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Wits Business School

Evaluating performance management culture through a high-performance team at Consol Glass

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WITS Business School

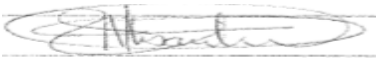
Thesis presented in partial fulfilment for the degree of Master of Business Administration to the Faculty of Commerce, Law, and Management, University of the Witwatersrand

November 2021


WITS
UNIVERSITY

DECLARATION

I Fhatuwani Seth Netshisaulu declare that this research report entitled 'Evaluating performance management culture through the high-performance team at Consol' is my own unaided work. I have acknowledged, attributed, and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.



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ABSTRACT

Performance drop causes the business major losses on productivity and money. As a result, businesses analyze the problems and find ways to improve organizational performance. The culture in any organization is shaped by behaviours that leaders tolerate. Managers all over the world had been trying to find various improvement initiatives and saw mixed results. The high-performance team have been known to be committed to taking accountability and having a common purpose. The research focused on evaluating performance management culture through a high-performance team at Consol Glass.

The research has tested the four hypotheses on team behaviour having an impact on performance management culture, burning platform defined having an effect on performance management culture, alignment between high-performance team and performance management culture and lastly finding an organizational culture practised by Consol Glass Wadeville. The research structured questionnaires were developed to test the applicable hypotheses on Consol Glass Wadeville employees.

A total of 416 employees were sampled of which only 103 returned the survey questionnaires. The test was conducted using correlation and residual analysis. The study has found that Team behaviour had a significant impact on performance management culture. It was also found, that burning platform defined had an impact on performance management culture. There was alignment between the high-performance team and performance management culture. Consol Glass Wadeville culture used clan and hierarchy culture with more emphasis on clan culture.

Author: Fhatuwani Seth Netshisaulu **Supervisor** Manama Daniel Mokhohlane

Thesis title: Evaluating performance management culture through a high-performance team at Consol Glass

Johannesburg, November 2021

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DEFINITION OF KEY TERMS AND CONCEPTS

Gr8 – Software used to track production performance

PTM – Pack to melt. This is an efficiency report about good bottles packed.

JCI – Job change index. This is an efficiency report on job changes during the first 12-hour period from machine stop and settling the job. The index has been derived from how many bottles are packed divided by the number of bottles cut.

VIVRE FAT – It is an acronym representing the 8 core elements of a high-performance team as Vision, Identity, Value, Results, Effective, Fun, Aligned and Trust.

SPSS – Statistical analysis program produced by IBM with many desirable features and widely used software in social science.

OCAI – The OCAI has been based on a Competing Values Framework theoretical model. The framework has been used to organize and interpret a variety of organizational phenomena. It asses the six key dimensions of organizational culture diagnosing the organization culture.

VIF – Variance inflation factors are the measure of the amount of multicollinearity in multiple regression variables.

1 INTRODUCTION TO THE RESEARCH

1.1 Background and context

More generally, this research focused on evaluating performance management culture through a high-performance team at Consol Glass. However, before getting to the research conceptualization (Section 1.2), the researcher has briefly introduced the key terms and concepts that have been used in conceptualizing this research in Section 1.1 generally and broadly on the performance within Consol glass (Section 1.1.1), performance management culture (Section 1.1.2) and an introduction to a high-performance team (Section 1.1.3). Chapter 2 has a more specific and detailed discussion on the research context. The research conceptualization section provided for the research problem statement (Section 1.2.1) and consequently the purpose of this research (Section 1.2.2) as well as the research questions (Section 1.2.3). The delimitations and assumptions of the research study are in Section 1.3 while the discussion of the significance of the research study is in Section 1.4 and provided a preface to the research report in Section 1.5.

1.1.1 Performance within Consol Glass

Consol Glass employees have performed well from July 2016 to June 2019 as shown in Figure 1.1.1 below taken from the operations report (Consol, 2020). Consol (2020) performance outcome varied from plant to plant. The research has focused on the Wadeville division, as it is one of the plants struggling to meet business objectives. Employees have been meeting targets set year on year since July 2016 as shown in Figure 1.1.1 below. Performance during the 2019/2020 financial year had dropped by over 4% against set targets.

Consol Glass produces bottles for beverage, alcohol, food, and pharmaceutical ware. Production has been made from small ware to big jars. The team has been committed to achieving the set results over the years. Consol believed in creating a level of trust between people and executives. They encouraged innovation, promoted excellence and teamwork. There has been a shift in performance over the past financial year. People are not committed as they used to as this came out from a good to a great meeting held in March 2020 (Consol, 2020).

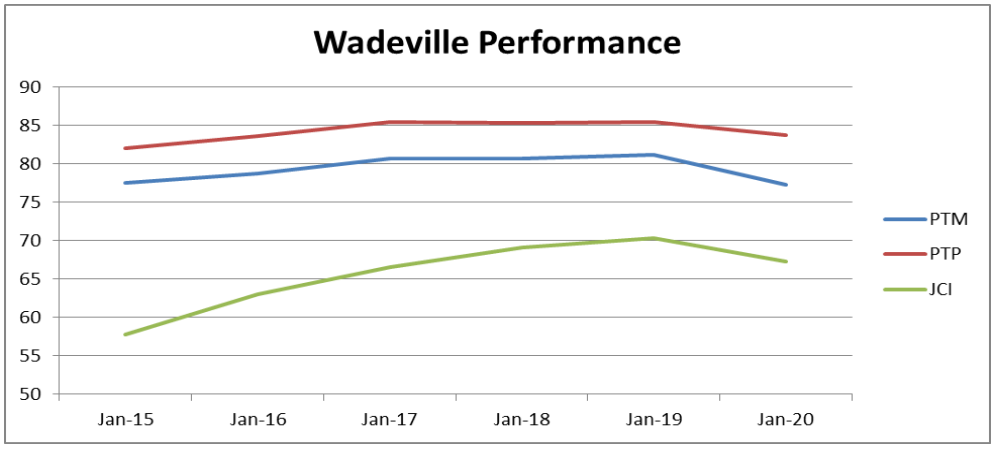


Figure 1.1.1 Historical performance (Consol Glass, 2020)

The company has not been getting expected results from the division as stated by the CEO in his message sharing financial year-end results (Consol, 2020). The organization has built its culture and norms over the past few years. Some values were created in the Company, which are trust, collaboration, recognition, continuous improvement, and valuing diversity. Human Resource Executive stated that the company has been in the process to review its policy towards performance management contracting and evaluations. Most of the contracts have been copied and pasted and some of the leadership was not worried about getting them done. Everyone has been measured on the same goals irrespective of their roles (Consol, 2020).

1.1.2 Performance management culture

Schein (1984) defined Organizational culture as the pattern of basic assumptions that a group has invented, discovered, and developed. The organization adapts to cope with its external problem and integrate which works well to be valid. New members were taught the correct way to perceive, feel and think about the problems (Schein, 1984).

Literature suggested that high-performance organizations developed strong cultures and practices. They attract good people to work for them making them successful in their market (Marshal, 1988). Creating sustainable high-performance build culture. It shapes artefacts of culture that are coherent and consistent with the desired outcome. It requires structures aligned and integrated; systems and processes having flexibility and clarity built-in. Staff should have the skills and styles of working conducive to high performance. Culture amounts to the collections of traditions, values, beliefs, policies,

and attitudes that constitute a pervasive context for everything we do and think in an organization (Marshal, 1988).

Literature review finds that performance culture requires people to remain disciplined and people or teams engaged effectively. Atkinson (1990) studies found that there is openness and trust among team members. The organization should understand dynamics in creating positive and strong culture supporting and enabling an organization to achieve the set goals. The organization should build and shape resilient culture through engagement strategies and continuous improvements to deliver superior performance. Culture binds people and processes together in achieving results.

Culture maps out processes and activities that assist the organization and are used to achieve and improve results or performance. Culture propels the organization forward with its strong force (Atkinson, 1990).

Gerber (2019) states that culture distinguishes the team on who they are, what they do, how they do it, and how others see them. Employees viewed organizational culture as supportive, open, and results-focused.

1.1.3 An introduction to a high-performance team

A high-performance team is known for commitment and has a small number of people that have the required skills, goals approach, purpose, and accountability. Smith & Katzenbach (2004) study suggested that a high-performance team was differentiated by the degree of commitment on how deep members were committed to each other. All members of the team genuinely assist or help each other to achieve personal and professional goals. A high-performance team shared leadership within the team than any other team (Smith & Katzenbach, 2004). Leadership plays a major role in setting a high-performance team and building its strength. Performance culture was created through desired behavioural change (Reid & Hubbell, 2005).

1.2 Research conceptualization

1.2.1 The research problem statement

Performance within Consol Glass Ltd in the Wadeville division has dropped the last 12months as shown in the operations review report in June 2020 (Consol, 2020). Team

members were working in silos doing things as they wish. Activities were no longer taking place as they should and performance has been poor. Ekurhuleni power outages with faulty cables did not help either as the report showed 19 power outages for the year (Consol, 2020).

According to Atkinson (1990), performance management in place was ineffective. A high-performance team was seen creating a culture where members can work with each other in achieving a common goal. Members should be assisting each other, working as a team, supporting each other in their achievement of the goal. The organization could create a performance management culture that strengthens a high-performance team. This would assist organization performance with consistency in achieving the set objectives.

The problem was whether a high-performance team exists within the organization and consistency. Is the high-performance team having a culture that it follows or abides by? What were the rules of engagement set for the high-performance team? What skillset does each member of the team has or possess contributing to the team outstanding performance? Is there alignment between a high-performance team and a performance management culture? There was a need to look at what has changed in the organization causing poor performance. Did change in leadership had an impact on performance? Is there alignment between leaders and employees? Do employees know what is required of them to perform? Therefore, the research problem statement was the evaluation of performance management culture through a high-performance team.

Previous studies showed that there was a link between culture and performance. A high-performance team should be able to create organizational culture if it is well defined and members work with each other to achieve a common goal (Reid & Hubbell, 2005). Members need to assist each other to achieve the goal. Literature suggests that organization performance culture can be created through a systematic approach using the elements of openness and trust. It was also important that the organization manages conflict between team members and ensure there is a focus. The organization can create a performance culture that produces a high-performance team (Reid & Hubbell, 2005). Performance management identifies; measures and develops individual and performance aligning with organization goals or objectives (Aguinis, 2014).

According to the Employee performance management & development system (2007), performance management was aimed at planning, managing and improving employee performance. Their objective was to establish a performance and learning culture, improve service delivery, promote interaction in performance between employee and manager (DPSA, 2007).

Armstrong (2020) defined performance management as a continuous process improving performance setting individual and team goals aligned to strategic goals of the organisation. It is also a process of planning performance achieving the goals, reviewing & assessing progress, and developing the knowledge of people.

Culture distinguished who we are and how others had perceived us. Employees can easily describe or identify their organizational culture. Culture took time to build and at times took years. Some organizations created a strong, and powerful culture in a short period. It may be done deliberately and consciously. The literature stated that organization decides what type of culture they wanted and got leadership to bring it to life. Team members may start to identify strongly with the team when the culture has been embedded (Prichard, 2019).

Douglas (2020) defined elements of a high-performance team using the acronym VIVRE FAT**.** The acronym VIVRE FAT stands for Vision, Identity, Values, Effective; Results; Fun; Aligned, and Trust. The purpose of VIVRE FAT was to create a high-performance team that was great at fulfilling the mission and vision. VIVRE FAT looks at team excellence. It required focus, energy and work. Team members did not operate in secret (Prichard, 2019).

Prichard (2019) studies have found that a high-performance team was aligned and committed to a common purpose. The team had consistently shown a high level of collaboration and innovation producing superior results. Team members and others outside the organization were able to describe their organizational culture as supportive, open, and results-focused. Prichard (2019) also tells us the two most important factors that are critical in shaping organizational culture which was what leaders paid attention to and how they responded to incidents. Culture impacts the achievement of business

objectives and assists in improving the objectives. Building desired behaviour would aid in creating a culture.

1.2.2 The research purpose (aim and objectives) statement

The aim and purpose of the research were to evaluate organizational culture if it is effective and consistent through Gostic`s 5 step roadmap and Cameron & Quinn (2006) competing value framework. Gostic`s 5 step roadmaps are defining the burning platform, developing agility, sharing everything, partnering with talent, and establishing clear accountability. The research evaluated performance management culture and high-performance team whether there was alignment. Lim (1995) conducted research and found that there was alignment between a high-performance team and organizational performance culture.

The research has focused on organizational values to see if there was alignment with the team. There was a focus on team values as to how does the team differentiates itself from the rest of the organization. Trust between members and leadership was equally important to assess. Does leadership trust each other? The alignment of a high-performance team and organization performance management culture was also important in this study. Gostic`s road map focused on a burning platform. What was meant by the burning platform? The term was derived from a story of a man working on an oil rig in the North Sea awakened by an explosion of fire. During the chaos, he ran to the edge of the platform as the fire was behind him. He jumped into the icy sea some five stories below. A burning platform is the ability to identify and define the key burning issues that people are faced with and separate them from the normal routine challenges.

Leaders are expected to define a clear mission. Leaders create customer focus by providing direction for all employees to make the right decision and take initiative on their own. Leaders developed agility by addressing future challenges and seeking opportunities. Leaders shared everything by ensuring consistent communication and telling the truth. Leaders appreciated their people by expressing the words thank you. Leaders hold people accountable (Gostick & Elton, 2012). The focus has been on a high-performance team driving consistent results.

The research assisted in redefining the team and re-focus. This ensured sustainability and consistent performance. A new culture would be formed and team members were expected to assist each other and not work in silos. This was envisaged to improve business results at all times. Team members should hold each other accountable. A sense of trust among team members should be created. The team should be able to identify itself. There should be alignment between business mission, values and division team. The team was expected to commit to each other and the tasks being performed.

1.2.3 The research questions as well as applicable accompanying research hypotheses or research propositions

Question 1: Does team behaviour influence performance management culture?

Null hypothesis – Team behaviour does not influence performance management culture.

Research hypothesis (directional or non-directional) – Team behaviour has a significant influence on performance management culture.

Question 2: Are the burning platforms defined and have an impact on performance management culture?

Null hypothesis – Burning platforms have no impact on performance management culture.

Research hypothesis (directional or non-directional) – Burning platforms have a significant impact on performance management culture.

Question 3: Is there a relationship or alignment between a high-performance team and performance management culture?

Null hypothesis – There is no alignment between a high-performance team and performance management culture.

Research hypothesis (directional or non-directional) – There is significant alignment between a high-performance team and performance management culture.

Question 4: What organizational culture is Consol Glass Wadeville pursuing?

Null hypothesis – There is no organizational culture pursued or followed by Consol Glass Wadeville.

Research hypothesis (directional or non-directional) – There is significant organizational culture pursued by Consol Glass Wadeville.

1.3 Delimitations and assumptions of the research study

The research has focused on evaluating performance management culture through a high-performance team at Consol Glass. The evaluation has been conducted at Consol Glass Wadeville division. The results of the research cannot be used to generalize Consol Glass as a whole. The research findings cannot be applied to other divisions or branches, as each division is unique. The study has used a quantitative research method. The study has not focused on the effects but evaluation of the performance management culture. Not all employees had access to computers and smartphones to access a survey link. Some of the employees are illiterate finding it difficult to read English. The survey completion rate may be low as seen by previous surveys that took place.

1.4 Significance of the research study

Performance management culture was evaluated as to whether it was impacted by a high-performance team. The company has successfully introduced Consol values such as trust, recognition, collaboration, and valuing diversity, which has assisted in driving organizational performance. The research aimed at evaluating performance management culture improving and strengthening the organizational performance of the team ensuring consistency.

This reduced silo mentality and isolated problematic employees that did not want to be part of the team. Team members behaved in the right manner or the way that they are expected when positive culture is built. Organizational leadership maintained trust relationships with people at all organizational levels. The organization's sub-culture supports the main organization's culture. It was able to build a strong culture and attract talent that assists in driving results.

A quantitative research strategy was used in this study. The quantitative strategy aimed to quantify the variation in the phenomenon emphasizing the measurement of variables and objectivity of the process. This study utilized a case study research design.

1.5 Preface to the research report

The purpose of this research report provided findings of the purpose, design and evaluation of the performance management culture through a high-performance team.

Chapter 1 of this research report provided the context in which the study on evaluating performance management culture through a high-performance team at Consol Glass was undertaken. The research focused primarily on performance management culture and an introduction to a high-performance team. The research question as well as the applicable accompanying hypothesis or research proposition were discussed. The gaps and challenges were outlined.

Chapter 2 discussed or provided a literature review on the problem, previous studies, the explanatory framework, and the conceptual framework. Literature was consulted to find similar research studies to the one that is being conducted in this study. There were similarities in the aims and objectives of the research study evaluating the relationship between organizational culture and organizational performance or effectiveness. Quantitative variables key to the research were identified. The theoretical frameworks that were considered on organizational culture are the work of Cameron & Quinn (2006) competing value framework and the work of Gostic & Elton (2012) on an organisational high-performance team.

Chapter 3 describes and identifies an approach to the research, designs as well as procedures, and methods that were used in the research in collecting, processing, and analyzing empirical evidence. The chapter has three objectives to identify and describe the research strategy, design as well as procedure, and methods. The chapter also set out reliability and validity measures that the researchers apply to make it more credible as well as the technical and administrative limitations of the choice made.

Research strategy is the plan on how research is conducted, how data is collected, and how data is analyzed. A quantitative research strategy has been used in this study. The quantitative strategy aimed to quantify the variation in the phenomenon emphasizing the measurement of variables and objectivity of the process. Research design is the plan that the researcher wishes to use to collect and analyze data responding to research questions. This study has utilized a case study research design. A case study design is a

detailed study of a group or person. Research instruments are simply devices used to obtain information relevant to the research.

There are quite many alternatives, which one can choose from. The research study used a self-completion questionnaire. A self-completion questionnaire is also referred to as a self-administered questionnaire. Research validity and reliability is the reliability of data and validity from a measuring instrument. Reliability is the repeatability of the study giving the same results when tested several times. Validity produces valid conclusions. Research limitations could be both technical and administrative. Respondents were not able to respond to the questionnaire due to internet access. There was a risk of a high level of people completing the survey questionnaire more than once if becomes paper-based.

Chapter 4 has presented research findings evaluating performance management culture on a high-performance team at Consol Glass. Descriptive statistics about demographics were presented. Discussions of the findings on performance culture and its importance were also presented. The chapter is set out to present and discuss the findings to the first research question – Does team behaviour influence performance management culture? This discussion was accompanied by its hypothesis; Team behaviour has a significant influence on performance management culture.

The chapter also sought to share and discuss the findings to the second research question – Are the burning platform defined and have an impact on performance management culture? This section further discussed the hypothesis that states that burning platforms had a significant impact on performance management culture. The chapter also shared and discussed the finding of the third research question - Is there a relationship or alignment between a high-performance team and performance management culture? This section also discussed the hypothesis that states that there was significant alignment between a high-performance team and performance management culture.

Lastly, the chapter sought to share and discuss the finding of the fourth research question - What organizational culture does the division pursue? This section discussed

the hypothesis stating that whether there is an organizational culture that is significant to the organization.

Chapter 5 presented an interpretation and analysis of the research findings, which were presented in chapter 4. The analysis has been done by comparing the findings to the literature review on the topic of evaluating organization performance management culture through a high-performance team. Similarities, differences, as well as any new information or insights which might have contributed to the body of literature on this topic, have been identified and discussed. The key theoretical concepts, trends, models, and frameworks identified in Chapter 2 as part of the literature review were compared to the actual findings of this research.

Chapter 6 summarised, concluded the research, and discussed the way forward on the possible research that may need to be conducted of the performance management culture in the organization.

2 LITERATURE REVIEW

This chapter has three broad objectives; namely to understand the research problem, to identify the knowledge gap, and to develop a framework for interpreting the research findings. Specifically, Section 2.1, has the detail of the research problem. Section 2.2, reviewed literature on studies that have attempted a similar study or research. With information arising from Section 2.2, the researcher has identified and detailed quantitative variables that are key to this research in Section 2.3 as well as a framework that was used to interpret the research findings in Section 2.4.

2.1 Research problem analysis

Various symptoms were detected and may have a negative impact on culture. Openness culture change makes individuals accept and aware that change was needed. Yue, Men & Ferguson (2019) argued that change was associated with employee openness. Atkinson (1990) defined change as shaping behaviour and process to be effective in the organization. Oxfordreview (n.d) referred to openness to change as the individual accepting and being aware that change was required in a range of situations. Openness culture change referred to behaviour and process change that individuals accept and are aware of the drive to enact change.

Negative organizational work practices lead the company to failure. Authors noted organizational work practice as a process that employees engage or do in an organization. Hartog & Verburg (2004) focused on organizational benefits that improved performance. Costello (2000), Businessdictionary (2020) described the practice as a method, process enabling the firm to identify and engage with change. Organizational work practice is an organizational routine on how the business does things within its structures. This could be formulated through a set of rules on how people should engage.

Artefacts or objects may not be formed. An artefact is defined as an object or image that resembles culture. Houkes & Meijers (2006) defined artefacts as material bodies and functional objects. Hurcommbe (2014) defined artefacts as modified objects and structures. Community (n.d) defined artefacts as objects helping to learn about the past. Artefacts are the objects used to learn or remind people of the past.

Subculture may have existed within the main culture varying with intended objectives. When there was unhappiness within a group of people they start to form a sub-culture. Subculture was said to be a cultural group within the main group having a variance or participating in a collective of deviance. Gelder (2010) defined subculture as a social formation distinguished from dominant modes of sociality. Jenks (2004) described subculture as a variant displayed by a certain group constituting cohesive social systems. Grinnell (n.d) defined subcultures as the groups participating in collective forms of deviance. Subculture is a grouping within the main groups deviating from the objectives of the main groups.

When a person lacks motivation, culture suffers and people are not open to culture change. People need to be motivated to perform their level best. Motivation is defined as the forces activating human behaviour. Graham & Weiner (1996) studied how people think and behave as they do whereas Pinder (2014) defined it as energetic forces originating within and beyond an individual`s initiating work-related behaviour and Cherry (2020) defined motivation as emotional, social, and cognitive forces activating human behaviour. Motivation is activities influencing human behaviour to act in different ways.

People's perceptions weren`t great if the company does not build the right image. People look at how things were done and come up with their perceptions. Perception is the ability to perceive. Lumenlearning (n.d) defined perceptions as the sensory information that is interpreted and experienced. Khanka (2006) described perceptions as giving meaning to the environment around us. MacIntosh & Doherty (2007) argued that external perception influences a firm`s image and may help what the company was all about. Perception is the image created by companies on how people perceived, hear and become aware through their senses.

Employees' negative behaviour does not help get the organization to high performance. A further look at employee behaviours was conducted between authors. Behaviour is defined as how a person behaves in an organization. Lim (1995) defined behaviour as a level of culture constructed physical and social environment of an organization. Brooks (2018) studied human behaviour focussing on individual and groups processes. Iedunote (2020) described behaviour as the way people respond to their attitudes.

Behaviour is how employees or person responds to others either positive or negative displaying their attitude.

People may need to have autonomy or want to do things independently. Autonomy is the individual ability to act independently. Swaine (2020) further suggests that autonomy is a towering concept in human affairs. It is the mainstay of individual freedom. Dickson (1995) makes a comparison to learners undertaking the learning task independently and believed that personal involvement in decision-making leads to more effective learning. Autonomy is an individual working independently acting on his own.

Where there were no strategy organizations may not achieve their long-term objectives. Leadership comes up with a strategy to get the organization running profitably. Human Resource Management strategy is a plan of action designed to achieve a long-term or overall goal. Strategy is a plan to achieve long-term objectives. Hartog & Verburg (2004) focused on organizational culture and alignment. Regis (2008) defined strategy as an action to achieve organizational goals and objectives. Sawyer (2019) defined strategy as the connection between human resources and strategic objectives and goals. Human resource management strategy is the alignment of human resources with business objectives to achieve strategic goals. Resources should be allocated in the right manner to achieve the goals.

In-effective or poor leadership does not take the organization anywhere. Leaders are said to lead people and set directions to achieve the mission and objective of the organization. Barret (2011) states that it does not matter if a leader does not have followers. Leaders do not need followers to be leaders. Gill (2011) stated that a leader influences his followers and directs his followers to the mission and objectives of the organization. De Vries (1999) stated that leadership is an influence process and its outcome occurs between a leader and followers. Ward (2020) defined leadership as the art of motivating a group of people to achieve a common goal. One cannot lead an organization where there are no followers. Leadership drives the vision, mission, and objectives of the organization. Leaders set the direction for their employees or followers. Leaders set goals that are reasonable and achievable by the team. Leadership influenced followers to achieve set goals.

An organizational policy may be part of the causes if non-existent or employees were unaware they exist and clear. A closer look at policy, consulting various authors was that policy is a plan of action that defines what to do in various situations. Clark (2002) looks at replacing policies with a dynamic organization that has a culture that was focused on quality and safety. Blackman (2013) focused on urban policy and believed that it should be a rational process implementing desired goals in improving the quality of public service. BrandmaCII (2013) defined policy as the plan of action impacting our lives to bring order. The policy is a set of rules that an organization set-up to achieve desired goals. This is a set of rules or procedures guiding people on how things get done.

When there were no shared values, team performance becomes poor and there was no improvement orientation. Improvement orientation is an occasion of improving something to make it better. Marketingdictionery (n.d) defined improvement orientation as a culture built to ensure profitability and growth. Boutros & Purdie (2014) focused on process improvement, products, and services to meet new goals and objectives to increase performance. Improvement orientation is a continuous improvement that ensures the profitability and growth of the company.

Different authors defined shared values as principles or beliefs that help people to decide what was right or wrong. There were differences in their study such as the work done by Wilderom & Van der Burg (1999) said that they assumed that values are expressed and derived in organizational practices. On the other hand, Cunningham (2001) stated people describe their beliefs and expectations whereas Mintz (2018) stated that it was a basic belief that guides or motivates attitudes or actions and helped to determine what was important. Values are principles that the team chooses to practice.

The commitment may be lacking within the teams where there was no culture. The commitment was viewed as a psychological state that keeps individuals in the company with a sense of intention and focus. Asiedu, Sarfo & Adjei (2014) described the commitment as employees willing to put extra effort into the achievement of organizational goals and objectives. Psychologytoday (2009) focused on people bringing a sense of intention and focus. Pinho, Rodrigues & Dibb (2014) described the commitment as an employee`s emotional attachment to the organization. Employees are

committed to the success of the company in achieving organizational goals and objectives through focus, intention, effort, and attachment.

Poor attitude from team members made it difficult for the organization to form the right culture. Attitude is an evaluation of an object which exerts an influence as seen by various authors' similarities. They also had their differences in opinion in that Bohner & Dickel (2011) described the attitude as an object of thought consisting of anything a person may have in their mind. Gable & Wolf (1993) viewed attitude as a neural and mental state of readiness exerting influence on the individual responding to all objects. Iedunote (2020) defined attitude as a mixed evaluation of an object exerting an influence.

The assumption is something that we accept that was the truth. Oldam (2020) and Ennis (1982) saw it the same way in that they assume it is true. They differ from Harris (2011) in that he defined assumption as not truism and acknowledged truth. He further stated that it was a cherished cultural myth. The attitude was both positive and negative influence exerted by individuals.

How people conducted themselves forms part of the culture and any negative conduct had negative consequences. A Conduct is an adherence to the rules or legal documents that employees shared. Cechova (2019) described conduct as a legal document providing guidelines to an individual`s behaviour in an organization. Dewey (2019) mentioned that conduct is shared. Tyler & Blader (2003) states that conduct secures employee adherence to the rules, policies and are key for the functioning of the organization. Conduct is how people behaved themselves.

Teamwork becomes non-existent as people don't help each other in achieving a common goal. Teamwork is the group of people working together in achieving a common goal. Ogbonna (1992) described teamwork as an influence of work cultures and the organization becoming a summation of the sub-cultures. Katzenbach & Smith (1993) and Thehappymanager (2020) described teamwork as a willingness of a group to achieve common goals while working together. Teamwork is when two or more people work together on the same tasks to achieve a common goal.

There were no belief systems in the organization. Belief is a feeling of being certain that something existed and true. All authors displayed the same definition. The literature review by (Clifford, 1877; Lotha, 2013; Nilsson, 2014) has been studied and found to be similar. Belief is a perception of the unknown that exists.

Inconsistency is when one says something and contradicts themselves. A literature review was made with Finkelstein (2000); Ruane & Cerulo (2012); Texasstateuniversity (2019) and all shared the same similarities in their study towards inconsistency. There is no difference between the authors. Inconsistency takes place when we contradict ourselves.

Participation may become invisible as employees won't take part in problem-solving or not get involved in addressing problems with others. Participation is the fact that people take part and get involved when doing something with others. Participation was viewed as involvement with others. Goodwin & Goodwin (2004) defined participation as an action by parties demonstrating involvement to talk. Nord (2002) defined participation as activities affecting formulation concerning issues of public interest. Agpar & Thorpe (2020) has politicized participation comparing it with democracy, oppression, and discrimination. Meaningful participation is dependent on people's willingness to participate and express their voices. Participation is the involvement by team members discussing issues of interest of the team, work-related problem solving and each member of the team gets involved.

A literature review of the authors was conducted about impact, outcomes, outputs, activities, and input on similar studies. Atkinson (1990) studies were on creating culture change, Reid & Hubbell (2005) study was on creating a performance culture, Vander Berg & Wilderom (2004) study was on defining, measuring, and comparing organizational cultures, and Gostic & Elton (2012) study was on how the best managers create a culture of belief and drive big results.

All authors showed that continuous improvement is viewed as affecting culture in an organization. Atkinson (1990) study found that culture change impacts organizational beliefs and engagement strategies. Reid & Hubbell (2005) studies found that culture was continuously strengthened achieving desired results. Van der Berg & Wilderom (2004)

study stated that there was an impact in measuring organizational culture. Gostic & Elton (2012) were to create a culture that works. A belief system had an impact on culture that needs should be strengthened continuously. A culture created must work consistently.

Performance outcomes created value systems. Gostic & Elton (2012) differs from others in that the outcomes bring ownership and a sense of direction to employees. Culture creates alignment with organizational value systems. There is a clear sense of direction and ownership. Employees reap the benefits of rewards and recognition when organizations reach intended outcomes.

There were similarities in that authors see culture and behaviours as an output. Reid & Hubbell (2005) outcomes of the study reward and recognize employees for the high performance carried out. Gostic & Elton (2012) finds that desired output will be trust, engagement and employees' creativity. The inputs drive burning platforms, customer focus, develop agility and establish clear accountability. Culture shift employees' behaviours and is viewed as organizational practices. People become creative, trusting and engaging with each other. Gostic 7 steps in creating culture have been useful in the evaluation of high-performance culture.

The authors had similarities in their activities on coaching and giving feedback. Van der Berg & Wilderom (2004) looked at external orientation and interdepartmental coordination as the key activities required for culture change. Reid & Hubbell (2005) focused on performance management, development systems, ongoing feedback and creating expectations. Gostic and Elton (2012) further looked at the mission, goals and individual expectations to achieve the outcome on defining a burning platform. Daily involvement and listening to the people are also key in partnering with talent. Culture change should focus on autonomy, building and shaping resilient culture, mentoring, creating expectations, and ongoing feedback. Continuous communication is equally important. Organizational mission and values should be clear and trends tracked to reflect on the outputs. Leaders should listen and monitor progress.

The input needed for culture change by the authors had similarities in leadership, human resources, and managerial commitment. Reid & Hubbell (2005) input focussed on

openness & trust, managing differences, and simplicity. They further looked at sensing and assessing the environment. Human resources, leadership, and managerial commitment are key inputs to creating culture. Some of the inputs suggested by Reid & Hubbell (2005) on openness & trust, simplicity & focus, and considering people strengths are important for consideration.

A further study of indicators, baseline values, target values, assumptions, and risks was conducted. The authors were not clear on these studies. The leadership team tracked the inputs, activities and outcomes. The assessment was conducted with the leadership team and direct reports. Performance outcome indicators were monitored daily with the use of Gr8 software displaying Pack to Melt (PTM) and daily Job Change Index (JCI). Performance contracts were signed with clear business goals and leadership may use the information for coaching and ongoing feedback. See attached table 2.1 below on performance outcomes and impact.

Table 2.1 Outcomes and impact.

		Indicators	**Baseline values**	**Target values**
Outcome	Values	Assessments	90%	98%
	Ownership	Assessments	90%	98%
	A clear sense of direction	Assessments	90%	98%
Impact	Evaluating performance culture reaching the desired result	Quantitative variable (PTM)	75%	81%
		Quantitative variable (JCI)	65%	71%

2.2 Research knowledge gap analysis

An interrogation of the knowledge gap analysis has been reviewed below by studying the articles written by Jans (1991); Obaji, Cross & Olaolu (2017) and Pascal & Nazim (2016) which was similar to the study being conducted. Jans (1991) studied organizational culture and organizational effectiveness. The study focused on organizational effectiveness relationship with the two dimensions of organizational culture. The dimensions of organizational culture stressed the prescription and description of private sectors organization that has been successful. The study also surveyed or tests several organizations in the public sector assessing the extent to which perceived the degree of bureaucracy and priorities are given to human resources

management in each organization. The organizations were associated with favourable perceptions of organizational effectiveness (Jans, 1991).

Obaji, Cross & Olaolu (2017) studied the impact of organizational culture and strategic management on organizational performance. Their research focused on the Impact of organizational culture and strategic management on organizational performance (Obaji et al., 2017). Lastly, Pascal & Nazim (2016) studied the effect of organizational culture on employees' performance at the Telecommunications Company in Singapore (SingTel). They identified that there was an impact on organizational culture on employees' performance at the SingTel Company. The organizational performance had an influence or impact on the organization's culture (Pascal & Nazim, 2016).

The aim and objective of this research study were to evaluate the performance management culture of a high-performance team. This has examined or evaluated the relationship between performance management culture and a high-performance team. There were similarities in the aims and objectives of the research study evaluating the relationship between organizational culture and organizational performance or effectiveness. The difference between the authors was that Obaji et al. (2017) further examine the relationship between strategic management and organizational performance. Jans (1991) studies focused on culture perceptions in both public and private sector organizations.

The theoretical framework that has been considered on management culture was on the work of Cameron & Quinn (2006) competing value framework. Gostic & Elton (2012) defined burning platform, creating a customer focus, developing agility, sharing everything, partnering with your talent, and establishing clear accountability. Prichard (2019) core elements of high-performance teams are vision, identity, values, results, effectiveness, fun, alignment, and trust. All authors had similarities by using organization management culture.

The differences between the authors were that Paschal & Nizam (2016) focused on organizational culture definition and Hofstede model of organizational culture. Obaji et al. (2017) focused on culture definition, organizational culture theories, strategic management theories, organizational culture & organizational performance, and

strategic management and organizational performance. Jans (1991) focused on organizational culture covering hierarchy & priority HRM, and organizational effectiveness which also looks at executive practice covering executive skills required.
The research conducted determined what culture is being practised by the organization. The organization needed to decide if it want to change the current culture after the findings of the current state. Quantitative data analysis on a 5-point Linkert scale was used. All authors had similarities in that they used a quantitative data research strategy. The authors differ in that (Obaji et al., 2017) and Pascal & Nizam (2016) have used Linkert rating scale of 1-5 while Jans (1991) has used 7 point scale.

The research design was on structured survey questionnaires. All authors in the literature review used structured questionnaires. Information collection instrument used was through a survey that a link was sent to email recipients that were selected for the study and printed copies of the survey for those not having an email. All authors used survey instruments during the review and there was no difference between them (Obaji et al., 2017); Pascal & Nizam, 2016); Jans, 1991).

The target population was all Consol Wadeville branch employees with the use of simple random sampling. Feedback needed to be received on all employees selected. Authors had their target population selecting companies. Their study was conducted on different companies in different countries. Jans (1991) conducted his research on both private and public companies in Australia using stratified random sampling. Obaji et al. (2017) studied Diamond Bank in Abuja using Raosoft sample size, and Pascal & Nizam (2016) has studied SingTel Telecommunication Company in Singapore using randomly distributed sampling.

Data or information collection process was accessed from email survey and printed manual copies. When respondents completed the survey, it was placed in the collection box placed at the canteen. Submitted forms were collected daily to be captured onto the system. The authors had received their survey from the agency. Paschal & Nizam (2016) used too many processes such as surveys, primary and secondary data, formal and informal interviews.

Data information processing was captured with the use of SPSS. Paschal & Nizam (2016) and Obaji et al. (2017) used SPSS in capturing and analyzing the data. Jans (1991) used excel documents to process the data while other authors used SPSS. Data analysis was done using descriptive statistics and regression analysis with SPSS. The Literature studied used descriptive statistics and regression analysis. Jans (1991) used excel graphs analysis and Man-Whitney U-test. Paschal & Nizam (2016) and Obaji, Cross & Olaolu (2017) have used descriptive statistics and regression analysis.

Key empirical results presented have tested the four hypothesis questions presented while the researcher seeks to evaluate the performance management culture through a high-performance team. The test conducted was to check whether there was a relationship between performance management culture and a high-performance team. This also looked at team behaviour influence on performance management culture, the burning platform having an impact on performance management culture, and determining what organization culture was being practised.

The results findings of the research studies were that a high-performance team had a positive impact on performance management culture. Pascal & Nizam (2016) findings were concluded in their study that organizational culture had a significant impact on employees' performance. Obaji, Cross & Olaolu (2017) has also found that the relationship between strategic management was positively and significantly related to organizational performance. Jans (1991) stated that priorities are given to human resource management. The effective agency has been classified as having a high priority given to human resources management.

The key research finding was on evaluating performance management culture aligning with a high-performance team. Obaji et al. (2017) has also found that the relationship between strategic management was positively and significantly related to organizational performance. Jans (1991) has stated that the current advocated human resources management practice in the public sector was significant.

The limitation of the study was that the researcher may not get enough sample size as senior leadership and direct reports were below 30 employees. Each author had different limitations. Pascal & Nazim (2016) did not provide limitations. Obaji et al.

(2017) stated that the current study adopted a cross-sectional design that does not allow causal inferences made from the population. Jans (1991) noted the limitations of measures used, that they were subjective to members of a number of each organization. The measure perceives effectiveness than determined effectiveness objectively.

2.3 Quantitative variables key to the research

2.3.1 Burning platform

The term was derived from an oil rig where a man was woken up by an explosion. A fire broke out and he ran to the edge of the platform. Seeing that there was still danger he jumped into Icey cold water in the sea and was saved by a boat.

To ensure the organization runs smoothly, it was important to identify key issues that were not helping the organization to run, which formed part of the burning platform. Leaders set clear direction or mission, goals, values, and individual expectations. Both authors had similarities in defining the organization's vision, goals, and strategy. The authors showed differences in that Gostic & Elton (2012) identified issues that people face separated from routines. These assisted employees in believing leaders with the vision and strategy. Denison, Hooijberg, Lane & Lief (2012) argued that a successful organization has clear sense of purpose and direction. They helped to define the goal and strategy of the organization and created the vision.

A clear mission should be set and employees should understand it. It should be made easy for people to understand and remember it all the time. It was noted that mission drives clarity of purpose and meaning. Gostic & Elton (2012) described mission and purpose driving clarity on why people do things. The leader must explain very clearly to the teams why they need to step up and re-focus. Denison et al. (2012) purpose was for the mission to provide purpose and meaning.

People must understand why they need to move from the burning platform. People need to see what the future holds for them and the company. Gostic & Elton (2012) focused on people moving from the burning platform. People need to understand why it is safe to move out from the burning platform. The mission must be kept simple and inspirational. Denison, Hooijberg, Lane, Lief (2012) argued that culture is the game as people create value, place, and organization.

The debate on mission is that it should be reasonably short for people to understand. It is key that leaders always remind people of the mission, value, and strategy. Leaders must not ignore things when there are challenges. Similarly, the debate is that people ignore challenges and forget. Gostic & Elton (2012) states that when missions are too long people forget. Denison et al. (2012) state that leaders ignore challenges and concentrate on other things that they see important.

It was important to use a survey in studying the mission, goals, and values. Both authors used a case study. Gostic & Elton (2012) data source was on vision, goals, and values. Denison et al. (2012) study were on vision, goals, and objectives. They also concentrate on other things that they saw important.

2.3.2 Developing Agility

Developing agility means helping employees deal with change. Agility is the flexibility to move quickly in anticipating change. Leaders anticipate change. Gostic & Elton (2012) states that Agility helps employees deal with change. McCann, Selsky & Lee (2009) states agility as moving quickly and decisively initiating and taking advantage of opportunities.

The purpose was that Leaders should attract talent and ensure they retain the best employees that will assist in adapting to turbulence coming their way. There were no similarities between the authors. Gostic & Elton (2012) purpose was to attract talent, develop and retain the best employees. McCann et al. (2009) focused on adapting to turbulence experienced.

The facts in developing agility should be promoted by being competitive using available structures. The structure needs to be aligned. Use outside partners having the skills to do the job. Gostic & Elton (2012) facts were to enrich the lives of customers. McCann et al. (2009) facts were on the company to build competitiveness, being agile and resilient. A company should use its structure in promoting agility and resilience.

Agility should be promoted by change management systems that will create openness to change. Outside partners who have the skill in dealing with change may be utilized. There were no similarities in debates. Gostic & Elton (2012) debate was to enrich the

lives of customers with the use of outside partners. McCann et al. (2009) debate were on change management practice creating openness to change and execution of strategy.
A survey was used towards agility. There were similarities in that survey was used. Gostic & Elton (2012) used secondary data. McCann et al. (2009) used workshops and AMA/HRI surveys.

2.3.3 Sharing everything

Leaders should ensure employees are aware of anything happening in the company through effective communication. There were similarities in employee trust. The difference between the authors is that Gostic & Elton (2012) described sharing everything as a generation of trust through transparent communication. Kujala, Lehtimaki & Pucetaite (2016) identified trust as a multidimensional construct and state of mind playing by the rules fairly.

The purpose of sharing everything was to build trust with organization employees. There were no similarities between the authors. Gostic & Elton (2012) focused on people looking unto their leaders' character. Kujala et al. (2016) argue that trust is important in all relationships and has ethical implications for management and the company.

The facts are on mistrust or distrust that is dangerous to the organization's culture. It is important to build a culture where employees trust each other. Similarly, distrust or mistrust and trust build a positive working atmosphere. Gostic & Elton (2012) facts were on lack of honesty on company direction and viewed unresponsive as un-caring. Sharing may also speed trust it can transform culture. Kujala et al. (2016) argued that all parties visible in power games and tensions within different groups express distrust.

The debates are that where there is no trust people perish. The organization cannot perform and have other realities. Gostic & Elton (2012) used a survey. Kujala et al. (2016) used an interview on trust and distrust. A survey is used on trust. There are no similarities in data sources between the authors. The authors had differences in that Gostic & Elton (2012) used a survey. Kujala et al. (2016) used an interview on trust and distrust.

2.3.4 Partnering with talent

Collaborating with talent is important in adding value to the organization. The organization must be retaining key skills and employees motivated to allow growth. Gostic & Elton (2012) state that management must create partners in the business and help create a feeling of connection and growth for employees. Cheese, Thomas & Criag (2008) states that talent is the combination of will and capacity in achieving organizational goals.

The purpose is for people to feel that they are in the right place. They need to be developed and have the right connection and be given the opportunity for growth. Leadership should build on employee skills. Gostic & Elton (2012) purpose was to make employees feel good in their job developing a sense of connection and growth. They also focus on developing employees' skills to accelerate their careers. Cheese et al. (2008) purpose was to build a talent-powered organization that will sustain skills needed to compete.

Employees may stay committed if treated right. Companies should ensure they are developed and given opportunities to lead or grow. The labour market has made it impossible to find the right talent with the right skill and culture. Gostic & Elton (2012) facts were that people treated like true partners stay committed and do not leave the company. Cheese et al. (2008) argued that shifts in the labour market have made it impossible or complex for the company to identify and access talent.

Employees felt engaged when given the right tools and capabilities. The company do not have trouble in finding the right talent as they keep and develop in the organization. Employees are engaged. Gostic & Elton (2012) states that if employees are equipped with the right tools and capabilities in securing their future in the organization will make them feel engaged and energized. Cheese et al. (2008) stated that leaders face a challenge in building an engaged productive and committed workforce for the company. It has become difficult to find and manage talent.

A survey was used on a data source. Similarities between the authors are that they used a survey. There were no differences between the authors Gostic & Elton (2012) & Cheese et al. (2008).

2.3.5 Establishing clear accountability

Clear accountability is the individual willingness to account for their actions and adherence to a set of rules put in place. There are similarities in clear rules. Gostic & Elton (2012) states that accountability requires clear rules in place agreed by all parties. Steets (2010) states that accountability is the relationship between principal and agent on proposed behaviour and willingness to accept responsibility.

Accountability should be clear and well-defined for employees to reach expected results. There are similarities in reaching expectations. Gostic & Elton (2012) purpose was to help employees feel satisfied with reaching the goals when accountability was instituted. They are to exceed expectations. They look for areas for improvement. Steets (2010) purpose was to clearly define and articulate expectations. Employee behaviours may be evaluated when expectations are clearly defined and operationalized.

Employees may be demoralized when treated unfairly and negative relationships may develop if they are measured on contradictory standards. Achievers may have a negative impact. Gostic & Elton (2012) facts were that high achievers are demoralized when treated the same. Steets (2010) facts are that people may have negative relationships if held accountable on contradictory standards. People may find it impossible to meet all expectations at once.

Managers should hold themselves accountable at all times and acknowledge failures. Managers should create transparency and monitor activities. Gostic & Elton (2012) debate was on the manager not holding themselves accountable and acknowledging his failure will result in employees developing sentiment. Steets (2010) debate was on organizations suffering from multiple accountability disorders, which undermine the overall accountability of the company. A survey was conducted on accountability. Both authors show similarities in a survey. There was no difference between the authors.

2.3.6 Identity

Identity is an organizational image formed by group members, which resembles who they are. There are similarities in individual identity. Erčulj (2009) is concerned with the essence of organizational identity. He defined individual identity with its context. Hofhuis, Van der Zee & Otten (2011) defined identity as individuals forming an image

of the group. The purpose of identity was to see how a team create an identity on itself and how it affects the team operations. There are no similarities between authors. The differences between the authors are Erčulj (2009) purpose was to see how identity is created, reproduced, and transformed. Hofhuis et al. (2011) purpose was to examine the effects of diversity climate on patterns of cultural and organizational identity.

Identity facts were to share common images. Team members would have a sense of security and give meaning to the environment. Erčulj (2009) facts were based on the concepts of sharing and incorporated in common images. Hofhuis et al. (2011) facts were experienced by the group's members, which provides a sense of security and helps to predict and give meaning to the social environment.

Identity is seen as a condition produced. Social identity plays role in meeting challenges and organization shaping climate. Erčulj (2009) states that identity was viewed as a new condition from where it was produced and reproduced. Hofhuis et al. (2011) examine social identity patterns playing a role in meeting the challenge and how organizations shape climate to facilitate the process.

A survey was used in the study on identity. Erčulj (2009) sources data through documentary and semi-structured interviews. Hofhuis et al. (2011) sources data through questionnaires on organizational identity.

2.3.7 Shared values

A shared value is a belief that an individual or group shares that have a meaning to them. Employees formed a social identity of belief. Dempsey (2015) defined shared value as the group of people who believe that certain things have value and they enter into a commitment to share values. Davis (2003) defined shared value as an enduring belief that conduct was personally or socially preferred. Values guide behaviours and help employees to form a social identity with meaning.

The purpose of shared value was to find meaning in the team. Did each member share this meaning or value? Dempsey (2015) purpose was for organization members to give each other reasons acting in line with the values. Davis (2003) purpose was on values and behaviours, which is referred to as artefacts of culture.

Shared values have an impact on performance. Employees focus on achieving the goals when they share similar values. They become motivated. Dempsey (2015) states that employees join other companies to gain benefits such as rewards and social benefits. Davis (2003) research revealed that companies gain strength from shared values. Employees make decisions supporting the values when they know what they stand for.

Organizational members are satisfied and attached to the organization. Clan culture would be formed. Dempsey (2015) addressed corporate culture as the intrinsic values shared by organization members, which underpin organizational goals. Davis (2003) found that clan culture has extended family orientations, which are shared values and goals, participation and a sense of togetherness. Individual satisfaction and attachment to the organization require task competency and a value system congruent with the central values of the organization.

Shared values data were sourced through a survey. There were no similarities between the authors. The differences between the authors are that Dempsey (2015) sourced data through the report. Davis (2003) sourced data through a survey.

2.4 High-performance organization

The high-performance organization framework is based on 290 academics and practitioners' publications literature reviews on high-performance organizations (De Waal et al., 2014). The authors identified elements that were essential in becoming a high-performance organization. Statistical analysis was used to determine five distinct high-performance organization factors (De Waal & Van Der Heijden, 2015). The factors are described below in detail.

1. Quality Management. Belief and trust in others and fair treatment are encouraged in high-performance companies. Managers behave with integrity; trustworthiness; show commitment, respect, decisive and action-oriented decision-making style. Management does hold people accountable for their results to maintain clear accountability for performance. Values and strategy are communicated through the organization making everyone aware and embracing organization features.

2. Openness and action orientations. High-performance organizations have an open culture in which management values the opinion of employees and involves them in important organizational processes. People are allowed to learn while making mistakes. Employees exchange knowledge and learn to develop new ideas to drive an organization's performance. Leaders experiment fostering receptivity to change within the company.

3. Long-term orientation. A high-performance organization extends partnerships with stakeholders ensuring long-term commitment with suppliers and customers forming a partnership. Vacancies are filled by high potential internal candidates, which encourage people to become leaders. High-performance organizations create a safe and secure workplace and lay off people only as a last resort when it is necessary.

4. Continuous improvement and renewal. A high-performance organization renews strategies to make them special. The organization improve, simplify and align processes continuously, and develop new product and service. It creates a source of competitive advantage responding to market changes. A high-performance organization manages core competency effectively and outsources non-core competency.

5. Quality workforce. A high-performance organization put together a diverse complementary management team and workforce with high work flexibility. The workforce has been trained for flexibility and is resilient. Employees' skills are developed to accomplish remarkable results. Employees are held accountable for their performance. The results are creativity which increases and leads to better results. The high-performance organization framework was built on the positive and direct relationship between organizational performance and identified high-performance organization factors (De Waal & Van Der Heijden, 2015).

2.5 Performance management analysis

The performance management analysis differentiates between behavioural and structural aspects of performance management. The structural aspect is the system architecture used for performance management in place. It determines critical success factors, key performance indicators and designs a balanced scorecard (Kaplan & Norton, 1996). The behavioural aspect is the organization's members using a performance management

system. The performance management analysis principle is that structural and behavioural are given the same attention establishing a performance-driven organization. Organization measures and report several things. They add no value if employees do not use the information in improving performance (De Waal & Van Der Heijden, 2015).

2.6 Framework for interpreting research findings

Performance management culture framework

The established frameworks interpreting the effectiveness of the organization culture in performance culture were studied using various authors such as Ashkanasy, Wilderom & Peterson (2004); Jeannette (2014) and Rashid, Sambasivan & Johari (2002).

Performance Management culture has potential effects or impacts on organizational performance. Companies find ways to identify themselves and how people should view them. The authors noted that performance culture had an impact on organizational performance, identifying the nature and type of corporate culture in an organization. Ashkanasy, Wilderom & Peterson (2004) noted that some methods were developed to assess, change and understand culture hoping for better performance. Jeannette (2014) studies found that artefacts are the visible physical manifestations of an organisation's culture. Rashid, Sambasivan & Johari (2002) studies found that culture had potential effects on organization success. Studies were conducted to identify the nature and type of culture in organizations.

Organizational leadership played a big role in developing performance management culture through transformational leaders. They set the standards on how people should behave in the organization. Management Culture had a significant impact on organizational performance. It was used to examine an organisation's uniqueness. Ashkanasy et al. (2004) found that culture is fostered by beliefs influencing organization performance. Researchers used culture as an instrument to manage an organization.

They also found that culture is associated with firm effectiveness. Jeannette (2014) stated that culture explains the complexities of an organization and allows people to examine organizational culture uniqueness. Rashid, Sambasivan & Johari (2002) states that corporate culture is belief and behaviour forming the core identity of a firm and

helping shape employee behaviour. It was also found that a high-performance team has an impact on performance management culture. Culture is also a pattern of symbols, beliefs, myths, and rituals that have been practised over time.

The competing value framework model was used to determine organizational effectiveness and its culture. Calciolaria et al. (2018) selected the Competing Value Framework because it is a quantitative approach characterized by a solid theoretical basis and allows organizations to exhibit a variety of cultures, rather than assuming culture as a monolithic concept. Liu et al. (2006) used the model developing approaches for the investigation of the relationships of organizational culture and organizational effectiveness.

Liu et al. (2006) developed competing value frameworks from resource factors and values in the context of organizational development over time. Calciolaria, Prenestinib & Lega (2018) developed the Competing Value Framework adopted in several studies that test the link between performance and organizational culture. Cameron & Quinn (2006) developed the Competing Values Framework to diagnose and facilitate change in organizational culture.

Cameron & Quinn (2006) Competing Values Framework was had a high degree of congruence with well-known and well-accepted categorical schemes that organize the way people think, their values and assumptions, and the ways they process information. Calciolaria et al. (2018) the Competing Values Frameworks defines four culture types, associated with different values and attitudes: clan, developmental, hierarchical, and rational.

Figure 2.4 Competing value framework model



Quinn and Cameron (2006)

Quinn and Cameron (2006) identified the four organizational culture types such as the Clan, Adhocracy, Market and Hierarchy which are explained in detail below. It is important to note that the quadrant's names are not selected randomly. They are derived from the scholarly literature explaining how over time, different organizational values have become associated with different forms of organizations.

Liu, Shuibo & Meiyung (2006) competing values frameworks had the clan culture which is the internal focus but wanting flexibility emphasizing loyalty and tradition where commitment is high. The leaders are considered mentors and even parent figures.

Clan-oriented cultures are family-like focusing on mentoring, nurturing and doing things together. Kusumadmo (2013) states that an organization with shared values, goals, unity, personality, participation and sense of belonging is of the Clan culture type. It is characterized by teamwork, employee engagement programs and corporate commitment to employees. Liu, Shuibo & Meiyung (2006) described the Clan culture as an internal focus wanting flexibility. It emphasizes loyalty and tradition where commitment is high. Leaders are considered mentors and even parent figures. Cameron and Quinn (2006) called a clan due to the similarity to a family-type organization.

Shared values & goals, cohesion, participativeness, individuality and sense of wellness permeated clan-type firms. They seemed like extended families than economic entities. The basic assumptions in a clan culture are that the environment may be managed through teamwork and employee development, customers are best thought of as partners, the organization is in the business of developing a humane work environment and the major task of management is to empower employees and facilitate their participation, commitment and loyalty.

Adhocracy-oriented cultures are dynamic and entrepreneurial focusing on risk-taking, innovation and doing things first. Kusumadmo (2013) assumption is innovation and pioneering initiatives that lead to the success of an organization especially developing new products and services in preparation for the changes in the future. Liu, Shuibo & Meiyung (2006) defined Adhocracy oriented cultures as an open system towards adaptation, expansion, external positioning, flexibility and individuality. Cameron & Quinn (2006) defined adhocracy-oriented cultures as an organizational form that is

responsive to the hyper turbulent and ever-accelerating conditions that increasingly typify the organizational world of the twenty-first century. Innovation and pioneering initiatives lead to success. Organizations develop new products and services preparing for the future and management fosters entrepreneurship, activity and creativity on the cutting edge. It has been noted that adaptation and innovation lead to a new resource and profitability. Adhocracy entails that something is specialized, temporary, and dynamic. The main goal of adhocracy was to be adaptable; flexible and creative in areas where there is uncertainty; ambiguity and information overload are more typical.

Market-oriented cultures are results-oriented focus on competition, achievement and getting the job done. Kusumadmo (2013) explains the term market that it does not imply the marketing function or customer in a particular market. Liu, Shuibo & Meiyung (2006) defined the market culture as depicting an organization focusing on an external position with a need for stability and control. It is a results-oriented organization, which concerned with getting the job done. People are competitive and goal-oriented. Leaders are the drivers, producers and competitors. The long-term focus is on competitive actions and the achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Cameron & Quinn (2006) looked at new designs referring to the market type of an organization.

The term market is closely associated with marketing functions or consumers in the marketplace. It means that an organization functions as a market. Market orientation is toward the external environment. Market focus on business with an external constituency for example customers, suppliers, contractors, unions and regulators. The major focus of markets is to conduct transactions with other constituencies in creating a competitive advantage. Profitability, bottom-line results, strength in market niches, stretch targets and secure customer bases are primary objectives of the organization. Not surprisingly, the core values that dominate market-type organizations are competitiveness and productivity. Competitiveness and productivity in market organizations are achieved through a strong emphasis on external positioning and control.

Hierarchy-oriented cultures are structured and controlled focusing on efficiency, stability and doing things right. Kusumadmo (2013) described the cultural hierarchy

characterized by clearly defined decision-making authority, regulatory, procedural standards, controls and accountability mechanisms that are valued as the key to success, standardized formalization and clear working structure including work procedures controlling all members of the organization. Liu, Shuibo & Meiyung (2006) defined hierarchy culture as a formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers. Formal rules and policies hold the organization together.

The long-term concern is on stability and performance with efficient and smooth operations. Success is defined in terms of dependable delivery smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability. Cameron & Quinn (2006) described organizational culture compatible with this form as characterized by formalized and structured place to work. Procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability and efficiency.

2.7 Summary and conclusion

2.7.1 Summary of literature reviewed

A high-performance team affects an organization performance management culture. Companies defined how people should view the organization through corporate culture. A company utilizes artefacts that are visible or visually displayed as the manifestation of organizational culture. Culture has potential effects on organizational success by previous studies conducted by Rashid, Sambasivan & Johari (2002). Organization leaders played a huge role in the development of performance culture through transformational leaders.

The leaders set standards and rules on how people behave in the organization. Culture is fostered by beliefs influencing organizational performance. People examine organizational uniqueness. Corporate culture is the beliefs and behaviours that form the core identity of the firm and help to shape employees' behaviours. Culture is also a pattern of symbols, beliefs, myths, and rituals that had been practised over the years.

Organizations set values and assumptions as to the way they do things in the company. Performance culture is the beliefs, values and shared meanings in an organization achieving expectations. The culture was also described as a toolkit of symbols, stories, rituals and worldview. People use different configurations to solve all problems. Members interact engaging in collective activities. It also affects how members feel and behave in an organization.

It shapes people's behavioural responses to the required performance information. Culture is the force that unifies providing meaning and directions. An employee knew how to behave on the company premises. Culture orientations have a direct positive impact on financial and non-financial performance. A company with the right culture leads others competitively in their industry. People need to adjust when they move from one organization to the other. Their performance is impacted. Bureaucratic and hierarchical have negative impacts on performance. It is difficult to make sense of visible manifestations of culture when one fails to understand its pattern interpreting artefacts correctly. Culture is hard to change. Some people view it as a source of resistance. A negative culture influences organizational performance negatively. It prevents the organization to adopt the required strategic change.

3 RESEARCH STRATEGY, DESIGN, PROCEDURE AND METHODS

In Section 1,2,3, the researcher has posed four questions that this research report intends to answer are; 'Does team behaviour have an influence on performance management culture?', 'Are the burning platforms defined and have an impact on performance management culture?', 'Is there a relationship or alignment between a high-performance team and performance management culture?', 'What organizational culture does Consol Glass Wadeville pursue?'. The researcher had literature reviewed and a conceptual framework developed as well as an interpretative framework guiding the researcher on the choice of technique that has been employed.

This chapter describes and identifies the research approach, designs as well as procedures, and methods that are used in this research in collecting, processing, and analyzing empirical evidence. The chapter has three objectives to identify and describe research strategy (Section 3.1), research design (Section 3.2) as well as procedure and methods (Section 3.3). The chapter has also described reliability and validity measures (Section 3.4) that the research applied to make it credible as well as the technical and administrative limitations of the choice researcher made (Section 3.5).

3.1 Research strategy

Research strategy is the plan on how the research was conducted, how data was collected, and how data was analyzed. The authors had their view on research strategy definitions. Saunders et al. (2007) defined research strategy as how researchers plan to carry out their work. Smith & Jackson (2012) defined research strategy as the process of collecting and interpreting data with clear objectives. Rahi (2017) defined a research strategy as a process to collect and interpret data with clear objectives. The research strategy or approach method consists of three methods such as quantitative strategy, qualitative strategy and mixed strategy, which is a combination of both qualitative research and quantitative research.

A quantitative research strategy was used in this study. The researcher preferred to work with numbers ensuring people selected for the study answered the same questions that would be analysed on statistics. The quantitative strategy aimed to quantify the variation

in the phenomenon emphasizing the measurement of variables and objectivity of the process. Kumar (2019) and Creswell (2017) had found that the quantitative research method examines variables. Kumar (2019) defined quantitative research as a philosophy of rationalism following a rigid, structured and predetermined set of procedures. It also quantifies the extent of variation in the phenomenon. Creswell (2017) defined quantitative research as the approach testing objective theories examining the relationship between variables. The variable is measured on instruments to analyze numbered data with the use of statistics.

Bryman (2012) defined quantitative research strategy as the quantification in the collection and analysis of data. Rahi (2017) further discussed the quantitative method as a scientific method, which its grounds may be identified in the positivist paradigm. This method focused on fresh data collection in accordance with the problem from a large population and analysis of the data but ignores an individual's emotions and feelings or environmental context (Rahi, 2017). It is a deductive approach in relation to testing of theory and research incorporating a scientific model of positivism. There is a view of social reality and objectivity (Bryman, 2012).

The quantitative approach emphasizes measuring the variables and objectivity of the processes. There was a belief that one needs to substantiate on large sample sizes. It gives importance to the validity and reliability of the finding. It communicates findings using analytical and aggregate statistics that draw the conclusion and inferences generalized (Kumar, 2019). The Researcher compared two or more groups of independent variables that have taken place. The researcher also used correlation statistics to describe and measure the degree of freedom between two or more variables (Creswell, 2017). The above characteristics of quantitative research strategy or method offered numerous benefits in testing the theory hence it is used in this study. In addition, this strategy has been used effectively in the previous researches that have investigated the same event to this study outlined below.

The number of authors has used various research methods to investigate or evaluate performance management culture through a high-performance team, which is similar to the proposed study. Paschal & Nizam (2016) studied the effects of organizational culture on employee performance in the case of Singapore Telecommunication. The aim

of the study was on measuring and identify how organizational culture impacts employee performance. They investigated how cultures can affect employees' performance. How organization culture was utilized maximizing employees' performance. Culture had an impact on employees towards organizational performance (Paschal & Nizam, 2016).

The author used a survey questionnaire in their study and have made it easier to measure variables. Descriptive statistics were also used to measure correlation and regression analysis. That is the main reason they chose the quantitative research strategy study. The study is helpful in that the researcher has generated data using survey questionnaires. Data was tested for its validity and reliability. Jans (2008) conducted a study on organizational culture and organizational effectiveness. The aim of the study examined organizations in the public sector assessing the extent to which they perceive a degree of bureaucracy and their priorities given to human resources management in each of the organizations. They were associated with a favourable perception of organization effectiveness (Jans, 1991). Jans (1991) used a survey questionnaire from secondary data.

Given the fact that the study has been evaluating performance management culture through a high-performance team. A quantitative study was used for this research as it has a benefit in identifying the significance of the variables. This study has also used a quantitative strategy by adopting some of the measures from previous studies and creating new measures that have been proven valid and reliable. The study used descriptive statistics to analyse correlations and regressions. A survey questionnaire was used as it is the best method to get the respondents to answer the same question. This study was able to determine whether causal inferences can be made among variables of interest with the use of quantitative measurements. The researcher was able to gather information from many individuals so there was the ability to make generalizations.

3.2 Research design

Research design is the plan that the researcher wishes to use to collect and analyze data responding to research questions. The authors had similarities in that a research design is a plan and procedure for collecting and analyzing the data. The research design choice reflected decisions on priority having a range of dimensions on research processes. It

expresses a causal connection between variables. It generalizes large groups of individuals than those that are part of the investigation while they understand behaviour and meaning of the behaviour in a social context.

Kumar (2019) defined research design as the plan adopted by the researcher answering questions that are valid, objective and accurate. It also responds to questions determining the path the researcher wishes to take. Creswell (2017) defined research design as the plan and procedure of the research from assumptions to detailed data collection, analysis and interpretation. Bryman & Bell (2015) defined research design as the collection and analysis of data. Bryman (2012) defined research design as a framework for collecting and analyzing data. The research design choices are reflected by the decisions of priorities that have a range of dimensions of research processes. The research design consists of five different generic research designs namely cross-sectional, longitudinal, case study, comparative, and experimental.

This study has used a case study research design. The study allowed asking all relevant questions in detail. A case study design is a detailed study of a group or person. It also includes data brought by the individuals using multiple sources. It also provides an accurate and complete description of the person. A case study is a detailed analysis or in-depth study of a person or organization. Bryman & Bell (2015) defined case study design as a detailed and intensive analysis of a single case. It is also concerned with the complexity and nature of the case in question.

Bryman, Bell, Hirschsohn, Dos Santos & Du Toit (2014) defined case study design as an in-depth study of one or more individuals. Marczyk, DeMatteo & Festinger (2005) defined case study design as the in-depth examination of a single person or group. The goal provides an accurate and complete description of the case. McNabb (2017) defined a case study as the in-depth collections and presentations of detailed information about the organization. Multiple sources of information may be used. Bryan (2012) definition of a case study is that it is detailed and intensive in the analysis of a single case. Case study research is focused on the complexity and nature of the case in question. Rahi (2017) described the case study method as a written description of the problem or situation. It focuses on a particular issue.

The case can be on a single organization, single location, a person and a single event. A case is associated with a case study with geographical location. Case study frequently employs both quantitative and qualitative research. The case as an object provides clarification by the researcher's point of interest (Bryan, 2012). Paschal & Nizam (2016) study was conducted on the effects of organizational culture on employees' performance. The main aim of the study was to measure and identify organizational culture how it affects employee performance. The author did not specify the type of research design used. Qawasmeh, Darqal & Qawasmeh (2013) study the role of organizational culture to achieve organizational excellence at Jadara University. The aim of the study determined the role of organizational culture in achieving organizational excellence. Qawasmeh et al. (2013) described a case study as a representation of methodology located in analyzing the advantages of culture focusing on understanding the institutions. They used a case study research design. Their rationale was that a case study method is the best environment to know an organizational culture. They adopted the work of Leithwood & Musella (1991).

Murphy, Cooke & Lopez (2013) study was on organization culture and performance intensity's effect and limit. Their research aims and objectives were to clarify distinct aspects of firm culture, delineate its effects on performance outcomes, and examine culture intensity on theoretic grounds with attention to its effects and limits. A case study was used in the research. The research study utilized questionnaires collecting information or data from the university`s staff and academics. The rationale for using the design was that the authors had an interest in analyzing the advantages of a culture focusing to understand the institution.

The reliability of measurement was evaluated using Cronbach alpha coefficients and was consistently valid and reliable. The authors had the interest to determine the relationship between the variables. Organizational culture was measured as an independent variable. The dependent variables tested were on organizational excellence which had four dimensions such as management, employees, structure and strategy excellence.

The research study was on evaluating performance management culture through a high-performance team at Consol Glass. This research has used the case study method. The study was conducted at Consol Glass Wadeville division. The evaluation was conducted

on all employees. The study was evaluated using the questionnaires and some were adopted from the previous study as they relate or there are similarities in the case being studied. The researcher has tested checking the data for validity and reliability using Cronbach alpha coefficients. The researcher has conducted the test on variables on whether performance management culture had an impact on the high-performance team. All the dependent variables such as burning platform, developing agility, sharing everything, partnering with talent, establishing clear accountability, identity, and shared values were tested to check their impact or effectiveness.

3.3 Research procedure and methods

This section documents the actual procedure and the methods employed in this research to collect, collate, process, and analyze empirical evidence. Broadly, the researcher detailed the data and information collection instruments (Section 3.3.1), the target population and sampling of respondents (Section 3.3.2), the ethical considerations during the research process (Section 3.3.3), data and information collection process and storage (Section 3.3.4), data and information processing and analysis (Section 3.3.5) as well as the background description of the respondents who provided empirical evidence for this research study (Section 3.3.6).

3.3.1 Research data and information collection instrument(s)

Research instruments are simply devices used to obtain information relevant to the research. There are quite many alternatives, which can be chosen. Data collection methods focus on both secondary and primary techniques for data collections focusing on both qualitative and quantitative data. Data collection instrument also refers to tests, questionnaires, interviews, schedules, and survey plans. McNabb (2017), Bryman, Bell, Hirschsohn, Dos Santos & Du Toit (2014) and Kumar (2019) had similarities defining data collection instruments as the tool used for tests, questionnaires, interview schedules, and survey plans. Data collection instruments can be collected through observation and interviews (Bryman, 2012).

The data collection method was primary in nature as the researcher seeks to find the answer directly from Consol Glass employees. The research study used a self-completion questionnaire. A self-completion questionnaire is also referred to as a self-administered questionnaire. Respondents answered the questions themselves by

answering the questionnaire. Self-completion questionnaire advantages are cheaper and quicker to administer, and interviewer effects are absent (Bryman, 2012). Kumar (2019) defined a questionnaire as a written list of questions and answers recorded by the respondent. Respondents read and interpret the question on what is expected and respond to the question written down. Gregory (2010) described self-completion questionnaires as cheap to contact a large number of people in the geographic area. People difficult to contact could be easily reached and it gives people time to consider their answers carefully before they respond.

The research has been conducted at Consol Glass Wadeville. Most of the employees do not have access to the internet and desktops. Given the advantages of a self-completion questionnaire, it has been used in this study. The advantage was that respondents answer the same questions designed. The questionnaires were emailed to respondents and hard copies were printed for the respondents not having access to emails. The respondents were given two weeks to complete and return the questionnaire at the canteen dropping it in the box provided. This gave respondents enough time to reflect on the questions and their responses.

Research data collection instrument – structure

Research data collection varies in its collection methods or structure. Researchers should decide on a structure before data is collected. This will help with understanding which research instrument should be used during research. Rahi (2015) stated that instruments used in the research must be predefined. Bryman (2012) described quantitative research as highly structured, a researcher will be able to evaluate the concept and focus on the study. Qualitative research is less structured (Bryman, 2012). Bryman (2012) described three structures of data collections namely unstructured, semi-structured and fully structured.

The research study used a fully structured data collection instrument. Bryan (2012) described a structured interview as a standardized interview that requires the administration of an interview schedule by the interviewer. The interviewees should be given the same context of questions. This means that all respondents would have received the same interview stimulus as any other. The interviewing style will ensure that

interviewees' responses are aggregated. It can be achieved reliably when the responses are identical cues (Bryman, 2012).

Kumar (2019) described a structured interview when the researcher asks a pre-determined set of questions using the same wording and order of questions as specified in the interview schedule. Kumar (2019) further defined an interview schedule as written questions in a list open-ended, closed, and pre-tested thoroughly for standardized wording, meaning and interpretations. Anything that forms part of the interview is fixed and pre-determined and does not permit any deviations (Kumar, 2019). The advantages of the structured interview are that it provides uniform information assuring comparability of data. Structured interviewing requires fewer interviewing skills than unstructured interviewing (Kumar, 2019).

Due to the advantages and characteristics of a fully structured data collection instrument was used in the study. A structured questionnaire was developed for this study as shown in appendix 1.1 page 156. Respondents were given the same set of questionnaires to answer for the study using a 5-point Linkert scale. The questions were pre-determined using the same wording and the respondent's answers were aggregated.

Prior research that has investigated similar studies to this research has effectively utilized a structured self-completion questionnaire. Paschal & Nizam (2016) have studied the effects of organizational culture on employees' performance in the case of Singapore telecommunication. They have used a fully structured self-completion questionnaire gathering standardized quantitative data from their high number of respondents. The technique has offered advantages in the ability to gather information on numerous dimensions of interests and maintain consistency and quality. This was beneficial to this study.

In addition, the study conducted by Qawasmeh, Darqal & Qawasmeh (2013) case study on the role of organizational culture to achieve organizational excellence at Jadara University. The authors also used a fully structured self-completion questionnaire to gather quantitative data from university staff. The benefit of this research was shared with this study.

A fully structured self-completion questionnaire was developed and used for the quantitative data collection as shown in appendix 1.1 page 156.

Research instrument – the source of questions

The research instrument consists of nine sections namely screening questions, burning platform questions, developing agility questions, sharing everything questions, partnering with talent questions, establishing accountability questions, identity questions, shared values questions, and demographic questions and outlined below. Questions from previous studies were selected as they relate to this study. A five-point Linkert scale was used for questions measuring the predictor and outcome variables from a scale of 1 to 5. Scales 1 represent strongly disagree, scale 3 represents moderate and scale 5 represents strongly agree. The questionnaire took approximately 10min. please see Appendix 1.1 for the proposed questionnaires.

The research questionnaire was composed of a total of 27 research questions of which nine were on organization culture, ten on leadership and eight on organization performance. This was evaluated using a Linkert scale as mentioned above. There were also seven questions on the demographics of the employees or respondents. This was used to know or understand the respondents. It was helpful knowing that they are employees of the company and representing various departments with various skills. Some of the respondents took about 10min to complete the questionnaire and those with language problems took longer to complete.

Screening questionnaire

Seven questions have been asked to ensure that respondents qualify to participate in the research and they are over the age of 18years. The researcher trusted that the organization employs people above the age of 18 years; this was confirmed as well through the research questionnaires. The questionnaire checked if the respondent works or is an employee of Consol Glass. Employee work experience was also asked to check if the organization`s employees have solid work experience.

Demographic questions

The demographic variable was included in the survey providing descriptive respondents profiles such as age, gender, occupation, department, management level, work

experience, level of education, and employment status. The researcher did not pay much attention to these questionnaires as it was used to understand respondents taking part in the evaluation.

Organizational Culture questions

This section had nine questions of which some of the questions are adopted from previous research and the researcher designed some of the questionnaires. The questionnaires were selected from previous studies as there were similarities and relate with the current research studied.

Leadership Questions

This section had ten questions of which some adopted from previous research and others created by the researcher. The questionnaires were selected from previous studies as they relate to the current research studied.

Organizational Performance Questions

This section had eight research questions of which some adopted from previous research and others created by the researcher. The questionnaires were selected from previous studies as there were similarities and relate to the current research studied.

3.3.2 Research target population and selection of respondents

3.3.2.1 Research target population

The target population is the total population selected for the study from which the sample size is taken. Chawla & Sodhi (2011) and Rahi (2017) provided the same definition of the target population in that it is the total population in which the sample is drawn. Kumar (2019) described the target population as people you want to find out about collectively. Rahi (2017) defined the target population as people or items that the researcher wishes to understand. Bryman (2012) described the target population as it consists of cases that a sample is selected from.

The target population that has been selected in this study is employees working for the Consol Glass Wadeville division. The focus was on permanent staff working in various departments in leadership positions such as senior managers, union representatives, and

other ordinary staff employees. The division had 430 permanent employees of which 280 have been targeted for this research.

Table 3.3.2.1 Research Respondents target population

Participant Group	***Description***	***Grade***	***Sample size/No of participants***	***Actual respondents***
Managers	*Senior managers*	*Grade 4-6*	*16/13*	*14*
Firstline	*Firstline managers*	*Grade7*	*20/17*	*11*
Union	*Key stakeholders*	*Various*	*12/8*	*3*
General Employees	*Ordinary employees*	*Various*	*327/222*	*60*
Supervisors	*Foremen*	*Grade9*	*25/20*	*15*

Previous studies that have investigated similar phenomena to this research have used the target population that the researcher has committed to this study. Paschal & Nizam (2016) conducted research on organization culture having an impact on employees' performance at a telecommunication company in Singapore. The aim of the study was on measuring and identify organizational culture effects on employees' performance. The population for the study was SingTel mobile telecommunication employees located in Klang call centre in Malaysia. The researcher aimed to get high responses from senior staff and junior staff members. The researcher sent the survey to the employees of Consol Glass hoping to get high responses.

In a similar study conducted by Qawasmeh, Darqal & Qawasmeh (2013) case study on the role of organizational culture to achieve organizational excellence at Jadara University. The objective of the study was to determine the role of organizational culture to achieve organizational excellence. The target population was academic and administrative employees of Jadara University. The aim was to get high response for the sample size. It was unfortunate that they only received 35% of responses from the targeted population.

This research study was similar in that the researcher sent the survey to the target population of Consol Wadeville hoping to have high responses from the respondents. The researcher has received 24.8% responses from the respondents.

Applying the target population to this study has benefited this research using the approach applied by the authors. The researcher has direct access to the whole population of Consol Glass Limited. The researcher was able to get permission to invite employees to participate in the research. The researcher has received a high response from managers and supervisors. Ordinary employees had a low response to the research at 13.9% of the total workforce contribution.

3.3.2.2 Sampling or selecting respondents from the target population

Sampling is the subset of the population in which the researcher wishes to study. Kumar (2019) defines sampling as the process of selecting a few respondents from a sampling population. Bryman, Bell, Hirschsohn, Dos Santos & Du Toit (2014) defined sampling as a study of a subset of the population. Bryman (2012) described the sample as the segment of the population selected for investigation. The selection method is based on the probability or non-probability approach (Bryman, 2012). In quantitative research, various sampling strategies have two types of sampling methods such as probability sampling and non-probability sampling.

The Random sampling technique includes samples that are not selected according to the principle of sampling probability. Kumar (2019) described non-probability sampling as sampling that does not follow a theory of probability in the choice of elements from the sampling population. The techniques are used when either the number of elements in a population is unknown or cannot be individually identified (Kumar, 2019). Rahi (2017) defined the non-probability sampling technique, as the sampling approach in which the chance or probability of each unit to be selected is not known or confirmed.

Bryman (2012) defined non-probability sampling as samples not selected in terms of the principle of probability sampling. Kumar (2019) further stated that in a situation where the selections of elements are dependent on other considerations, the non-probability sampling technique is used in both quantitative and qualitative research. There are three types of non-probability sampling techniques for quantitative research namely quota sampling, accidental sampling and convenience sampling. This study used accidental and convenience sampling.

Convenience sampling is guided primarily by the convenience of the researcher. This may be due to accessibility, known contacts, geographical proximity and ready approval for undertaking the study or being part of the group (Kumar, 2019). Rahi (2017) defined convenience sampling as a process of data collection from a population that is nearby and easily accessible to the researcher. Convenience sampling also allows researchers to complete interviews or get responses cost-effectively. Researchers might be criticized for selection bias because of the difference in the target population (Rahi, 2017). Bryman (2012) described convenience sampling as a sample available to the researcher by the virtue of its accessibility.

Accidental sampling is primarily selecting a place where researchers are likely to find potential respondents. Researchers also look for a place where it may be convenient or not convenient for them. When the person of interest comes through, researchers collect the data or required information until they have collected information from the specific number of respondents reaching saturation point (Kumar, 2019).

The research study used a random or non-probability sampling technique. The researcher has also used convenience sampling. This was due to accessibility, known contacts, geographical proximity and ready approval for undertaking the study within Consol Glass. The researcher conveniently had access to all employees within Consol Glass Wadeville branch. The researcher could easily meet employees during crew meetings, management meetings, and any other activities taking place in the plant including email access.

A prior study conducted by Qawasmeh et al. (2013) case study on the role of organizational culture to achieve organizational excellence at Jadara University was a typical example. The objective of the study was to determine the role of organizational culture to achieve organizational excellence. The student, assistant professor and lecture conducted the study. The researcher had access to the university community, which makes it easier to exercise accidental and convenience sampling.

Convenience sampling techniques have offered cost and time-saving in the study being conducted. A research questionnaire was sent to employees' emails. The employees not having access to emails had access to printed hard copies placed at the canteen. During

the second week when noticing that there was no response, research questionnaires were given to each employee in their work stations, meetings and offices for them to complete during their spare time.

Sample size

Rahi (2017) stated that the selection of the correct sample size is a challenge for researchers. Sample size should be considered carefully as statistical techniques are strongly affected by it. A more representative sample is likely to be achieved through bigger samples on quantitative research. The sample size tends to be a trade-off between time and cost constraints (Bryan, 2012). Kumar (2019) described sample size with an example as the number of students, families, or electors from whom the researchers obtain information.

A sample of 280 respondents was to be obtained for the research. The research was targeting 416 employees or respondents to obtain an ideal sample size of n=280 in case there are errors or incomplete questionnaires. The suggested sample size was sufficient to test the relationship between variables on the SPSS. A total of 166 recipients were sent an email and 250 hard copies were printed. SPSS was used for data analysis as discussed in Data processing and analysis (Section 3.3.5). SPSS is a statistical analysis program produced by IBM with many desirable features and widely used software in the social sciences.

3.3.3 Ethical considerations when collecting research data

Kumar (2019) defined ethics as moral values of professional conduct that are considered desirable for good professional practice. Bryman (2012) discussed four ethical principles in social research such as whether there was harm to participants; whether there was a lack of informed consent; whether there was an invasion of privacy and whether deception was involved.

As a full-time Master's student, the interest in this research was purely academic. There were no sponsors for this research study and do not stand to gain any commercial benefit through the research. Descriptions on how ethical considerations were adhered to in the study in terms of ethical issues stated by Bryman (2012) are described below:

Ethical issue: Deception

The researcher did not mislead participants during the research data collection and did not lie to the participants. The researcher did not withhold, manipulate or conceal information to obtain participation. Bryman (2012) described deception as when a researcher represents their work as something other than what it is. Deception is widespread. Researchers want to limit participants' understanding of what the research was all about so that they respond more naturally to the experimental treatment (Bryman, 2012). Bell & Bryman (2007) described the potential for deception through the research process either through lies or through misleading behaviour. Participants were told about what the research was all about and they made their own decision.

Disclosure

To counter this, the study provided the potential participants with information about the researcher and the aim of the study before the start of the survey as shown on the consent form attached with the questionnaire in appendix1.1 page 155. Following ethical considerations, the researcher had full disclosure whenever possible. Participants were given information about the researcher and the aim of the study.

Ethical issue: Harm

The participants were not harmed in any way during data collection. The participants were only completing the questionnaires rating the questions on a scale of 1 to 5 and answered demographic questionnaires. The questionnaires designed did not harm any of the participants. Harm includes several factors such as physical harm; loss of self-esteem; harm to participant's development; stress and inducing subjects to perform reprehensible acts (Bryman, 2012). Bell & Bryman (2007) described harm to participants as the potential to cause harm through the research process and the need to ensure physical and psychological wellbeing either of research participants, the researcher, or others.

The researcher ensured that there were minimal risks to participants. The likelihood and magnitude of possible harm were not greater than those imposed in their daily life or working in a stable society or routine educational or psychological tests. McNabb (2017) considered the rights and welfare of participants. The feature of the research program and project ensured that the rights and welfare of participants were respected.

Participants were not harmed during data collection. There was no risk to them at all during data collection.

Ethical committee clearance

The Wits Business School Faculty Academic Ethics Committee has reviewed the proposal and questionnaires granting ethical clearance before the research was conducted so that there was no harm to participants. The participants were made aware that should they feel that there are ethical issues, they may contact Wits Business School on the number provided on the permission letter to conduct research with the company. The Wits Business School Academic Ethics Committee has given clearance to conduct the research and data collection.

Ethical issue: Informed consent

Individual participants selected for the survey were informed that research is being conducted. Participants were also informed of the procedure they will be experiencing and of the risks and benefits reasonably to be expected. They were also informed of the purpose of the research; the anticipated use of the information; the names, addresses, and telephone numbers of the researcher and supervisor. The participants were made aware that they are free to ask questions and may refuse to participate at any time. They were also informed that they might withdraw later from the research. Participants were made aware that there is no sponsor of the research.

Participants' rights and interests were recognized in determining the proper uses of any information that they have provided if it is used in ways identifying them as the source. The survey was structured in such a way that no individual employee was identifiable during data analysis. They did not write their name or clock numbers on the questionnaire.

Employee's data may be released to new users for statistical analysis only with permission of the individual employee described by and originally generating the data. Employees have agreed on a consent form that the information they have provided may be used anonymously after this project has ended, for academic purposes by other researchers, subject to their own ethics clearance being obtained. The autonomy of individuals was respected.

Marczyk; DeMatteo & Festinger (2005) described in-formed consent as the principle for describing the research study to potential participants and providing them with an opportunity to make autonomous and informed decisions regarding whether to participate. For this reason, informed consent has been characterized as the cornerstone of human rights protections (Marczyk et al., 2005). Kumar (2019) described informed consent as making respondents adequately and accurately aware of the type of information needed from them, why it is needed, what purpose it will be used and their expectation to participate in the study. Sibinga (2018) illustrated informed consent as a requirement of the professional bodies and universities by country law and constitutions to make provisions for obligations relating to obtaining informed consent when research will be conducted with human respondents.

The research was explained to the respondents and asked to sign a letter of informed consent indicating their full understanding of the nature of the research and consent that they have given to participate. Participants were informed of the research that was being conducted, the aims of the research, the researcher conducting the research as well as his supervisor. Participants completed the consent form taking part in the research and were informed they can pull out at any time should they wish to do so. Those that were not willing to participate in the research have chosen not to complete the questionnaires or return them.

Voluntary participation

Respondents were made aware of the research details as per disclosure. Participation in the study was voluntary. Informed consent was on the front page of the survey. Participants' rights to participate are also safeguarded by the South African Constitution, international, national law and codes of conduct of scientific communities. Hogan (2008) described voluntary participation in research denoting that participants are free to exercise their will in determining whether to participate or not to participate in a research action (Thakhathi, Mutangabende & Ncube, 2014).

An informed consent form was attached in front of the research questionnaires survey for the respondents to complete. Respondents have completed the consent form and put their signature. Some of the respondents have written anonymous on the form.

Ethical issues: Invasion of privacy

The research conducted did not invade employees' privacy. Bell & Bryman (2007) described the invasion of privacy as the need to protect the privacy of research subjects or avoid invasions of privacy. Bryman (2012) described the invasion of privacy as an ethical concern relating to the issue of the degree to which invasions of privacy may be condoned. The right to privacy is a tenet that many of us hold dear and transgressions of that right in the name of research are not regarded as acceptable. It is very much linked to the notion of informed consent, because, to the degree that informed consent is given based on a detailed understanding of what the research participant's involvement is likely to entail, he or she in a sense acknowledges that the right to privacy has been surrendered for that limited domain. There was no invasion of privacy during data collection. Participants were treated with respect.

Anonymity and Confidentiality

Respondents were not required to provide sensitive information concerning demographics. The study ensured that there was confidentiality as per the consent form in the questionnaire shown in appendix 1.1. Respondents weren`t required to provide their names, they were not identifiable in the research. Participants were protected. The condition under which information was used was made private or confidential. The information is free from public disclosure unless participants give consent to do so. Anonymity refers to a situation whereby the researcher cannot link the information that a participant gave to that precise research participant. Research participants were not in-pointed or linked with their answers. Bell & Bryman (2007) described anonymity as the protection of individuals or organizations. Bell & Bryman (2007) described confidentiality as the requirement to ensure confidentiality of research data whether relating to individuals, groups, or organizations.

The response from the participant was treated with confidentiality. Participants' names were not shared with anyone and their responses were not linked with the individual respondent. The research questionnaires did not collect sensitive information on participants' demographics.

Securing the data

Data was stored securely at a work server, password protected on a personal T:/drive. Individual employees and anyone outside Consol Glass will not have access to the drive, as it is user protected with login. The document stored also has a password. Manual data completed is kept in a locked cabinet in the researcher's office. Data was concealed and encrypted to ensure data confidentiality. Manual questionnaires were signed to ensure data integrity and authenticity. Access to data was controlled by the researcher with an access control system. Should there be a break-in into the office, confidentiality cannot be guaranteed. Employees or anyone outside work will not be given access or permission to view or use the data unless the participants grant permission to do so.

Research questionnaires are stored and locked in the cabinet. Data compiled on an excel document has been created with password limiting access to other users and saved on personal T:/drive.

3.3.4 Research data and information collection process

Data collection is the collection of data using instruments such as questionnaires, interview schedules and in-depth interviews. The authors indicated some similarities in their definition in that data collection uses different methods for information gathering on both quantitative and qualitative methods. Kumar (2019) and McNabb (2017) defined data collection as the collection using different methods of gathering information through quantitative and qualitative methods.

Chawla & Sodhi (2011) stated that data collection includes both verbal and nonverbal responses. It also uses qualitative and quantitative research. Bryman (2012) stated that one could collect data using questionnaires or an interview schedule as well as in-depth interviews and focus groups. Bryman (2012) states that there are four various modes of data collection such as participant observation or ethnography, interviews (face-to-face, telephone, or internet-based), self-administered questionnaires (email, internet survey and postal survey) focus group discussion and documents.

A self-administered questionnaire was used in this study as the mode of data collection. The advancement of and increase use of digital technology, in particular for communication created a unique opportunity to be used for social research (Kumar,

2019). Kumar (2019) further states that there are three types of online surveys such as e-mail, websites and mobile phones. Their development process follows a normal questionnaire that can be retrieved through an internet link.

Paschal & Nizam (2016) studied the effects of organizational culture on employee's performance a case of Singapore telecommunication conducted a previous study that was similar to this study. The aim was on measuring and identify organizational culture effects on employee performance. The study used an online questionnaire. This was beneficial for this research study, as it used an online questionnaire. Another study conducted by Qawasmeh, Darqal & Qawasmeh (2013) case study on the role of organizational culture to achieve organizational excellence at Jadara University was a typical example. The objective of the study was to determine the role of organizational culture to achieve organizational excellence. They also used an online questionnaire for the study. This benefited this study as it used the same platform. The administrative efficiency of data collection online was efficient. The data collection method used required them to have basic knowledge of the use of the internet. This system reduces costs as people no longer use pen and paper.

Given the fact that this study focused on Consol Glass employees. Some of the respondents had challenges in accessing a link, as some have no access to desktops, laptops, smartphones, and the internet. Some of the employees are illiterate and do not know how to use the internet. An email survey would have favoured some of the employees and with few would have been left out which meant there was a need to print a few of the questionnaires to cater to every employee. Data was collected through an email to 166 recipients with questionnaires attached in appendix 1.1. Employees not having access to emails had 250 questionnaires printed out and placed at the canteen. Respondents were asked to complete and place it inside the locked box at the canteen. All hard copies were marked from W001 to W416 to identify if there was data captured incorrectly during analysis.

During the first week of data collection, only three surveys were received via emails and eight hard copies were placed in the box provided. The researcher started issuing hard copies to employees in the departments and request that they place them at the box provided at the canteen once completed during the second week. The researcher also

sent an email to respondents during the third week reminding them to complete the survey. By the end of week 4 of data collection, 92 completed surveys were placed in the box provided at the canteen. A total of 103 surveys were received from the respondents. The total number of responses received was used for the analysis of the research.

Data storage considerations

All completed surveys were captured and downloaded onto the drive where they are kept safe. The file was encrypted with password protected to secure raw data. All completed surveys are captured and saved on personal T:/drive with a password to limit people's access. Hard copies are kept in lockable cabinets in the researcher's office.

3.3.5 Research data and information processing and analysis

3.3.5.1 Research data and information processing

Data processing is the capturing of data using both quantitative and qualitative methods onto a system. It also prepares the data for the analysis by ensuring it is cleaned, coded, edited and entered onto SPSS for analysis. Bryman (2012) described data processing as quantitative data obtained from primary and secondary data. The data is processed with the use of SPSS tools and any other surveying methods. Straits (2005) defined data processing as the preparation of the survey research. This also checks for errors being made. While checking for errors the process checks data and makes them serviceable for the analysis by editing, coding, data entry, and cleaning (Straits, 2005).

Data Coding

Kumar (2019) defined data coding as the process in which numerical values are assigned to different categories of responses to a question done for the purposes to analyse them. Bryan (2012) described data coding as a crucial stage in the process of doing content analysis. There are two main elements to a content analysis coding scheme namely designing a coding schedule and designing a coding manual (Bryan, 2012).

This study has used an online survey and manual data collection. The data has been captured and coded using a five-point Likert scale from a scale of 1 to 5. Scale 5 means strongly agree, scale 3 meaning moderate and scale 1 means strongly disagree.

Data entry on a computer

Ruel, Wagner & Gillespie (2015) defined data entry as the processes where responses to questions are captured on the survey are transformed into variables in a statistical database. The survey is administered with pen and paper, data from completed questionnaires are entered manually into a data entry program (Ruel et al., 2015).

Hulley, Cummings, Browner, Grady & Newman (2011) defined a data entry system as a means to populate data tables. A transcription from paper forms requires double data entry ensuring confidentiality.

Research questionnaire data has been captured using Microsoft excel. This has been copied onto the SPSS program in preparation to check for errors and analysis.

Data cleaning

Chapman (2005) described data cleaning as an essential part of the information management chain mentioned in the associated document and principle of data quality. Error prevention is superior to error detection and cleaning as it is cheaper and more efficient to prevent errors. Data validation and correction may not be ignored even though the process of data entry is efficient, an error will still occur (Chapman, 2005). Chapman (2005) further defined data cleaning as a process used to determine incomplete or unreasonable data, inaccurate and improve data quality correcting detected errors and omissions. Wu, Yamal, Yaseen & Maroufy (2020) defined data cleaning as the process of detecting and fixing errors and inconsistencies in datasets to reduce heterogeneity and increase the quality of data.

Data captured on an excel spreadsheet was audited for typing errors and accuracy. Respondent's questionnaires of 50 were rechecked if the information was captured correctly. It was found that they were all captured correctly. Data were cleaned using the SPSS program checking for errors and missing data. Employee W045 only completed demographic questionnaires, so the information was deleted. Employee W087 is a casual employee, so the information provided was not considered for the analysis and was deleted. Descriptive statistics were used to check for errors and there were no typing errors detected by the SPSS. All responses were between 1 and 5 as per data

coding. Each questionnaire had missing data between 1 and 5 incidents. It was rechecked on manual forms and found to be the same.

3.3.5.2 Research data and information analysis

Data analysis is the use of statistical analysis tools to analyze data collected. Authors had similarities describing data analysis in that it is the analysis of data using statistical analysis tools. Chawla & Sodhi (2011) defined data analysis as the textual analysis on qualitative research and statistical testing of the data interpretation using quantitative research. Marczyk, DeMatteo & Festinger (2005) allows researchers to describe groups of individuals examining the relationship between different variables. Bryman (2012 stated a researcher utilizes several techniques of data analysis in quantitative research condensing volume collected data. It tests the association between variables and creates ways to present analysis.

Regression analysis was conducted in this study to test for the relationship and hypothesis between variables. Marczyk et al. (2005) defined linear regression as a method of estimation or prediction of value on dependent variable given the values of one or more independent variables. Just like correlations, statistical regression examines the association or relationship between variables. The main purpose of regression is prediction. There are two types of regression analysis namely simple regression and multiple regressions (Marczyk et al., 2005).

A prior study conducted by Paschal & Nizam (2016) was on the effects of organizational culture on employees' performance in the case of Singapore telecommunication. The aim and objectives of the research were on measuring and identifying organizational culture effects on employee performance. The researcher performed regression analysis in the study forecasting the effects of organizational culture on employee performance. Employees performance was used as a dependent variable.

Quantitative research using regression analysis was used in this study. This was beneficial to test the hypothesis and significance of the variables. This has helped identify where the problem was. After data cleaning, the data were checked for

reliability. Reliability of data was checked for individual groups such as organizational culture, leadership, and organizational performance as shown below.

Cronbach's alpha was used to measure internal consistency, on how closely related a set of items are as a group. It was used to measure the reliability of a scale. Note that a reliability coefficient of 0.70 or higher is considered acceptable in most social science research situations. Where a researcher finds a reliability coefficient above 0.70 it was accepted that the data is good and reliable for use.

Table 3.3.5.2.1 Data reliability organizational culture

Statistics									
		OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9
N	Valid	100	101	100	98	101	100	97	99	96
	Missing	1	0	1	3	0	1	4	2	5
Mean		4.38	3.83	3.52	3.73	3.26	4.11	3.52	3.31	3.96
Std. Deviation		.616	1.030	1.114	1.127	1.155	1.034	1.128	1.242	.962
Variance		.379	1.061	1.242	1.269	1.333	1.069	1.273	1.544	.925
Kurtosis		-.630	.705	-.470	.212	-.370	2.370	.152	-.494	2.809
Std. Error of Kurtosis		.478	.476	.478	.483	.476	.478	.485	.481	.488
Minimum		3	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5
Percentiles	5	3.00	2.00	1.05	1.00	1.00	1.05	1.00	1.00	1.00

Table 3.3.5.2.2 Data reliability statistics of organizational culture

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.842	.833	9

Organizational culture data was good and reliable achieving Cronbach`s Alpha of 0.842.

Table 3.3.5.2.3 Data reliability of Leadership

Statistics										
		L10	L11	L12	L13	L14	L15	L16	L17	L18	L19
N	Valid	99	99	99	99	97	99	99	100	100	98
	Missing	2	2	2	2	4	2	2	1	1	3
Mean		3.18	3.19	3.22	3.66	4.01	3.43	3.62	3.38	3.12	3.54
Std. Deviation		1.155	1.209	1.314	1.022	1.005	1.263	1.095	1.179	1.217	1.067
Variance		1.334	1.463	1.726	1.044	1.010	1.595	1.198	1.389	1.480	1.137
Kurtosis		-.674	-.762	-1.010	1.206	2.322	-.579	.729	-.490	-.778	.560
Std. Error of Kurtosis		.481	.481	.481	.481	.485	.481	.481	.478	.478	.483
Minimum		1	1	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5	5
Percentiles	5	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Table 3.3.5.2.4 Data reliability statistics of Leadership

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.944	10

Leadership data was good and reliable achieving Cronbach`s Alpha of 0.945.

Table 3.3.5.2.5 Data reliability of organizational performance

Statistics									
		OP20	OP21	OP22	OP23	OP24	OP25	OP26	OP27
N	Valid	100	96	101	101	98	99	100	100
	Missing	1	5	0	0	3	2	1	1
Mean		3.73	3.67	3.75	3.60	3.23	3.00	3.23	2.98
Std. Deviation		.962	1.063	.921	.960	.972	1.195	1.145	1.247
Variance		.926	1.130	.848	.922	.944	1.429	1.310	1.555
Kurtosis		1.021	.508	2.192	.892	.203	-.947	-.492	-.990
Std. Error of Kurtosis		.478	.488	.476	.476	.483	.481	.478	.478
Minimum		1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5
Percentiles	5	2.00	1.00	1.10	1.10	1.00	1.00	1.00	1.00

Table 3.3.5.2.6 Data reliability statistics of organizational performance

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.907	8

Organizational performance data was good and reliable achieving Cronbach`s Alpha of 0.903.

3.3.6 Description of the research respondents

Marczyk, DeMatteo & Festinger (2005) described respondents or participants as a source of artefact and bias stemming from a variety of factors related to the unique motives, attitudes, and behaviours that participants bring to any research study. Kumar (2019) described respondents as the entire group of people such as facilities, clients, residence and people belonging to an organization.

The most important characteristics that were used and authenticated, the research respondents consists of three screening questionnaires. Respondents to this research were employees of Consol Glass Limited Wadeville division. Respondents' age was checked. Respondents' employment status whether they are permanent employees was also checked. Please refer to the target population (section 3.3.2) for a detailed description of the research respondent. Descriptive statistics were conducted on demographics in table 3.3.4 demographic descriptive statistics.

It is noted that the division was male-dominated as seen on gender. Male was coded as 1; female coded as 2 and other gender coded as 3. The male respondent's contribution to the research was 90.1%, female at 9.9%, and no record of the other gender. All respondents who completed the survey were over the age of 18 years. Most employees possess certificates and national diplomas which makes about 56.4% contributed to the research. Only four respondents did not indicate their educational qualification and 4 respondents did not have matric. Respondents with matric were about 35.6%. Eighty percent of the respondents who contributed to the research had more than five years of work experience. Management and supervision contributed 49% of the research.

Respondents with less than six years' experience had a 19.8% contribution to the research.

Table 3.3.6 Demographic descriptive statistics

Statistics								
		Gender	Age	Education	Experience	Employment Status	Role	Department
N	Valid	101	101	97	100	99	96	100
	Missing	0	0	4	1	2	5	1
Mean		1.10	2.93	2.71	3.91	1.08	3.98	5.02
Median		1.00	3.00	3.00	4.00	1.00	5.00	4.00
Std. Deviation		.300	.897	.829	1.706	.274	1.314	3.750
Skewness		2.726	.307	.475	.479	3.124	-.729	1.399
Std. Error of Skewness		.240	.240	.245	.241	.243	.246	.241
Minimum		1	1	1	1	1	1	1
Maximum		2	5	5	8	2	6	16
Percentiles	100	2.00	5.00	5.00	8.00	2.00	6.00	16.00

3.4 Research strengthens—reliability and validity measures applied

Research validity and reliability is the reliability of data and validity from a measuring instrument. Kumar (2019) stated that the validity and reliability of information vary from one source to another. Information obtained from a census is more valid and reliable than the one obtained from personal diaries. Leedy & Ormrod (2010) defined validity and reliability as an influence of the measurement instrument to the extent to which researcher learns something concerning the phenomenon we are studying. This also talks to the probability that the researcher gets statistical significance in the data analysis and draws meaningful conclusions from the data.

In the proposed study, it was important to note that independent variables and dependent variables consist of scales adopted from previous studies. The reliability and validity have been established in the research. In this study, the researcher applied the same method used by other authors.

Reliability

Reliability is the repeatability of the study giving the same results when tested several times. Bryman (2015) and Bryman, Bell, Hirschsohn, Dos Santos & Du Toit (2014) described reliability as concerned with the study or results repeatable. Chawla & Sodhi

(2011) described reliability as concerned with consistency, accuracy, and predictability of the scale. It refers to the extent to which a measurement process is free from random errors. This study ensured that the data taken is reliable and gives the same results when repeated several times.

Validity

Validity produces valid conclusions. Kumar (2019) defined Validity as the degree to which the researcher measured what he has set out to measure. Marczyk, DeMatteo & Festinger (2005) described validity as an important term in research that refers to the conceptual and scientific soundness of a research study. Bryman (2012) mentioned that validity is concerned with the integrity of conclusions generated from the research.

A prior study by Qawasmeh, Darqal & Qawasmeh (2013) case study on the role of organizational culture to achieve organizational excellence at Jadara University was a typical example. The objective of the study was to determine the role of organizational culture to achieve organizational excellence. The author's measurements reliability was evaluated using Cronbach`s alpha coefficients. The scale of all measurements produced internally consistent results. The measurements were appropriate for further analysis as they were accepted on validity and reliability in the study. The study was replicated in this study.

Measurement validity

Measurement validity takes place when the researcher gets the measurement they want to capture. (Bryman, Bell, Hirschsohn, Dos Santos & Du Toit, 2014; Chawla & Sodhi, 2011) addressed the concept or question that the measurements reflect what the researcher wants to capture. Bryman (2012) states that it applies primarily to quantitative research study and measuring social scientific concepts.

Internal validity

Internal validity is the effect or impact caused by the independent variable to the dependent variable. There are some similarities between the authors in that internal validity examines the effect on the dependent variable that it is caused by the independent variable. Chawla & Sodhi (2011) states that internal validity examines whether observed an effect on a dependent variable is caused by the independent

variable. Bryman, Bell, Hirschsohn, Dos Santos & Du Toit (2014) stated that internal validity is concerned with the question of whether conclusions incorporating a causal relationship between two or more variables hold water. Marczyk, DeMatteo & Festinger (2005) defined internal validity as the research design's ability to rule out implausible alternative explanations of the result. It demonstrates the independent variable is responsible for the effect on the dependent variable. Bryman (2012) defined internal validity as it relates to the issue of causality.

External validity

External validity is a generalization of results in an experiment causing people to generalize a representative sample. Chawla & Sodhi (2011) states that external validity refers to the generalization of the results of an experiment. Bryman, Bell, Hirschsohn, Dos Santos & Du Toit (2014) states that external validity is the cause for quantitative researchers generating representative samples. Bryman (2012) described external validity concerning whether the results of a study can be generalized in a specific research context.

Ecological validity

Ecological validity is when social findings become applicable to people's lives. The author's similarities between Bryman & Bell (2015) and Bryman, Bell, Hirschsohn, Dos Santos & Du Toit (2014) states that ecological validity is concerned with the applicability of social scientific findings to people`s everyday and natural social settings. Bryman (2012) described ecological validity as concerned with the question of whether a social scientific finding applies to people's everyday and natural social settings.

3.5 Research weaknesses—technical and administrative limitations

Technical limitations

Research design and data collection instrument is a self-report measure used for all variables. Sample and sampling methods were applied to this study in-term of using non-probability sampling. Respondent errors in the research may have resulted in a greater chance of the respondent misunderstanding the question with the self-administered questionnaire method. It was noted that respondents skipped questions that they do not understand or have no knowledge of. Limited analysis variables of the proposed assume an indirect causal relationship between the variables.

The administrative issues

A restricted time frame is the time available to conduct the research. The amount of time given for data collection seemed too short. Employees never worried about anything else but work. The survey was not their top priority, which resulted in low responses. Most of the employees went on leave during December 2020. There were few employees in the plant. The time spent on data collection was too short.

Paper & pen survey is a survey completed with paper and pen. Employees not having access to desktop and the internet poses a risk of completing the questionnaire number of times even those that have done it electronically may want to do it manually. The questionnaires were marked with the number W001 to W450. People were requested to fill their names on the consent form with the same number which helps to identify that the form is completed by the same person and eliminate the same person completing several forms. There were less than 5 forms completed by anonymous employees. About 15% of the workforce is illiterate and some of them made requests to have the survey in African languages.

4 PRESENTATION OF RESEARCH RESULTS

The primary objective of this study was to evaluate performance management culture through a high-performance team at Consol Glass. The second objective is to evaluate performance management culture if it is effective and consistent through Quin & Cameron (2006) value frameworks. The research found that so far, no literature is available that reports performance management culture within Consol Glass. Therefore, this chapter is set out to present and discuss findings to the first research question (section 4.1) – Does team behaviour have an influence on performance management culture? This discussion is accompanied by its hypothesis; Team behaviour has a significant influence on performance management culture.

Section 4.2 sought to share and discuss finding to the second research question – Are the burning platform defined and have an impact on performance management culture? This section further discusses the hypothesis that states that burning platforms have a significant impact on performance management culture. Section 4.3 sought to share and discuss finding to the third research question - Is there a relationship or alignment between a high-performance team and performance management culture? This section further discusses the hypothesis that states that there is significant alignment between a high-performance team and performance management culture.

Section 4.4 sought to share and discuss finding to the fourth research question - What organizational culture does the division pursue? This section further discusses the hypothesis stating is there an organizational culture that is significant to the organization. Lastly, section 4.5 provides conclusions to the answers to research questions one, two three, and four.

4.1 Team behaviour influence on performance management culture

This section presents the empirical results determining team behaviour influence in the performance management culture at Consol Glass Wadeville, as well as the comparison of the statistical results to those of similar studies. Broadly, the researcher presents the descriptive statistics (4.1.1.1) and the statistical hypothesis testing for this relationship (4.1.1.2) before moving on to comparing the empirical results to what other similar studies found (4.1.2).

4.1.1 Presentation of empirical research results

Team behaviour influence on performance management culture is analyzed as per the questionnaires in table 4.1.1 below. The questionnaires are derived from organizational culture, leadership and organizational performance. The below nine questions are used to answer the research question on team behaviour influence on performance management culture. The table below has the mean, standard deviation and variance calculated to see what the respondents think on each questionnaire. The mean is the average of respondents' feedback. The standard deviation is the average amount of variability in the data set. It tells us, on average, how far each score lies from the mean. Variance refers to a statistical measurement of the spread between numbers in a data set and measures how far each number in the set is from the mean and thus from every other number in the set.

Table 4.1.1 Team behaviour influence on performance management culture

Code	Question	Mean	Sta. dev	Variance
OC2	I am given the freedom to work independently or on my own.	3.83	1.03	1.061
OC5	Employees treat each other with fairness and respect	3.26	1.155	1.333
OC8	Leaders follow and enforce high ethical standard and practices	3.31	1.242	1.544
OC9	I adhere strictly to organization code of ethics.	3.96	0.962	0.925
L11	I am included in critical decision-making processes by my manager.	3.19	1.209	1.463
L17	My Manager set realistic goals and values feedback.	3.38	1.179	1.389
OP20	There is a timely achievement of set goals by the organization.	3.73	0.962	0.926
OP22	My organization archive quality of products consistently	3.75	0.921	0.848
OP23	There has been improved effectiveness in the organization's operations	3.6	0.96	0.922

The organizational culture (OC2) question was asked to the respondents that "I am given the freedom to work independently or on my own". Respondents achieved a mean value of 3.83. The response was above average. The organizational culture (OC5) question asked the respondents whether employees treat each other with fairness and respect. The respondents achieve a mean of 3.28. These suggest an average response and indicate that there are incidents of employees not treating each other fairly and with respect.

4.1.1.1 Descriptive statistics

Table 4.1.1.1 Descriptive statistics

Statistics										
		OC2	OC5	OC8	OC9	L11	L17	OP20	OP22	OP23
N	Valid	101	101	99	96	99	100	100	101	101
	Missing	0	0	2	5	2	1	1	0	0
Mean		3.83	3.26	3.31	3.96	3.19	3.38	3.73	3.75	3.60
Median		4.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4	4	4	4
Std. Deviation		1.030	1.155	1.242	.962	1.209	1.179	.962	.921	.960
Variance		1.061	1.333	1.544	.925	1.463	1.389	.926	.848	.922
Minimum		1	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5
Percentiles	2	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	25	3.00	3.00	3.00	4.00	2.00	3.00	3.00	3.00	3.00
	50	4.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00
	75	5.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00

Table 4.1.1.1 descriptive statistics above is on team behaviour influence on performance management culture. The respondents were measured on nine questions of which two of the questions were for leadership, three were for organizational performance and four were for organizational culture. The analysis showed a total number of respondents that responded to the questionnaire N. Variable OC9 had 5 missing units, Variable OC8 and L11 had 2 missing units. The mean value was calculated to analyze the mean value of variables. The mean value is the respondent's average of their responses on variables. Respondents have scored high on organizational culture (OC9) which states that they adhere to the organizational code of ethics. This was followed by an organizational culture (OC2) with a value of 3.83 where respondents feel that they are given the freedom to work independently or on their own. Respondents scored very low on leadership (L11) at an average of 3.19 stating, "I am included in decision making by my manager". The mean in this table will not be considered, as the data were analyzed using categorical data. Data was coded with 1 representing strongly disagree, 3 moderate, and 5 strongly agree shown on the table with minimum value and maximum value between 1&5.

Respondent's mode, median, percentiles, and variance were also calculated using the SPSS program. The mode is the most common response. All variables showed that 4

was the most common response from the respondents. Median is the measure of centrality with a score of 50% lying above and below the midpoint. The median value on OC5 & L11 was 3 whereas the rest of the variable's median value was 4. Variance is the standard deviation squared. The data showed variations between variables' lowest value of 0.848 and the highest value of 1.544. The spread between variable OC8 and OP22 is wider than the rest of the variables. The standard deviation is a measure of the average dispersion of a variable around average. It assumed the variable to be normally distributed in a complete population telling us the distance away from the mean which is approximately 66% of the population would be expected to lie. The standard deviation between the variables is between 0.921 and 1.242 respectively.

4.1.1.2 Statistical hypothesis testing

This study tested whether team behaviour has an influence on performance management culture. A correlation analysis was used in this study. The correlation tested if team behaviour was associated with performance management culture. An analysis on correlation was conducted using correlations as shown in table 4.1.1.2. Correlation indicates a linear relationship or association between variables. It assesses whether one variable tends to be high while the other variable is also high. Correlation score is analyzed between +1 and -1, where positive linearity (+1) indicates linear association and positive implying that when one variable is high the other one is also high and negative linearity (-1) implies that the first variable is high while the second variable is low or vice versa.

Table 4.1.1.2 Correlations

Correlations

		OC2	OC5	OC8	OC9	L11	L17	OP20	OP22	OP23
OC2	Pearson Correlation	1	.373**	.355**	.081	.635**	.459**	.322**	.388**	.306**
	Sig. (2-tailed)		.000	.000	.434	.000	.000	.001	.000	.002
	N	101	101	99	96	99	100	100	101	101
OC5	Pearson Correlation	.373**	1	.339**	.136	.437**	.470**	.434**	.296**	.355**
	Sig. (2-tailed)	.000		.001	.186	.000	.000	.000	.003	.000
	N	101	101	99	96	99	100	100	101	101
OC8	Pearson Correlation	.355**	.339**	1	.534**	.482**	.489**	.435**	.317**	.375**
	Sig. (2-tailed)	.000	.001		.000	.000	.000	.000	.001	.000
	N	99	99	99	96	97	98	98	99	99
OC9	Pearson Correlation	.081	.136	.534**	1	.274**	.336**	.438**	.304**	.376**
	Sig. (2-tailed)	.434	.186	.000		.007	.001	.000	.003	.000

	N	96	96	96	96	95	95	95	96	96
L11	Pearson Correlation	.635**	.437**	.482**	.274**	1	.663**	.438**	.434**	.502**
	Sig. (2-tailed)	.000	.000	.000	.007		.000	.000	.000	.000
	N	99	99	97	95	99	99	98	99	99
L17	Pearson Correlation	.459**	.470**	.489**	.336**	.663**	1	.418**	.347**	.535**
	Sig. (2-tailed)	.000	.000	.000	.001	.000		.000	.000	.000
	N	100	100	98	95	99	100	99	100	100
OP20	Pearson Correlation	.322**	.434**	.435**	.438**	.438**	.418**	1	.638**	.779**
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000		.000	.000
	N	100	100	98	95	98	99	100	100	100
OP22	Pearson Correlation	.388**	.296**	.317**	.304**	.434**	.347**	.638**	1	.691**
	Sig. (2-tailed)	.000	.003	.001	.003	.000	.000	.000		.000
	N	101	101	99	96	99	100	100	101	101
OP23	Pearson Correlation	.306**	.355**	.375**	.376**	.502**	.535**	.779**	.691**	1
	Sig. (2-tailed)	.002	.000	.000	.000	.000	.000	.000	.000	
	N	101	101	99	96	99	100	100	101	101
**. Correlation is significant at the 0.01 level (2-tailed).										

The above table 4.1.1.2 correlations tested for association between variables. The table showed Pearson correlation, sig(2-tailed), and several tests conducted. Pearson's correlation coefficient is the test statistics measuring statistical relationships or associations between two variables. It was the best method for measuring the association between variables studied as it was based on the covariance method. It provided information on the magnitude of the association or correlation as well as the direction of the relationship. The test on the variables showed positive linearity and data ranges between 0.081 and 0.779. Correlations guideline was used to determine the association between variables. Correlation less than 0.2 is small and probably no real evidence of association. A correlation of 0.2 to 0.29 shows evidence of association and needs to be investigated carefully. A correlation of 0.30 to 0.49 is a moderate correlation. A correlation between 0.50 to 0.8 is a large correlation showing good evidence of association. Lastly, a correlation greater than 0.8 is very big and has strong evidence of association.

The association between the variables OC9 and OC2 showed a weak positive Pearson correlation of 0.081. This test was very close to zero suggesting no linear association between the variable OC9 and OC2. The association on variables OC9 and OC5 showed below moderate positive Pearson correlation of 0.136. The association on variable OP23/OP20 and OP23/OP22 showed a strong positive Pearson correlation of

0.779 suggesting a large correlation and good evidence of association. Pearson Correlation also showed significance showing the strength in a linear association. The variables had a correlation of 1.0 which is a strong positive correlation with its self or they are perfectly correlated with themselves.

The Sig(2-tailed) p-value tells the researcher if the correlation was significant at a chosen alpha level. The p-value was the probability one will see a given p-value by chance alone. If the p-value is small below 0.05, then the correlation is significant and if the p-value is greater than 0.05 the correlation is insignificant. The test conducted in table 4.1.1.2 correlations showed that correlation is significant on Sig (2-tailed) where p-values were between 0.00 and 0.05 between variables. The test also showed that variable OC9 and OC5 P-value between the variables was 0.186 which was in-significance. It was also noted that P-value between variable OC9 and OC2 was 0.434, which also tests insignificance between the two variables.

It was concluded that the Pearson correlation and Sig(2-tailed) test showed that there are correlations between the variables. The above analysis indicated that team behaviour had an influence on performance management culture. The null hypothesis was accepted and rejected the alternative hypothesis.

4.1.2 Comparisons of research results to other similar studies

De Waal & Van Der Heijden (2015) studied the role of performance management, which creates and maintains a high-performance organization. It was clear from the study that performance management analysis "accountability" had a strong positive impact in creating and maintaining a high-performance organization. The authors researched two multinational companies (a bank and a car rental company) operating in Europe. The respondents received 468 valid questionnaires from possible respondents of 2024 employees resulting in a response rate of 23.1%. An analysis of correlations was conducted. The author's findings were that there were strong and significant Pearson correlations between performance management analysis and high-performance organization. They indicated that performance management system driving behaviours was critical to creating and sustaining a high-performance organization. This study evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaires were expected to evaluate 416 possible respondents

of which 103 return the survey resulting in a 24.8% response rate. The test showed that Pearson correlation and Sig(2-tailed) showed that there is a correlation between the variables. The above analysis indicated that team behaviour had an influence on performance management culture.

4.2 Defined burning platform impact on performance management culture

This section presents the empirical results to determine the burning platform defined as having an impact on performance management culture, as well as the comparison of the statistical results to those of similar studies. Broadly, the researcher presents the descriptive statistics (4.2.1.1) and the statistical hypothesis testing for this relationship (4.2.1.2) before moving on to compare these empirical results to what other similar studies found (4.2.2).

4.2.1 Presentation of empirical research results

Defined burning platform impact on performance management culture was analyzed using eight questionnaires from the respondents on organizational culture and leadership shown in table 4.2.1 below. The respondents were to answer questions such as I know what is expected of me, I understand the organization's vision, the organization provides a clear sense of direction and make a decision promptly. The table below has the mean, standard deviation, and variance calculated to see what the respondents think on each questionnaire. The mean is the average of respondents' feedback. The standard deviation is an average amount of variability in the data set. It tells on average, how far each score lies from the mean. Variance refers to a statistical measurement of the spread between numbers in a data set and measures how far each number in the set is from the mean and thus from every other number in the set.

Table 4.2.1 Defined burning platform questionnaires

Code	Question	Mean	Sta. dev	Variance
OC1	I know what is expected of me.	4.38	0.616	0.379
OC4	My organization believes success depends on a clear system of rules being in place and respected.	3.73	1.127	1.269
OC6	I understand organization vision	4.11	1.034	1.069
OC7	Organisation provides a clear sense of direction and make decisions promptly	3.52	1.128	1.273
OC8	Leaders follow and enforce high ethical standard and practices	3.31	1.242	1.544

OC9	I adhere strictly to organization code of ethics.	3.96	0.962	0.925
L10	Organisation shares all information, communicating openly, honestly and candidly	3.18	1.155	1.334
L13	Leadership enforces rules on the employees	3.66	1.022	1.044

The respondents scored very high on the organizational question (OC1) stating, "I know what is expected of me" on the average value of 4.38 with a standard deviation of 0.616. The respondents also achieved an average value of 4.11 responding to the organizational culture questionnaire (OC6) which states, "I understand organization vision". The respondents also scored an average value of 3.18 on the leadership (L10) questionnaire stating, "organization shares all information, communicating openly, honestly and candidly". The residual analysis was conducted in this study to test the hypothesis on whether burning platforms defined have an impact on performance management culture.

4.2.1.1 Descriptive statistics

Descriptive statistics were conducted on SPSS shown in the table below.

Table 4.2.1.1 Descriptive statistics

Statistics									
		OC1	OC4	OC6	OC7	OC8	OC9	L10	L13
N	Valid	100	98	100	97	99	96	99	99
	Missing	1	3	1	4	2	5	2	2
Mean		4.38	3.73	4.11	3.52	3.31	3.96	3.18	3.66
Median		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4	4	4
Std. Deviation		.616	1.127	1.034	1.128	1.242	.962	1.155	1.022
Variance		.379	1.269	1.069	1.273	1.544	.925	1.334	1.044
Minimum		3	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5
Percentiles	2	3.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	25	4.00	3.00	4.00	3.00	3.00	4.00	2.00	3.00
	50	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	75	5.00	5.00	5.00	4.00	4.00	5.00	4.00	4.00

The above table 4.2.1.1 descriptive statistics shows the eight variables that are used for the analysis. The table also showed the total number of responses on each variable. N is the total number of responses. The table also shows how many numbers of responses

are valid and how many responses had missing data. Mean value was calculated using respondents' responses on the variable divided by the total number of valid responses. Organizational culture (OC1) scored the highest mean value of 4.38 followed by organizational culture (OC6) with the mean value of 4.11. The least score was on the leadership question (L10) scoring the mean value of 3.18 followed by organizational culture (OC8) with a mean value of 3.31. The mean value was calculated to analyze the mean value of variables. The mean value is the respondent's average of their responses on variables.

Median is a measure of centrality with a score of 50% lying above and below the midpoint. The variables showed a median value of 4.00. Mode is the most common response. All variables showed that 4 was the most common response from the respondents. The standard deviation is a measure of the average dispersion of a variable around average. It assumes the variable to be normally distributed in a complete population telling us the distance away from the mean which is approximately 66% of the population. The standard deviation on variables was between 0.616 and 1.242 respectively. The organizational culture variable (OC1) has the lowest standard deviation of 0.616 while the organizational culture variable (OC8) has the highest standard deviation of 1.242. Variance is the standard deviation squared. A variation on variables was between 0.379 and 1.544.

Data were coded for the respondents to select the closest answer between 1 and 5. The response was coded strongly disagree of 1, moderate coded 3, and strongly agree coded 5. The respondents answered between 1 and 5 as shown on the minimum and maximum values. The respondents were suggesting that the burning platform was defined and had an impact on performance management culture because they had achieved a mode of 4. Looking at the percentiles 75% of the respondents agreed.

4.2.1.2 Statistical hypothesis testing

This section has tested whether a defined burning platform had an impact on performance management culture. Regression analysis was used to analyze burning platform variables in table 4.2.1 if they had an impact on the dependent variable organizational culture. Regression is the analysis of the association between multiple variables where the researcher believed that the dependent variable was explained or

predicted by the independent variables. Organizational culture was the dependent variable while the predictors or independent variables are L13, OC1, OC7, OC9, OC4, OC8, OC6 and L10. Table 4.2.1.2 below was the output from the SPSS analysis.

Table 4.2.1.2 Regression model summary

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978[a]	.957	.953	.149883386426901	1.724

a. Predictors: (Constant), L13, OC1, OC7, OC9, OC4, OC8, OC6, L10

The above regression model summary provides results for R square and Durbin-Watson to test the significance. The R^2 is the percentage of the variance in the dependent variable that is accounted for by the regression line. The closer the data lies to a straight line, the higher will be that line's ability to explain the data, and therefore the higher the R^2. The above analysis had an R square of 0.957. This means that 95.7% of the dependent variables are caused by the independent variables. The Durbin-Watson statistic tests for autocorrelation in the residuals on regression statistical analysis. Durbin-Watson statistics have a value between 0 and 4, where the value below 2.0 means that there are positive autocorrelations and values between 2 and 4 indicate negative autocorrelation. Durbin-Watson results on table 4.2.1.2 had the value 1.724, which suggested that there was autocorrelation. This requires the researchers to do something with the data as it can be seen that some of the data go out of the straight line in figure 4.2.1.2. Before anything else was done, an examination of Anova F-statistics was conducted.

The test results also showed Anova F-statistics displayed in the below table. The analysis tests for regression and residual. This is also a formal statistical test of how much of the dependent variable variance was explained. If ANOVA F-Stat is significant, it will be one piece of evidence that the equation fits on the straight line.

Table 4.2.1.2 Anova F-statistics

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.270	8	5.159	229.637	.000[b]
	Residual	1.842	82	.022		
	Total	43.112	90			

a. Dependent Variable: Organisational Culture; b. Predictors: (Constant), L13, OC1, OC7, OC9, OC4, OC8, OC6, L10

Sig is the significance, which tests for p-value. The p-value will be significant when the value is below 0.05 and insignificant when the p-value is greater than 0.05. The test for significance on the above table was that P-value was 0.000, which suggests that the test hold, and was significant. A defined burning platform has a significant impact on performance management culture.

Coefficients analysis was displayed in table 4.2.1.2 below. The second and third columns of data in this output are entitled 'Unstandardized Coefficients'. The first of these (the "B" column) is the actual size value for each of the various slope parameters that the researcher was looking at in this section. It was noted that for this regression line, the intercept is 0.288. This indicates that with this dataset, the regression line predicts a value of 0.288 for the dependent variable if all the independent variables are zero. Assessments about slope magnitude ask whether each slope is 'sufficiently large' to suggest that the predictor has a meaningful effect on the dependent variable.

Table 4.2.1.2 Coefficients

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.288	.132		2.188	.032	.026	.550
	OC1	.158	.027	.138	5.745	.000	.103	.212
	OC4	.227	.020	.357	11.152	.000	.187	.268
	OC6	.067	.023	.102	2.979	.004	.022	.112
	OC7	.204	.023	.320	8.687	.000	.157	.250
	OC8	.144	.019	.255	7.660	.000	.106	.181
	OC9	.019	.023	.026	.820	.415	-.027	.064
	L10	.068	.022	.110	3.026	.003	.023	.113
	L13	.041	.020	.058	2.021	.047	.001	.081
a. Dependent Variable: Organisational Culture								

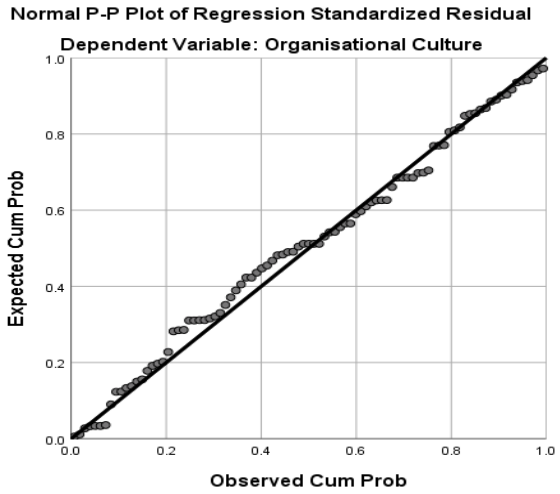
The regression slope equation: $\hat{Y}$ = Constant + B1X1 + B2X2 + B3X3 + B4X4 + B5X5 + B6X6 +B7X7 +B8X8

$\hat{Y}$ = 4.666 + 0.138X1 + 0.357X2 + 0.102X3 + 0.320X4 + 0.255X5+0.026X6 +0.110X7 +0.058X8

The focus on the above table was on the test for Significance and 95% confidence interval. The p-value tests for significance if below 0.05. The above table showed organizational culture coefficients. The variable OC9 has a p-value of 0.415. This means that the variable had no impact on performance management culture. The rest of the variable's p-value was below 0.05 and is significant. The intercept was significantly greater than zero at the 95% level of confidence because the confidence interval excludes zero. The slopes for OC1, OC4 as well as OC7 are significantly greater than zero at the 95% confidence level. This means that the researcher can be reasonably confident that the slope was accurately greater than zero but less confident than with the intercept. The above analysis on coefficients had a significant impact on performance management culture.

The Figure below showed the regression relationship between fit and strength. The relationship had a positive association and upward on a straight line. The data were scattered close to the regression line.

Figure 4.2.1.2 Normal P-P Plot regression of performance management culture



The above analysis on the model summary, Anova F-statistics, coefficients, and Normal p-p plot regression showed significance suggesting that the burning platform had a significant impact on performance management culture. The null hypothesis was accepted and rejected the alternative hypothesis.

4.2.2 Comparisons of research results to other similar studies

Pascal and Nizam (2016) researched the effects of organizational culture on employees' performance at Singapore Telecommunication. They tested the hypothesis on value having a significant impact on employee performance. The authors had a sample size of 150 employees. Senior leadership that contributed to the research was 60 while junior employees were 40. A regression analysis was conducted to determine organizational culture's impact on employee performance. They had employee performance as the dependent variable. The results produced an R square of 0.921 and a Durbin-Watson value of 2.223. This showed that 92.1% of the dependent variable on employee performance was predicted by the independent variables such as heroes, symbols, rituals, and values. The Analysis of the Anova F-statistic test on residual and regression showed significance with a p-value of 0.00. They did note that Value affected employees' performance.

This study evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaires were expected to evaluate 416 possible respondents of which 103 return the survey resulting in a 24.8% response rate. A regression analysis was conducted to test if the burning platform affected performance management culture. The results produced an R^2 value of 95.7% and a Durbin-Watson value of 1.724. A further analysis on Anova F-statistics conducted showed the significance of 0.000 and finally the analysis of coefficients and regression line plot. The test showed that burning platform had a significant impact on performance management culture.

4.3 Relationship between a high-performance team and performance management culture

This section presents the empirical results to determine whether there was a correlation between a high-performance team and performance management culture at Consol Glass Wadeville, as well as the comparison of the statistical results to those of similar studies. Broadly, the research presents the descriptive statistics (4.3.1.1) and the statistical hypothesis testing for this relationship (4.3.1.2) before moving on to compare these empirical results to what other similar studies found (4.3.2).

4.3.1 Presentation of empirical research results

This section analyzed the relationship between a high-performance team and performance management culture. Seventeen questions were considered for the analysis. The analysis was conducted using nine organizational culture questionnaires and eight organizational performance questionnaires. The table below has the mean, standard deviation and variance calculated to see what the respondents think on each questionnaire. The mean is the average of respondents' feedback. The standard deviation is the average amount of variability in the data set. It tells the researcher on average, how far each score lies from the mean. Variance refers to a statistical measurement of the spread between numbers in a data set and measures how far each number in the set is from the mean and thus from every other number in the set.

Table 4.3.1 Relationship between a high-performance team and organizational culture

Code	Question	Mean	Sta. dev	Variance
OC1	I know what is expected of me.	4.38	0.616	0.379
OC2	I am given the freedom to work independently or on my own.	3.83	1.03	1.061
OC3	The company encourages innovation towards business operations and initiatives.	3.52	1.114	1.242
OC4	My organization believes success depends on a clear system of rules being in place and respected.	3.73	1.127	1.269
OC5	Employees treat each other with fairness and respect	3.26	1.155	1.333
OC6	I understand the organization vision	4.11	1.034	1.069
OC7	The organization provide a clear sense of direction and make decisions promptly	3.52	1.128	1.273
OC8	Leaders follow and enforce high ethical standard and practices	3.31	1.242	1.544
OC9	I adhere strictly to organization code of ethics.	3.96	0.962	0.925
OP20	There is a timely achievement of set goals by the organization.	3.73	0.962	0.926
OP21	In my organization, new product development has improved over the last three years.	3.67	1.063	1.13
OP22	My organization archive quality of products consistently	3.75	0.921	0.848
OP23	There has been improved effectiveness in the organization's operations	3.6	0.96	0.922
OP24	We have been able to meet and surpass our revenue target in the last two years	3.23	0.972	0.944
OP25	Management helps us feel valued. Contributing partners in the company	3	1.195	1.429
OP26	I have a feeling of connection and growth in the organization	3.23	1.145	1.31
OP27	My manager clarifies growth avenues and career opportunities with me.	2.98	1.247	1.555

The above questions were used for the analysis to test the hypothesis of whether there is a relationship between a high-performance team and performance management culture. Organizational culture (OC1) has scored the highest at an average value of 4.38 with a standard deviation of 0.616. This question asks respondents "I know what is expected of me". The next highest organizational culture (OC6) question has scored an average value of 4.11 with a standard deviation of 1.034. The respondents were asked, "I understand organization vision". The least organization performance (OP27) question scoring the lowest average value of 2.98 with a standard deviation of 1.247 asked the respondents "my manager clarifies growth avenues and career opportunities with me".

4.3.1.1 Descriptive statistics

The following table 4.3.1.1 descriptive statistics was conducted on organization culture and performance. The table below will be discussed in detail below.

Table 4.3.1.1 Descriptive Statistics

Statistics																		
		OC1	OC4	OC6	OC7	OC8	OC9	OC3	OC2	OC5	OP20	OP21	OP22	OP23	OP24	OP25	OP26	OP27
N	Valid	100	98	100	97	99	96	100	101	101	100	96	101	101	98	99	100	100
	Missing	1	3	1	4	2	5	1	0	0	1	5	0	0	3	2	1	1
Mean		4.38	3.73	4.11	3.52	3.31	3.96	3.52	3.83	3.26	3.73	3.67	3.75	3.60	3.23	3.00	3.23	2.98
Median		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	3.00	3.00	4.00	3.00
Mode		4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4
Std. Deviation		.616	1.127	1.034	1.128	1.242	.962	1.114	1.030	1.155	.962	1.063	.921	.960	.972	1.195	1.145	1.247
Variance		.379	1.269	1.069	1.273	1.544	.925	1.242	1.061	1.333	.926	1.130	.848	.922	.944	1.429	1.310	1.555
Minimum		3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Percentiles	2	3.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	25	4.00	3.00	4.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.25	2.00
	50	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	3.00	3.00	4.00	3.00
	75	5.00	5.00	5.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

The total number of respondents that respond to the questionnaires ranges between 96 and 101 that are valid and missing units between 0 and 5. N is the total number of responses submitted by the respondents in the study. The mean value was calculated and found to be between 2.98 and 4.38. Mean is the average value of total respondents' selections divided by the number of respondents. Organizational performance (OP27) had the lowest mean of 2.98 and organizational culture (OC1) had the highest mean of 4.38. The organizational culture (OC6) variable was the second-highest achieving the

mean value of 4.11 and this was followed by the organizational culture (OC9) variable achieving the mean value of 3.98. It was noted that the last four questions with low averages were on organizational performance. The first organizational performance variable scoring low was OP24 scoring the mean value of 3.23. This was followed by the organizational performance (OP26) variable scoring the mean value of 3.23 similar to the organizational performance variable OP24. The second-lowest organizational performance variable OP25 scored a mean value of 3.00.

Median is a measure of centrality with a score of 50% lying above and below the midpoint. The variables showed a median value of 4.00 except for variables OC5, OP24, OP25, and OP27 which had a median value of 3.00. Mode is the most common response. All variables showed a mode value of 4, except variable OP24 which had a mode value of 3. The standard deviation is a measure of the average dispersion of a variable around average. It assumes the variable to be normally distributed in a complete population telling us the distance away from the mean, which is approximately 66% of the population. The standard deviation ranged between 0.616 and 1.247 respectively.

Data were coded for the respondents to select the closest answer between 1 and 5. The response was coded strongly disagree of 1, moderate coded 3, and strongly agree coded 5. The respondents answered between 1 and 5 as shown on the minimum and maximum values.

4.3.1.2 Statistical hypothesis testing

The study tests whether there is a relationship between a high-performance team and performance management culture. Correlation and residual analysis are used in this study. Correlation indicates a linear relationship or association between variables. It assesses whether one variable tends to be high while the other variable is also high. Correlation score is analyzed between +1 and -1, where positive linearity (+1) indicates linear association and positive implying that when one variable is high the other one is also high and negative linearity (-1) implies that the first variable is high while the second variable is low or vice versa.

Table 4.3.1.2 correlation is captured in Appendix 3.1. The analysis tested for association between the variables. It has been noted that Variable OC1 did not show significant association with other variables such as OC1/OC3 value 0.122, OC1/OC5 value 0.007,

OC1/OC7 value 0.094, OC1/OC8 value 0.075, and lastly OC1/OC9 value 0.119. The same applies to variable OC6 and variable OC9 not showing significant association with other variables. All variables association value was at 1.0 with itself. Correlations guideline was used to determine the association between variables. Correlation less than 0.2 is small and probably no real evidence of association. A correlation of 0.2 to 0.29 shows evidence of association and needs to be investigated carefully. A correlation of 0.30 to 0.49 is a moderate correlation. A correlation between 0.50 to 0.8 is a large correlation showing good evidence of association. Lastly, a correlation greater than 0.8 is very big and has strong evidence of association.

Based on the above analysis variables OC1, OC6, and OC9 Pearson correlation value was small and showed no real evidence of association with other variables. The rest of the variables showed evidence of association, moderate, strong, and good evidence of association. It was noted that there was a relationship between a high-performance team and performance management culture.

Residual analysis was also used in this study to test the relationship. Organizational culture and organizational performance variables were used in the analysis as the independent variables. Organizational overall performance was used as the dependent variable. Overall performance was derived from the respondent average response given on organizational culture, leadership, and organizational performance. The results in table 4.3.1.2 were achieved as shown below.

Table 4.3.1.2 Regression model summary

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.981[a]	.963	.953	.160962203335210	2.071

a. Predictors: (Constant), OC9, OC1, OC5, OP22, OP27, OC6, OP24, OC2, OC8, OC3, OP20, OP25, OP21, OC4, OC7, OP26, OP23

b. Dependent Variable: Overall

The above table 4.3.1.2 Regression model summary is a regression analysis on R square and Durbin-Watson. The R^2 is the percentage of the variance in the dependent variable that is accounted for by the regression line. The closer the data lies to a straight line, the higher will be that line's ability to explain the data, and therefore the higher the R^2. R^2

needs to be higher to fit the regression line. The above analysis had an R square of 0.963. This means that 96.3% of the dependent variables were caused by the independent variables.

The Durbin-Watson statistic tests for autocorrelation in the residuals on regression statistical analysis. Durbin-Watson statistics had a value between 0 and 4, where the value below 2.0 means that there were positive autocorrelations, and values between 2 and 4 indicate negative autocorrelation. Durbin-Watson results on table 4.3.1.2 had the value 2.071, which suggests that there was negative autocorrelation.

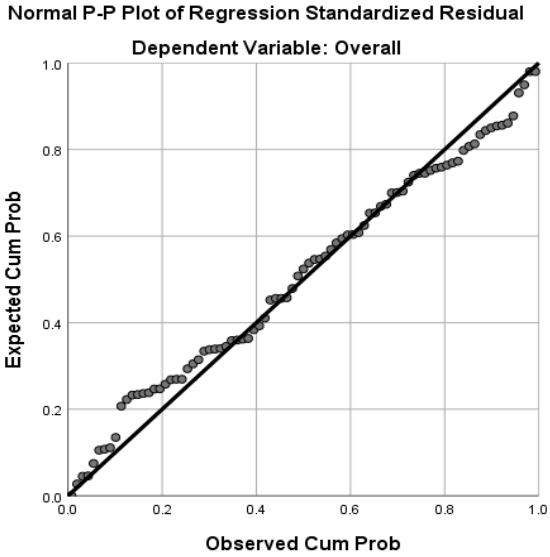
The test results also showed Anova F-statistics displayed in table 4.3.1.2 below. The analysis tests for regression and residual. This was also a formal statistical test of how much of the dependent variable variance was explained. If Anova F-statistics is significant, it will be one piece of evidence that the equation fits on the straight line.

Table 4.3.1.2 ANOVA F- statistics

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.047	17	2.650	102.276	.000[b]
	Residual	1.736	67	.026		
	Total	46.783	84			
a. Dependent Variable: Overall						
b. Predictors: (Constant), OC9, OC1, OC5, OP22, OP27, OC6, OP24, OC2, OC8, OC3, OP20, OP25, OP21, OC4, OC7, OP26, OP23						

Sig is the significance, which tests for p-value. The p-value will be significant when the value is below 0.05 and insignificant when the p-value is greater than 0.05. The test for significance on the above table was that P-value was 0.000, which suggests that the test hold, and was significant. There was a relationship between a high-performance team and a performance management culture.

Figure 4.3.1.2 Normal P-P Plot regression of the relationship between a high-performance team and performance management culture



The above figure 4.3.1.2 checks for non-linearity looking for non-linear patterns. The data were following a regression line in a straight line. Few of the data were a bit away from the line at the beginning and towards the end. It was not a problem as they are not too far from the regression line suggesting a pattern. The regression was a good fit or homoschedacity.

It was noted that with correlation, regression model summary analysis, Anova F-statistics, and normal regression plot that there was a relationship between high-performance team and performance management culture.

4.3.2 Comparisons of research results to other similar studies

Qawasmeh, Darqal & Qawasmeh (2013) study organizational culture's role to achieve organizational excellence at Jadara University. Their hypothesis was to test the correlation between organizational culture and excellence. The information was collected using a questionnaire from university staff. The questionnaire was sent to university employees of 450 that are academic and administrative. Only 158 returned the questionnaires fully completed which had a response rate of 35%. The results have shown that the overall mean of organizational culture had a moderate value of 3.4, while the organizational effectiveness had an overall mean value of 3.6, which was high.

A five-point Likert scale was used. The scale ranged from very low (1) to very high (5). Pearson Correlation between organization culture and excellence was found to have a strong positive correlation between 0.795 and 0.889.

An analysis of p-values has found that organizational culture is correlated positively with the four dimensions of organization excellence such as management with r-value 0.846, p-value less than 0.01; employees with r-value 0.795, p-value less than 0.01; structure with r-value 0.813, p-value less than 0.01; Strategy excellence with r-value 0.846, p-value less than 0.01. The hypothesis was rejected and as a result, organization culture and organizational excellence are statistically correlated. There was a strong positive correlation between University excellence and organization culture.

This study evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaire was expected to evaluate 416 possible respondents of which 103 return the survey resulting in a 24.8% response rate. A regression analysis was conducted to test the relationship between a high-performance team and performance management culture. Correlations analysis showed that variable OC1, OC6 and OC9 has a small and not significant correlation. The rest of the variables had a moderate, strong and good correlation. The results produced an R^2 value of 96.3% and a Durbin-Watson value of 2.071. A further analysis on Anova F-statistics conducted showed the significance of 0.000 and finally the analysis of regression line plot. It is concluded that there was a relationship between a high-performance team and performance management culture.

4.4 Consol Glass organizational culture.

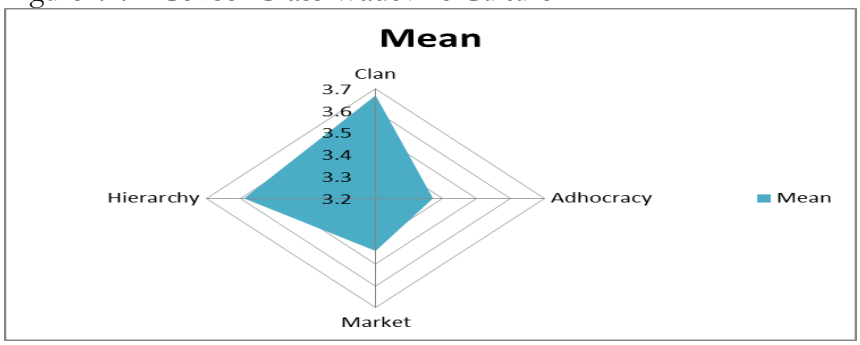
This section presents the empirical results to determine the current organizational culture at Consol Glass Wadeville, as well as the comparison of the statistical results to those of similar studies. Broadly, the researcher presents the descriptive statistics (4.4.1.1) and the statistical hypothesis testing for this relationship (4.4.1.2) before moving on to compare these empirical results to what other similar studies found (4.4.2).

4.4.1 Presentation of empirical research results

The questions were grouped to determine the organizational culture that the business is pursuing using Cameron & Quin (2006) value framework model. An analysis of means was conducted on Clan culture, Hierarchy culture, Adhocracy and Market culture.

It was noted that the Consol Glass Wadeville division used Clan culture followed by Hierarchy culture. The clan culture was said to be similar to extended family. The organization has shared values and goals, people united, participation, and a sense of belonging (Kusumadmo, 2013). The residual analysis was used to test variables if they have an impact on Clan culture to check for significance. Before that, Consol Glass Wadeville division was analyzed to see its current culture that it is currently practising using Cameron & Quinn (2006) competing value framework. The table below showed Consol Wadeville's culture.

Figure 4.4.1 Consol Glass Wadeville Culture



The Clan culture had an average of 3.67; Hierarchy had an average of 3.59 followed by Market with an average of 3.44 and lastly Adhocracy with an average of 3.37. The above table showed that the Consol Glass Wadeville division practices Clan culture and Hierarchy culture. Less time was spent on Adhocracy and Market culture.

The table below has the mean, standard deviation and variance calculated to see what the respondents think on each questionnaire. The mean is the average of respondents' feedback. The standard deviation is the average amount of variability in the data set. It tells on average, how far each score lies from the mean. Variance refers to a statistical measurement of the spread between numbers in a data set and measures how far each number in the set is from the mean and thus from every other number in the set.

Table 4.4.1.1 Clan culture

Code	Question	Mean	Sta. dev	Variance
OC1	I know what is expected of me.	4.38	0.616	0.379
OC2	I am given the freedom to work independently or on my own.	3.83	1.03	1.061
OC5	Employees treat each other with fairness and respect	3.26	1.155	1.333
OC6	I understand the organisation vision	4.11	1.034	1.069
OC7	The organisation provide a clear sense of direction and make decisions promptly	3.52	1.128	1.273
L14	I understand organization core values	4.01	1.005	1.01
OP20	There is a timely achievement of set goals by the organization.	3.73	0.962	0.926
OP26	I have a feeling of connection and growth in the organization	3.23	1.145	1.31
OP27	My manager clarifies growth avenues and career opportunities with me.	2.98	1.247	1.555

Further analysis of Clan culture was conducted on the nine questions shown in table 4.4.1.1 clan culture. Organizational culture variable OC1 had the highest mean value of 4.38. This was followed by the organizational culture variable OC6 with a mean value of 4.11. Organizational performance variable OP27 had the lowest mean value of 2.98 followed by organizational performance variable OP26 with a mean value of 3.23.

4.4.1.1 Descriptive statistics

The questionnaires in table 4.4.1.1 Clan culture below will be used to analyze Clan culture descriptive statistics in the table below. The analysis consists of nine variables.

Table 4.4.1.1 Descriptive statistics

Statistics										
		OC1	OC6	OC7	OC2	OC5	OP20	OP26	OP27	L14
N	Valid	100	100	97	101	101	100	100	100	97
	Missing	1	1	4	0	0	1	1	1	4
Mean		4.38	4.11	3.52	3.83	3.26	3.73	3.23	2.98	4.01
Median		4.00	4.00	4.00	4.00	3.00	4.00	4.00	3.00	4.00
Mode		4	4	4	4	4	4	4	4	4
Std. Deviation		.616	1.034	1.128	1.030	1.155	.962	1.145	1.247	1.005
Variance		.379	1.069	1.273	1.061	1.333	.926	1.310	1.555	1.010
Minimum		3	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5
Percentiles	2	3.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	25	4.00	4.00	3.00	3.00	3.00	3.00	2.25	2.00	4.00
	50	4.00	4.00	4.00	4.00	3.00	4.00	4.00	3.00	4.00
	75	5.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	5.00

The total number of respondents that responded to the questionnaires ranges between 97 and 101 that are valid and missing units between 0 and 4. N is the total number of responses submitted by the respondents in the study. The mean value was calculated and found to be between 2.98 and 4.38. Mean is the average value of total respondents selections divided by the number of respondents. Organizational performance (OP27) had the lowest mean value of 2.98 and organizational culture (OC1) had the highest mean value of 4.38. The organizational culture (OC6) variable was the second-highest achieving the mean value of 4.11 and this was followed by the organizational culture (OC2) variable achieving the mean value of 3.83.

Median is a measure of centrality with a score of 50% lying above and below the midpoint. The variables showed a median value of 4.00 except for variables OC5 and OP27 which had a median value of 3.00. Mode is the most common response. All variables showed a mode value of 4. This suggests that respondents were happy with their current culture.

The standard deviation is a measure of the average dispersion of a variable around average. It assumes the variable to be normally distributed in a complete population telling us the distance away from the mean, which is approximately 66% of the population. The standard deviation ranged between 0.616 and 1.247 respectively. Variance is the standard deviation squared. A variation on variables was between 0.379 and 1.555. Data were coded for the respondents to select the closest answer between 1 and 5. The response was coded strongly disagree of 1, moderate coded 3, and strongly agree coded 5. The respondents answered between 1 and 5 as shown on the minimum and maximum values.

4.4.1.2 Statistical hypothesis testing

The study tested the variable's impact on clan culture pursued by Consol Glass Wadeville. Residual analysis was used in this study. Clan culture variables are used in the analysis as the independent variables. Organizational overall performance was used as the dependent variable. Overall performance was derived from the respondent average response given on organizational culture, leadership and organizational performance.
The results in table 4.4.1.2 were achieved as shown below.

Table 4.4.1.2 Regression model summary

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.960[a]	.922	.913	.222400706293092	.922	106.114	9	81	.000	1.758
a. Predictors: (Constant), OP27, OC1, L14, OC5, OC2, OC6, OP20, OC7, OP26										
b. Dependent Variable: Overall										

The above table 4.4.1.2 Regression model summary is a regression analysis on R square and Durbin-Watson. The R^2 is the percentage of the variance in the dependent variable that is accounted for by the regression line. The closer the data lies to a straight line, the higher will be that line's ability to explain the data, and therefore the higher the R^2. The above analysis had an R square of 0.922. This means that 92.2% of the dependent variables were caused by the independent variables.

The Durbin-Watson statistic tests for autocorrelation in the residuals on regression statistical analysis. Durbin-Watson statistics have a value between 0 and 4, where the value below 2.0 means that there are positive autocorrelations and values between 2 and 4 indicate negative autocorrelation. Durbin-Watson results in table 4.4.1.2 regression model summary had the value 1.758, which indicates that there was positive autocorrelation.

The test results also showed Anova F-statistics displayed in table 4.4.1.2 Anova F-statistics. The analysis tested for regression and residual. This was also a formal statistical test of how much of the dependent variable variance was explained. If Anova F-statistics is significant, it will be one piece of evidence that the equation fits on the straight line.

Table 4.4.1.2 Anova F-statistics

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.238	9	5.249	106.114	.000[b]
	Residual	4.006	81	.049		
	Total	51.244	90			
a. Dependent Variable: Overall						
b. Predictors: (Constant), OP27, OC1, L14, OC5, OC2, OC6, OP20, OC7, OP26						

Sig is the significance, which tests for p-value. The p-value will be significant when the p-value is below 0.05 and if the p-value is greater than 0.05 it will be insignificant. The test for significance on the above table was that P-value was 0.000, which suggested that the test hold, and was significant. There was a significant impact on clan culture.

Coefficients analysis is displayed in table 4.4.1.2 below. The second and third columns of data in this output are entitled 'Unstandardized Coefficients'. The first of these (the "B" column) is the actual size value for each of the various slope parameters that the researcher is looking at in this section. It was seen that for this regression line, the intercept was -0.007. This indicates that with this dataset, the regression line predicts a value of -0.007 for the dependent variable if all the independent variables were zero. Assessments about slope magnitude ask whether each slope was 'sufficiently large' to suggest that the predictor had a meaningful effect on the dependent variable.

Table 4.4.1.2 Analysis of coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.007	.208		-.034	.973		
	OC1	.002	.044	.002	.047	.963	.804	1.244
	OC2	.155	.029	.206	5.414	.000	.667	1.500
	OC5	.121	.028	.184	4.358	.000	.541	1.849
	OC6	.025	.034	.034	.729	.468	.437	2.286
	OC7	.053	.035	.078	1.491	.140	.356	2.806
	L14	.211	.033	.269	6.341	.000	.538	1.858
	OP20	.161	.033	.207	4.876	.000	.533	1.875
	OP26	.105	.035	.156	2.994	.004	.353	2.830
	OP27	.150	.028	.246	5.294	.000	.448	2.230

a. Dependent Variable: Overall

The regression slope equation: $\hat{Y}$ = Constant + B1X1 + B2X2 + B3X3 + B4X4 + B5X5 + B6X6 +B7X7 +B8X8

The focus on the above table was on the test for Significance and collinearity statistics. The test is significant when the p-value is less than 0.05. The above table showed organizational culture coefficients. The above test for coefficients showed that three of the independent variables were insignificant. Variable OC1 had a p-value of 0.963,

which indicates that it had no impact on clan culture. Variable OC6 had a p-value of 0.468, which also indicates that it had no impact on organizational clan culture. The last variable OC7 had a p-value of 0.140 having no impact on organizational clan culture. The rest of the variables had a p-value below 0.05, which tests for significance and has an impact on clan culture.

Collinearity is the condition in which some of the independent variables are highly correlated. It refers to a very strong inter-relationships between independent variables in their impact on the dependent variable. Where the strong effect is more of a statistical association than a theoretically-justified causal one. The study checked for collinearity using variance inflation factors (VIFs) that were greater than 10. The above analysis in table 4.4.1.2 analysis of coefficient suggests that there was no collinearity as the values on variables are below 10. The above analysis on coefficients has a significant impact on organizational clan culture.

4.4.2 Comparisons of research results to other similar studies

There was no study conducted within Consol glass that can be compared to. Kusumodmo (2013) study the intention of organizational culture change using the nine steps of Cameron and Quinn's. Each member of the organization responded by completing the organizational culture assessment index (OCAI) to assess the current organizational culture. The red and blue lines in Figure 4-1 OCAI indicate the end product of the diagnostic process, which was the current organizational culture profile (blue line) comparing it to preferred future organizational culture (red line).

The differences between current and preferred profiles influence leaders to determine aspects of organizational culture that need to be given greater emphasis, which need to be given less emphasis, and which need to be given equal emphasis. From the OCAI's Figure, it appears that the organization would like to give greater emphasis to the Clan and Adhocracy quadrants, give less emphasis on the Hierarchy quadrant, and reduce the emphasis on Market culture.

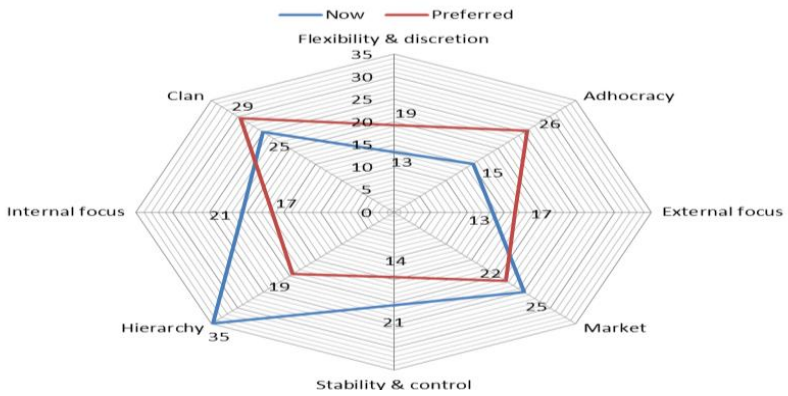


Figure 4-1 Results of current culture and desired culture diagnoses (Kusumodmo, 2013)

This study evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaire was expected to evaluate 416 possible respondents of which 103 return the survey resulting in a 24.8% response rate. A regression analysis was conducted to test the organizational culture that the organization is pursuing. An analysis of current culture was conducted using Cameron & Quinn (2006) competing value model. It was found that Consol Glass Wadeville uses Clan and Hierarchy culture with more emphasis on clan culture. The test was conducted on variables to check their impact on clan culture has produced an R^2 value of 92.2% and a Durbin-Watson value of 1.758. Further analysis on Anova F-statistics conducted showed a significance of 0.000 and finally, there was no collinearity as the variance inflation factors were below 10. There was a significant impact on clan culture.

4.5 Conclusions to the answers for research questions

H1: Does team behaviour have an influence on performance management culture? An analysis of linearity or correlation was conducted to check the association between the variables. It was found that the variables had strong high positive correlations with themselves or they are perfectly correlated with themselves. The test also showed that variable OC9/OC5 was in-significance with a p-value between the variables 0.186 and OC9/OC2 p-value was 0.434. Therefore the null hypothesis was accepted. Team behaviour had an influence on performance management culture.

H2: Are the burning platforms defined and have an impact on performance management culture? A residual analysis test was conducted and found an R square of 0.957, Durbin-Watson of 1.724, and p-value of 0.000. The test was significant with a p-value below 0.05. Durbin-Watson value of 1.724 suggested that there was a positive

autocorrelation. The null hypothesis was accepted and therefore the burning platform defined had an impact on performance management culture.

H3: Is there a relationship or alignment between a high-performance team and performance management culture? An analysis of correlation and the residual test was conducted on independent variables. It was found that there was a correlation between the variables. Only variable OC1, OC6, and OC9 had incidents of no association with other variables. It was found that R square was 0.963 with Durbin-Watson of 2.071 and significance of 0.000. The test showed that there was a relationship between a high-performance team and organizational culture. The test was significant with a p-value below 0.05. Therefore accept the null hypothesis and reject the alternative hypothesis.

H4: What culture does the organization follow or pursue? The analysis using Cameron and Quinn (2006) competing value model showed that the organization used Clan culture and Hierarchy culture. The company put more emphasis on Clan culture. A regression analysis was further conducted for the Clan culture. An R square of 0.922 with significance on a P-value of 0.000 was found. The test showed significance with a P-value below 0.05.

5 THE DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

The following chapter presents an interpretation and analysis of the research findings, which were presented in chapter 4. The analysis has been done by comparing the findings to the literature review on the topic of evaluating performance management culture through a high-performance team at Consol Glass. Similarities, differences as well as any new information or insights that might contribute to the body of literature on this topic shall be identified and discussed. The key theoretical concepts, trends, models and frameworks identified in Chapter 2 as part of the literature review will be compared to the actual findings of this research (from the evidence gathered from the questionnaires). The chapter will then give a summary of the analysis.

5.2 Brief Contextual background

The research focused on evaluating performance management culture through a high-performance team at Consol Glass. The research has focused on the Wadeville division, as it was one of the plants that struggled in meeting business objectives. Performance within Consol Glass Ltd in the Wadeville division dropped in the last twelve months. Refer to figure 1.1.1 historical performance graph. Team members worked in silos and power outages from Ekurhuleni faulty cables have played a role. According to Atkinson (1990), performance management in place was ineffective. A high-performance team had created a culture where members can work with each other to achieve a common goal. Members assist each other, working as a team, supporting each other in their achievement of the goal. The organization creates a performance management culture that strengthens a high-performance team. Organizational performance becomes consistent in achieving the set objectives.

The problem was whether a high-performance team exists within the company and is consistent. Does the high-performance team have a culture that it follows or abides by? The alignment between a high-performance team and performance management culture has been assessed. Therefore, the research problem statement was the evaluation of performance management culture through a high-performance team at Consol glass. The organizational culture was evaluated with the use of Cameron & Quinn (2006) competing value framework. Cameron & Quinn (2006) competing value frameworks are

Clan, Adhocracy, Market, and Hierarchy culture. Lim (1995) found that there was alignment between a high-performance team and organizational performance culture.

The following four research questions with their applicable hypothesis had been answered during the research analysis to determine association and significance.

The research questions as well as where applicable accompanying research hypotheses or research propositions

Question 1: Does team behaviour have an influence on performance management culture?

Research hypothesis – Team behaviour has a significant influence on performance management culture.

Question 2: Are the burning platforms defined and have an impact on performance management culture?

Research hypothesis – Burning platforms have a significant impact on performance management culture.

Question 3: Is there a relationship or alignment between a high-performance team and performance management culture?

Research hypothesis – There is significant alignment between a high-performance team and performance management culture.

Question 4: What organizational culture is Consol Glass Wadeville pursuing?

Research hypothesis – There is significant organizational culture pursued by Consol Glass Wadeville.

In-effective or poor leadership does not take the organization anywhere. Leaders are said to lead people and set directions to achieve the mission and objective of the organization. Gill (2011) stated that a leader influences his followers and directs his followers to the mission and objectives of the organization. De Vries (1999) stated that leadership is an influence process and its outcome occurs between a leader and followers. Ward (2020) defined leadership as the art of motivating a group of people to achieve a common goal. One cannot lead an organization where there are no followers.

Leadership drives the vision, mission and objectives of the organization. Leaders set the direction for their employees or followers. Leaders set goals that are reasonable and achievable by the team. Leadership influences its followers to achieve set goals.

Atkinson (1990) study found that culture change impacts organizational beliefs and engagement strategies. Reid & Hubbell (2005) studies found that culture is continuously strengthened achieving desired results. Van der Berg & Wilderom (2004) study state that there is an impact in measuring organizational culture. Gostic & Elton (2012) study was based on creating a culture that works for the organization. A culture created needed to work consistently.

Performance outcomes create value systems. Gostic & Elton (2012) differs from others in that the outcomes bring ownership and a sense of direction to employees. Culture creates alignment with organizational value systems. There is a clear sense of direction and ownership. Employees reap the benefits of rewards and recognition when the organization reaches intended outcomes.

Culture and behaviours are seen as an output. Reid & Hubbell (2005) outcomes of the study were on reward and recognition of the employees for the high-performance carried out. Gostic & Elton (2012) finds that desired output was trust, engagement, and employees' creativity. Culture shift employees' behaviours and is viewed as organizational practices. People have been creative, trusting, and engaging with each other. Gostic 5 steps in creating culture were useful in the evaluation of high-performance culture.

The input needed for culture change by the authors was similar in leadership, human resources and managerial commitment. Reid & Hubbell (2005) input focussed on openness & trust, managing differences, and simplicity. They further looked at sensing and assessing the environment. Human resources, leadership, and managerial commitment as the key inputs to creating culture. Some of the inputs suggested by Reid & Hubbell (2005) on openness & trust, simplicity & focus, and considering people strengths were important for consideration.

Key empirical results presented have tested the four hypothesis questions presented to evaluate the performance management culture of a high-performance team. The test that was conducted was to check whether there was a relationship between performance management culture and a high-performance team. That also looked at team behaviours influencing a performance management culture, the burning platform having an impact on performance management culture and lastly, what culture do the organization pursue.

A high-performance team had potential effects or impact on organizational culture as per the findings of the below researchers. Companies have found ways to identify themselves and how people should view them. There was a potential impact on organizational culture, identifying the nature and type of corporate culture in an organization. Ashkanasy, Wilderom & Peterson (2004) noted that some methods were developed to assess, change and understand culture hoping for better performance. Jeannette (2014) studies found that artefacts are the visible physical manifestations of an organization's culture. Rashid, Sambasivan & Johari (2002) studies found that culture had potential effects on organization success. Studies were conducted to identify the nature and type of culture in organizations.

Organizational leadership has played a big role in developing culture through transformational leaders. They had set the standards on how people should behave in the organization. Various authors found that culture had a significant impact on organizational performance. It was used to examine an organization's uniqueness. Ashkanasy et al. (2004) found that culture is fostered by beliefs influencing organization performance.

Researchers used culture as an instrument to manage an organization. They also found that culture is associated with firm effectiveness. Jeannette (2014) stated that culture explains the complexities of an organization and allowed people to examine organizational culture uniqueness. Rashid et al. (2002) stated that corporate culture is belief and behaviour that formed a core identity of a firm and helped shape employee behaviour. It was also found that culture had an impact on organizational performance. Culture is also a pattern of symbols, beliefs, myths, and rituals that have been practised over time. Organizations had set values and assumptions as to the way they do things.

The competing Value Framework model has been used to determine organizational effectiveness and its culture. Calciolaria, Prenestinib & Lega (2018) selected the Competing Value Framework as it is a quantitative approach characterized by a solid theoretical basis and allowed organizations to exhibit a variety of cultures, rather than assuming culture as a monolithic concept. Liu, Shuibo & Meiyung (2006) used the model developing approaches for the investigation of the relationships of organizational culture and organizational effectiveness.

Liu et al. (2006) developed Competing Value Frameworks from resource factors and values in the context of organizational development over time. Calciolaria et al. (2018) developed the Competing Value Framework adopted in several studies that test the link between performance and organizational culture. Cameron & Quinn (2006) developed the Competing Values Framework to diagnose and facilitate change in organizational culture.

A framework was derived and has both face and empirical validity and helps integrate many of the dimensions proposed by various authors. Cameron & Quinn (2006) Competing Values Framework has been found to have a high degree of congruence with well-known and well-accepted categorical schemes that organize the way people think, their values and assumptions, and the ways they process information. Calciolaria et al. (2018) Competing Values Frameworks defines four culture types, each associated with different values and attitudes such as clan, developmental, hierarchical, and rational which is similar to that of Cameron & Quinn (2006) in the figure below.

Figure 2.4 Competing Value Framework Model



Quinn and Cameron (2006)

The above framework will be discussed in detail in section 5.3.

Descriptive statistics were used to measure correlation and regression analysis in this study. A quantitative research strategy study was used in this research. Data was generated using survey questionnaires. Data was tested for its validity and reliability using Cronbach`s Alpha. It measures the reliability of a scale. Note that a reliability coefficient of 0.70 or higher is considered acceptable in most social science research situations. This research accepted reliability coefficient above 0.70

Table 5.2 Cronbach`s Alpha

Cronbach`s Alpha	
Organizational culture	0.842
Leadership	0.945
Organizational performance	0.903

Organizational culture data was good and reliable achieving Cronbach`s Alpha of 0.842. Leadership data was good and reliable achieving Cronbach`s Alpha of 0.945. Organizational performance data was good and reliable achieving Cronbach`s Alpha of 0.903. the researcher has therefore accepted the data for validity and reliability.

The research study used a self-completion questionnaire. Self-completion questionnaires are referred to as self-administered questionnaires. The research instrument contained questions from nine sections namely screening, burning platform, developing agility, sharing everything, partnering with talent, establishing accountability, identity, shared values, and demographics. A five-point Linkert scale has been used for questions measuring the predictor and outcome variables from a scale of 1 to 5. The questionnaires took approximately 10min to complete.

The target population selected for the study was Consol Glass Wadeville division employees. The focus was on permanent staff working in various departments in leadership positions such as senior managers, union representatives, and other ordinary staff employees. The division had 430 permanent employees of which 280 were targeted for this research. A total of 166 recipients were sent an email and 250 hard copies were printed for those not having access to emails. The survey was sent to the target population of Consol Glass Wadeville hoping to get high responses from the

respondents. The potential respondents were given two weeks to complete and return the questionnaire at the canteen dropping it in the box provided. This gave recipients enough time to reflect on the questions and their responses. The researcher received 103 responses from the respondents, which make about 24.8% of the total workforce.

SPSS was used for data analysis as discussed in Data processing and analysis (Section 3.3.5). SPSS is a statistical analysis program produced by IBM with many desirable features and widely used software in the social sciences.

Ethical considerations were done ensuring participants are not misled during the research data collection and did not lie to the participants. Information was not withheld, manipulated, or concealed to obtain participation. Participants were told about what the research was all about and they made their own decision. Participants were not harmed during data collection. The participants completed questionnaires rating the questions on a scale of 1 to 5 and answering demographic questionnaires. The researcher ensured that there are minimal risks to participants.

The Wits Business School Faculty Academic Ethics Committee has granted ethical clearance for the research to continue and there was no harm to participants. Participants' rights and interests were recognized in determining the proper use of the information they have provided. The survey was structured in such a way that no individual employee was identified. Employee's data may only be released to new users for statistical analysis only with the permission of the individual employee.

Given the fact that this study was focusing on Consol Glass employees. Some of the respondents had challenges in accessing a link, as they did not have access to desktops, laptops, and the internet. Some of the employees were illiterate and do not know how to use the internet. An email link survey was seen as favouring some of the employees and few would have been left out. A decision was made to print a few of the questionnaires to accommodate them. All hard copies returned were marked from W001 to W103 to identify if there was data captured incorrectly during analysis.

The data has been captured and coded using a five-point Likert scale. Research questionnaire data was captured using Microsoft excel. This has been copied onto the SPSS program in preparation to check for errors and analysis.

Data captured on an excel spreadsheet was audited for typing errors and accuracy. Respondent's questionnaires of 50 were rechecked if the information was captured correctly. It was found that they were all captured correctly. Data were cleaned using the SPSS program checking for errors and missing data. Employee W045 only completed demographic questionnaires, so the information was deleted and not used. Employee W087 was a casual employee, so the information provided was also not considered for the analysis and deleted. Descriptive statistics were used to check for errors and there were no typing errors detected by the SPSS.

It was noted that the division was male-dominated as seen by gender in the demographic. Male was coded as 1; female coded as 2 and other gender coded as 3. The male respondent's contribution to the research was 90.1%, female at 9.9%, and no record of another gender. Most employees possess a national diploma, degree, and postgraduate degree, which make about 56.4% contributed to the research and 35.6% of the employees, have matric while 7.9% had no matric. Only four respondents included on employees without matric making about 3.9% did not indicate their educational qualification. Eighty percent of the respondents who contributed to the research had more than five years of work experience. Only 19.8% had less than 6 years of work experience. Management and supervision contributed 49% of the research.

The research questions and comparisons from the previous study were conducted below:

H1: Does team behaviour have an influence on performance management culture? An analysis of linearity or correlation was conducted to check the association between the variables in section 4.1.1.2 statistical hypothesis testing. A correlation was chosen to analyze team behaviour influence in performance management culture as it indicates a linear relationship or association between variables. It assessed whether one variable tends to be high while the other variable is also high. Correlation score was analyzed between +1 and -1, where positive linearity (+1) indicates linear association and positive implying that when one variable is high the other one is also high and

negative linearity (-1) implies that the first variable is high while the second variable is low or vice versa.

The table 4.1.1.2 correlations test for Pearson correlation and sig(2-tailed) was conducted. It was found that the variables had strong high positive correlations with themselves or perfectly correlated with themselves. The test on the variables showed positive linearity and all between 0.081 and 0.779. The association between the variables OC9 and OC2 showed a weak positive Pearson correlation of 0.081. This test was close to zero suggested no linear association between the variable OC9 and OC2. The association on variables OC9 and OC5 showed below moderate positive Pearson correlation of 0.136. The association on variable OP23/OP20 and OP23/OP22 showed a strong positive Pearson correlation of 0.779 suggested a large correlation and good evidence of association. The test conducted in table 4.1.1.2 correlations showed that correlation was significant on Sig (2-tailed) where p-values were between 0.00 and 0.05 between variables. The test also showed that variable OC9 and OC5 P-value between the variables was 0.186, which was in-significant. It was also noted that P-value between variable OC9 and OC2 was 0.434, which also test insignificant between the variables.

A conclusion was made that the Pearson correlation and Sig (2-tailed) test showed that there were correlations between the variables. It was, therefore, accepted the null hypothesis (H0). An alternative hypothesis (H1) was rejected. Team behaviour had an influence on performance management culture.

De Waal & Van Der Heijden (2015) studied the role of performance management in creating and maintaining a high-performance organization. It was clear from their study that performance management analysis "accountability" had a strong positive impact to create and maintain a high-performance organization. The authors researched two multinational companies such as the bank and car rental company operating in Europe. The respondents received 468 valid questionnaires from possible respondents of 2024 employees resulting in a response rate of 23.1%. An analysis of correlations was conducted. The findings were that there was a correlation, which was strong and significant on Pearson correlation between performance management analysis and high-performance organization. They indicated that a performance management system drives behaviour critical to creating and sustaining a high-performance organization.

This study had evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaire was expected to evaluate 416 possible respondents of which 103 return the survey resulting in a 24.8% response rate. The test showed that Pearson correlation and Sig (2-tailed) showed that there were correlations between the variables. The above analysis indicated that team behaviour had an influence on performance management culture.

The researcher has led or managed teams for the past fifteen (15) years. The researcher agreed with the data or analysis and De Waal & Van Der Heijden (2015) study that team behaviour has an influence on performance management culture. The team defined who they are and how they do things. People remain disciplined and engaged effectively. There is trust, openness, and a high degree of commitment among team members. Culture shift employees' behaviours and was viewed as organizational practices.

H2: Are the burning platforms defined and have an impact on performance management culture? The analysis was conducted on section 4.2.1.2 in statistical hypothesis testing using regression analysis which produced regression model summary, Anova F-test statistics, analysis of coefficient's and Normal p-p plot residual. The regression model summary in table 4.2.1.2 regression model summary provided results for R square and Durbin-Watson to test the significance. The R^2 was found to be 0.957. That means that 95.7% of the dependent variables are caused by the independent variables. Durbin-Watson statistics have produced a value of 1.724, which suggests that there was positive autocorrelation.

Table 4.2.1.2 Anova F-statistics produced a P-value of 0.000, which suggested that the test hold and significance. The analysis of coefficients on table 4.2.1.2 had produced a slope $\hat{Y} = 4.666 + 0.138x1 + 0.357x2 + 0.102x3 + 0.320x4 + 0.255x5+0.026x6 +0.110x7 +0.058x8$. Further analysis showed that variable OC9 had a p-value of 0.415, which was insignificant and had no impact on performance management culture. The rest of the variables' p-values were below 0.05 and was significant having an impact on performance management culture. The intercept was significantly greater than zero at the 95% level of confidence because the confidence interval excludes zero. The slopes for OC1, OC4 as well as OC7 were significantly greater than zero at the 95% confidence level. This means that researcher can be reasonably confident that the slope

was accurately greater than zero but less confident than with the intercept. Figure 4.2.1.2 Normal p-p plot further tests the relationship of the residual on the variables. The relationship had a positive association and upward on a straight line. The data were scattered close to the regression line. Therefore, accept the null hypothesis (H0) and reject the alternative hypothesis (H1). The burning platform defined had an impact on performance management culture.

Pascal and Nizam (2016) researched the effects of organizational culture on employees' performance at Singapore Telecommunication. They tested the hypothesis on value having a significant impact on employee performance. The authors had a sample size of 150 employees. Senior leadership that contributed to the research was 60 while junior employees were 40. A regression analysis was conducted to determine organizational culture's impact on employee performance. They had employee performance as the dependent variable. The results produced an R square of 0.921 and a Durbin-Watson value of 2.223. This showed that 92.1% of the dependent variable on employee performance was predicted by the independent variables such as heroes, symbols, rituals, and values. Their analysis of the Anova F-statistic test on residual and regression showed significance with a p-value of 0.00. They did note that Value had an effect on employees' performance.

This study has evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaire was expected to evaluate 416 possible respondents of which 103 return the survey resulting in a 24.8% response rate. A regression analysis was conducted to test if the burning platform had an effect on performance management culture. The results produced an R^2 value of 95.7% and a Durbin-Watson value of 1.724. A further analysis on Anova F-statistics conducted showed the significance of 0.000 and finally the analysis of coefficients and regression line plot. The test showed that burning platforms had a significant impact on performance management culture. Gostic & Elton (2012) mentioned that culture creates alignment to an organizational value system. There was a clear sense of direction and ownership. Where the mission and value systems are defined it creates a path for effective performance or organizational culture.

H3: Is there a relationship or alignment between a high-performance team and performance management culture? This study has tested whether there was a relationship between a high-performance team and performance management culture in section 4.3.1.2 statistical hypothesis testing. Correlation and residual analysis were used to test the relationship in this study in table 4.3.1.2 in appendix 3.1. Correlation indicates a linear relationship or association between variables. It assesses whether one variable tends to be high while the other variable is also high. Correlation score is analyzed between +1 and -1, where positive linearity (+1) indicates linear association and positive implying that when one variable is high the other one is also high and negative linearity (-1) implies that the first variable is high while the second variable is low or vice versa.

The analysis for correlation tested for the association between the variables. It has been noted on table 4.3.1.2 correlations that Variable OC1 did not show significant association with other variables such as OC1/OC3 value 0.122, OC1/OC5 value 0.007, OC1/OC7 value 0.094, OC1/OC8 value 0.075, and lastly, OC1/OC9 value 0.119. The same applied to variable OC6 and variable OC9 not showing significant association with other variables. All variables association value was at 1.0 with itself. Correlations guidelines were used to determine the association between variables. Correlation less than 0.2 is small and probably no real evidence of association. A correlation of 0.2 to 0.29 shows evidence of association and needs to be investigated carefully. A correlation of 0.30 to 0.49 is a moderate correlation. A correlation between 0.50 to 0.8 is a large correlation showing good evidence of association. Lastly, a correlation greater than 0.8 is very big and has strong evidence of association.

Based on the above analysis variables OC1, OC6, and OC9 Pearson correlation value was small and showed no real evidence of association with other variables. The rest of the variables showed evidence of association, moderate, strong, and good evidence of association. There was a relationship between a high-performance team and a performance management culture.

Residual analysis was used in this study to test the relationship between performance management culture and a high-performance team on table 4.3.1.2 regression model summary. Organizational culture and organizational performance variables were used in the analysis as the independent variables. Organizational overall performance was used

as the dependent variable. Overall performance was derived from the respondent average response given on organizational culture, leadership, and organizational performance. The above analysis had an R square of 0.963. That means that 96.3% of the dependent variables were caused by the independent variables.

The Durbin-Watson statistic tested for autocorrelation in the residuals on regression statistical analysis. Durbin-Watson statistics have a value between 0 and 4, where the value below 2.0 means that there are positive autocorrelations, and values between 2 and 4 indicate negative autocorrelation. Durbin-Watson results on table 4.3.1.2 had the value 2.071, which suggests that there was negative autocorrelation.

Table 4.3.2.1 ANOVA F-test for significance had a P-value of 0.000, which suggests that the test hold, and was significant. There was a relationship between a high-performance team and a performance management culture. The data in figure 4.3.1.2 normal p-p plot regression of the relationships followed a regression line in a straight line. Few of the data were a bit away from the line at the beginning and towards the end. It may not be a problem as they were not too far from the regression line suggesting a pattern. The regression was a good fit or homoschedacity.

Therefore with correlations, regression model summary analysis, Anova F-statistics, and a normal residual plot that there was a relationship between performance management culture and high-performance team. The null hypothesis (H0) was accepted and rejected the alternative hypothesis (H1).

Qawasmeh, Darqal & Qawasmeh (2013) study organizational culture's role to achieve organizational excellence at Jadara University. Their hypothesis was to test the correlation between organizational culture and excellence. The information was collected using a questionnaire from University staff. The questionnaire was sent to university employees of 450 that were academic and administrative. Only 158 returned the questionnaires fully completed which had a response rate of 35%. The results have shown that the overall mean of organizational culture had a moderate value of 3.4, while the organizational effectiveness had an overall mean value of 3.6, which was high.

A five-point Likert scale was used. The scale ranged from very low (1) to very high (5). Pearson Correlation between organization culture and excellence was found to have a strong positive correlation between 0.795 and 0.889.

An analysis of p-values have found that organizational culture was correlated positively with the four dimensions of organization excellence such as management with r value 0.846, p-value less than 0.01; employees with r value 0.795, p-value less than 0.01; structure with r value 0.813, p-value less than 0.01; Strategy excellence with r value 0.846, p-value less than 0.01. The null hypothesis was rejected and as a result, organization culture and organizational excellence are statistically correlated. There was a strong positive correlation between University excellence and organization culture.

This study evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaire was expected to evaluate 416 possible respondents of which 103 return the survey resulting in a 24.8% response rate. A correlation and regression analysis were conducted to test the relationship between a high-performance team and performance management culture. Correlations analysis showed that variable OC1, OC6, and OC9 has a small and not significant correlation. The rest of the variables had a moderate, strong, and good correlation. The results produced an R^2 value of 96.3% and a Durbin-Watson value of 2.071. A further analysis on Anova F-statistics conducted showed the significance of 0.000 and finally the analysis of regression line plot. There was a relationship between a high-performance team and a performance management culture.

Rashid, Sambasivan & Jahari (2002) found that culture had potential effects on organizational success. Culture binds people and processes together in achieving the results. Culture maps out processes and activities that assist the organization and are used to achieve and improve performance.

H4: What culture does the organization follow or pursue? Consol Glass Wadeville division was analyzed to see the current culture that it is currently practising. The questions were grouped to determine the organizational culture that the business was pursuing. Organizational culture assessment index (OCAI) was used for the analysis from Cameron & Quinn (2006) competing value framework. Figure 4.4.1 Consol Glass

Wadevill culture produced the results shown below. An analysis of means was conducted on Clan culture, Hierarchy culture, Adhocracy, and Market culture. The clan culture had an average of 3.67; hierarchy had an average of 3.59 followed by Market with an average of 3.44 and lastly Adhocracy with an average of 3.37. Figure 4.4.1 showed that Consol Glass Wadeville division practices Clan culture and Hierarchy culture with more focus on Clan culture.

It was noted from the analysis that Consol Glass Wadeville division used Clan culture followed by Hierarchy culture. The clan culture was said to be similar to extended family. The organization has shared values and goals, people united, participation, and a sense of belonging (Kusumadmo, 2013). Residual analysis on Clan was conducted to check for significance.

The study tests the impact of clan culture pursued by Consol Glass Wadeville. Residual analysis was used in the study. Clan culture variables were used in the analysis as the independent variables. Organizational overall performance was used as the dependent variable. Overall performance was derived from the respondent average response given on organizational culture, leadership, and organizational performance.

Table 4.4.1.2 regression model summary was produced with an R square of 0.922. That means that 92.2% of the dependent variables are caused by the independent variables. Durbin-Watson results in table 4.4.1.2 regression model summary had the value of 1.758, which suggests that there was positive autocorrelation. Table 4.4.1.2 Anova F-statistics tested for significance and the P-value was 0.000, which suggested that the test hold and significance.

Table 4.4.1.2 Coefficients analysis showed an intercept of -0.007. This indicates that with this dataset, the regression line predicts a value of -0.007 for the dependent variable if all the independent variables were zero. The focus on coefficients was to test for significance and collinearity statistics. The test for coefficients showed that three of the independent variables were insignificant. Variable OC1 had a p-value of 0.963, which indicates that it has no impact on clan culture and was insignificant. Variable OC6 had a p-value of 0.468, which also indicates that it has no impact on organizational clan culture and was insignificant. The last variable OC7 had a p-value of 0.140 having no

impact on organizational clan culture and was insignificant. The rest of the variables had a p-value below 0.05, which tests for significance and had an impact on clan culture.

The study checked for collinearity using variance inflation factors (VIFs) that were greater than 10. The analysis in table 4.4.1.2 analysis of coefficient suggests that there was no collinearity as the values on variables were below 10. The analysis on culture, regressions model summary, Anova F-statistics, and coefficients had a significant impact on organizational clan culture. The null hypothesis (H0) was accepted and rejected the alternative hypothesis (H1).

There was no study conducted within Consol Glass that we can relate to similar to this study. Kusumodmo (2013) study the intention of organizational culture change using the nine steps of Cameron & Quinn's (2006). Each member of the organization responded by completing an organizational culture assessment index assessing the current organizational culture.

The differences between current and preferred profiles influence leaders to determine aspects of organizational culture that needed to be given greater emphasis, which needed to be given less emphasis, and which needed to be given equal emphasis. From the OCAI's Figure in chapter 4, it appeared that the organization would like to give greater emphasis to the Clan and Adhocracy quadrants, give less emphasis on the Hierarchy quadrant, and reduce the emphasis on Market culture.

This study evaluated performance management culture through a high-performance team at Consol Glass. The research questionnaire was expected to evaluate 416 possible respondents of which 103 return the survey resulting in a 24.8% response rate. An assessment of organizational culture pursued by the organization was checked using the organizational culture assessment index from Cameron & Quinn (2006) competing value model. It was found that Consol Glass Wadeville used or put more emphasis on Clan culture and Hierarchy culture. The company put more emphasis on clan culture. A regression analysis was conducted to test the impact of clan culture that the organization pursuing. The test conducted on variables checking their impact on clan culture has produced an R^2 value of 92.2% and a Durbin-Watson value of 1.758. Further analysis on Anova F-statistics conducted showed a significance of 0.000 and finally, there was no

collinearity as the variance inflation factors were below 10. There was a significant impact on clan culture.

5.3 Organisational Culture

Culture distinguishes who we are and how others have perceived us. Employees easily identify their organizational culture. Culture has taken time to build and in most cases took years. Some of the organizations have created a strong and powerful culture in a short period. Literature states that organizations decided what type of culture they wanted and get leadership to bring it to life. Team members start to identify strongly with the team when the culture has been embedded (Prichard, 2019). Hofstede (2011) defined culture as the collective programming of the mind that distinguishes the members of one group or category of people from others. It is always a collective phenomenon, but it can be connected to different collectives. Within each collective, there is a variety of individuals.

Schein (1984) defined Organizational culture as the pattern of basic assumptions that a group has invented, discovered, and developed. The organization adapts to cope with its external problem and integrate which works well to be valid. New members were taught the correct way to perceive, feel and think concerning the problems (Schein, 1984). Culture binds people and processes together in achieving results. Culture mapped out processes and activities that assist the organization and are used to achieve and improve results or performance. Culture propelled the organization forward with its strong force (Atkinson, 1990).

The organizational performance had something to do with the culture of the organization and also found that culture was associated with firm effectiveness (Pascal & Nazim, 2016). Jeannette (2014) stated that culture explains the complexities of an organization and allowed people to examine organizational culture uniqueness. Rashid, Sambasivan & Johari (2002) stated that corporate culture was beliefs and behaviours forming a core identity of a firm and helped shape employee behaviour. It was also found that culture had an impact on organizational performance. Culture is also a pattern of symbols, beliefs, myths and rituals that have been practised over time. Organizations set values and assumptions as to the way they do things.

Organizations or people decided what culture type resembles the organization. How each member should behave while practising the believes and rituals. They defined how other people or outsiders should view them. All employees are aligned with the vision and mission of the organization.

Cameron & Quinn (2006) competing values framework has been used in various studies having categorical schemes that organize the way people think, their values, assumptions, and ways in which they processed information. Quinn & Cameron (2006) identified the four organizational culture types explained in detail below.

5.3.1 Clan

Clan-oriented cultures are family-like focusing on mentoring, nurturing and doing things together. Kusumadmo (2013) stated that an organization with shared values, goals, unity, personality, participation, and sense of belonging was of Clan culture type. It was characterized by teamwork, employee engagement programs, and corporate commitment to employees. Liu, Shuibo & Meiyung (2006) described the Clan culture as an internal focus wanting flexibility. It emphasizes loyalty and tradition where commitment was high. Leaders were considered mentors and even parent figures. Cameron & Quinn (2006) called it a clan due to the similarity to a family-type organization. They seemed like extended families than economic entities. The typical characteristics of clan-type firms are teamwork, employee involvement programs, and corporate commitment to employees.

5.3.2 Adhocracy

Adhocracy-oriented cultures are dynamic and entrepreneurial focusing on risk-taking, innovation, and doing things first. Kusumadmo (2013) assumption was innovation and pioneering initiatives that lead to the success of an organization especially developing new products and services in preparation for the changes in the future. Liu, Shuibo & Meiyung (2006) defined Adhocracy oriented cultures as an open system towards adaptation, expansion, external positioning, flexibility, and individuality. Cameron and Quinn (2006) defined adhocracy-oriented cultures as an organization form that responded to hyper turbulent and ever-accelerating conditions increasingly exemplify the organization in the 21st century.

5.3.3 Market

Market-oriented cultures were results-oriented focus on competition, achievement, and getting the job done. Kusumadmo (2013) explained the term market that it did not imply the marketing function or customer in a particular market. Liu, Shuibo & Meiyung (2006) defined the market culture as depicting an organization focusing on external position with a need for stability and control. It was a results-oriented organization concerned with getting the job done. People were competitive and goal-oriented. Leaders were the drivers, producers, and competitors. The long-term focus was on competitive actions and the achievement of measurable goals and targets. Success was defined in terms of market share and penetration. Cameron and Quinn (2006) looked at new designs referring to the market type of an organization. The term market is closely associated with marketing functions or consumers in the marketplace. It meant that an organization functions as a market. Market orientation is toward the external environment. Market focus on business with an external constituency for example customers, suppliers, contractors, unions, and regulators.

5.3.4 Hierarchy

Hierarchy-oriented cultures were structured and controlled focusing on efficiency, stability, and doing things right. Kusumadmo (2013) described the cultural hierarchy characterized by clearly defined decision-making authority, regulatory, procedural standards, controls, and accountability mechanisms that are valued as the key to success, standardized formalization, and clear working structure including work procedures controlling all members of the organization. Liu, Shuibo & Meiyung (2006) defined hierarchy culture as a formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers. Formal rules and policies hold the organization together.

The long-term concern was on stability and performance with efficient and smooth operations. Success was defined in terms of dependable delivery smooth scheduling and low cost. The management of employees was concerned with secure employment and predictability. Cameron and Quinn (2006) described organizational culture compatible with this form as characterized by formalized and structured places to work. Procedures govern what people do. Effective leaders are good coordinators and organizers.

Maintaining a smooth-running organization was important. The long-term concerns of the organization were stability, predictability, and efficiency.

5.4 High-performance team

Literature suggested that high-performance organizations developed strong cultures and practices. They attracted good people to work for them making them successful in their market (Marshal, 1988). The literature review has found that performance culture required people to remain disciplined and people or teams engaged effectively. Atkinson (1990) studies found that there was openness and trust among team members.

Katzenbach (2004) study suggested that a high-performance team was differentiated by the degree of commitment on how deep their members were committed to each other. All members of the team genuinely assisted or helped each other to achieve personal and professional goals. Leadership plays a major role in setting a high-performance team and building its strength. Performance culture was created through desired behavioural change (Reid & Hubbell, 2005).

Elements of high-performance teams were defined using the acronym VIVRE-FAT**.** The acronym VIVRE-FAT stands for Vision, Identity, Values, Effective; Results; Fun; Aligned, and Trust. The purpose of VIVRE-FAT was to create a high-performance team that is great at fulfilling the mission and vision. VIVRE-FAT looked at team excellence. It required focus, energy, and work. Team members do not operate in secret (Prichard, 2019).

Prichard (2019) studies have found that a high-performance team was aligned and committed to a common purpose. Performance culture had potential effects or impacts on organizational culture. Companies seek ways to identify themselves and how people should view them. Authors had similarities in the potential impact on organizational performance, identifying the nature and type of corporate culture in an organization. Ashkanasy, Wilderom & Peterson (2004) noted that some methods were developed to assess, change and understand culture hoping for better performance.

The high-performance organization framework was based on 290 academics and practitioners' publications literature reviews on high-performance organizations (De

Waal et al., 2014). The authors identified elements that were essential in becoming a high-performance organization. Statistical analysis was used to determine five distinct high-performance organization factors (De Waal & Van Der Heijden, 2015). The factors are described below in detail.

1. Quality Management. Belief and trust in others and fair treatment are encouraged in a high-performance company. Managers behaved with integrity; trustworthiness; show commitment, respect, decisive and action-oriented decision-making style. Management does hold people accountable for their results to maintain clear accountability for performance. Values and strategy are communicated through the organization making everyone aware and embracing organization features.

2. Openness and action orientations. High-performance organizations have an open culture in which management values the opinion of employees and involve them in important organizational processes. People are allowed to learn while making mistakes. Employees exchange knowledge and learn to develop new ideas to drive an organization's performance. Leaders experiment fostering receptivity to change within the company.

3. Long-term orientation. A high-performance organization extends partnerships with stakeholders ensuring long-term commitment with suppliers and customers forming a partnership. Vacancies were filled by high potential internal candidates, which encourage people to become leaders. High-performance organizations created a safe and secure workplace and laid off people only as a last resort.

4. Continuous improvement and renewal. A high-performance organization renewed strategies to make them special. The organization improved, simplified and aligned processes continuously, and develop new products and services. It created a source of competitive advantage responding to market changes. A high-performance organization manages core competency effectively and outsources non-core competency.

5. Quality workforce. An HPO put together a diverse complementary management team and workforce with high work flexibility. The workforce has been trained for flexibility and was resilience. Employees' skills were developed to accomplish remarkable results.

Employees were held accountable for their performance. The result was creativity which increased and lead to better results. The high-performance organization framework was built on the positive and direct relationship between organization performances and identified high-performance organization factors (De Waal & Van Der Heijden, 2015).

5.5 Performance management analysis

The performance management analyses differentiate between behavioural and structural aspects of performance management. The structural aspect is the system architecture used for performance management in place. It determined critical success factors, key performance indicators and designed a balanced scorecard (Kaplan & Norton, 1996). The behavioural aspect was the organization's members using a performance management system. The performance management analysis principle was that structural and behavioural were given the same attention establishing a performance-driven organization. The organization measured and reported several things. They add no value if employees do not use the information in improving performance (De Waal & Van Der Heijden, 2015).

5.6 Team behaviour influence on performance management culture

Performance management identified; measured and developed individual and performance aligning with organization goals or objectives (Aguinis, 2014). Armstrong (2020) defined performance management as a continuous process improving performance setting individual and team goals aligned to strategic goals of the organization.

Leaders set the standards on how people behaved in the organization. Culture had a significant impact on organizational performance. It was used to examine an organization's uniqueness. Ashkanasy, Wilderom & Peterson (2004) found that culture was fostered by beliefs influencing organization performance. Researchers used culture as an instrument to manage an organization.

Team behaviour had a direct influence or impact on a performance management culture and its success. A positive team behaviour drove business results. It was important to have the right calibre of leaders who influence the team positively. Leaders give a direction of where they are going.

5.7 Conclusion

The research focused on evaluating performance management culture through a high-performance team at Consol Glass. This was as a result of a performance drop by the Wadeville team over the past financial year ending June 2020. The problem was whether a high-performance team exists within the company and consistency. The research investigated if the Consol Glass Wadeville division had a culture that was in pursuit. Cameron & Quinn (2006) has developed a competing values framework in diagnosing and facilitating change in the organization's culture.

The research also checked if there was alignment between a high-performance team and performance management culture. There was also a need to evaluate team behaviour influence on a performance management culture. A quantitative research strategy was used in this study. Quantitative data analysis was also used on a 5-point Linkert scale. The research information collection instrument has used a survey. Consol Glass Wadeville employees were selected for the study on all roles with the use of simple random sampling.

Performance management culture had potential effects or impacts on a high-performance team. Companies find ways to identify themselves and how people view them. Organizational leadership played a big role in developing performance culture. They set the standards on how people behaved in the organization. Descriptive statistics have been used to measure correlation and regression analysis. Data has been tested for its validity and reliability. Given the advantages of a self-completion questionnaire, this has been used in this study. The questionnaires were emailed and hard copies printed for the recipients not having access to emails.

The response from the participants was treated with confidentiality. Participants' names were not shared with anyone and their response was not linked with the individual respondent. The research questionnaires did not collect sensitive information on participants' demographics. The data had been captured and coded using a five-point Likert scale. The reliability of the measurement was evaluated using Cronbach alpha coefficients and was consistently valid and reliable above 0,7. Culture distinguishes who we are and how others have perceived us. Employees can easily describe or identify

their organizational culture. Employees viewed organizational culture as supportive, open, and results-focused.

Clan-oriented cultures are family-like focusing on mentoring, nurturing, and doing things together. Kusumadmo (2013) states that an organization with shared values, goals, unity, personality, participation, and sense of belonging was of Clan culture type. It was characterized by teamwork, employee engagement programs, and corporate commitment to employees.

Adhocracy-oriented cultures were dynamic and entrepreneurial focusing on risk-taking, innovation, and doing things first. Kusumadmo (2013) assumption is innovation and pioneering initiatives that lead to the success of an organization especially developing new products and services in preparation for the changes in the future.

Hierarchy-oriented cultures were structured and controlled focusing on efficiency, stability, and doing things right. Kusumadmo (2013) described the cultural hierarchy characterized by clearly defined decision-making authority, regulatory, procedural standards, controls, and accountability mechanisms that are valued as the key to success, standardized formalization, and clear working structure including work procedures controlling all members of the organization.

Literature suggested that high-performance organizations developed strong cultures and practices. They attracted good people to work for them making them successful in their market (Marshal, 1988). Leaders were expected to define a clear mission. Leaders create customer focus by providing direction for all employees to make the right decision and take initiative on their own. Leaders developed agility by addressing future challenges and seeking opportunities. Leaders shared everything by ensuring consistent communication and telling the truth.

To ensure the organization runs smoothly, it was important to identify key issues that were not helping the organization to run, which formed part of the burning platform. Leaders set clear direction or mission, goals, values, and individual expectations. A clear mission was set and employees understood it. It should be made easy for people to understand and remember it all the time.

The researcher has been in operations management over the past sixteen years managing various teams. This study focused on what researchers go through each day working with people. When team members see they are motivated and valued, they do their very best to get outstanding results. When team members get demotivated, having poor leadership, their performance gets derailed and produces sub-standard results. One can see this with poor attendance, people doing things just to get out of trouble, and lack of commitment.

This research evaluated performance management culture through a high-performance team at Consol Glass. The researcher has worked with the management team over the past sixteen years in various positions and departments. He has taken a leading role in the plant over the past six years. The team produced great results over the past six years. There has been performance discussions and rewarding team members for outstanding performance. The research was evaluated using four hypotheses. The first hypothesis was to test whether team behaviour had an impact on a performance management culture. An analysis of correlation was conducted. It was found that there was positive correlations or association between the variables. Team behaviour had an impact on performance management culture.

Looking at the researcher's work experience with the subject over the past six years, team behaviour has something to do with the performance management culture. The way people were treated, building trust and openness. People behaved in a particular way depending on how they are treated. The researcher agrees with De Waal & Van Der Heijden (2015) in their study on the role of performance management to create and maintain a high-performance organization. Their finding was that performance management analysis accountability had a strong positive impact to create and maintaining a high-performance organization. Holding team members accountable, they deliver results. Performance management systems put in place drive behaviour that sustains high-performance organizations. People knew what they need to deliver daily or what has been expected of them. It was important that employees performance was reviewed and feedback given to them to improve and remove obstacles.

The second hypothesis tested was whether the burning platform defined had an impact on performance management culture. A regression analysis was conducted and various

outputs on the analysis such as regression model summary, Anova test, analysis of coefficients, and normal residual plot showed that the test was significant. A defined burning platform had a significant impact on performance management culture. Pascal and Nizam (2016) researched the effects of organizational culture on employees' performance at Singapore Telecommunication. Their research finding was that value had a significant impact on employees' performance. Gostic & Elton (2012) defined a burning platform as the ability to identify and define key burning issues that employees face separating them from normal routine challenges. They further state that leaders are expected to define a clear mission. Leaders create customer focus by providing direction for all employees to make the right decision and take initiative on their own. When leadership showed the direction to employees, it had an impact on the organization's culture. Employees knew what to do and how to behave.

The third hypothesis tested was whether there was a relationship or alignment between a high-performance team and performance management culture. Correlation and residual analysis were conducted. It was noted that OC1, OC6, and OC9 showed no real evidence of association with other variables. The remaining variables showed moderate, strong, and good evidence of an association between the variables. The residual analysis on regression model summary, Anova, and normal residual plot tests that there was significance. There was a relationship between a high-performance team and a performance management culture. Qawasmeh, Darqal & Qawasmeh (2013) studied the role of organizational culture in achieving organizational excellence at Jadara University. They did find a positive correlation between University excellence and organizational culture.

Pascla & Nizam (2016) stated that organizational performance had something to do with organizational culture. Atkinson (1990) also stated that culture binds people and processes together in achieving results. Culture maps out processes and activities that assist the organization and are used to achieve and improve results or performance. The researcher seemed to agree with the above researchers. This study showed that there was a relationship between a high-performance team and performance management culture. The researcher's experience in the field has also seen that when one follows a certain culture performance improves or affected delivering results. Culture and

performance work hand in hand. They cannot be separated. It was those beliefs, values and vision that drove business results.

The fourth hypothesis was to check Consol Glass Wadeville's current culture pursued. An analysis of means was conducted using Cameron & Quinn (2006) competing value framework. Before inventing a new culture, an understanding of the organization's current culture being practised was necessary. It was found that Consol glass Wadeville was using Clan culture and Hierarchy culture with more emphasis on Clan culture. Kusumadmo (2013) stated that clan culture was similar to extended family. The organization has shared values and goals, people united, participation, and a sense of belonging. Looking at Consol Glass culture the researcher agreed with Kusumodmo (2013) on his definition of clan culture. Consol Glass' values are trust, collaboration, recognition, continuous improvement, and valuing diversity. People pulled together to manage a crisis or solve problems. People acknowledged each other, are responsible, accountable, and demonstrate trust. People treated each other with respect. There was a clear sense of direction and ownership.

The above analysis, studies from previous research and experience in the field, did note that a high-performance team had an influence on performance management culture. Lim (2005) conducted research and found that there was alignment between a high-performance team and organizational performance culture. Culture has been fostered by beliefs influencing an organization's performance. The culture was associated with firm effectiveness. Culture had potential effects on organizational success.

5.8 Proposed Social Entrepreneurship project

This proposed social entrepreneurship project follows on theoretical and empirical interrogation of some of its crucial ingredients. It was noted that team members were working on silos doing things as they wish. Performance has dropped the past financial year resulting in some of these factors.

5.8.1 Description

The aim and purpose of the research were to evaluate organizational culture if it is effective and consistent through Gostic`s 5 step roadmap and Cameron & Quinn (2006) competing value framework. The research had four propositions or hypotheses.

Question 1: Does team behaviour have an influence on performance management culture?

Research hypothesis – Team behaviour has a significant influence on performance management culture.

A conclusion was made that the test shows that there were correlations between the variables. Therefore the null hypothesis (H0) was accepted and rejected an alternative hypothesis (H1). Team behaviour had an influence on performance management culture.

Question 2: Are the burning platforms defined and have an impact on performance management culture?

Research hypothesis – Burning platforms have a significant impact on performance management culture.

The test showed a significant impact of the variables on performance management culture. Therefore the null hypothesis (H0) was accepted and rejected the alternative hypothesis (H1). The burning platform defined had an impact on performance management culture.

Question 3: Is there a relationship or alignment between a high-performance team and performance management culture?

Research hypothesis – There is significant alignment between a high-performance team and performance management culture.

It was found that correlations, regression model summary analysis, Anova F-statistics and a normal residual plot that there was a relationship between performance management culture and high-performance team. It was therefore accepted the null hypothesis (H0) and rejected the alternative hypothesis (H1). There was a relationship between a high-performance team and a performance management culture.

Question 4: What organizational culture is Consol Glass Wadeville pursuing?

Research hypothesis – There is significant organizational culture pursued by Consol Glass Wadeville. It was noted from the analysis that Consol Glass Wadeville division uses Clan and Hierarchy culture. The organization put more emphasis on clan culture. The analysis on culture, regressions model summary, Anova F-statistics, and coefficients had a significant impact on organizational clan culture. The null hypothesis (H0) was accepted and rejected alternative hypothesis (H1).

5.8.2 Management and the organization

Consol Glass Ltd is a South African company whose head office is based in Gauteng province in Wadeville. The organization has four divisions operating in Bellville, Clayville, Nigel, and Wadeville. The company had recently extended its operations into Africa in Kenya, Nigeria, and Ethiopia. The organization produces glass bottles for various industries such as pharmaceuticals, beer, soft drinks, spirits, and food industries. Consol believed in creating a level of trust between people and the executives, shareholders, and individual customers. The company encourages innovation, promoting teamwork and excellence. The research showed that organization uses clan and hierarchy culture with more emphasis on clan culture. Clan cultures focus on leaders being mentors and parent figures. They practice teamwork, employee involvement, and commitment. Hierarchy cultures are structured and controlled focusing on efficiency, stability getting things done in the right way. The organization has developed its value system such as trust, teamwork, continuous improvement, valuing diversity, and recognition. The value systems are in line with clan and hierarchy cultures. A swot analysis was conducted below to check the organization's strengths, weaknesses, opportunities, and threats.

SWOT Analysis

Table 5.8.2 Swot analysis

	STRENGTHS (S)	WEAKNESSES (W)
Internal	• S5 Unique forming skill • S1-High quality products • S2-Bottle making expertise • S3-High performers • S4-Commitment	• W1-Working in silo • W2-Warehouse capacity • W3-Poor quality management
	OPPORTUNITIES (O)	**THREATS (T)**
External	• O1-High performance across the group • O2-Sharing skills • O3-Increase in revenue • O4-Increase in employee morale • O5-Increase in productivity	• T-1 Customer complaints • T2-Union strikes • T3-Poor performance • T4-Employees disgruntled.

TOWS matrix

Table 5.8.2 Tows matrix

External Factors	Internal Factors: Strengths(S)	Internal Factors: Weaknesses (W)
Opportunities (O)	**SO** Strategic options S3 &O5 - Use high performer to increase productivity S5 &O3 - Use the company's strong brand in supplying glass to the various African market.	**WO** Strategic options W1 & O2 – Sharing skills to reduce silo mentality. W2 & O4 - Sourcing local people and providing training and skills to make employees competent in their jobs
Threats (T)	**ST** Strategic options S1 &T1 – Produce high-quality products to reduce amounts of complaints. S3 &T3 – Motivate employees to minimize disruption.	**WT** Strategic options Weaknesses options W1 - Use recruitment agencies to find talent and skills in the country. W2 - Increase the pool of trainers within the business. Threats options T1 – Increase opportunity for growth. T2 – Ensure employees are motivated to do their job.

5.8.3 Social entrepreneurship deliverables

It was noted from the research that culture and behaviours were seen as an output. Culture shifts employees' behaviours and is viewed as an organizational practice. Culture is fostered by beliefs influencing organizational performance. Culture has potential effects on organization success. It binds people and processes together.

5.8.3.1 High-performance team

Creating sustainable high performance builds culture. Literature review finds that performance culture requires people to remain disciplined and people or teams engaged effectively. Atkinson (1990) studies found that there is openness and trust among team members. Katzenbach (2004) study suggested that a high-performance team is differentiated by the degree of commitment on how deep their members are committed to each other. All members of the team genuinely assist or help each other to achieve personal and professional goals. Leadership plays a major role in setting a high-performance team and building its strength. Organisation expects the team to perform producing excellent results. It is through this study that we can have a social impact on employees and the company by introducing performance bonuses to all employees.

5.8.3.2 Performance Bonus

A performance bonus is a reward system when employees achieve set targets. The organization currently rewards its leaders from grade 7 to grade 1 when they achieve the set targets on individual targets, productivity, and sales. An ordinary employee gets a share after a four-year cycle from grade 20 to grade 8. Employees between grades 7 and 5 do not get these shares. This will have an effect on having other employees working in a silo doing things as they wish.

5.8.3.3 Annual shares scheme

The company may need to introduce an annual share scheme that will pay all employees equally when the business reaches the stretch target in terms of productivity and sales. The employees can be paid 30% of the difference between the set budget target and stretched target. This will motivate employees and teams to work with each other knowing that they will benefit from the scheme. When one works only getting just a salary only do enough as they start asking the questions what is in for me. The scheme will answer such questions.

5.8.3.4 Business Model Canvas

5.8.3.4.1 Customer segment – Employees are the most important customers. The organization should create value for its employees. The organization already has a market that they serve. They need to look at plastic markets so that they penetrate selling glass.

5.8.3.4.2 Value proposition – Consol Glass Ltd delivers high-quality glass bottles. The organization provides jobs and few benefits to employees such as medical aid, share scheme, provident fund, risk-benefit, and travel allowance. The organization needs to solve poor work performance or in-efficiencies, inconsistency, and morale issues with their employees. Many employees currently earn a salary for a living while, others get performance bonuses and shares. These create a platform where an employee becomes disgruntled and only does what is required which impacts negatively on performance. Not all employees' needs are satisfied.

5.8.3.4.3 Channels – Employees may be reached through emails, noticeboards, tv screens and crew meetings. Those having smartphones may also be reached through Glasstalk app.

5.8.3.4.4 Customer relationships – Human resource function may be used to build relationships between employees, unions, and management.

5.8.3.4.5 Revenue streams – The revenue streams will be purely from glass sales. The share performance scheme finance itself as it is dependent on performance and sales.

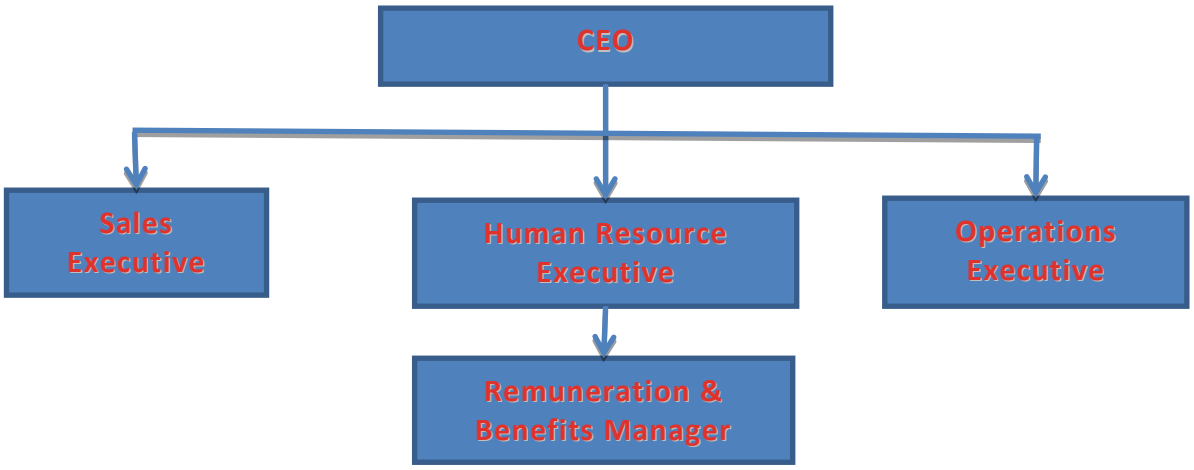
5.8.3.4.6 Key resources – The key resources are employees in various roles. Equipment and used for the manufacture of glass bottles.

5.8.3.4.7 Key activities – Manufacturing of glass bottles.

5.8.3.4. 8 Key partnership – The Company has already considered joint venture with other companies into Africa such as Ethiopia, Nigeria, and Kenya.
5.8.3.4.9 Cost structure – The organization is a cost structure.

5.8.3.5 Organisation structure

Figure 5.8.3.5 Organisation structure



The researcher proposes to use the current organization structure that is already running with sales, productivity and employees' remuneration. This will ensure that there are no additional heads appointed which keeps the cost structure the same. The remuneration and benefits manager can process payments when it is approved through the remuneration committee that approves special shares and bonuses payments. The committee is composed of the above leaders in the organization structure.

5.8.4 Financial plan including financial projections

The projections are based on the current budget on a pack to melt (PTM) of 80% and an expected improvement to 83% PTM. The cost per tonnage is R5500 and the mark-up price is at 80% of the cost price.

Table 5.8.4 Financial projections cost

PTM - 80%

Furnace	**Furnace Capacity**	**Ton/month**	**Efficiency- 80%**	**Cost /ton**	**Sales**
W3	220	6600	5280	5500	9900
W4	360	10800	8640	5500	9900
Total	580	17400	13920	5500	9900

PTM - 83%

Furnace	**Furnace Capacity**	**Ton/month**	**Efficiency- 83%**	**Cost /ton**	**Sales**
W3	220	6600	5478	5500	9900
W4	360	10800	8964	5500	9900
Total	580	17400	14442	5500	9900

Table 5.8.4 Forecasting at 80% PTM

Budget	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Sales	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 137, 808	R 1 653 696
Cost/ Ton	R 76, 560	R 79, 431	R 79, 431	R 79, 431	R 79 431	R 79, 431	R 79, 431	R 79, 431	R 79, 431	R 79, 431	R 79, 431	R 79, 431	R 950 301
Profit	R 61, 248	R 58, 377	R 58, 377	R 58, 377	R 58 377	R 58, 377	R 58, 377	R 58, 377	R 58, 377	R 58, 377	R 58, 377	R 58, 377	R 703 395

Table 5.8.4 Forecasting at 83% PTM

Budget	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Sales	R142, 975	R142, 975	R142, 975	R142, 975	R142, 975	R142, 975	R142 ,975	R142, 975	R142, 975	R142, 975	R142, 975	R142, 975	R 1 715 709
Cost/Ton	R 79, 431	R 79, 431	R 79, 431	R 79, 431	R 79, 431	R79, 431	R 79, 431	R 79, 431	R79, 431	R 79, 431	R 79, 431	R 79, 431	R 953 172
Profit	R 63, 544	R 63, 544	R 63, 544	R 63, 544	R 63, 544	R63, 544	R63, 544	R 63, 544	R 63, 544	R 63, 544	R 63, 544	R 63, 544	R 762 537

Improvement	R 59 142 600.00
Share Bonus Scheme	R 11 828 520.00
Total Employees	450
Employee Distribution	R 26 285.60

When the target is stretched by 3% it will increase the revenue to R59,142m. The bonus scheme at 30% will be R11,828m. Employees will individually be paid R26 285.60.

5.8.5 Funding requirement and sustainability

The scheme does not need special funding as it is self-funding. It will sustain itself as it is dependent on productivity and sales reaching set targets. The organization benefit while the employees are benefiting. The scheme only needs approval from the board of directors. The target is stretched by 3% resulting in revenue of R59m. The company may then payout 30% of the revenue which is R11.8m distributed evenly to all employees.

5.8.6 Risk management

Table 5.8.6 Risk management

Area	**Risk Management Action**
Finance/Marketing	Ensuring there is enough space in the warehouse.
	Regular updates on financial performance to the business.
People	Communicating how the scheme will work with all employees.
	Hire experts through rigorous recruitment and selection processes.
Operations	Monthly performance audit ensuring information is accurate.
	Strict management of quality of products.

5.8.7 Implementation plan

Table 5.8.7 Implementation plan

Key tasks	**Time period**	**Responsibility**	**Budget**	**Control**
Appointing existing committee running with the scheme	May-21	CEO	R10k	Maintenance of the scheme.
Scheme budget or set target	Jun-21	Remuneration committee	R 11.8m	Set- target - Increase turnover by 3%
Communication with employees	Jul-21	Human Resource Executive	R 100k	Ensure all employees are aware of the scheme on how it will work.
Performance monitoring (Sales and production)	Monthly	Executives/Plant managers	R10k	Holding monthly meeting reviews.
Share scheme review	Yearly	Executives/Remuneration committee	R10k	Checking on progress and pay-out
Evaluation of culture change	Yearly	Humana Resource Executive	None	Measuring culture change to see the impact of the changes done.

5.8.8 Conclusion

Consol Glass may have a social impact on its employees by providing an annual share scheme to all employees payable as per performance bonus. The scheme should not look at the position but distribute equitably. There will be no additional cost to the company. The purpose of the scheme is to assist or improve the company performance by an additional 3% resulting in a 30% pay-out when the target is reached. All employees will benefit from the scheme as well as the company reaching productivity targets and sales. Where the target is not met, there shall not be a payment made. Employees will be motivated to go the extra mile and work with others in the team to achieve their common goal. This will get rid of silos and people doing things as they wish. Employees themselves will hold each other accountable rather than done by managers alone performance will increase as everyone will be pushing to get the share.

Employees will be happy resulting in high productivity and reduction of absenteeism. The scheme does not replace what the company already has. It is cheaper to administer and there are no additional costs involved. It will minimize the strikes that people always want to be part of as their shares will be lost if performance is not reached.

6 SUMMARY, CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

6.1 Summary

6.1.1 Research conceptualization summary

The research focused on evaluating performance management culture through a high-performance team at Consol Glass. Performance within Consol Glass Ltd in the Wadeville division has dropped the last financial year as shown in the operations review report in June 2020. The problem was whether a high-performance team existed within the company and consistency. The aim and purpose of the research were to evaluate organizational culture if it was effective and consistent through Gostic`s 5 step roadmap and Cameron & Quinn (2006) competing value framework. The research tested whether team behaviour had an influence on performance management culture. It further tested the burning platform defined as having an impact on performance management culture. The researcher also tested whether there was a relationship between a high-performance team and performance management culture. Lastly, also checked the Consol Glass culture that was being practised.

6.1.2 Conceptual framework summary

The research has focused on the Consol Glass Wadeville division. Various symptoms detected had a negative impact on culture. Openness culture change on individuals who accepted and were aware that change was needed. In-effective or poor leadership does not take the organization anywhere. Leaders were said to lead people and set directions to achieve the mission and objective of the organization.

Cameron & Quinn (2006) developed a competing values framework to diagnose and facilitate change in organizational culture. A framework was derived and had both face and empirical validity and helped integrate many of the dimensions proposed by various authors. Cameron & Quinn (2006) competing values framework has been found to have a high degree of congruence with well-known and well-accepted categorical schemes that organized the way people think, their values and assumptions, and the ways they processed information.

6.1.3 Research data collection summary

The research study was quantitative and has used a self-completion questionnaire. A self-completion questionnaire was cheaper, quicker to administer and interviewer effects were absent. Data was collected through an email to 166 recipients and 250 manual printed questionnaires that were placed at the canteen for the respondents not having access to emails. Respondents were asked to complete and place it inside the locked box at the canteen. The respondents were given two weeks to complete, which gave them enough time to reflect on the questions and their responses.

The data has been captured and coded using a five-point Likert scale. The data were processed with the use of the SPSS tools. This also checked for errors being made. Data was captured on an excel spreadsheet and audited for typing errors and accuracy. It was found that they were all captured correctly. Data were cleaned using the SPSS program checking for errors and missing data. Descriptive statistics were used to check for errors and there were no typing errors detected by the SPSS.

6.1.4 Research analysis and findings summary

The analysis of the hypothesis on team behaviour having an impact on performance management culture was conducted using correlation. It was found that the test showed that there was a correlation between the variables. Team behaviour had an influence on performance management culture.

The second hypothesis on burning platform defined had an impact on performance management culture. Residual analysis was conducted on this study. The analysis showed that the burning platform defined had a significant impact on performance management culture.

The third hypothesis was to test if there was a relationship between performance management culture and a high-performance team. The analysis was conducted using correlation and found that there was an association between the variables. There was a relationship between a high-performance team and a performance management culture.
The fourth hypothesis was to check Consol Glass Wadeville current culture. It was found that Consol Glass Wadeville uses clan and hierarchy culture with more emphasis on clan culture.

The research evaluation showed that a high-performance team has an impact on performance management culture. Team behaviour had a role to play in performance management culture. The organization defined those things, which they need their members to follow such as values and mission to improve on their performance. Organizational performance and culture are interlinked. They worked hand in hand and could not be separated.

6.2 Conclusions

The research problem was whether a high-performance team exists within the company and consistency. It was found that a high-performance team does exist. This was aligned with organizational culture. The analysis showed that there was alignment between a high-performance team and organizational culture.

Organizational culture practised by the organization was also checked using competing value frameworks. Consol Glass Wadeville has practised or used Clan and Hierarchy cultures. More emphasis was on Clan culture. Clan culture considered leaders to be mentors and parent figures. The combination of Clan and Hierarchy culture had assisted the organization to reach its objectives.

Organizational values in place such as trust, recognition, collaboration, and valuing diversity were viewed to assist in driving organizational culture and performance. This has been driving both culture and performance. The research did show that 75% of the respondents were aware of the organization's values. The organization had people that were skilled with the necessary experience.

The first hypothesis was conducted on team behaviour having an impact on performance management culture. It was found that there was a correlation between the variables. Team behaviour had an influence on performance management culture.

The second hypothesis was conducted on a burning platform defined as having an impact on performance management culture using residual analysis showed that there was a significant impact. The burning platform defined had a significant impact on performance management culture.

The third hypothesis conducted to check the relationship between a high-performance team and performance management culture using correlation and residual analysis has shown that there is association and significance. The test showed that there was a relationship between a high-performance team and performance management culture.

The evaluation of performance management culture through a high-performance team showed that there was a relationship. High-performance team droves performance management culture. Previous studies conducted by various authors have also shown that there was a relationship between culture and performance.

6.3 Limitations

Time constraints with data collection were a major problem as the focus was to get it done as quickly as possible to complete the research on time. Research may not be used to generalize Consol Glass as a whole as each division is unique. Given the fact that the study was focusing on Consol Glass employees, some of the respondents had challenges in accessing a link, as they did not have access to desktops, laptops and the internet. Some of the employees were illiterate and do not know how to use the internet. An email link survey was seen as favouring some of the employees and few would have been left out.

Some of the potential respondents were illiterate making it difficult for them to complete the questionnaire. Those that are illiterate may have a greater chance to misunderstand the question with a self-administered questionnaire. It was also noted that respondents skipped some of the questions that they do not understand or have no knowledge of. The amount of time given for the data collection seemed too short. Employees never worry about anything else but work which made it difficult to get more responses as expected.

6.4 Recommendations

Future research is necessary on creating consistency within the high-performance team. It is also important to conduct a research study on the team behaviours influencing performance. An organization may need to review the culture used such as clan and hierarchy culture. Their use is quite too often and the organization may need to consider

the use of hierarchy culture a lot more than clan culture at 60%-30% to drive results. The study on the culture that needs to be embedded and making it works was necessary.

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APPENDICES

Appendix 1.1: Data collection instrument(s)

Consent Form

Title of project: Evaluation of performance management culture through a high-performance team at Consol Glass

Name of researcher: Fhatuwani Seth Netshisaulu

I, …….., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. I agree to the following:

(Please circle the relevant options below).

I agree that my participation will remain anonymous	YES	NO
I agree that the researcher may use anonymous quotes in his / her research report	YES	NO
I agree that the information I provide may be used anonymously after this project has ended, for academic purposes by other researchers, subject to their own ethics clearance being obtained.	YES	NO

(Signature)……
(Name of participant)……
(Date)……

(Signature)……
(Name of person seeking consent)……
(Date)……

Research Questionnaires

Section A
Demographic Data

Q1	Gender	Tick(√)
	Male	
	Female	
	Other	

Q2	Age	Tick(√)
	18 - 25 yrs	
	26 -35yrs	
	36 - 45yrs	
	46 - 55yrs	
	Above 55yrs	

Q3	Level of Education	Tick(√)
	None	
	Matric	
	Diploma	
	Degree	
	Post Graduate	

Q4	Work Experience (in years)	Tick(√)
	Less than 2	
	2 to 5	
	5 to 10	
	11 to 15	
	16 to 20	
	21 to 25	
	26 to 30	
	Above 30	

Q5	What is your employment status?	Tick(√)
	Permanent	
	Contract	
	Casual	

Q6	Management Level (Role or function performed in the organisation)	
	Top-Level Management	
	Middle-level Management	
	First-line manager	
	Supervisor	
	General worker	
	Shop steward	

Q7	**Department**	Tick(√)	**Department**	Tick(√)	**Department**	Tick(√)
	Melting		Coldend		Quality	
	Forming		Production		Electrical	
	Mouldshop		Maintenance		Engineering	
	Inspection & Packaging		Machine Repairs		Other	
	Human Resource		Packaging			
	Finance		Instrument			

Section B Organisational Culture

Code	**Organisational Culture**	1. Strongly Disagree	2. Disagree	3. Moderate	4. Agree	5. Strongly agree
OC1	I know what is expected of me					
OC2	I am given the freedom to work independently or on my own.					
OC3	The company encourages innovation towards business operations and initiatives.					
OC4	My organization believes success depends on a clear system of rules being in place and respected.					
OC5	Employees treat each other with fairness and respect					
OC6	I understand the organisation vision					
OC7	Organisations provide a clear sense of direction and make decisions promptly					
OC8	Leaders follow and enforce high ethical standards and practices					
OC9	I adhere strictly to the organization code of ethics.					
Code	**Leadership**	1. Strongly Disagree	2. Disagree	3. Moderate	4. Agree	5. Strongly agree
L10	Organisation shares all information, communicating openly, honestly and candidly					
L11	I am included in critical decision-making processes by my manager.					
L12	My manager encourages employees to generate new ideas and strategies that promote growth.					
L13	Leadership enforces rules on the employees					
L14	I understand organisation core values					
L15	I trust Leadership or my manager.					
L16	The organisation drives a culture of excellence to take ownership and accountability					
L17	My Manager set realistic goals and values feedback.					

L18	My Leaders provide support, communicate clearly and listen at all times.					
L19	Leadership clarify expectations, goals and work methods to get the job done.					
Code	**Organization performance**	1. Strongly Disagree	2. Disagree	3. Moderate	4. Agree	5. Strongly agree
OP20	There is a timely achievement of set goals by the organization.					
OP21	In my organization, new product development has improved over the last three years.					
OP22	My organisation archive quality of products consistently					
OP23	There has been improved effectiveness in the organization's operations					
OP24	We have been able to meet and surpass our revenue target in the last two years					
OP25	Management helps us feel valued. Contributing partners in the company					
OP26	I have a feeling of connection and growth in the organisation					
OP27	My manager clarifies growth avenues and career opportunities with me.					

Appendix 2.1: One-page bio of the researcher including declaration of interest in the research and funders, if any

Fhatuwani Seth Netshisaulu

Fhatuwani Seth Netshisaulu is an Operations Manager at Consol Glass Wadeville Division for the past five years. The role focuses on managing people and productivity. He has more than 20 years of experience working in a manufacturing environment of which 15 years spent on various management roles.

He has Post Graduate Diploma in Business Administration completed from Wits Business School. He is currently busy with Masters in Business Administration at the University of Witwatersrand. He is busy with a thesis on evaluating performance management culture through high-performance teams at Consol Glass.

The research is purely academic for the purpose of completing Masters in Business Administration. There are no funders for the research. The costs incurred in the research are minimal and did not need to be funded.

Appendix 2.2: Ethic documentation

Permission letter



University of the Witwatersrand,
Wits Business School 011 717 8007

Koketso Makola
Consol Glass Ltd
1 Roussow Road, Wadeville

27 October 2020

Dear Sir/Madam,

Re: Permission to conduct research at Consol Glass Ltd.

My name is Fhatuwani Seth Netshisaulu.

I am studying for an MBA in the Wits Business School at the University of the Witwatersrand. I am seeking permission to do research at Consol Glass Ltd.

I am conducting research on evaluating performance culture through high performance team at Consol Glass. The research will evaluate whether high performance team exists within the company and consistent. Is the high performance team having culture that it follows or abides by? The aim and purpose of the research is to evaluate organisational culture if it is effective and consistent. The research will evaluate organisational performance culture and high performance team whether there is alignment.

The research will focus on organisational mission and values to see if there is alignment with the team. There will be focus on team values as to how does the team differentiate itself from the rest of the organisation. Trust between members and leadership is equally important to assess. Does leadership trust each other? Alignment of the high performance team and organisational culture is also important in this study.

The questionnaire will take 10 to 15min to complete. Once they complete the questionnaires they may send back completed questionnaire to me.

Participants will be asked to give their written or verbal consent before the research begins. Their responses will be treated confidentially and identities (their names and the name of the organization) will be anonymous unless otherwise expressly indicated. Individual privacy will be maintained in all published and written data resulting from the study.

The results will be communicated through academic journals and feedback will be provided with senior team at your convenient time.

The research participants will not be advantaged or disadvantaged in any way. They will be reassured that they can withdraw their permission at any time during this project without any penalty. There are no foreseeable risks in participating in this study. The participants will not be paid for this study.

All research data will be kept for a period on one year in case someone will need to use the data for reuse by other researchers.

I therefore request permission in writing to conduct my research at your organization. The permission letter should be on your organization's headed paper, signed and dated, and specifically referring to myself by name and the title of my study.

Please let me know if you require any further information. I look forward to your response as soon as is convenient.

Yours sincerely,



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Appendix 2.2: Ethic documentation

Permission granted letter

Consol

Date: 30 October 2020

Fhatuwani Seth Netshisaulu

6 Villa Verona Complex

Gloucester

Kenleaf, Dalview

1540

Dear Fhatuwani

PERMISSION TO CONDUCT RESEARCH

We acknowledge your communication dated 27th October 2020 regarding a request to conduct research on high performing teams in our Consol Glass Wadeville factory.

We are happy to inform you that permission is granted.

Wishing you all the best and looking forward to the results of the research.

Regards

KOKETSO MAKOLA
Human Resource Business Partner
Consol Glass Wadeville
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Appendix 3.1: Dully filled in data collection instrument(s)

Descriptive Statistics

		Gender	Age	Education	Experince	Status	Role	Department	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	L10	L11	L12	L13	L14	L15	L16	L17	L18	L19	OP20	OP21	OP22	OP23	OP24	OP25	OP26	OP27
N	Valid	101	101	97	100	99	96	100	100	101	100	98	101	100	97	99	96	99	99	99	99	97	99	99	100	100	98	100	96	101	101	98	99	100	100
	Missing	0	0	4	1	2	5	1	1	0	1	3	0	1	4	2	5	2	2	2	2	4	2	2	1	1	3	1	5	0	0	3	2	1	1
Mean		1.10	2.93	2.71	3.91	1.08	3.98	5.02	4.38	3.83	3.52	3.73	3.26	4.11	3.52	3.31	3.96	3.18	3.19	3.22	3.66	4.01	3.43	3.62	3.38	3.12	3.54	3.73	3.67	3.75	3.60	3.23	3.00	3.23	2.98
Median		1.000	3.000	3.00	4.000	1.000	5.000	4.000	4.00	4.000	4.000	4.000	3.000	4.00	4.000	4.000	4.000	4.000	3.00	4.000	4.000	4.00	4.000	4.000	4.000	3.000	4.000	4.000	4.000	4.000	4.000	3.000	3.000	4.000	3.00
Std. Deviation		.3007	.8997	.829	1.7706	.274	1.3144	3.7500	.616	1.0030	1.1144	1.1227	1.1555	1.034	1.128	1.2422	.962	1.1555	1.209	1.314	1.022	1.005	1.2263	1.0955	1.1779	1.2167	1.0667	.962	1.063	.921	.960	.972	1.1955	1.1445	1.247
Minimum		1	1	1	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Maximum		2	5	5	8	2	6	16	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Percentiles	100	2.00	5.00	5.00	8.00	2.00	6.00	16.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Table 4.3.1.2 Correlation

Correlations

		OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OP20	OP21	OP22	OP23	OP24	OP25	OP26	OP27
OC1	Pearson Correlation	1	.284**	.182	.122	-.007	.260**	.094	.075	.119	.029	.056	-.062	.088	-.096	.133	.112	.082
	Sig. (2-tailed)		.004	.071	.232	.944	.009	.363	.461	.252	.778	.592	.540	.381	.351	.191	.268	.419
	N	100	100	99	97	100	99	96	98	95	99	95	100	100	97	98	99	99
OC2	Pearson Correlation	.284**	1	.515**	.446**	.373**	.121	.331**	.355**	.081	.322**	.301**	.388**	.306**	.123	.398**	.374**	.421**
	Sig. (2-tailed)	.004		.000	.000	.000	.229	.001	.000	.434	.001	.003	.000	.002	.228	.000	.000	.000
	N	100	101	100	98	101	100	97	99	96	100	96	101	101	98	99	100	100
OC3	Pearson Correlation	.182	.515**	1	.719**	.502**	.195	.458**	.457**	.183	.537**	.458**	.490**	.553**	.269**	.602**	.577**	.567**
	Sig. (2-tailed)	.071	.000		.000	.000	.053	.000	.000	.076	.000	.000	.000	.000	.008	.000	.000	.000
	N	99	100	100	98	100	99	96	98	95	99	95	100	100	97	98	99	99
OC4	Pearson Correlation	.122	.446**	.719**	1	.537**	.287**	.489**	.504**	.414**	.514**	.509**	.466**	.508**	.272**	.571**	.544**	.548**
	Sig. (2-tailed)	.232	.000	.000		.000	.004	.000	.000	.000	.000	.000	.000	.000	.007	.000	.000	.000
	N	97	98	98	98	98	97	96	96	94	97	94	98	98	96	98	97	98
OC5	Pearson Correlation	-.007	.373**	.502**	.537**	1	.266**	.518**	.339**	.136	.434**	.308**	.296**	.355**	.342**	.508**	.540**	.443**
	Sig. (2-tailed)	.944	.000	.000	.000		.008	.000	.001	.186	.000	.002	.003	.000	.001	.000	.000	.000
	N	100	101	100	98	101	100	97	99	96	100	96	101	101	98	99	100	100
OC6	Pearson Correlation	.260**	.121	.195	.287**	.266**	1	.678**	.400**	.431**	.213*	.193	.050	.246*	.071	.206*	.336**	.119
	Sig. (2-tailed)	.009	.229	.053	.004	.008		.000	.000	.000	.035	.060	.620	.013	.487	.042	.001	.240
	N	99	100	99	97	100	100	97	99	96	99	96	100	100	97	98	99	99
OC7	Pearson Correlation	.094	.331**	.458**	.489**	.518**	.678**	1	.587**	.389**	.370**	.276**	.282**	.317**	.256*	.370**	.510**	.315**
	Sig. (2-tailed)	.363	.001	.000	.000	.000	.000		.000	.000	.000	.007	.005	.002	.012	.000	.000	.002
	N	96	97	96	96	97	97	97	96	94	96	94	97	97	95	97	96	97
OC8	Pearson Correlation	.075	.355**	.457**	.504**	.339**	.400**	.587**	1	.534**	.435**	.282**	.317**	.375**	.222*	.505**	.533**	.454**
	Sig. (2-tailed)	.461	.000	.000	.000	.001	.000	.000		.000	.000	.006	.001	.000	.029	.000	.000	.000
	N	98	99	98	96	99	99	96	99	96	98	95	99	99	96	97	98	98
OC9	Pearson Correlation	.119	.081	.183	.414**	.136	.431**	.389**	.534**	1	.438**	.375**	.304**	.376**	.200	.181	.262*	.117
	Sig. (2-tailed)	.252	.434	.076	.000	.186	.000	.000	.000		.000	.000	.003	.000	.054	.079	.010	.256
	N	95	96	95	94	96	96	94	96	96	95	93	96	96	94	95	95	96
OP20	Pearson Correlation	.029	.322**	.537**	.514**	.434**	.213*	.370**	.435**	.438**	1	.649**	.638**	.779**	.479**	.498**	.598**	.487**
	Sig. (2-tailed)	.778	.001	.000	.000	.000	.035	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	99	100	99	97	100	99	96	98	95	100	95	100	100	97	98	99	99
OP21	Pearson Correlation	.056	.301**	.458**	.509**	.308**	.193	.276**	.282**	.375**	.649**	1	.701**	.654**	.537**	.437**	.501**	.421**
	Sig. (2-tailed)	.592	.003	.000	.000	.002	.060	.007	.006	.000	.000		.000	.000	.000	.000	.000	.000
	N	95	96	95	94	96	96	94	95	93	95	96	96	96	94	95	95	96
OP22	Pearson Correlation	-.062	.388**	.490**	.466**	.296**	.050	.282**	.317**	.304**	.638**	.701**	1	.691**	.536**	.426**	.389**	.407**
	Sig. (2-tailed)	.540	.000	.000	.000	.003	.620	.005	.001	.003	.000	.000		.000	.000	.000	.000	.000
	N	100	101	100	98	101	100	97	99	96	100	96	101	101	98	99	100	100
OP23	Pearson Correlation	.088	.306**	.553**	.508**	.355**	.246*	.317**	.375**	.376**	.779**	.654**	.691**	1	.490**	.499**	.559**	.532**
	Sig. (2-tailed)	.381	.002	.000	.000	.000	.013	.002	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	100	101	100	98	101	100	97	99	96	100	96	101	101	98	99	100	100

OP24	Pearson Correlation	-.096	.123	.269**	.272**	.342**	.071	.256*	.222*	.200	.479**	.537**	.536**	.490**	1	.406**	.406**	.268**
	Sig. (2-tailed)	.351	.228	.008	.007	.001	.487	.012	.029	.054	.000	.000	.000	.000		.000	.000	.008
	N	97	98	97	96	98	97	95	96	94	97	94	98	98	98	97	97	98
OP25	Pearson Correlation	.133	.398**	.602**	.571**	.508**	.206*	.370**	.505**	.181	.498**	.437**	.426**	.499**	.406**	1	.735**	.688**
	Sig. (2-tailed)	.191	.000	.000	.000	.000	.042	.000	.000	.079	.000	.000	.000	.000	.000		.000	.000
	N	98	99	98	98	99	98	97	97	95	98	95	99	99	97	99	98	99
OP26	Pearson Correlation	.112	.374**	.577**	.544**	.540**	.336**	.510**	.533**	.262*	.598**	.501**	.389**	.559**	.406**	.735**	1	.704**
	Sig. (2-tailed)	.268	.000	.000	.000	.000	.001	.000	.000	.010	.000	.000	.000	.000	.000	.000		.000
	N	99	100	99	97	100	99	96	98	95	99	95	100	100	97	98	100	99
OP27	Pearson Correlation	.082	.421**	.567**	.548**	.443**	.119	.315**	.454**	.117	.487**	.421**	.407**	.532**	.268**	.688**	.704**	1
	Sig. (2-tailed)	.419	.000	.000	.000	.000	.240	.002	.000	.256	.000	.000	.000	.000	.008	.000	.000	
	N	99	100	99	98	100	99	97	98	96	99	96	100	100	98	99	99	100

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).