Inculcating Company Values at Aveng Mining in South Africa

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DECLARATION

I, Henri Roselt Grobbelaar, declare that this consultancy report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the 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.

Henri Roselt Grobbelaar

Signed at ……………………………………………………

On the …………………………….. day of ………………………… 20…..

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	APPENDIX C – Derivation of espoused values
	APPENDIX D – Derived espoused values
	APPENDIX E – Current listed company values

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EXECUTIVE SUMMARY

This consultation sought to derive the Aveng Mining espoused values as a means to revisit the suitability of the current listed company values and recommend methods of inculcating values into the company. Having underwent a merger the executive board of Aveng Mining is now comprised of post-merger as well as newly introduced executive members. Values form a fundamental part of a company's culture and both of which are seen as a strong reflection of a company's leaders. Leaders should therefore have a shared understanding around the company values, hold the same assumptions and have congruent actions for culture to be able to cultivate accordingly. It was found that there is a degree of overlap among the executives of Aveng Mining around what the company behaviours should be, yet there is disparity around how these behaviours manifest themselves into values. Similar scenarios and phrases were used by executives, yet there were occasionally differing beliefs on what constituted these scenarios and phrases. This was further supported when executives were asked to propose new listed company values, the aggregate of which listed 14 unique values. The number of values a company has should be no more than four to six, since any more than this the values will cease to be "core" to the organisation. The derived espoused values, which were based on behaviours rather than stated values, resulted in 4 distinct values that were strongly and congruently held among executives. Only one of these derived values were present in the 14 proposed listed company values. When the derived espoused values were compared to the current listed company values, it was found that only 1 of the derived espoused values were noticeably related to the current listed company values. Interpretations and recommendations were provided in accordance with findings.

CHAPTER 1. INTRODUCTION

1.1 Purpose of the consultation

Having prided themselves in their company culture, Aveng Mining has over the years experienced key events which may have impacted on their company values. Having undergone a merger, the executive board is now comprised of a combination of the two previous separate executive boards. The executive board has also seen the introduction of newly appointed externally sourced personnel. The company operations consists of multiple divisions, operating in multiple geographical locations, all of which operate under one company. The requirement arose to understand whether there is a distance between the listed current company values and the executives' espoused values, as well as whether this needs to be managed. The scope of this business consultation is to:

- Facilitate the derivation of espoused company values for the executives of Aveng Mining.
- Provide an interpretation of the derived espoused company values.
- Compare the derived espoused company values to the current listed company values in order to determine whether the current listed company listed values are still relevant.
- Recommend methods to inculcate values into the company.

1.2 Context of the study

Aveng Mining, based in South Africa, is a subsidiary of the Aveng brand. Aveng Mining is a company that offers services across the mining value chain. Their core services centres around shaft sinking, contract mining and development for both surface and underground mining. The company operations encompasses various commodities and has over the years spanned across Africa. The company has extensive experience in remote and difficult locations. Aveng Mining is the product of a merger of two business units: Aveng Moolmans and Aveng Shafts and Underground. During the course of 2015 and 2016, the mining industry was under pressure to reduce costs as commodity prices fell (Campbell, 2016; de Hoop, 2016). The decision was made to merge the two companies into one mining company with the expectation of a reduced cost base and in turn reduce projects costs, all whilst improving efficiencies with the intended result of better profit margins.

As a result of the merger, the executive committee currently comprises of a combination of the two previously separate companies, in addition to a combination of employees from the two previously separate business entities. Most of the operational sites still remain segregated in accordance with their original business unit, with the exception of the company head office, which acts as a combined support function to the operations. These operational sites may still hold on to the lingering legacies of their founding business units, or may never have been formally introduced to the combined Aveng Mining values.

In recent years, the executive board has also seen the introduction of newly appointed externally sourced executives. This may be attributable to a number of retirements in upper management levels. As these retirements would likely see strong ambassadors of the existing cultures leave, the introduction of the newly appointed externally sourced executives would probably carry company values from their previous working environments into their new roles. This consultation will view company values in context of company culture due to their strong relation (Cameron & Quinn, 2005; Cooke & Szumal, 2000; D. R. Denison & Spreitzer, 1991; Graham, Harvey, Popadak, & Rajgopal, 2017; Hofstede, Neuijen, Ohayv, & Sanders, 1990; C. A. O'Reilly, Chatman, & Caldwell, 1991; Schein, 1990), and as such will draw from the principles of organisational culture.

1.3 Problem statement

Deriving the Aveng Mining espoused values as a means to revisit to the suitability of the current listed company values and recommending methods of inculcating values into the company.

1.3.1 *Sub-problem: Deriving the company espoused values*

Each organisation has values, whether they are defined or not, which have been shaped by the founder, organisational processes, procedures and practices (Hyde & Williamson, 2000). With the series of events that Aveng Mining has undergone, defining a consistent set of espoused company values constitutes the first sub-problem: executives may hold differing opinions on what the values should be and a consensus would have to be reached. Generally, company values accompany the ideals of the company's founder and as the control of the company is handed over, these values may change or become hybridised (Schein, 1983). If a group has constantly shifting members and has not shared enough difficult experiences, the culture may be deemed "weak": individuals in the group may have strong individual assumptions, yet those assumptions might not be shared strongly enough by the group (Schein, 1984).

1.3.2 *Sub-Problem: Defining and translating the espoused values*

To become a values-driven company, company values must be clearly defined and articulated (Hyde & Williamson, 2000). For the purpose of this consultation; (1) values will have to be easy to understand, (2) they should have a similar interpretation by everyone and (3) they should be distinct from each other, avoiding redundancy (adapted from C. A. O'Reilly et al., 1991). Each of these requirements serve a clear purpose and to better comply with them, they will be need to be integrated throughout the derivation process of the espoused values. Values should be expressed along with their accompanying behaviours, since values are more easily measured in the behaviours they express (Speculand & Chaudhary, 2008). For further translation of the values, each value should include its intended benefits for the company so that there is a clear understanding for employees as to how their behaviours in accordance with these values can contribute to the company (Speculand & Chaudhary, 2008).

1.3.3 *Sub-problem: Comparing current listed company values with espoused values*

Once the espoused company values have been established, they will be compared to the currently listed company values to gauge the extent of the change. Values guide organisations towards desired goals (Speculand & Chaudhary, 2008), and more notable perhaps are the goals that are conveyed by the values (Schwartz, 1994), implying that a change in values could signify a change in goals.

1.3.4 *Sub-Problem: Recommending value inculcation methods*

Knowing the espoused values of the company, contrasting them with the current listed company values and knowing the extent of the divergent views of executives provides a situational analysis. This, however, needs to be complimented with methodologies of controlling their situation into desired future states.

1.4 Significance of the consultation

This consultation has many inherent benefits, one of the first benefits which it seeks to address is the degree of difference in opinion among executives around what the company values should be. Derivation of espoused company values will provide perspective on what the executives' overall value direction is, as well as the degree of combined emphasis placed on these values. It is important to note that derived espoused values may not necessarily be the current predominant values in the company. Generally the perceived organisational identity differs from the top of the hierarchy to the bottom of the hierarchy: the top level of an organisation's hierarchy tends to focus on the organisational strategy and perceives the organisational identity in relation to this, whereas the lower levels of the organisational hierarchy are not always aware of the strategy and recognises the organisational identity from a cultural perspective (Corley, 2004). Derivation of espoused values among executives therefore does not significantly address the challenges of the company and would have a much bigger impact for executives if they could be instilled throughout the company. As such an effective means of inculcating values into the company must be provided.

Values are integral in any organisation's culture and forms part of its foundation (Cooke & Rousseau, 1988; Schein, 1984). Culture provides stability and gives a set framework by which individuals interpret the working environment around them (Schein, 1983), but this culture may be subject to change over time. In the definition that Schein (1984) offers for culture, it may be deduced that there is a degree of self-perpetuation in culture as long as it results in repeated success:

> *"Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of*

external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. "*(Schein, 1984, p. 3)*

Schein (1990) further states that culture perpetuates and preserves itself through socialization and is imparted by existing members to new entrants. In strong cultures, employees are more likely to correct one another regardless of their position in the organisational hierarchy (Sørensen, 2002). It is therefore important have a suitable set of company values, as the company culture will either strengthen by a natural perpetuation towards the listed company values, or weaken by natural perpetuation towards other values. In relatively stable environments, organisations with strong cultures have been found to perform at a higher average than organisations with weak cultures (Sørensen, 2002). Strong cultures have more reliable performance in these stable environments and may handle short bursts of volatility better, although given prolonged volatility these benefits diminish (Sørensen, 2002).

Company values have practical implications beyond the mere aspirational of "company espoused values" and may have impact on the company culture. Organisational values act as a lever to change organisational culture (Cooke & Szumal, 2000). Values tend to take a subconscious position in employees' minds over time and in doing so effectively becomes behavioural drivers in the company (Schein, 1984; Speculand & Chaudhary, 2008). A company's values act as a rudder to steer actions and their significance should not be understated (Speculand & Chaudhary, 2008). In light of this, by knowing if there is a difference between the listed company values and the espoused values will indicate to executives whether intervention is required on the direction of the company values. Since an organisation's values helps it reach a desired future state (Speculand & Chaudhary, 2008), this derivation of the company espoused values may be used to direct values into areas of high priority for future prospects. The derivation of company values will also indicate the perceived strengths and potential weaknesses in the organisation.

The consultation may further provide a means to better understand and control the repercussions of historical events that impacted on the culture. With sub-cultures and the merger in mind, knowing the degree of asymmetry in the company values could provide guidance to planning and implementing rehabilitation towards shared values. Sub-cultures cultivate around factors that act as isolators, such as varying divisions, geographical location and ranks, if these factors have proven to be stable and functional (Schein, 1984). Given the context of the events that have transpired, employee-company value fit may vary on departmental, rank, geographical and other demographical factors. The existence of sub-cultures could also create counter-cultures that are in conflict with the company culture (Cooke & Rousseau, 1988; Schein, 1984). The existence of such sub or counter-cultures could have a negative impact on the results of employee-company value alignment.

1.5 Delimitations of the study

1.5.1 *Defining the company espoused values*

Defining the company espoused values relies on the quality as well as honesty of responses from interviewees. The participants of the study should represent the executive members of the organisation or the members at highest level of influence. This sample group of interviewees was provided by Aveng Mining and it is assumed that they are a best representative of the previous mentioned criteria. This consultation does not seek to define the company culture by all its constructs and components of the culture, but rather focusses on the company espoused values and as baseline assessment of the company's identity.

1.6 Definition of terms

1.6.1 *Espoused values*

The definition adopted for "espoused values" in this consultation refers to espoused values as the values perceived to exist within the company, or to some extent, what values they would prefer the company to exhibit.

1.6.2 *Culture*

"Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." (Schein, 1984, p. 3)

1.6.3 *Value direction*

Direction, as a measurement, refers to the amount of agreement among individuals around what something is (e.g. Cooke & Rousseau, 1988), it is also referred to as value consensus (e.g. C. A. O'Reilly et al., 1991).

1.6.4 *Value intensity*

Value intensity refers to the degree of emphasis (e.g. Cooke & Rousseau, 1988), or the degree of salience and importance of values (e.g. C. A. O'Reilly et al., 1991).

1.7 Assumptions

- The consultation relies on the truthfulness of answers given and that the answers are not based on desired outcomes.
- No prior coaching has been given to participants in order to influence the outcome of results.
- Respondents will reflect normal perspectives, experiences and that answers are free from motives.
- Respondents will answer questions in context of the questions and the company.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

Core values exist within an organisation whether they have been made explicit or not (Hyde & Williamson, 2000). Much literature advocates that organisational values are an integral component in an organisation's culture and has the ability to drive individuals' behaviour (C. A. O'Reilly et al., 1991; Schein, 1984; Speculand & Chaudhary, 2008). A company's values therefore act as a rudder to steer actions and should never be compromised on (Speculand & Chaudhary, 2008). Congruent values among members of a group promote their efficiency towards functioning and survivability (Schwartz, 1994). Organisations should take time to list and display their core values to make full use of its benefits. In becoming a values-driven business, core values must be clearly defined and articulated (Hyde & Williamson, 2000).

2.2 Organisational Values

In discussing organisational values, a working definition must be adopted for understanding and unambiguous interpretations. Though there are some researchers that distinguish between organisational values and core values (e.g. Urde, 2003), in this document the term "organisational values" is used interchangeably with the term "organisational core values" and refers to the values enacted or physically present within an organisation. A second term used is "listed organisational values", which refers to listed values within an organisation normally expressed in conjunction with mission and vision statements. A third term used is "espoused organisational values", which refers to the perceived or desired values that the executive level (or equivalent) of a company holds, and contrasting to previously mentioned values, may not be present nor visibly listed within the organisation. To further understand the purpose of values and the role they play, some of their definitions and characteristics are explored:

> *"Core Values are the beliefs or principles that guide organisations helping them reach that future state." (Speculand & Chaudhary, 2008, p. 1)*

“(Values) are a collective set of behaviours that an organisation feels are important for its success and cannot be compromised upon.” (Speculand & Chaudhary, 2008, p. 2)

The second level of organizational culture, the values, constitute “…the espoused goals, ideals, norms, standards, moral principles, and other untestable premises.” (Schein, 1990, p. 9)

“Internalized normative beliefs that can guide behavior.” (C. A. O'Reilly et al., 1991, p. 492)

Personal values are “Underlying and relatively stable dispositions which people use to guide their actions and decisions and to help them make judgements about what is right and wrong.” (Hyde & Williamson, 2000, p. 1)

“… desirable transsituational goals, varying in importance, that serve as guiding principles in the life of a person or other social entity. Implicit in this definition of values as goals is that (1) they serve the interests of some social entity, (2) they can motivate action-giving it direction and emotional intensity, (3) they function as standards for judging and justifying action, and (4) they are acquired both through socialization to dominant group values and through the unique learning experiences of individuals.” (Schwartz, 1994, p. 21)

“Principles by which both individuals and organisations live.” (Sullivan, Sullivan, & Buffton, 2001, p. 1)

“First, they are the primary driver of motivation and, secondly, they provide a standard against which actions are evaluated.” (Sullivan et al., 2001, p. 1)

From these definitions of values, it is clear that they guide or dictate what is deemed to be “correct” actions and decisions. It may further be inferred that at the least, values describes what an individual’s actions should not be in contravention of. As a result, values consciously or subconsciously influence and guide the behaviours of people (C. A. O'Reilly et al., 1991; Sullivan et al., 2001). It can then be argued that espoused organisational values could be used to drive performance: even though the espoused organisational values might not exist within an organisation as enacted values, if the employees perceive the espoused values as important to senior management they will act in accordance with these values. This point is further advocated by Schein (1990) when stating that the two most effective mechanisms at leaders' disposal to embed their beliefs in an organisation are found in what they pay attention to, measure, and control, as well as how they react to critical incidents and during organizational crises.

Much research has been done on person-organisation fit based on value congruence (Bissett, 2014; Cennamo & Gardner, 2008; C. A. O'Reilly et al., 1991) and the hypothesised associated benefits of improved commitment (C. A. O'Reilly et al., 1991), work engagement (Bissett, 2014; Cennamo & Gardner, 2008), job satisfaction (Bissett, 2014; Cennamo & Gardner, 2008; C. A. O'Reilly et al., 1991) and employee retention (Bissett, 2014; Cennamo & Gardner, 2008; C. A. O'Reilly et al., 1991). Person-organisation fit has also been thought to improve applicant attraction, job acceptance as well has intent to hire (Kristof-Brown, Zimmerman, & Johnson, 2005). Unfortunately these claims have been inconclusive for the most part as results were inconsistent across different value sets and much advocating of external variables impacting results. Sullivan et al. (2001), however, still believe that congruent values between individuals and companies improves the employees' commitment and engagement levels. They further assert that when individuals are able to identify themselves with company values, they find it to be a rewarding experience. When employees have conviction around values and their need to adopt them, this impacts on their behaviours, and these behaviours in turn impact on organisational performance (Speculand & Chaudhary, 2008). Values act as guidelines, requiring less active management and control, thereby setting the basis for individuals to act autonomously (Sullivan et al., 2001). The norms that accompany the values promote compliance much more effectively than framing conduct in terms of risk and reward (Killingsworth, 2012).

2.3 Organisational Values as a part of Organisational Culture

Culture in an organisation provides a socially shared environment to which an individual must accommodate to for the purpose of fitting in (Cooke & Rousseau, 1988; C. O'Reilly, III, Chatman, & Caldwell, 2002). Most definitions of culture share strong similarities and most of which agree that organisational values are a fundamental component of an organisations culture (Cameron & Quinn, 2005; Cooke & Szumal, 2000; D. R. Denison & Spreitzer, 1991; Graham et al., 2017; Hofstede et al., 1990; C. A. O'Reilly et al., 1991; Schein, 1990). Though values are strongly believed to be part of culture, there are differences in opinion as to the role they play and to what depth or layer of the culture values constitute (see e.g. Hofstede et al., 1990; Schein, 1990). Researchers using quantitative methods to define and analyse cultures generally find values to be an effective measuring tool of culture e.g. *Denison Organizational Culture Model Circumplex* (D. Denison & Neal, 2000), *Organisational Culture Profile* (C. A. O'Reilly et al., 1991) and the *Organisational Cultural Assessment Index* (Cameron & Quinn, 2005). It is therefore not surprising that organisational values has been noted as a lever that can be used to change organisational culture (Cooke & Szumal, 2000).

2.4 The Role of Organisational Leaders in Organisational Values

In new businesses, cultures are formed by the founders of that business (Schein, 1983). The culture in such a business is to a large extent the reflection of the owner’s personal beliefs and values (Hyde & Williamson, 2000; Schein, 1983). Culture forms through an organisation’s leader in their key strategic and operational decisions, which in turn cultivates the shared values and assumptions that substantiate the culture (Giberson et al., 2009). If the business is a success, the culture becomes embedded in the business since the “way of doing things” is what is associated with having led to the success (Schein, 1983). As the business grows into an organisation, or is forced to adapt to changing environments, the organisation sometimes is forced to change their way of doing things due to the original culture no longer being adequate (Schein, 1983). The founder then has to introduce new elements into the culture, or alternatively pass control of the organisation to a new better suited leader, who should then introduce a new culture or new elements into the culture (Hyde & Williamson, 2000; Schein, 1983). This normally creates some turbulence as employees want to fall back to the “key” values that made the organisation a success in the first place, believing that it will lead to repeated success (Schein, 1983). As Giberson et al. (2009) proposes in a study that the organisation’s cultural values are at least to some extent a reflection of the CEO’s personality, Cennamo and Gardner (2008) also postulates from their findings that the organisational values are predominantly a reflection of the organisation’s influential members’ values. The leaders in organisations therefore have to be able to adapt their personal values in accordance with the required change. If leaders are unable to adapt to the required values, the organisation might not adopt the new culture that is required for their survival. The responsibility of a leader is then to ensure that the environment supports the transformation and that employees are given the support to sustain and eventually embed the new required culture (Speculand & Chaudhary, 2008).

2.5 Effecting Change in Organisational Values

When creating organisational values like a mission and/or vision statement, the values are not necessarily present in the company and there still persists the challenge of having to embed these values throughout the company (Hyde & Williamson, 2000). Deriving the organisational espoused values and being cognisant of them therefore would not necessarily effect change in the organisation by itself, but still needs to be driven in order to achieve significant results. Speculand and Chaudhary (2008) introduces the Value Inculcation Model as a model to bridge the gap between identifying values and inculcating them. Their model proposes four sequential components starting from values which drives attitudes, attitudes which drive behaviour and behaviours which drives organisational performance (Speculand & Chaudhary, 2008). Due to amount of literature on recruitment and on-boarding and their importance for organisational values (Cennamo & Gardner, 2008; Schwartz, 1994; Speculand & Chaudhary, 2008; Sullivan et al., 2001), an additional section on recruitment and on-boarding is supplemented to this model.

2.5.1 *Step 1: Values*

The first step of the Values Inculcation Model is centred on identifying the values that will be indoctrinated throughout the organisation (Speculand & Chaudhary, 2008). In understanding that organisational leaders are the drivers of organisational culture (Hyde & Williamson, 2000; Schein, 1983) as well as its values (Cennamo & Gardner, 2008; Giberson et al., 2009), it stands to reason that these organisational leaders should possess the ability to effect change in the organisational culture and values. If these leaders are to effect change, they must have clarity around the assumptions and speak of the same voice (Schein, 1990). It is also important that not only the leaders are in unison around the values, but that the chosen values also be clear and easily interpreted by everyone if they are to be effectively communicated across the organisation (Speculand & Chaudhary, 2008). Hyde and Williamson (2000) are of the opinion that if values are not clear and require supporting statements, explanations, clarifications and other excessive elaborations, the values are not "core" to the organisation and that these "values" should in fact be expressed as principles, aims, aspirations, standards, goals or objectives.

The chosen values must be of such that they can be firmly adhered to: they cannot be in contravention of employees' personal values as this might compromise the adherence of these values in conflicting situations (Speculand & Chaudhary, 2008). The values of the organisation must be verifiable by its employees in their day-to-day actions (Speculand & Chaudhary, 2008) and since culture perpetuates and preserves itself through socialization (Schein, 1990), the values of the organisation may become naturally institutionalized as a result. Individuals may have different values in different contexts, i.e. task or situation specific values (Sullivan et al., 2001); however, the selection of organisational espoused values by organisational leaders should be such that it will not be compromised on in spite of crises and other challenges (Speculand & Chaudhary, 2008) as this would counteract the prior mentioned efforts. These values should be displayed by leaders in their behaviours (Speculand & Chaudhary, 2008; Sullivan et al., 2001).

2.5.2 *Step 2: Attitude*

Having clearly identified the organisational core values and having understood their intended role, Speculand and Chaudhary (2008) states the next step as "attitude", wherein employees must adopt the correct attitude. The correct attitude is communicated through raising awareness and gaining conviction among employees around the values by answering questions such as: "Why the values are important", "Why were they selected", "What behaviours must change" and "What will be their impact on the business result"

(Speculand & Chaudhary, 2008, p. 5). This method points out why the values should be introduced into the company. Schein (1990) includes additional means to change organisational perceptions by discrediting the status quo: he suggests that if an organisation intends to take a new direction, they should start by promulgating this new direction as being more appropriate and desirable than the current state. The leaders should further point out the threats to the organisation that accompanies the current stasis. Schein (1990, p. 26) continues by saying that changing the current culture can be done by "creating visible scandals to discredit sacred cows, exploding myths that preserve dysfunctional traditions, and in other ways symbolically destroying the artifacts associated with undesirable assumptions." These methods will only be useful in the event that the current values are no longer relevant and should they become an obstacle to introducing new espoused values. If values that are not applicable anymore have any lingering benefits without any hindrances, there would be no need to have them discredited.

2.5.3 *Step 3: Behaviours*

In their research, Graham et al. (2017) find that organisational values do not lead to success by themselves, but rather they need to be supported by day-to-day practices that influence actual behaviours. When an organisation can successfully translate their core values into behavioural patterns that impact on organisational performance, the organisation has become an effective 'values-driven' organisation (Hyde & Williamson, 2000). The Values Inculcation Model's third step of behaviours comes in to play once employees have been convinced about the organisational espoused values and suggests their behaviours will adjust accordingly (Speculand & Chaudhary, 2008). Leaders should encourage these behaviours and create conducive environments (e.g. clearing roadblocks) to help these behaviours' reappearance until they form part of the organisation's cultural DNA (Speculand & Chaudhary, 2008). To reinforce these behaviours, behaviours should be measured and tracked: Schein (1990) lists the one of the two most effective embedding mechanisms for organisational leaders as what leaders pay attention to, measure and control. This could take the form of recognition, and could be either formal or informal e.g. using verbal cues and positive reinforcement (Speculand & Chaudhary, 2008). The second point that Schein (1990) makes mention of is leaders' actions and reactions to circumstances, especially ones of organisational crises and challenges.

Though values are difficult to measure and track, values in the form of expected behaviours and performances are more tangible for measuring and tracking. Having behavioural manifestations expressed in either positive or negative attributes more vividly clarifies to employees what is expected of them (Speculand & Chaudhary, 2008). Leaders should provide feedback to employees on results and provide corrective action planning to promote awareness and shared understanding (Speculand & Chaudhary, 2008). Leaders should further use coaching and role modelling (Schein, 1990; Sullivan et al., 2001). There should be an understanding for employees on how their behaviours are contributing to the business (Speculand & Chaudhary, 2008). Criteria for the allocation of rewards and status should be stated (Schein, 1990) along with incentives, penalties, sanctions, and standards of behaviour of management (Hyde & Williamson, 2000). Values should further be taken into criteria for promotions as a secondary embedding mechanism (Schein, 1990).

The KenBlanchard Companies (2010) provides a performance-values matrix as originally used by Jack Welch, the then CEO of General Electric, to hold employees accountable for both performance as well as values.

Figure 1: Performance-Values Matrix (The KenBlanchard Companies, 2010)

(High) Performance	High Performer Low Values	High Performer High Values
Performance (Low)	Low Performer Low Values	Low Performer High Values
	(Low) Values	(High)

As expected, the ideal location for employees to occupy is that of high performance as well as high values. These employees should be publically praised (The KenBlanchard Companies, 2010). Contrastingly, employees of low performance and low values match are unlikely to have a good future in the company and it may not be worth the time and energy to try improve them (The KenBlanchard Companies, 2010). Employees with low performance and a high values match should be trained and challenged to try and improve their performance, but if they consistently lack performance you may need to change their roles or consider moving them out of the organisation (The KenBlanchard Companies, 2010). Employees who exhibit high performance and a low values match are potentially the most dangerous players: though they exceed expectations their methods may erode leader integrity as well as trust, hence they should be terminated (The KenBlanchard Companies, 2010).

2.5.4 *Recruitment and on-boarding*

Individuals are attracted to organisations who share a similar value set (Sullivan et al., 2001) and given the proposed benefits that person-organisation value alignment brings, top-performing organisations recruit people whose values are in line with their organisation's values (Speculand & Chaudhary, 2008). Individuals also tend to adopt values through socialisation and conformity to dominant group values (Schwartz, 1994). Person-organisation fit based on value congruence therefore may provide meaningful insights into the ability of new employees to adapt to their working environments and has also been positively associated with employee retention (C. A. O'Reilly et al., 1991). Cennamo and Gardner (2008) suggests that developing and communicating organisational values, and including this within recruitment and screening processes, may reduce employee turnover. Consequentially, recruitment and on-boarding should not be overlooked as a primary embedding mechanism to maintain current values in the organisation, or even to potentially introduce new values into an organisation (Schein, 1990). New entrants in an organisation should therefore undergo training programmes on the organisation's values and why they are seen as important (Hyde & Williamson, 2000).

2.5.5 *Risks in changing organisational culture*

Harris and Ogbonna (2002) in their research on unintended consequences of culture change, found that all companies included in their research experienced at least one unintended consequence during their endeavour to change the company culture. Some of these unintended consequences impacted to the extent of having stopped the culture change, others having revealed the danger of culture changes taking on a superficial appearance of success (Harris & Ogbonna, 2002). Harris and Ogbonna (2002) mention eight key phenomenon that were commonly found during culture change:

Ritualization of culture change

According to Harris and Ogbonna (2002), when culture change was implemented in incremental steps, the change was not consistently enforced and periodic dates of implementation became a “go-through-the-motions” exercise. This turned the project into a periodic ritual and the project lost traction to the extent of having failed.

Hijacked process

Harris and Ogbonna (2002) notes that the process of change may sometimes be hijacked: individuals and/or departments may adulterate the change message and cause the initiators of the process to lose control. The message is refocused and original aims are lost. The success of these “hijackings” were found to be related to the relative power of “hijacking” parties and the degree to which the new proposed changes affected their operations. The consequence was that the culture change project failed.

Cultural erosion

Harris and Ogbonna (2002) gathers that culture change programmes requires continuous reinforcement and rewarding, and that the process is supported by behavioural and value alignment. These change programmes tend to have promising starts with high popularity; however, they tend to lose their potency over time. The proposed changes are foregone when employees are subjected to pressure and face matters that are given precedence.

Cultural reinvention

Harris and Ogbonna (2002) explains that cultural reinvention occurs when old behaviours are still adhered to, but these behaviours are expressed using “new” cultural terms and phrases, creating the appearance of change. This emerges when employees are confused and uncertain in their interpretation of the new culture, with the result being that they fit all new content into the existing culture and actions.

Ivory tower culture change

Harris and Ogbonna (2002) expresses that Ivory tower culture changes are seen by employees as being an ivory tower plan. Top management are too idealistic in their proposed changes and employees perceive these plan to lack in obvious practicalities. This unintended consequence tends to be more prevalent in companies with tall hierarchies.

Inattention to symbolism

Harris and Ogbonna (2002) states that actions and decisions, even small ones, which are inconsistent with the broadcasted culture change can form symbols. These symbols discredit the proposed change, providing an excuse for the change’s adoption. The formation of these symbols were found to be most prevalent in inconsistent management actions, reward systems and customer-service issues.

Uncontrolled and uncoordinated efforts

In the view of Harris and Ogbonna (2002), this problem arises when culture change initiatives are not driven from one centralized control point. When multiple units are driving the change, employees can be subjected to multiple instructions which are contradictory.

Behavioural compliance

Harris and Ogbonna (2002) notes that this occurs when employees don’t adopt changes, but rather put forward the appearance of compliance by acting.

Management perceives a strong change, left alone though the employees tend to revert to their natural behaviours and never adopt the proposed change.

CHAPTER 3. RESEARCH METHODOLOGY

3.1 Research methodology

Organisational values are a key component of an organisation’s culture (Cameron & Quinn, 2005; Cooke & Szumal, 2000; D. R. Denison & Spreitzer, 1991; Graham et al., 2017; Hofstede et al., 1990; C. A. O'Reilly et al., 1991; Schein, 1990) and research methods of these values should be considered within the context of organisational culture. There has been much debate around whether quantitative or qualitative methods are best suited for understanding organisational culture (D. R. Denison & Spreitzer, 1991): can an organisation’s culture can be sufficiently defined by quantitative measures and can qualitative measures provide enough empirical content to fully contribute to the field. Schein (1990) summarises several research streams, each with their limitations: Social psychology and survey research as a method may not be capable of measuring something as abstract as culture and the dimensions of measurement must be known; Empirical descriptive methods may limit the outcomes, losing aspects of the otherwise holistic culture; Ethnographic methods are time consuming and expensive; Historical methods, though rarely used, are similar to the drawbacks of ethnographic methods, but its longitudinal analyses can provide good insights. For the most part, qualitative methodologies seem to be preferential and they do not limit the outcomes to predefined categories. The intended form of data collection will therefore be qualitatively based.

3.2 Research Design

3.2.1 *Deriving the company espoused values*

Hyde and Williamson (2000) suggest a model for the derivation organisational values which uses four steps: Measure, Diagnose, Decide and Embed. The model offers a good structural approach for this section of the consultation and for this reason has been adopted. Two distinct deviations are required nonetheless and an adapted approach will be taken. The approach proposed by the model suggested that the measurement should include all employees (Hyde & Williamson, 2000). For the purpose of deriving the espoused company values, this consultation requires that the measurement focuses on executives and should not include the entire organisation. This approach is further supported by the fact that an organisation's culture and values are largely a reflection of its most influential members (Cennamo & Gardner, 2008; Giberson et al., 2009; Hyde & Williamson, 2000; Schein, 1983). The model also has "Embed" as a step, but the embedding of values is covered in a different section of the consultation and this section will therefore only include "Measure", "Diagnose" and "Decide".

Measure

In trying to find the company's espoused values, a common set of values needs to be derived from executives. Schein (1984) suggests that inferring of organisational espoused values can be done by interviewing key members of an organisation. In these interviews questions should not be framed within a set of predetermined cultural values, since this approach would limit the outcome (Schein, 1990). The opted research methodology was therefore qualitatively based and content was gathered via one-on-one interviews with the identified executives. In order to have the option of inculcating derived values into the company, the measurement of the espoused company values also had to comply to the requirements of the Values Inculcation Model, which stipulates that values should be defined in their behavioural components, since this converts the value into a measurable construct and is also the manifestation of the value that is responsible for driving performance (Speculand & Chaudhary, 2008). Behaviours are also more easily articulated by means of practical examples and has less reliance on a single word definitions such as those offered by values. In trying to avoid the focus groups' use of single word terms, wherein lies risk of misinterpretation of the word as well as using a word whereby only an aspect of the word is required and not its entirety (e.g. using "Honesty" when actual reference is made to "transparent communication". Though "Honesty" would encompass "transparent communication", "Honesty" also encompasses multiple other aspects which may not be intentionally implied and should therefore not be used), participants were asked questions allowing for behavioural answers.

Diagnose

With the diagnoses of results in mind, the interview questions should be carefully planned in order to avoid ambiguity and clutter which is not focussed towards obtaining cultural values. The questions should also be able to circumvent the trap of preconditioned answers, resulting in a conscious regurgitation of the current company values. To elicit answers whereby cultural values can be extracted, interview questions were designed in context of what the behavioural outcomes of the values are e.g. “in an ideal state, what attributes would define the organisation, its operations and its people” and should take the form of open-ended questions. Participants were asked not to lead into the questions with the current organisational values, but rather focus on answering the questions. Should the organisational values re-emerge under these conditions and withstand further probing questions (e.g. asking for specific examples, asking if alternative words are better suited to describe their answer, deep diving into the desired outcome, etc.) they would be accepted. Once interviews have been completed, the interview responses will be evaluated with the use of a matrix listing:

1. Behaviours which were described by the participants.
2. A value or values which are a best-fit for describing and capturing the behaviour in point 1. These values may be a direct quote from the interviewee, inferred from the behaviour where no values were supplied, or inferred where given values were deemed insufficient.

A description for the behaviours and values stating their relevance for the company. This should provide a clear understanding for employees on how their behaviours are contributing to the business (Speculand & Chaudhary, 2008).

In their derivation of values for measuring person-organisational fit, C. A. O'Reilly et al. (1991) lists criteria for value selection, some of which has been adopted for the purpose of this consultation. Listed values from previous mentioned point 2 will first be subjected to these criteria before selecting best-fit values:

1. Values would have to be easy to understand.
2. Values should have a similar interpretation by everyone.
3. Values should be distinct from each other, avoiding redundancy.

Van Quaquebeke, Graf, Kerschreiter, Schuh, and Dick (2014) argue that conventional assessments of values do not take into account that people are not only drawn to values that resonate with themselves, but also repel themselves from values that they wish to avoid. This creates a blind spot in values assessments. They advocate that the negative values cannot be simply taken in their opposite form as a value and could substantiate their own value. To avoid this potential blind spot, a question was included in the questionnaire to allow for the identification of value avoidance.

Evaluation will be done by measurement of the value's aggregated direction as well as intensity. Direction is defined as the degree of agreement among participants around what the organisational values should be and intensity is defined as the degree of emphasis on the value itself (Cooke & Rousseau, 1988). For the purpose of presenting data and ease of data interpretation, each value will be scored both by direction and intensity on scale from zero to five.

Decide

After the diagnoses of interview results and the compilation of the matrix, the top scoring espoused values will be listed, from which Aveng Mining can select best representative espoused values for the company. According to Speculand and Chaudhary (2008), the number of values a company has should be no more than four to six, since any more than this, the values will cease to be "core" to the organisation.

3.2.2 *Defining and translating the espoused values*

In presenting the derived espoused values, the requirement is to include a clear set of accompanying behaviours, definitions and their significance for the company. The derivation of the espoused values were based on behaviours, to which values were paired. The required behaviours which should accompany values were therefore already determined within a previous section of the consultation. Value definitions are prerequisite for the derivation of espoused values, the definitions for values therefore were also determined within a prior section of the consultation. The significance of these behaviours for the company was deduced from interview responses. During the course of the interview, the behaviours' significance for the company were generally mentioned by respondents, whereby the degree of inferring required was reduced.

3.2.3 *Comparing the current listed company values with the derived espoused values*

Current listed company values were evaluated against the derived espoused values based on value definitions, their relation and their accompanied descriptive statements/ behaviours. Listed values were also checked for presence in the grouping process as a constituent of the derived espoused values.

3.2.4 *Recommending value inculcation methods*

Methods of inculcating values for the organisation was compiled within the form of a literature review on the subject matter.

3.3 Population and sample

3.3.1 *Population*

The consultation is exclusive to Aveng Mining and the population of the consultation was governed by the company to be the executive committee.

3.3.2 *Sample and sampling method*

The sample will consist of key influential members of the company deemed fit by the managing director of the company. The sample should be no more than ten identified interviewees to limit the possibility of an overly diverse set of ideal values as well as to reduce the required time dedicated to this section of the consultation. The managing director has nominated the entire executive committee's participation, which is comprised of nine members. All members of the executive committee was therefore included in the sample, with the exception of two executives who were unavailable during the consultation's interview and had to be excluded.

3.4 The research instrument

Interviews were selected as the preferred research instrument. This required extraction of information from respondents in a one-on-one communication with the specific purpose of gathering information that would not be accessible by any other means (Wilkinson & Birmingham, 2003). A further reason for the selection of interviews as the research instrument, was the claim that interviews generally provide a greater depth of insight past the surface level (Wilkinson & Birmingham, 2003). However, the interviews were resource-intensive, requiring much time to conduct the interview and producing a large quantity of data that had to be analysed (Wilkinson & Birmingham, 2003). Interviews provide some challenges with regard to reliability in that interpretations of results may vary if done by a different researcher (Wilkinson & Birmingham, 2003) and is also subject to researcher bias (Burnard, Gill, Stewart, Treasure, & Chadwick, 2008). Factors on reliability are discussed in the Validity and Reliability sections of this consultation.

3.5 Procedure for data collection

The procedure for data collection took the form of a semi-structured interview with a one-on-one questions and answer session. Respondent's permission was sought to have interviews audio-recorded for revisiting of interviews and reliability purposes. All interviews would be treated with strict confidentiality. Prior to the recording of the questions and answers, the interviewee was briefed on the purpose and context of the interview to better direct responses towards relative content and their consent was sought to proceed. Interviews had no fixed time limit and were guided by predefined open-ended questions. Responses were probed when either the behaviour had not been clearly determined from the answer, or the given statement was ambiguous, lacking specificity. The consultation's data collection period had no fixed timeline or schedule constructed since executives could not commit to meeting dates too far in advance. The interviews were therefore conducted on opportune occasions as indicated by the relevant parties.

3.6 Data analysis and interpretation

In order to allow for the uniqueness of the company's values, the interview analysis was inductive and could not be compared against a framework. Thematic content analysis, as a very popular method of analysing quantitative data (Burnard et al., 2008), was the opted data analysis method due to its appropriateness: data was checked for the emergence of common themes, after which data was again evaluated against the constructed themes (as per Burnard et al., 2008). This analysis method relies on the researcher to interpret the data. Following the guidelines as explained by (as per Burnard et al., 2008) and putting into the context of this consultation, the first step was to use open coding whereby the behaviours act as statements and the paired value acts as the summary word. Thereafter, duplications were eliminated and common values were identified. Data was then grouped into these common values and compiled in a matrix format for analysis. It was found that the data required additional context and the process was repeated by adding an additional field labelled "themes" wherein behaviours and values were grouped.

3.7 Limitations of the study

- Respondents having had bad/unique experiences that influence answers
- Poor language skills
- Interviewer biases and subjectivity

3.8 Validity and reliability

3.8.1 *External validity*

Due to the specific focus of the consultation on the company, the consultation project does not seek to infer any results to a population outside of the company. The data should nevertheless be representative of the entire population. Factors contributing to external validity:

- For universal application, the use of models supports external validity. e.g. the method used by Hyde and Williamson (2000) which states: Measure, Diagnose, Decide and Embed; as well as the method of inculcating values as done by Speculand and Chaudhary (2008): the Value Inculcation Model.

- For data to be representative of the entire population (since not all executives were interviewed), the sample of interviewees were best representatives (Wilkinson & Birmingham, 2003) and included only executives.

3.8.2 *Internal validity*

Internal validity was maximised using the following methods:

- Due to the potential for fallacies in respondents answers, as discussed in the research design, internal validity was improved by relying on descriptive behaviours opposed to one-word values.
- The questionnaire was carefully constructed to allow for a multitude of scenarios. Values were also checked for negative value avoidance, opposed to purely positive value association, whereby respondents mention positive values purely because they want to avoid the opposing negative value (see Van Quaquebeke et al. (2014) who argue that negative values should be evaluated in their own right).
- As a part of the consultation, the derived values will presented to executives to validate results by either confirming or refuting them (Burnard et al., 2008).

3.8.3 *Reliability*

This consultation was specifically designed and created within the business environment for Aveng Mining and therefore the process should be easily replicable. As the interviews prompted respondents to think on questions which were possibly not dwelled on before, repeating the interview may include new “afterthought” content. Content is also subject to change over time. Results might further change, especially if the executives’ intent is to effect change. To improve reliability the following practices were deployed:

- The intended sample size allowed for aggregated results to reduce the effect of outlier perceptions.
- Interviews were recorded, allowing for referral to data at any time, as well as re-evaluation of data (Wilkinson & Birmingham, 2003).

- Data was checked for contradicting statements against the main findings (Burnard et al., 2008).
- Two questions were included in the questionnaire (*APPENDIX A)* to test the reliability of findings: (1) the respondents were asked to state values which they think are non-negotiable values and (2) respondents were asked to state what they think the company values should be. These were then compared against derived espoused values and checked for similarity.

CHAPTER 4. ANALYSIS OF RESULTS

4.1 Derivation of Espoused Values

The interview results yielded 66 behaviours and a combination of 59 values which were either mentioned or derived. The 59 values where evaluated against criteria instructions as predefined in the research methodology. Allowance was made for negative values in their own right to not evaluate values in terms of value avoidance opposed to value preference (Van Quaquebeke et al., 2014). Respondents' answers did not reveal any strong negative value avoidances outside of the derived values. As direction (number of executives referring to the same value) is prioritised over intensity (the degree of emphasis by executives on that value), values were aggregated into the five-star rating system and sorted first by direction and second by intensity. To reduce the list of potential values candidates, values were filtered where direction ≥ 4 and intensity ≥ 2. The resulting list of values were sorted and the synonymous values were grouped to reduce repetition and allow for a more distinct value set. This yielded a total of 10 values.

Table 1: Derived Espoused Values from Matrix

Empower	$\frac{*****}{***}$
Dependable/Reliable	$\frac{*****}{**}$
Trustworthy	$\frac{*****}{**}$
Teamwork/Collaborative	$\frac{****}{****}$
Driven/Inspired/Passion/Motivated	$\frac{****}{****}$
Inclusiveness	$\frac{****}{***}$
Fair	$\frac{****}{***}$
Accountability	$\frac{****}{**}$
Communication/Relationships	$\frac{****}{**}$
Consistency	$\frac{****}{**}$

Values are sorted firstly by direction and secondly by intensity

Key: Value $\frac{Direction\ rating\ out\ of\ 5}{Intensity\ rating\ out\ of\ 5}$

After some analysis of the behaviours of these values, it became somewhat prevalent that there was ambiguous use of the behaviours as well as the values, though this was to be expected, it was not anticipated to this degree.

Forethought was given to the potential fallacies of incorrect interpretation of values' definitions by respondents, partial "fit" in the use of values when more suitable substitute values are available and the reliance on current company values to fit answers without allowing the natural emersion of answers. These fallacies were to be circumvented by having respondents answer with the use of descriptive behaviours, which does not rely on definitions and is more difficult to substantiate when using values that do not emerge naturally. Most suitable values could then be derived from these descriptive behaviours and paired. The concern for ambiguity arose when behaviours as well as values could potentially be misinterpreted in analyses without the sufficient context.

Three components were identified as lacking without context: the selective literal definitions of values, the intentional use of values in multiple contexts and the explanation of behaviours in various contexts. An example of context in the first mentioned component is with the use of "care" as a value given by a respondent, which has multiple contextual uses by its definition:

Feel concern or interest; attach importance to something - 'I don't care what she says'

Feel affection or liking - 'you care very deeply for him'

(care for/to do something) Like or be willing to do or have something. - 'would you care for some tea?'

(care for) Look after and provide for the needs of. – 'he has numerous animals to care for'

(English Oxford Dictionary, n.d., para. 6-9)

From the above mentioned list, the context in which the value "care" and its behaviours were used lies predominantly in the last explanation followed by the first definition, having no real reference to the second nor third definition. In analysis of the value "care" and suitable synonyms to represent this value, the suitable synonyms would have to be selected within the context used (e.g. “affection” as a synonym from the second definition is not suitable). An example of the second component whereby the lack of context could hinder analysis was the intentional use of the value “empowerment” in multiple contexts: one context wherein the word was used was for the growing or up skilling of employees, and another use of “empowerment” was in the degree of autonomy granted to employees in their freedom to act and make decisions. Though the value paired accurately into the context of each behaviour, the analysis of the value’s direction (number of executives referring to the same value) would be misrepresented if it was not separated into the two contexts. An example of the third component that context provides for analysis was the use of the behaviour “high performance”, whereby some respondents used it to explain the ability of the company to constantly deliver on promises and made reference to consistency; other respondents used the behaviour “high performance” to elaborate on the working environment and the inclination of employees to work hard. For effective analysis, different values would be paired to the behaviour in each respective context, e.g. “consistency” for the former and possibly “work ethic” for the latter. A simple analysis of the values with the most direction as well as intensity without proper context would therefore not necessarily arrive at the best representative espoused value set for the company. One proposed explanation accounting for the ambiguous use of behaviours and values is the use of executive “catch phrases” or “lingo”: these terms and catch phrases are commonly used and have been adopted among executive members, but they may have not been clearly defined and as a result have been interpreted differently. Alternatively, there is a difference in opinion around the causal factors of the catch phrase and associated behaviours differ as a result.

Using the method of the behavioural and value matrix, an additional dimension was added termed the “Theme” in order to better contextualise the behaviours and values, as well as to better group these behaviours and values into their respective contexts. The analysis of the contexts resulted in seven noteworthy themes (*see APPENDIX B*). Within these newly added themes, behaviours and values were grouped in adjacent fields, creating a set of behaviours and a pool of values. From these sets of behaviours and pools of values it could be determined if any underlying values were present that could substitute groups of values for one best representative value. Values with a sufficient combination of direction and intensity where further distilled to form the theme's best representative synonymous values (*see APPENDIX C*). Not all behaviours and values could be clearly allocated to a theme, some had been discussed by respondents within their own context giving emphasis to the behaviour or value itself. These were grouped into "Other non-categorised values" and had to be examined within the collective to identify the emergence of any clear espoused value. The derived espoused values which were distilled from the themes' value pools resulted in four distinct values.

Table 2: Derived Espoused Values With Themed Context

Reliable	***** **
Empower	**** ***
Passion	**** ***
Teamwork	**** ***

Values are sorted firstly by direction and secondly by intensity

Key: Value $\frac{Direction\ rating\ out\ of\ 5}{Intensity\ rating\ out\ of\ 5}$

When compared to the initial derivation of espoused without context, the top ranking values from the original analysis appear to coincide with the derived values in the second analysis, with the exception of "Trustworthy". "Trustworthy", when taken in context of the themes was found to group in to "Reliability". This affirms the suitability of the derived espoused values within themed contexts, with some of the lower ranking values from the first analysis having been found to be much weaker in direction and intensity when analysed within context, e.g. "Inclusivity" was mentioned in the context of teamwork, care, fairness, communication and as a constituent on its own. Without context it was deemed to have a rating of 4 for direction and 3 for intensity, where if it is analysed within themed context, the highest attained rating is 3 for direction and 1 for intensity (*see APPENDIX C*). "Contemplative", listed as the 5th ranked value in the analysis with context with a direction rating of 4 and an intensity rating of 1, further indicates the degree of separation between the top rated espoused values and the next closest addition to the list. This degree in separation also affirms that the derived espoused values should be comprised of the derived four values and no more, where the original analysis required a cut-off point or selection to be made.

Table 3: Validation of Derived Espoused Values

Derived Espoused Values from Matrix		*Derived Espoused Values With Themed Context*	
Empower	***** ***	*Reliable*	***** **
Dependable/Reliable	***** **	*Empower*	**** ***
Trustworthy	***** **	*Passion*	**** ***
Driven/Inspired/Passion/Motivated	**** ****	*Teamwork*	**** ***
Teamwork/Collaborative	**** ****		
Fair	**** ***		
Inclusiveness	**** ***		
Accountability	**** **		
Communication/Relationships	**** **		
Consistency	**** **		

Values are sorted firstly by direction and secondly by intensity

Key: Value $\frac{Direction\ rating\ out\ of\ 5}{Intensity\ rating\ out\ of\ 5}$

To further validate the derived values against, two questions included in the interview questionnaire were “Are there any values that are crucial for operations that cannot be compromised on”, in line with the sentiment of Speculand and Chaudhary (2008) who believe that values cannot be compromised on, and a second interview question of “In your opinion, what should the company values be?”, getting the respondent’s view of what the values should be. Since these values were stated by the respondents and no ranking or emphasis was required, these values only include direction as rating (i.e. the number of respondents that mentioned the value). From these two questions, the expectation was that if a value cannot be compromised on, it would be included in the list of proposed company values. “Empower” and “Flexible” which were mentioned as non-negotiable values were not included in the executives’ proposed company values. The absence of these values from the proposed company values could be attributable to varies reasons e.g. absence of mind on the respondents’ behalf to mention them. Another reason could be that as in the view of Schein (1990) who believes that values become norms, the value may no longer be required as an espoused value as it has already been entrenched as a norm. What is more notable than the absence of values from the list of non-comprisable espoused values to the proposed company values, is (1) the lack of direction in what the respondents believe the organisational values should be, (2) the values are for the most part distinct and could not be argued to be synonymous and (3) these values are not congruent with derived values, neither with nor without context.

Table 4: Executives' Proposed Company Values

Values that cannot be compromised on		*Proposed Company Values*	
Integrity	*	*Integrity*	***
Safety	**	*Safety*	**
Honesty	*	*Honesty*	**
Passion	*	*Passion*	**
Accountable	*	*Accountability*	**
Work Ethic	*	*Work Ethic*	*
Empower	*	*Care*	*
Performance (Reliable)	*	*Performance (Reliable)*	*
Reliable	*	*Inclusivity*	*
Inclusive	*	*Excellence*	*
Flexible	*	*Growth*	*
		Innovation	*
		Respect	*
		Sustainability	*

Expressed values do not include intensity. Values are sorted by direction.

Key: Value $\frac{Direction\ rating\ out\ of\ 5}{}$

The lack of direction suggests a difference in opinion around what the organisational values should be. The lack of the values' synonymy also suggests that not only is there a difference in opinion around what the organisational values should be, but also that the behaviours and attributes that employees should exemplify are different. Since each executive represents the head of his division, these differences in opinion could be as a result of divisional specific value requirements. As divisions differ in function and level, the accompanying social environments that dictate behaviours also tend to differ. Individuals' thinking styles adapt to these environments, often resulting in the formation of sub-cultures (Cooke & Rousseau, 1988). Sub-cultures are a natural by-product of differentiation in working and social environments (Cooke & Rousseau, 1988). These sub-cultures may serve a purpose; however, they can become problematic when they promote behaviours in direct conflict with the dominant culture, resulting in counter-cultures (Cooke & Rousseau, 1988).

When the proposed company values are compared to the derived espoused values, "Passion" is the only communal value found in the two value sets. It is evident that the two value sets do no support one another. When comparing the degree of direction, the proposed company values are much weaker than that of the derived values. This suggests that there is some agreement among respondents in what behaviours are present in the organisation, but the values were differently interpreted and had to be surfaced with probing and deeper questioning. The disconnect on the proposed company values and the derived espoused values could be argued to exist as a result of the questionnaire not being comprehensive enough, i.e. the values were in response to the questions opposed to being the required values for the company. However, in such an argument, if the proposed company values are indeed the required organisational values, the proposed company values would have been much more prevalent in responses as the questionnaire probes an array of scenarios (e.g. times of crises, ideal leadership attributes, distinguishing characteristics of the organisation etc.). It is therefore argued that the derived values are better representative of the executives' espoused company values than their proposed company values due to their much stronger ratings of direction. The derived values also resulted in a clear set of four distinguishing values, opposed to the proposed company values which do not have a distinct set of espoused values and is subject to selection, both in number of values and preferred values.

4.2 Defining and translating the derived espoused values

In accordance with the requirements of the brief and stipulations from the research methodology, the derived company values with their definitions, behaviours and translations for the company has been summarised in APPENDIX D.

4.3 Comparison of Current Organisational Values and Derived Espoused Values

Safety

In comparing the derived company values (*APPENDIX D)* with the current company values (*APPENDIX E*), a noticeable difference is found between the two value sets. "Safety" which is listed as the first current company value, was stated in the interviews as both a non-negotiable value as well a proposed value, yet it was not prevalent in the derived espoused values. Neither the value nor its descriptive statement, "A home without harm, everyone everyday", fits convincingly into any of the themes (*APPENDIX B*). It cannot be argued to relate to any of the derived values either.

Honesty

"Honesty" as the second listed current company value, was also mentioned by some of the executives as a non-negotiable value and by more executives as one of the proposed company values. When compared to the derived espoused values, "Honesty" was found in the derivation process, but its rating was generally low. It was found in the derivation within the value of "Trustworthy" which lead to "Reliability". It was also found as a component of "Integrity" which did not have a significant enough rating to constitute an espoused value. The description of "Honesty" as intended by the company: "Code of business conduct – Tell it like it is", does not seem to have a strong fit with a particular theme, however it could be argued to relate to "Mr. Delivery" with regard to managing people's expectations truthfully and "The Company People", as a general descriptive factor. Overall, this value has some presence, but appears to have been largely replaced by the derived values, suggesting a change in the value's priority.

Accountability

"Accountability" as the third listed company value was again mentioned by some of the executives as a non-negotiable value and was included as a proposed company value by some of the executives. This value appears in three of the derived themes, but most noticeably in the "Mr. Delivery" theme as a constituent of "Responsibility" which leads to "Reliability". The descriptive statement of "Accountability", "Doing what I said I'll do and being accountable for it”, has a striking similarity to the definition for “Reliability”, “you can trust to behave well, work hard, or do what you expect them to do” (Macmillan Dictionary, n.d., para. 1). “Accountability” therefore still has relevance as a company value, but is perhaps better articulated within the value of “Reliability”.

CHAPTER 5. RECOMMENDATIONS

5.1 Revisit the current company values

It is recommended that the Aveng Mining Executive board revisit the current listed company values. The derived espoused values were found to have four constituents, opposed to the current three listed company values, and only one of the current listed company values were found to have some degree of relevance. Focus should therefore be given toward the relevance of current listed values as well as whether they are still in support of the envisioned company goals (Schein, 1990; Schwartz, 1994). It is apparent from this consultation that there is disagreement among executives on what the current company values should be. This is substantiated by:

- The large variety of values which were collected from executives' statements: a combination of 59 mentioned and derived values. It may be argued that a large collection of values is to be expected, therefore a more supportive fact is the large variety of proposed company values as stated by executives (*refer to fourteen values listed in Table 4*)
- The degree of disparity between the current listed company values, the proposed company values, as well as the derived espoused values. It was found that though the same catch phrases may have been mentioned by multiple executives, their interpretations of these catch phrases varied, as well as the underlying contributing factors of these catch phrases.
- The lack of intensity rating that derived values within a themed context held. The highest intensity rating was three, out of a maximum of five (*see Table 2*). This suggests that there is a degree of difference around what the behaviours and values of the company are, as well as the perceived importance of these values and behaviours.

A shared understanding of the company values should be achieved, reaching a consensus around their interpretation as well as their importance. Congruent values among members of a group promote their efficiency towards functioning and survivability (Schwartz, 1994).

For leaders to effect change, they must have clarity around the assumptions and speak of the same voice (Schein, 1990). Failure to address these factors could have negative consequences: if the company values change without conscious intent, employees could begin to express discomfort by stating that the company is no longer the same, or the “old company” is gradually disappearing (Schein, 1983).

5.2 Become a values driven company

Values either consciously or subconsciously influence and guide the behaviours of people (C. A. O'Reilly et al., 1991; Sullivan et al., 2001), and these behaviours impact on organisational performance (Speculand & Chaudhary, 2008). When an organisation can successfully translate their core values into behavioural patterns that impact on organisational performance, the organisation has become an effective ‘values-driven’ organisation (Hyde & Williamson, 2000). A section has been included on how to inculcate values into an organisation and it is recommended that that once a clear set of values have been established, these methods be followed to assist with becoming a values driven company. Special attention needs to be given to the section included which explores the accompanied risks of changing organisational culture, since these scenarios could possibly emerge during the process and they need to be avoided to improve the chances of success.

With regard to the derived espoused values, they constitute a good representation of the executives’ perception around the company values. Though these values vary largely from the current listed company values and may be deemed to be more relevant based on the recent analysis, they should not necessarily be adopted as the new listed company values. Impulsive removal of current listed values could see their existing effects diluted. Should the intent be to embark on a project whereby the current listed company values are updated, the derived espoused values should be further tested against a bigger sample within the organisation to better understand and refine them (Sullivan et al., 2001).

5.3 Use company structures to embed values

5.3.1 *Recruitment and screening processes*

Given that top-performing organisations recruit people whose values are in line with their organisation's values (Speculand & Chaudhary, 2008), it is recommended that screening for values be included within the recruitment process. Once the company values and their accompanying behaviours have been established, these behaviours should be incorporated into an interview questionnaire to screen for values match. E.g. when screening for Empowerment, you could ask a question such as: "If your team members are not achieving the required results, how would you manage the situation". The desired answer may include components such as up skilling the team, or taking on a supportive role opposed to a hands-on micromanagement approach (*see APPENDIX D* f*or empowerment behaviours*). Aveng Mining in their recruitment process currently includes a Personal Profile Analysis (PPA) psychometric assessment. This can further provide two beneficial functions to the recruitment: give an additional layer of insight to the individual and it can be used to validate that given responses are in line with the individual's natural behaviour. It is therefore recommended that these two tools be used in conjunction for effective recruitment.

5.3.2 *On-boarding*

Individuals tend to adopt values through socialisation and conformity to dominant group values (Schwartz, 1994). Consequentially, on-boarding should not be overlooked as a primary embedding mechanism to maintain current values in the company, or even to potentially introduce new values into an company (Schein, 1990). It is therefore recommended that new entrants undergo training programmes as part of on-boarding wherein the company's values and their interpretations are made explicit, and it is explained why these values are deemed important for the company (Hyde & Williamson, 2000). By answering questions such as "why the values are important" and "why were they selected" (Speculand & Chaudhary, 2008, p. 5) the correct attitude will be created towards the company values in new entrants. This can play an important role in naturally perpetuating the correct company culture (Schein, 1990), and if the culture becomes strong enough, employees will be more likely to correct one another in line with the company culture regardless of their position in the organisational hierarchy (Sørensen, 2002).

5.3.3 *Incentive structures and internal promotions*

The current incentive structures in Aveng Mining is based on goal setting and employee performance. It is recommended that this traditional method be improved upon by adding a second dimension to measure the presence of company values. This is best illustrated by the use of the performance-values matrix as originally used by Jack Welch, the then CEO of General Electric, to hold employees accountable for both performance as well as values (The KenBlanchard Companies, 2010). With the performance dimension already in place, the second dimension of values can be attained in the appraisal with the use of 360 degree peer reviews. The values should be evaluated based on their expressed behaviours and will be more tangible for measuring. Employees should be evaluated against the window pane matrix and the prescribed actions should be taken accordingly. Further to the benefit of evaluating employees against the company values, this process will also highlight the degree of overlap between company-employee values (Hyde & Williamson, 2000), and in making employees aware of their own values they can find resonance with those of the company (Sullivan et al., 2001). Leaders should provide feedback to employees on results and provide corrective action planning to promote awareness and shared understanding (Speculand & Chaudhary, 2008). By using the performance-values matrix, criteria can be defined for promotions, further embedding values into the company (Schein, 1990) and advancing the most suitable individuals to influential positions.

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