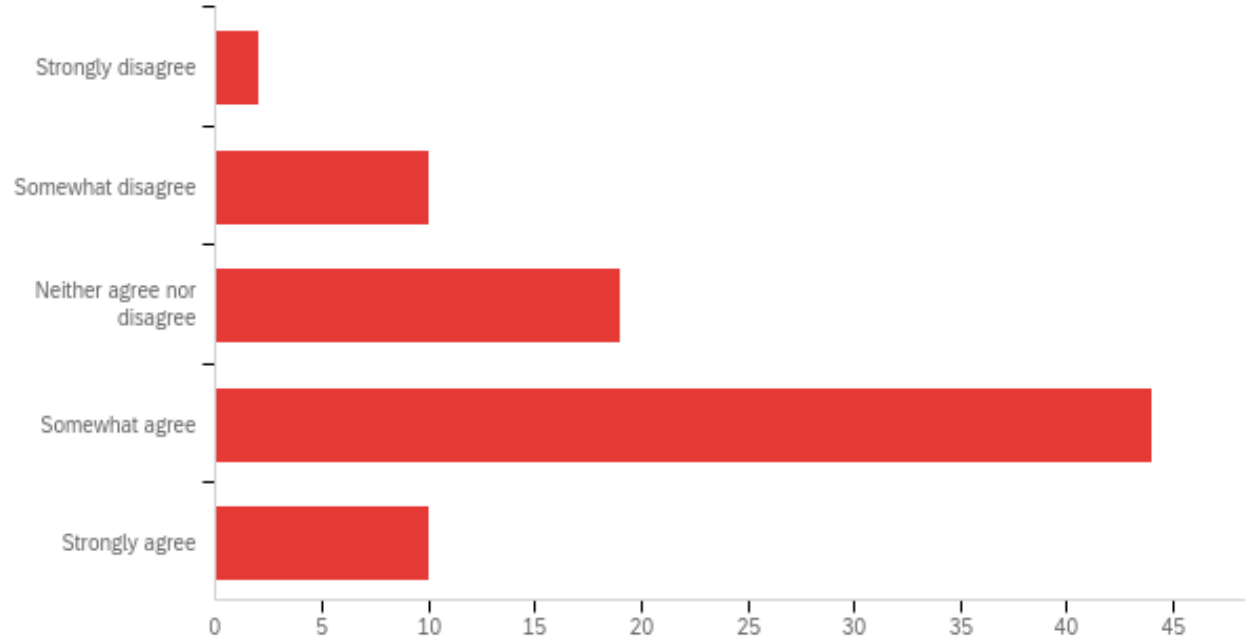
Q23 - Decisive, Production and Achievement Oriented Leadership Style Contributes Company Goals



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Decisive, Production and Achievement Oriented Leadership Style Contributes Company Goals	1.00	5.00	3.01	0.93	0.87	84

#	Answer	%	Count
1	Strongly disagree	5.95%	5
2	Somewhat disagree	20.24%	17
3	Neither agree nor disagree	45.24%	38
4	Somewhat agree	23.81%	20
5	Strongly agree	4.76%	4
	Total	100%	84

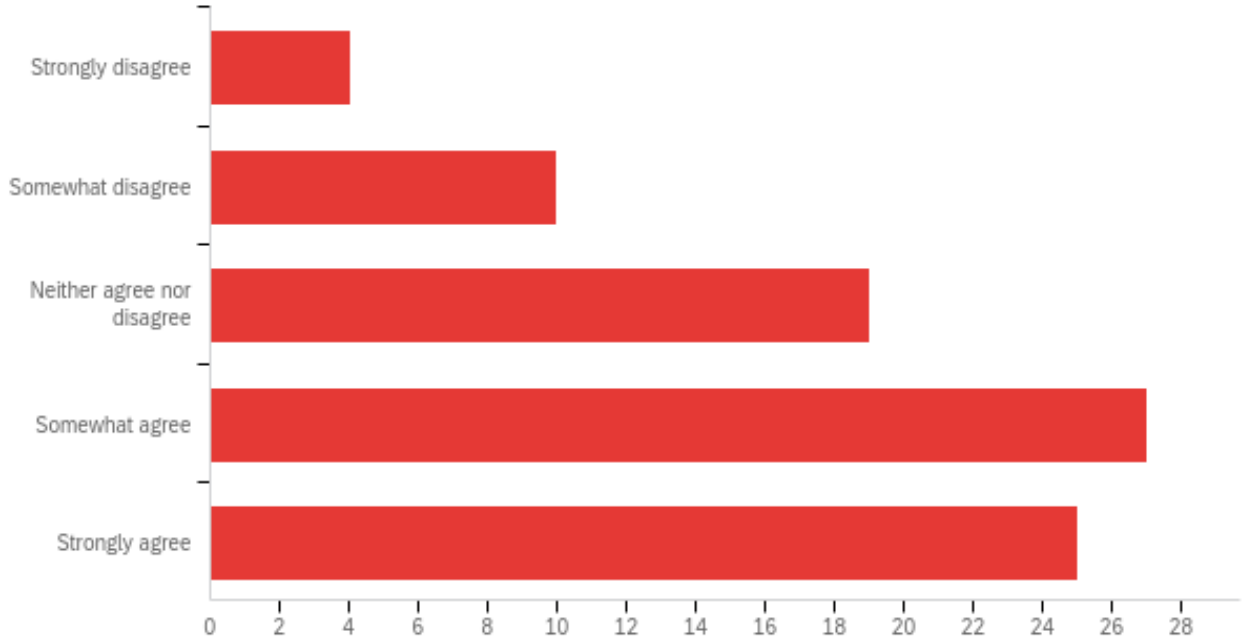
Q24 - Goal Orientation, Production, and Competition Leads Achieving Teamwork, Accomplishment of Departmental Goals



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Goal Orientation, Production, and Competition Leads Achieving Teamwork, Accomplishment of Departmental Goals	1.00	5.00	3.59	0.92	0.85	85

#	Answer	%	Count
1	Strongly disagree	2.35%	2
2	Somewhat disagree	11.76%	10
3	Neither agree nor disagree	22.35%	19
4	Somewhat agree	51.76%	44
5	Strongly agree	11.76%	10
	Total	100%	85

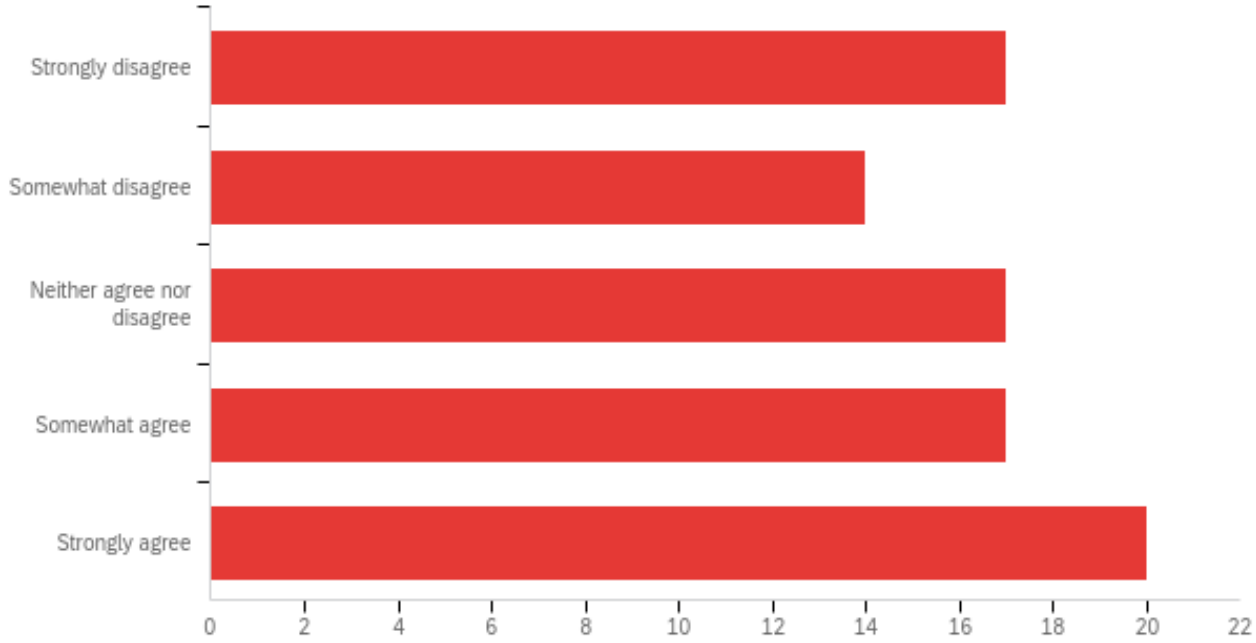
Q25 - Competitive Advantage and Market Superiority Strategically Orientates towards Outperforming your competitors.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Competitive Advantage and Market Superiority Strategically Orientates towards Outperforming your competitors	1.00	5.00	3.69	1.15	1.32	85

#	Answer	%	Count
1	Strongly disagree	4.71%	4
2	Somewhat disagree	11.76%	10
3	Neither agree nor disagree	22.35%	19
4	Somewhat agree	31.76%	27
5	Strongly agree	29.41%	25
	Total	100%	85

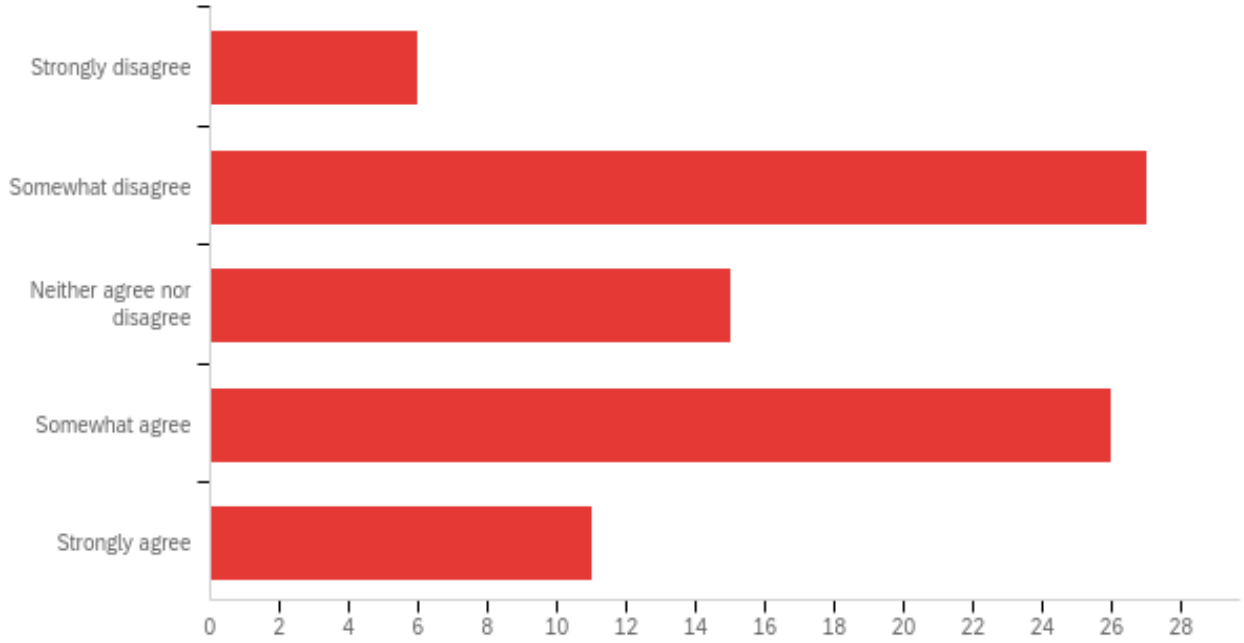
Q26 - Return on Equity, Return on Asset and Return on Investment of your company satisfactorily higher than your competitors.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Return On Equity, Return on Asset and Return on Investment of your company satisfactorily higher than your competitors	1.00	5.00	3.11	1.45	2.09	85

#	Answer	%	Count
1	Strongly disagree	20.00%	17
2	Somewhat disagree	16.47%	14
3	Neither agree nor disagree	20.00%	17
4	Somewhat agree	20.00%	17
5	Strongly agree	23.53%	20
	Total	100%	85

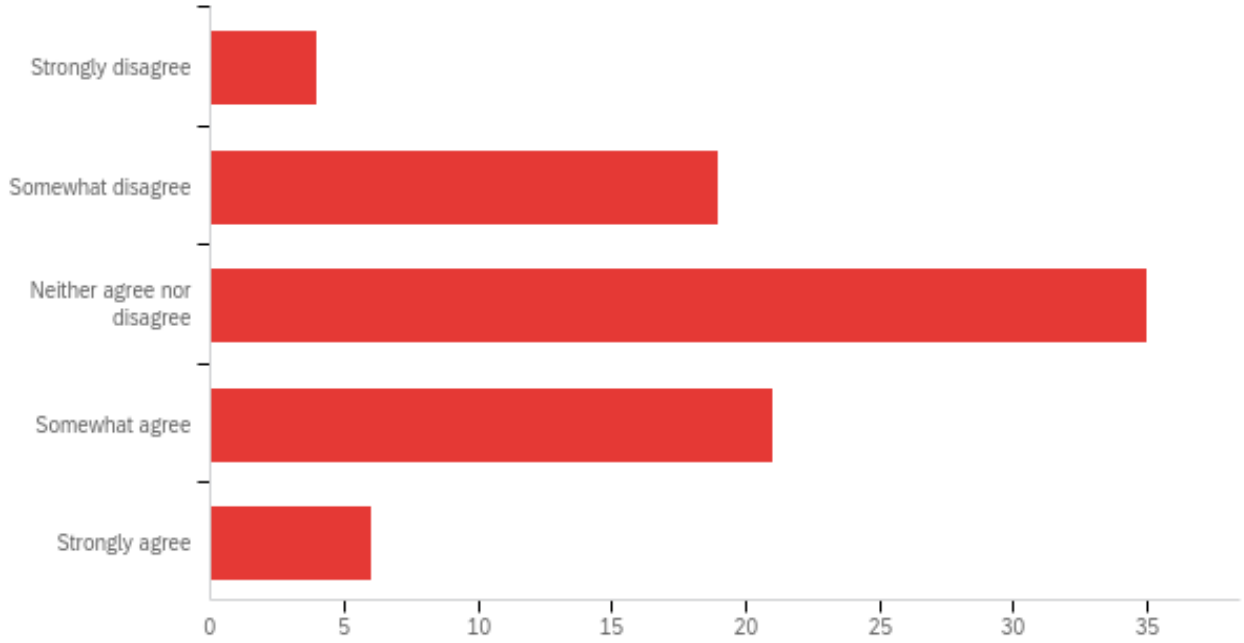
Q27 - Net Profit, Annual Turnover and Profit Margin of your Company are higher enough to outperform your competitors.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Net Profit, Annual Turnover and Profit Margin of your Company are higher enough to outperform your competitors	1.00	5.00	3.11	1.19	1.41	85

#	Answer	%	Count
1	Strongly disagree	7.06%	6
2	Somewhat disagree	31.76%	27
3	Neither agree nor disagree	17.65%	15
4	Somewhat agree	30.59%	26
5	Strongly agree	12.94%	11
	Total	100%	85

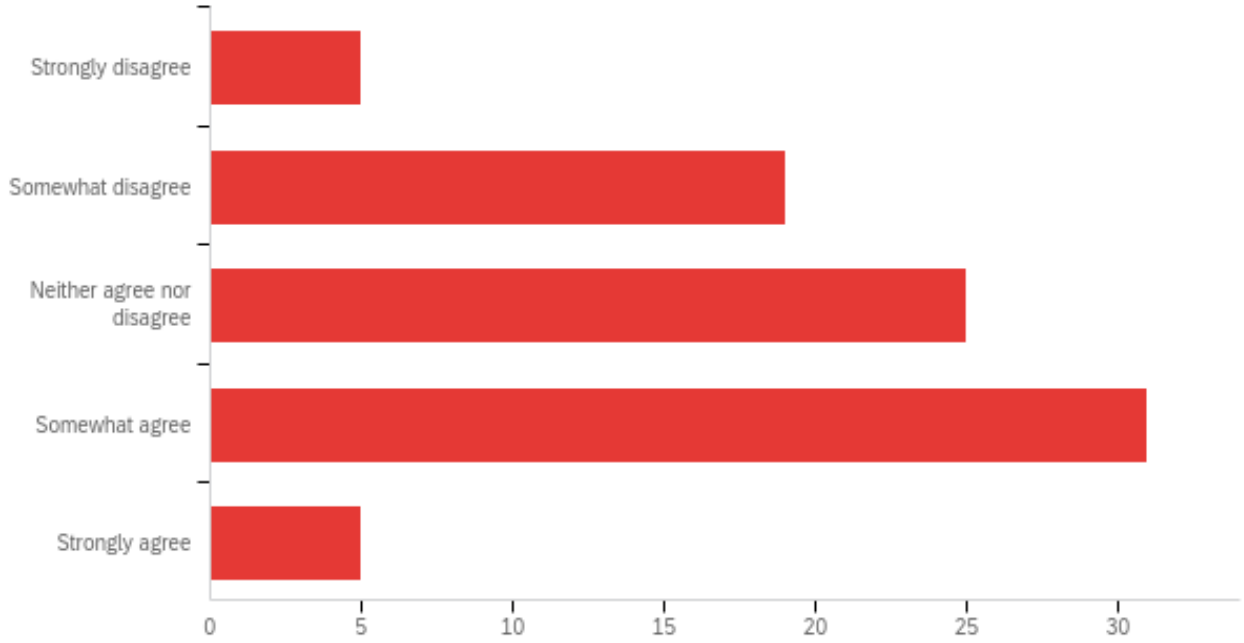
Q28 - The Annual Employee turnover of your Company is higher than your competitors.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The Annual Employee turnover of your Company is higher than your competitors	1.00	5.00	3.07	0.97	0.94	85

#	Answer	%	Count
1	Strongly disagree	4.71%	4
2	Somewhat disagree	22.35%	19
3	Neither agree nor disagree	41.18%	35
4	Somewhat agree	24.71%	21
5	Strongly agree	7.06%	6
	Total	100%	85

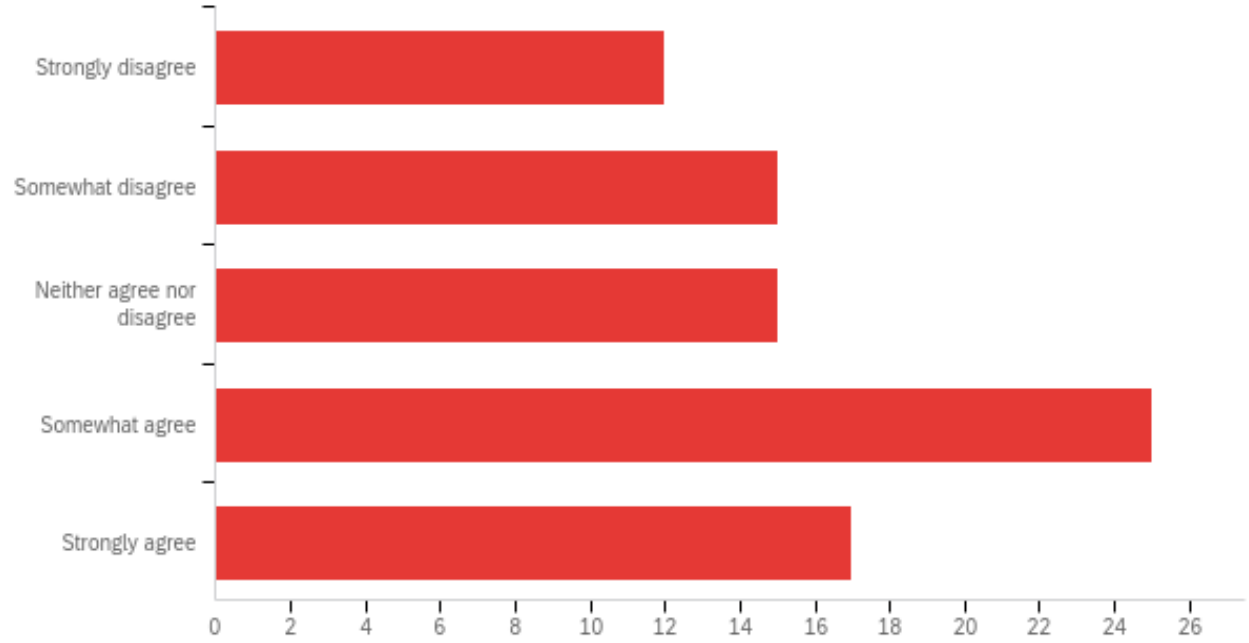
Q29 - To what extend you believe that your customers are fully satisfied with the Quality of your Services.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	To what extend you believe that your customers are fully satisfied with the Quality of your Services	1.00	5.00	3.14	1.02	1.04	85

#	Answer	%	Count
1	Strongly disagree	5.88%	5
2	Somewhat disagree	22.35%	19
3	Neither agree nor disagree	29.41%	25
4	Somewhat agree	36.47%	31
5	Strongly agree	5.88%	5
	Total	100%	85

Q35 - Your Company Market share is very high in contrast to your competitors.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Your Company Market share is very high in contrast to your competitors	4.00	8.00	6.24	1.34	1.80	84

#	Answer	%	Count
4	Strongly disagree	14.29%	12
5	Somewhat disagree	17.86%	15
6	Neither agree nor disagree	17.86%	15
7	Somewhat agree	29.76%	25
8	Strongly agree	20.24%	17
	Total	100%	84