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FACTORS AFFECTING THE JOB PERFORMANCE OF PROVINCIAL GOVERNMENT WESTERN CAPE EMPLOYEES

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Submitted in partial fulfilment of the requirements for the degree
MAGISTER IN BUSINESS ADMINISTRATION
in the Faculty of Business and Economic Sciences
at the Nelson Mandela Metropolitan University

Supervisor: Prof CA Arnolds

January 2012

DECLARATION

I, Ronald Springfield, hereby declare that:

- this research study is my own work;
- that all sources have been reported and acknowledged; and
- this treatise has not previously, in part or full, been submitted to any institution of higher learning in order to obtain an academic qualification.

…………………………… 　　　　　　　　　　　　　……………
Ronald Winston Springfield 　　　　　　　　　　　　**Date**

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ABSTRACT

Public sector management has, through the years, been characterised by a hierarchical system whereby red tape and bureaucracy were the order of the day. Towards the latter part of the apartheid era, management had complete autonomy in the functioning of the human resource management, financial management, operations and so on, of government organisations. Top management, and to a large extent middle management, in most governmental departments comprised predominantly people classified as White. With the launch of the New Democratic Government in 1994, new legislation in the form of the Labour Relations Act of 1995, the Basic Conditions of Employment Act of 1997 and the Employment Equity Act 55 of 1998, was instituted. This transformation heralded an about-turn and rethink by government about policies and strategies governing employees and the workplace; for example, the Labour Relations Act of 1995 restricts the concept of unfair labour practices by employers. The employee's interest was considered in the new legislation, and is currently part of employee wellbeing programmes initiated by government and incorporated into work schedules. In addition, government has launched strategies such as "Batho Pele" (put people first) and "a home for all" (a Western Cape Provincial Government initiative to improve the image of government) to improve service delivery to communities.

The above-mentioned political and legislative changes increasingly required a shift from an autocratic to a team-orientated leadership style and from an exclusively task-orientated to a people-orientated organisational culture. The study explored whether management styles, organisational culture, job satisfaction and job performance have changed in the Provincial Government Western Cape (PGWC) after the advent of democracy in South Africa in 1994. The specific research questions that were pursued included (i) has there been a shift from autocratic to a team-orientated management style in the PGWC?, (ii) has there been a shift from a task-orientated to a people-orientated

organisational culture in the PGWC?, (iii) what were the levels of job satisfaction among the employees, and (iv) how did these changes (if any) in organisational culture, management styles and job satisfaction impact the perceived job performance of these employees. The sample consisted of 100 managers selected from various departments in the PGWC.

The empirical results indicated that there has been a shift to a team-orientated management style; that there has not been a shift from a task-orientated to a people-orientated organisational culture; that the perceived levels of job satisfaction and job performance levels are high; and that job satisfaction, especially as it relates to a challenging job content and job fit (in terms of personality, ability and skills), was the main determinant of the perceived job performance of the managers in the PGWC. The managerial implications of these empirical results are discussed and recommendations are proposed on the grounds of these discussions.

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CHAPTER ONE

SCOPE OF THE STUDY

1.1 INTRODUCTION

This chapter introduces the backdrop to the research study and explains the reasons for the researcher's choice of topic that was investigated. It discusses the relevance of the research and incorporates the problem statement, which combined with a number of research questions, forms the foundation of the research. It also places emphasis on the purpose and objectives of the research and briefly discusses the theoretical framework on which the study was constructed.

Thereafter, the research population is discussed and particularly the rationale for the sample, extracted from the population, which formed the respondents of the study. Furthermore, the methodology which was utilised to solicit, assimilate and analyse the required research data is discussed. Finally, the chapter concludes with a summary of the contents of the chapters which make up the total study.

1.2 BACKGROUND TO THE STUDY

The researcher was employed by Statistics South Africa during the final stages of the research study, and has lectured management-related subjects such as Financial Management and Entrepreneurship to students at a further education and training (FET) College. He accumulated twenty-three years of service in the public sector, specifically at the head offices of various departments of the Provincial Government of the Western Cape (PGWC). His service in government incorporated the following departments:

- Education Department (ED) (eighteen years);
- The Department of Cultural Affairs and Sport (DCAS) (four years), and;
- The Department of the Premier (one year).

Whilst in the employ of the PGWC, the researcher worked in management positions at the Department of Education, (DE) where he served as acting chief clerk for five years. At the DCAS, he performed the function of state accountant for four years, and then went on to work for the Department of the Premier as a forensic investigator at the level of assistant director. As a consequence of working at the PGWC in Cape Town, he accumulated a total of ten years' management experience during the twenty-three years of service he enjoyed in various government departments. It was during this time that he liaised and networked with numerous managers at various levels of government and its stakeholders and took cognisance of the visible changes that government had undergone during and after the apartheid era.

The researcher, who started working in the private sector during his initial years of employment, developed an interest in the way managers controlled resources in the private sector and later how his management counterparts managed resources in the public sector. He bore witness at the time to the way these managers controlled resources in both sectors during the pre- and post-apartheid era and noticed a difference in the approach to management after the liberation of South Africa from the apartheid regime. In other words, the researcher observed what he felt was a new management style emerging in the new South Africa, as previously disadvantaged South Africans were given the opportunity to manage people, which, in the previous regime, had been the domain mainly of White South African males.

Furthermore, the new South African democratic government started promoting an organisational culture in government departments that was characterised by a paradigm shift from task orientation only to improved management-employee

relationships and team work. The experiences of the researcher suggest that government has not been successful in fostering a team-orientated organisational culture in its departments.

After the inception of the New Democratic Government, Provincial Government Western Cape introduced the Employee Wellness Programme, which focuses on employee health and wellness. Government earmarked this programme to improve the general health and wellness of employees, considering the challenging socio-economic conditions that they encounter in contemporary South Africa. The general feeling amongst employees was that this intervention would be a panacea to improve employer-employee relations, and create an environment that realises job satisfaction. Wellness days involved inviting trained professionals in their field to administer cholesterol, blood pressure, body mass index (BMI) tests and heart rate monitoring among others factors.

The fact that Wellness days were held only once or twice a year impacted on the outcome that the envisaged value such days were earmarked to add to employees lives was seen by employees to be insignificant. Feedback from tests was also sporadic. Consequently the desired effect of a significant decrease in stress levels of employees and the envisaged employer-employee relationship, which would have created job satisfaction, did not materialise.

1.3 PROBLEM STATEMENT

According to Schultz, Bagraim, Potgieter, Viedge and Werner (2003:44), the management style prevailing in organisations often does restrict the creativity, flexibility, and goal-attainment in these organisations. Schultz et al. (2003:44) also intimate that the thinking patterns and behaviours of managers do also influence their relationship with employees. Interpersonal conflict is often the result of different perceptions and communication patterns based on diverse mental thinking. A manager who is very concerned with routine and procedure

might easily become irritated with a creative employee who keeps suggesting alternative ways of doing things. An employee with an analytical, fact-orientated mind might become frustrated with a manager who does not provide access to relevant information needed for problem solving. In other words, the management styles of managers do influence the performances of both individual employees and the organisations as a whole.

The researcher's personal experience suggests that the management styles that prevail in the PGWC still resemble the autocratic management styles that characterised the apartheid era. In the apartheid era, employees had little say in the handling of the administration of government. Decisions were dominated by autocratic managers. Autocratic management styles resulted in job dissatisfaction amongst employees and poor service delivery to customers. Many public sector managers (especially those who have been supervisors for many years), are often referred to by employees and new managers as 'belonging to the old school' because of their tendency to emulate their predecessors' autocratic management styles.

Public sector management has, through the years, been characterised by a hierarchical system whereby red tape and bureaucracy were the order of the day. Towards the latter part of the apartheid era, management had complete autonomy in the functioning of the human resource management, financial management, operations and so on, of government organisations. Top management, and to a large extent middle management, in most governmental departments comprised predominantly people classified as White. With the launch of the New Democratic Government in 1994, new legislation in the form of the Labour Relations Act of 1995, the Basic Conditions of Employment Act of 1997 and the Employment Equity Act 55 of 1998, was instituted. This transformation heralded an about-turn and rethink by government about policies and strategies governing employees and the workplace; for example, the Labour Relations Act of 1995 restricts the concept of unfair labour practices by

employers. The employee's interest was considered in the new legislation, and is currently part of employee wellbeing programmes initiated by government and incorporated into work schedules.   In addition, government has launched strategies such as "Batho Pele" (put people first) and "a home for all" (a Western Cape Provincial Government initiative to improve the image of government) to improve service delivery to communities.

The implementation phase of these strategies ('Batho Pele', 'Ubuntu' and 'A Home for All') proved to be challenging as:

- Top Management needed to set an example to employees, by showing that they practised what they preached, for 'Batho Pele' Principles to have the desired effect.
- The strategy would thus need to filter down from Senior Management to the lower echelons at the workplace.
- Employees' buy-in was required to make a success of the strategies.
- Employees needed to be ready to accept change.
- Employees needed to market the strategies and add value in the process.
- The public needed to accommodate the changes that were envisaged by government.

The assumption that if these strategies were implemented according to plan, it would result in job satisfaction proved to be unfounded as other factors influenced the outcome negatively:

- The recruitment and selection of new employees according to the new affirmative action policy angered employees who had acted in higher positions for long periods of time whilst waiting for those positions to be advertised.
- Some provincial departments preferred to employ external candidates from the private sector instead of government officials despite them

meeting the inherent requirements of the job (that is, having the necessary skills and qualifications).

- Senior Managers at certain departments conducted presentations to employees, and the expectation was that employees had to comply, whilst not setting the necessary example themselves.
- Public servants (especially White managers) that had been employed by government since the apartheid era struggled to come to terms with the 'Ubuntu' culture employed by the New Democratic Government.

The above-mentioned political and legislative changes increasingly required a shift from an autocratic to a team-orientated leadership style and from an exclusively task-orientated to a people-orientated organisational culture. The present study explores whether these shifts in management styles have indeed occurred and what the impact thereof is on the performance of employees in the PGWC.

1.4 RESEARCH OBJECTIVES

The primary objective of the study is to improve the job performance of employees in the PGWC by investigating the relationship between organisational culture, leadership styles, job satisfaction and the perceived job performance of these employees.

The study also investigates the following secondary research questions:

- Has there been a shift from an autocratic to a team-orientated management style in the PGWC?
- Has there been a shift from a task-orientated to a people-orientated organisational culture in the PGWC?
- What are the levels of job satisfaction among employees of the PGWC?

- What are the levels of perceived job performance among the employees at PGWC?
- What is the influence of organisational culture, leadership styles and job satisfaction on the perceived job performance of PGWC employees?

To achieve the above-mentioned research objectives, the following research design objectives were pursued:

(i) To conduct a secondary literature review on the variables investigated in the study;

(ii) to construct a questionnaire for the collection of the primary data for the study;

(iii) to conduct a mail survey of 100 PGWC employees from a cross-section of the employees;

(iv) to capture the data in an Excel computer software program;

(v) to analyse the data using the STATISTICA computer software program;

(vi) to interpret findings and draw conclusions; and

(vii) to present recommendations to the PGWC management.

1.5 THE NULL HYPOTHESES

The study investigates the following null hypotheses:

H01: A task-orientated organisational culture exerts no influence on the perceived job performance of PGWC employees

H02: A people-orientated organisational culture exerts no influence on the perceived job performance of PGWC employees

H03: An autocratic management style exerts no influence on the perceived job performance of PGWC employees

H04: A team-orientated management style exerts no influence on the
      perceived job performance of PGWC employees

H05: Job satisfaction exerts no influence on the perceived job performance of
      PGWC employees

The above-mentioned hypotheses are graphically illustrated in Figure 1.1.

FIGURE 1.1: THE NULL HYPOTHESES
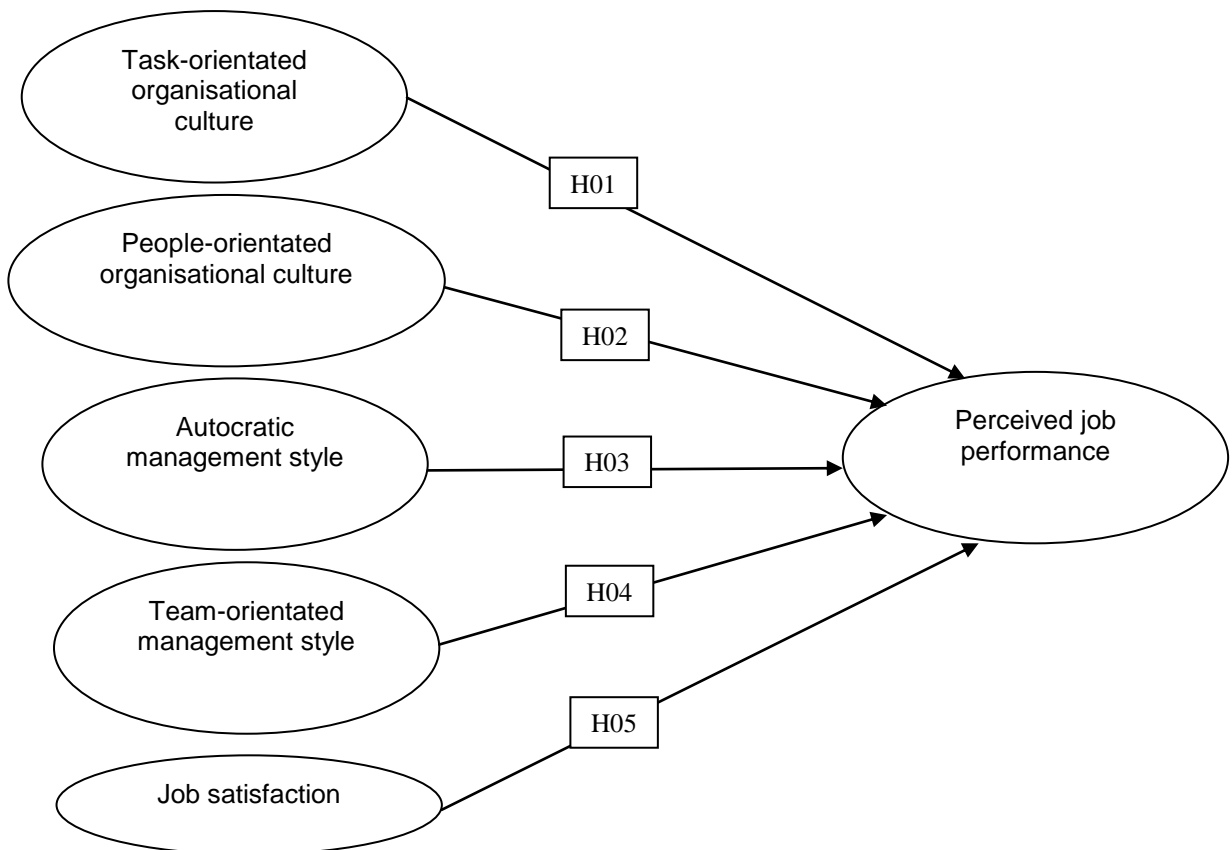
1.6 THE RESEARCH DESIGN

According to Lacobucci and Churchill (2010:58), a research design "…is a framework or plan for a study used as a guide to collect and analyse data". Lacobucci and Churchill (2010: 58 and 59) go on to explain that there are many types of research design frameworks which can be classified into three main types of research designs, namely, exploratory research (used to discover ideas and insight); descriptive research (used primarily to determine the frequency at which something occurs or a relationship between two variables; and causal research which is concerned with determining cause and effect relationships (for example whether an intervention has had an effect on something). The design that has been used in this study and which will be further elaborated on in Chapter Three is causal in nature and therefore quantitative (Mouton, 2006:161-162). This is further discussed in Chapter Three.

Two forms of data were collected during the research process, namely secondary data and primary data. Secondary data mainly consisted of data and information collected from a variety of sources such as textbooks, journals, the Internet, in-house material obtained from the PGWC and newspaper articles. Primary data however were obtained from PGWC managers by means of a questionnaire. This is further discussed in Chapter Three, although a copy of the questionnaire is located at the end of the study under Appendices.

1.6.1 The research population and sample

As stated above, the research population consisted of all managers who worked in the targeted departments in the PGWC. As these managers were limited to ten departments, they were about 200 in number. Two hundred questionnaires were therefore issued to these managers, but only 100 usable questionnaires were returned (a response rate of 50%). The demographic composition of the sample is discussed in detail in Chapter 4.

1.6.2 The measuring instruments

Self-constructed instruments were used to measure the variables in the hypothesised model. The measuring items included in these instruments were sourced from well-known academic books on management and organisational behaviour. These instruments are discussed in greater detail in Chapter 4.

1.7 TERMINOLOGY

The following are the key concepts used in this study:

Task-orientated organisational culture: An organisational culture which has a strong job or project orientation. A task culture attempts to "choose horses for courses" and uses the resources of the group's expert power rather than personal or positional power.

Person-orientated organisational culture: An organisational culture where the onus is on the individual, who in turn is served by the structures of the organisation.

Autocratic management style: This management style is also referred to as the compliance management style. Managers are known to place emphasis on production rather than people. Employees are treated like tools for production purposes. Managers keep a tight rein on employees, ensuring control for work efficiency.

Team-orientated management style: A management style that displays an equally high regard for employees and production. The objective is to motivate staff to reach optimal levels of performance. These managers are naturally flexible and accommodate change.

Job satisfaction: Job satisfaction encompasses the extent to which employees are satisfied with achievement in the workplace. Satisfaction is an inherent, personal sense of achievement that can be qualitative or quantitative.

Perceived job performance: Perceptions about the extent to which a person does his/her job well, has a sense of success in his/her job, believes that his/her job is above average and puts in a lot of effort to do the job well.

1.8 OUTLINE OF THE STUDY

The treatise is divided into the following five chapters:

Chapter One: is an overview of the research study. This chapter introduces the research study to the reader, explores the research environment by way of the background to the research. The researcher then elaborates on the objectives and purpose of the research, and explores the boundaries of the research, indicating how these are demarcated. The research questions utilised in the questionnaire are explored, as well as the population sample, how the research is designed, the data collected, and its analysis.

Chapter Two: defines what a manager is, whilst describing the skills and roles of a manager. It also discusses the public service as an organisation and explains the characteristics of bureaucracy. Management style and leadership style are examined in detail, as well as organisational culture and job satisfaction. The sources of organisational culture and the importance of culture in businesses are also explored. To ascertain how culture impacts on management, organisational culture is compared with corporate culture. The use of Ubuntu culture in the new democratic government and the implications on management are explored. An overview of public management is given, emphasising public sector transformation post and pre-1994. The key elements of New Public Management and how it impacts on public management is explored. The various types of

managers and how they impact on the types of public managers are also discussed.

Chapter Three: readdresses the purpose and objectives of the research and the methodology that was utilised to obtain the study's primary data. It also discusses the research population and how the samples were drawn from the population, namely the Department of the Premier and Department of Economic Development and Tourism (which fall under the PGWC). The focus is also on the research design, collection of the research data, and the validity and reliability of the research data.

Chapter Four: deals with the research results and findings and their analysis. Details about the sample structure and sample characteristics are discussed, including the gender representation and the age group representation.

Chapter Five: deals with the conclusion, recommendations and limitations of the study. It therefore contains conclusions that were drawn from the study, and recommendations pertaining thereto. Finally the limitations of the study are discussed.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The aim of the present study is to make a contribution to the organisational performance of governmental departments by investigating how the individual performance of employees of these departments could be strengthened. The focus is on selected provincial departments of the Western Cape. This chapter therefore firstly reviews issues of organisational performance in public sector departments and then discusses selected determinants of the job performance of employees.

2.2 PUBLIC MANAGEMENT

According to Scott (1998 cited in Peters and Pierre, 2007:13), public management is a structure of governance that is a constitutionally appropriate formalisation of managerial discretion intended to enable government to effect the will of the people. Minogue et al. (1998 cited in Polidano, 1999:17) state that "…modern public administration is not just efficiency. It also involves ideas of democratic participation, accountability and empowerment". Two functions in this regard are prominent: making government efficient and keeping government accountable. According to Peters and Pierre (2007:1), public administrators comprise the bulk of government employment and activity. The principle activity of public administration is implementing laws.

In the early 1980s the New Public Management (NPM) principles had an influence in the change from the traditionally bureaucratic public service to a more flexible and accommodating public service. Public sector managers were

tasked to reform the public sector, changing the country's policies, regulations, structures and bureaucracies (which were riddled with hierarchy and rigidity) in the most efficient way deemed possible (Naidoo, 2008). Modern public administration, now being referred to as 'public management' and globally by most first-world countries as New Public Management., also incorporates the 'hierarchy of authority', but to a lesser extent, as the focus is on accountability and empowerment of employees, which, as Minogue et al. (1998 as cited in Polidano, 1999:17) state "…make government efficient and keep government accountable".

The main attributes of NPM include:

- A shift in the focus of management systems and efforts from inputs (for example staff and buildings) and processes (for example teaching and inspecting) towards outputs (for example test results and inspection reports) and outcomes (Pollit and Bouckaert, 2000);
- A shift toward more measurement and quantification, especially in the form of systems of performance indicators and/or explicit standards (for example civil servants paying out social security benefits);
- A preference for specialised forms rather than large hierarchical departments (for example as seen in the United Kingdom, the Netherlands, Canada, Jamaica, Japan);
- A widespread substitution of contracts for previously formal hierarchical relationships;
- A much wider deployment of market mechanisms for the delivery of public services;
- An emphasis on service quality and a consumer orientation;
- A broadening of the public, market and voluntary sectors (for example through the use of public/private partnerships or contracting out; and
- A shift in value priorities, away from equity and security toward efficiency and individualism (Hood, 1991, cited in Pollitt, 2003: 27 and 28).

In the South African context, this would mean that, unlike in the apartheid era, when the focus at the workplace was on the product, new public management would emphasise the centrality of the citizen or customer. Furthermore, the work ethic would be replaced by a focus on performance and accountability for results (Peters and Pierre, 2007). According to Peters and Pierre (2007), the traditional public administration which was the order of the day in the apartheid era was indeed replaced by new public management. This has translated into both management improvement and organisational restructuring. Fifteen years after the formation of the New Democratic Government, most provincial departments have undergone a restructuring process towards new public management. Although there was initial opposition from employees due to the uncertainty such a reform process brings along with it, positive benefits are expected.

Moreover, in the past managing people in the public sector has traditionally been the task of personnel administration. Personnel Administration is perceived to have been regulative and inhibitive of the human attributes valuable to the sector. The new public management paradigm seeks to change the organisational culture, especially the basic assumptions people in an organisation hold, from regulation and inhibition to shared feelings, beliefs and hopes (Weisner and Millet, 2000, cited in Schultz et al, 2003: 22).

A considerable number of circumstances and factors are influencing public sector reform in South Africa. These include: the nature and scope of the reform considering that the public sector is undergoing drastic transformation, functionally and organically, to present itself as dissimilar to the apartheid era; the challenge of reversing the inequality and exclusions of specific groups of employees in the past; priming the public sector to be receptive of new approaches to advance its effectiveness and efficiency through the transformation process; changing inter-governmental and inter-departmental relations, as well as financial and human resource development systems to be supportive of change objectives; and changing a rule-driven, bureaucratic,

inefficient traditional public administration model to one built on bonds of trust, capacity-building, effective control and political oversight (Wenzel, 2007).

The above-mentioned review suggests that the success of the public sector reforms depends on:

- reducing the employees' resistance to change and enhancing their performance intentions;
- changing the organisational culture from pursuing tasks (within rules and regulations) at all cost to a people-orientated organisational culture (based on bonds of trust and capacity building); and
- changing management styles from being autocratic to team-based.

The suggestions form the foundation for the present study's hypothesised model to enhance the job performance of the employees at PGWC. The theoretical foundations of the variables in the hypothesised model are explored next.

2.3 ORGANISATIONAL CULTURE

According to David (2003:123), organisational culture can be defined as "…a pattern of behaviour developed by an organisation as it learns to cope with its problem of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think and feel". Weisner and Millet (2000:123, cited in Schultz et al., 2003:22), however, perceive culture to be a three-layered entity, consisting of:

- Basic assumptions people in an organisation hold;
- These give rise to shared feelings, beliefs and values, and;
- This is manifested in symbols, processes, forms, and some aspects of group behaviour.

Lussier (1997:255) states that organisational culture consists of the shared values, beliefs, and assumptions of how its members should behave. It is an approach to understanding how organisations function and gives meaning to the organisation's modus operandi. According to Nel et al. (2004, cited in Du Plessis, 2007: 2), "…an organisation's culture, as a system of shared values and beliefs, leads people, decision-making processes, procedures and control systems to interact so as to produce behavioural norms".

Osborn and Prastik (1997) state that the culture in organisations consists of informal plans, recipes, rules and instructions which are created in response to organisational systems. According to the West Virginia University Annual Report on Organisational Effectiveness (2003), however, distinct characteristics make one organisation different from another, and organisational culture refers to the shared pattern of beliefs, assumptions and expectations held by organisational members and their characteristic way of perceiving the organisation's artefacts and environment.

According to Robbins (1993:602), the characteristics of organisational culture are:

- Member identity: The degree to which employees identify with the organisation holistically rather than with their type of job;
- Risk tolerance: The degree to which employees are encouraged to take risks and be innovative;
- Group emphasis: The degree that work is centred around groups, instead of individuals;
- Reward criteria: The degree to which rewards are allocated according to employee performance instead of rank;
- People focus: The degree to which decisions made by managers incorporate consideration of the effects on employees;

- Conflict tolerance: The degree to which employees are encouraged to give vent to criticism and conflict;

- Means-end orientation: The degree to which management focuses on results rather than the processes used to attain outcomes;

- Control: The degree to which rules and regulations are utilised in controlling employee behaviour, and;

- Open system focus: The degree to which companies respond to changes in the external environment.

O'Donovan (2006), in contrast to other authors, defined culture as being organic group phenomena, where tradition transports acquired learning to future generations while innovative ideas have the ability to build capacity which tends to develop with the environment.

A definition that is generally accepted by most educationalists is Schein's (1992:12) formal definition of organisational culture as that which is "…a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration; that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems".

With his three levels of culture, Edgar Schein (1992) has provided an important contribution to defining what organisational culture is. It consists of:

- <u>Artefacts</u>. These artefacts are at the surface; are those aspects (such as dress) which can be easily discerned, but are hard to understand.
- <u>Espoused values</u>. Beneath artefacts are espoused values which are conscious strategies, goals and philosophies.
- <u>Basic assumptions and values</u>. The core, or essence, of culture is represented by the basic underlying assumptions and values, which are difficult to discern because they exist at a largely unconscious level. Yet

they provide the key to understanding why things happen in a particular way. These basic assumptions form around deeper dimensions of human existence such as the nature of humans, human relationships and activity, reality and truth.

Organisational culture is important for various reasons. According to Marsden and Ritson (2002:19), an organisation's culture will influence its strategy, its ways of doing business and the way it responds to change. A key factor in determining the effectiveness of the organisation is the appropriateness of its culture for its stakeholders and particularly its customers. A strong culture is beneficial if it focuses on these elements and highlights the need to change proactively. A strong organisational culture strengthens behavioural regularities and norms among members of the organisation; minimises some of the differences among people in the organisation; and reflects the philosophy and values of the organisation's strategy and ability to respond to change.

According to Schultz et al. (2003: 24), managers need to ascertain how organisational culture influences employee behaviour and performance and how this relates holistically to the organisation. In order to investigate this phenomenon, one has to examine the function of organisational culture:

- A corporate identity usually distinguishes one employee from another and one organisation from the rest.
- Employees tend to be more committed to the organisation's cause if they can identify with the organisation.
- Organisational culture ensures that employees behave ethically in decision making.
- Employees feel socially stable and emotionally secure.
- Organisational culture creates an atmosphere that has an influence on rewarding required behaviour.

Mullins (2007: 722), however, states that one must distinguish between the types of organisation culture, viz.:

- Power culture
- Role Culture
- Task Culture
- Person Culture

The present study focuses on Task Culture and Person Culture. Mullins (2007) indicates that Task Culture is job-oriented and that it has the tendency of assimilating the correct resources, whilst using the group dynamics. The focus is on the power of the expert in the task and not on individual power.

Mullins (2007) further states that, in comparison to Task Culture, Person Culture places emphasis on the individual, who thrives under these conditions. If, for example, a group of people decide to form a company, pooling resources, then the subsequent company is considered as having a person culture. Examples include architects, doctors and consultants.

In a study by Heller (one of Europe's premier companies), it was ascertained that a relationship exists between an organisation and its performance (Mullins, 2007:728). Cummings and Worley (2005, cited in Mullins, 2007: 728) state that culture affects the creation and implementation of strategies, as well as an organisation's performance capacity.

Against the background of the preceding literature review it is hypothesised that:

H1:   A task-orientated organisational culture exerts a positive influence on the perceived job performance of the PGWC employees

H2:   A people-orientated organisational culture exerts a positive influence on

the perceived job performance of the PGWC employees

2.4 MANAGEMENT STYLES

According to Lussier (1997:6), a manager is the individual responsible for achieving organisational objectives through efficient and effective utilisation of resources. A manager plans, leads, organises and controls resources to achieve organisational objectives. Rees and Porter (2001:3) however assert that management is defined as a set of competencies, attitudes and qualities broadly distributed throughout the organisation.

Lussier (1997:6) and Rees and Porter (2001:3) agree that a manager is a responsible person in the organisation, who achieves organisational objectives and has certain competencies and qualities such as planning, leading, organising and controlling resources. Du Toit, Erasmus and Strydom (2007: 129) state that management is the process followed by managers to accomplish a business's goals and objectives.

Daft (2007:14 and 15) emphasises that an important determinant of the manager's job is the hierarchical level on which it operates and asserts that there are three basic levels of management, namely:

- Top managers, who are at the top of the hierarchy and are responsible for the organisation. Top managers are responsible for setting organisational goals, defining strategies for achieving them, monitoring and interpreting the external environment, and making decisions that affect the entire organisation.

- Middle managers, who work at middle levels of the organisation and are responsible for business units and major departments. They are

responsible for implementing the overall strategies and policies defined by top managers.

- First-line managers, who are directly responsible for the production of goods and services. Their primary concern is the application of rules and procedures to achieve efficient production, provide technical assistance, and motivate subordinates.

Managers need certain skills to operate different organisational levels. According to Du Toit et al. (2007: 135 and 136), three key skills are identified as prerequisites for sound management:

- Conceptual skills: The mental capacity to view the business and its parts in a holistic manner. Conceptual skills involve the manager's thinking and planning abilities.

- Interpersonal skills: The ability to work with other people. Management is generally about dealing with people approximately 60% of the time. Competency in communication and motivation of groups and individuals is thus a prerequisite.

- Technical skills: The ability to use the knowledge or techniques of a particular discipline is a requirement for managers at lower levels, but this management skill diminishes as one progresses up the managerial ladder.

As opposed to managers in previous years, contemporary managers are faced with numerous new challenges and have to adapt to keep up with the competition. According to Gordon (2002, cited in Schultz et al., 2003), the 21st Century manager needs the following competencies to function effectively: Adaptability (recognising and responding to continual and unexpected changes in time), Knowledge about state-of-the-art practice (knowledge about benchmarked

best practice techniques and methods), Intercultural competencies (fluency in multiple languages, cross-cultural sensitivity and the ability to adapt to new settings), Information technology skills (conversance with hardware and software packages), Critical thinking skills (ability to solve problems using a diagnostic approach), Creativity (ability to invent new options or reconfigure current approaches) and Interpersonal effectiveness (the ability to effectively lead and communicate with a diverse force). For managers to be efficient in their workplaces and meet their objectives, they must develop a management style that conforms to, and is effective in facing the rigorous challenges in the contemporary corporate world.

According to Lussier (1997:32-33), there are four management styles, namely autocratic style, consultative style, participative style and empowerment style, and the correct management style depends on the situation that confronts the manager. Managers that have an autocratic style tend to have a high directive and low supportive behaviour, mostly giving instructions and making decisions without requesting input from employees.   Managers with a consultative style have a high directive, high supportive behaviour, which supports interaction with moderately capable employees. Decisions are made after consulting employees, sourcing their ideas and overseeing their performance.

Characteristics of a participative style are a low-directive and a high supportive behaviour. Managers with a participative management style give minimum directions and have joint decision making, and spend time encouraging and motivating employees.   Managers with an empowerment style (laissez-faire) have a low directive and a high supportive behaviour. This management style supports interaction with outstanding employees. Employees are empowered to make their own decisions, without the support of their manager.

This research study focuses on an autocratic management style, as opposed to a consultative and participative style. The decision to focus on these specific

management styles originated from the necessity to illustrate how organisational culture and management style evolved during the apartheid era as compared with the post-apartheid era.

According to Schultz et al. (2003: 97), the effective management of people in teams produces greater performance levels and organisational efficiency. Teamwork also has the following advantages:

- Better performance as compared with traditional supervision structures (Bratt, 1996, cited in Schultz et al., 2003), evident in the apartheid era.
- Job satisfaction levels improved due to improved corporate rewards.
- A motivated and committed employee meets the organisation's objectives (Mohrman and Mohrman, 1997, cited in Schultz et al.,2003:97).
- Commitment to team performance is considerably increased if employees are aware of the effectiveness and values of teamwork and, consequently responsibility and accountability are recognised and adhered to.
- Teams create an environment conducive to the facilitation of ideas and the solving of problems through sharing of technical knowledge (Pfeffer, 1998, cited in Schultz et al., 2003: 98)

The researcher's experience has led him to the conclusion that management styles of most managers during the apartheid era were similar in nature owing to the environmental circumstances which were a determining factor. Managers developed an autocratic style which deprived employees of active participation in decision-making. Robert Tannenbaum and Warren Schmidt (1973, cited in Lussier 1997: 400) state that leadership behaviour occurs on a continuum from boss-centred to employee-centred leadership. This can be seen in Table 2.1 below.

TABLE 2.1: AUTOCRATIC AND PARTICIPATIVE MANAGEMENT STYLES

AUTOCRATIC STYLE	PARTICIPATIVE STYLE
Leader announces decision he made without discussion	Leader presents problems and invites suggested solutions from employees and then makes the decision
Leader presents his decision in the form of a presentation to get their buy-in.	Leader defines the boundaries, and empowers employees to make the decision.
Leader presents his ideas and invites questions from employees	Leader empowers employees to make limitless decisions
Leader presents his draft decision and indicates that it is subject to change	

Source: Tannenbaum and Schmidt's Leadership Continuum Model
as cited in Lussier (1997:400)

It can be deduced from the above that autocratic style managers, in the final analysis, prefer to make decisions themselves, inviting minimal participation from employees. Autocratic style managers are generally low in employee empowerment and high in individuality (instead of being a team player).

The contemporary manager's focus is on the employee (as opposed to the product), and his or her wellbeing in the workplace, to ensure ideal working conditions, creating a work environment that is conducive to good performance. New performance management systems, implemented by management to ensure efficiency, have replaced obsolete systems used during the apartheid era. Special sections have been created by the various human resource components of government departments to take care of employee wellness needs.

Management styles in the New Democratic Government include, to a greater extent, consultative, participative and empowerment styles, which depicts the changes in the organisational culture and government ideology as a whole.

In this country, since the inception of the new democratic government, employees from all races, cultures and creeds have been employed in government, and as a consequence, a rich diverse culture has evolved, which has had, in the opinion of the researcher, an impact on the organisational culture. As a result of this phenomenon, a paradigm shift was necessary. This brought about the incorporation of diversity management in the strategic management plan.

Although the researcher agrees with the aforementioned definitions, he feels that in the contemporary corporate world, managers should also be motivators, performance evaluators, and team players. A motivated team gives far better co-operation to meet objectives than one that is de-motivated.

Against the background of the literature review above, the following hypotheses are formulated:

H3:   An autocratic management style exerts a negative influence on the perceived job performance of the PGWC employees
H4:   A team-orientated management style exerts a positive influence on the perceived job performance of the PGWC employees

2.5 JOB SATISFACTION

Frederick Herzberg (1967, cited in Schultz et al., 2003), devised a two-factor theory, after doing research on employees in their work environment, which factors relate to job satisfaction:

- Work content: How people spend their time at the workplace
- Work setting: The work environment

Work content relates to the satisfaction of employee growth potential, responsibility and achievement. Work setting refers to working conditions conducive to job satisfaction. If low productivity exists, one needs to investigate whether work content or work setting requires adjustment (Scott, 2005).

Robbins and Coulter (2003: 372) states that job satisfaction is an employee's general attitude towards his or her job, and that satisfied employees have a positive attitude toward their work, whilst disgruntled employees have a negative attitude toward their work. According to Mullins (2007: 277), job satisfaction is a personal sense of achievement or an attitude portrayed by an employee that can be either of a qualitative or quantitative nature. Slocum and Hellriegel (2011), however, state that job satisfaction refers to the extent that employees achieve contentment in their job.

An ideal situation, therefore, for any organisation is that all their employees are happy in their jobs. If every employee is positively affected by this phenomenon on a large scale, it ultimately contributes to improved productivity and organisational efficiency. Notable authors on the subject believe that healthy organisational cultures enhance job satisfaction. Richard Branson, founder of the Virgin Group of companies in Mullins (2007: 279) stated that the company's employees were of vital importance to them, and that if one commences the business with a satisfied, motivated workforce, this positive spirit will favourably affect one's customers, one's coffers, and ultimately one's shareholders. Job satisfaction can be improved by ensuring quality employee selection; linking objectives with organisational requirements and employee interests; and promoting employee development.

A number of factors influence the enhancement of job satisfaction:

- Variation of enriching tasks
- Quality management

- Enlarged responsibility
- Empowerment to dictate the work process flow
- Opportunities for self-enrichment
- Employee performance feedback

Job satisfaction benefits the organisation through improved productivity, improved employee co-operation, reduced downtimes and lower employee turnover (Mullins, 2007: 283).

Against the above-mentioned literature review, the following hypothesis is formulated:

H5: Job satisfaction exerts a positive influence on the perceived job performance of the PGWC employees

2.6 PERCEIVED JOB PERFORMANCE

An employee's attitude towards his/her performance is related to his/her actual job performance, according to literature reviews on the subject. According to Hampton, Summer and Webber (1982: 378), an employee's intention to perform is a motivating factor towards performing the task. Carkhuff (1986:61) shares the previous author's stance, stating that an employee's intention to improve performance is linked favourably with his motivation to excel. Sumerlin and Norman (1992: 478) agree with Hampton et al. (1982), but further state that performance intention is a requirement for optimal performance, and, although it is within the employee's locus of control for decision making, performance is influenced by external factors beyond the employee's control.

One of the objectives of this research study is to contribute towards the improved performance of employees at the various departments of Provincial Government Western Cape by, firstly, identifying employees' perceptions of their job performances and, secondly, ascertaining which factors impact their job

performances. The aforementioned literature review contends that if managers at Provincial Government Western Cape were aware of the actual determining factors that stimulate enhanced performance in their employees, the overall employee performance would have improved considerably. Consequently, if the quality of these factors is appropriately enhanced, and management's cooperation is ensured, it could lead to increased overall performance.

2.7 CHAPTER SUMMARY

The chapter commences with a brief summary of the objectives of the research study, and then focuses on public management and how it evolved from the traditions of the previous dispensation to the 'modern public management', and ultimately as the internationally recognised 'New Public Management'. The importance of an organisation's culture is then emphasised, focusing on the benefits to employees, and to the organisation as a whole. The spotlight then falls on people culture versus task culture and how they affect the organisation. The various management styles and hierarchical levels and skills both pre- and post-apartheid are discussed, as well as the paradigm shift required with the New Democratic Government.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Chapter Three addresses the research approach or paradigm in which the study was conducted, as well as the methodology that was utilised to obtain the study's primary data. It also discusses the research population and explains how the samples were drawn from the population of managers in the PGWC. The chapter further focuses on the research design, the process utilised for the collection of the research data and the validity and reliability of the data.

3.2 RESEARCH PARADIGM

List (2006, cited in Brikkels, 2010:34) indicates that one has to distinguish between quantitative and qualitative research and that the difference is found in the researcher's approach to the study. A quantitative approach should, according to List (2006, cited in Brikkels, 2010:34,35), be utilised under the following conditions:

- The research is confirmatory rather than exploratory, i.e. this is a frequently researched topic, and numerical data from research performed previously are accessible;
- One is attempting to measure a trend;
- That the concepts being measured are not ambiguous, and that one method of measurement of that concept exists; and
- That the concept is measured on a ratio or ordinal scale.

List (2006, cited in Brikkels, 2010:35) further asserts that a qualitative approach should be used depending on the following conditions:

- That research data on the topic do not exist;
- That a measure of uncertainty prevails concerning the appropriate unit of measurement to be utilised;
- The concept is assessed on a nominal scale, having no clear demarcation points; and
- Research exploration is confined to what people's objectives or reasons are for performing the research.

Van Maanen (1979, cited in Shah and Corley, 2006:1824) indicates that qualitative methods are a set of data collection and analysis techniques that can be used to provide description, build theory and test theory. The primary benefits of qualitative methods are that they allow the researcher to discover new variables and relationships to reveal and understand complex processes, and to illustrate the influence of the social context.

According to Onwuegbuzie and Leech (2005: 379), there are "…overwhelmingly more similarities between quantitative and qualitative perspectives than there are differences. Both quantitative and qualitative procedures involve the use of observations to address research questions. Both methodologies describe their data, construct explanatory arguments from their data, and speculate about why the outcomes they observed happened as they did". Hignett and Wilson (2004, cited in Kanis, 2004: 511) list five key points to differentiate qualitative from quantitative methods: words and pictures, rather than numbers; few cases, many "variables" instead of the reverse; sampling developed during the study rather than pre-assigned; iterative analysis; and reflexivity as to the role of the researcher".

Taking all of the above definitions into account, the researcher decided to use a quantitative approach in this study.

3.3 THE SAMPLE

According to Collis and Hussey (2003: 155), a population may refer to a body of people or any collection of items under consideration for research purposes. A population therefore could be a group of people or a collection of things. In order to establish a research population and then a sample that represents such a population, one needs to utilise a sampling process.

Selecting a sample is a fundamental element of a positivistic study. In a positivistic study, a representative or good sample is one in which the results obtained for the sample can be assumed to hold true for the whole population. A good sample incorporates the following:

- Chosen at random;
- Large enough to satisfy the needs of the investigation undertaken, and;
- Unbiased.

In the case of this research study the population comprised managers in the ten departments that were used for the study. The population was 200 in number. The sample frame, as discussed in Chapter One, was represented by the employee records (list of managers) which were obtained by the researcher from the offices of the Heads of Department of the various provincial government departments based in Cape Town.

A good research sample is a subset of the population that within a certain level of accuracy is representative of the research population. In order to draw a representative sample from a population, one has to go through a number of stages, which according to Webb (2002) are as follows (see Table 3.1 below):

TABLE 3.1: THE SAMPLING PROCESS

STAGE 1 : Define the population	Establish the element from which the research is required.
STAGE 2 : Define a frame for the population	Establish the boundaries of the research population.
STAGE 3 : Select a sampling unit	This is the entity which holds the elements of the sample population so that the information may be extracted
STAGE 4 : Choose a sampling method	In probability samples, all the elements have a known, non-zero chance of selection and are selected randomly. In non-probability samples, specific elements are selected in a non-random manner for convenience.
STAGE 5 : Decide on the size of the sample	Establish how large the sample drawn from the population should be so that the variability is not too high and that the valid analysis of subgroups of the population is possible.
STAGE 6 : Define the sampling Plan	This is the decision on the method as to how the maximum and most relevant information is selected with minimal possibility of error.
STAGE 7 : Select the sample	The process of selecting the sample.

Source: Webb (2002)

Aaker, Kumar and Day (2001:374) concur with Webb's (2002) sampling process, but differ in some instances with the compilation of the structure:

- Firstly the target population is identified. In this study the population as stated above refers to the managers at ten departments at the PGWC;

- Then the sampling frame is identified. In this study, it consisted of a list of managers employed by the relevant departments. Despite Aaker et al. (2001:376), stating that there is always a problem obtaining appropriate lists for sampling, the researcher was able to overcome the challenge by personally visiting the two departments in the research study.

- Selecting a sampling procedure. In essence there are two main sampling procedures, namely, probability sampling (simple random, stratified, systematic, cluster and multistage sampling) and non-probability sampling which centres on convenience, judgemental, quota and snowballing sampling.

As the population was known to the researcher the sample procedure that was utilised in the study consisted of a combination of convenience sampling (obtaining information quickly and cheaply from past colleagues) and judgemental sampling (identifying representative samples within the PGWC). Despite probability sampling having "…several advantages over non-probability sampling" (Aaker et al., 2001:380), the researcher used non-probability sampling to obtain the views and opinions of the population under research. Aaker et al. (2001:387) go on to state that the costs and development of a sampling frame are reduced by the utilisation of non-probability sampling, whilst still having an effect on the accuracy of the process. Non-probability is used in the exploration of research, to facilitate matters in a research study, and when a homogeneous population is utilised. As the researcher was dealing with a homogeneous group of people (all management members in the ten departments), it was felt that the utilisation of non-probability sampling would be appropriate especially as the size of the population was small.

Two hundred questionnaires were issued to every member of the management team which was two hundred in number. The researcher then waited a period of thirty days before he collected the completed questionnaires. At certain

departments (Education Department), where protocol prevented him gaining access to the premises, the researcher, after requesting permission from top management, obtained the e-mail addresses of ED managers, and e-mailed the questionnaire to managers, ensuring that their confidentiality was protected.

Table 3.2 shows the demographic composition of the sample of the present study.

TABLE 3.2   THE DEMOGRAPHIC COMPOSITION OF THE SAMPLE

		<u>n</u>	<u>%</u>
Gender:	Male	60	60.0
	Female	<u>40</u>	<u>40.0</u>
		100	100
Age:	20-29	13	13.0
	30-39	30	30.0
	40-49	29	29.0
	50-59	19	19.0
	60+	<u>9</u>	<u>9.0</u>
		100	100
Job title:	Chief Director	6	6.0
	Director	9	9.0
	Deputy-Director	17	17.0
	Senior Manager	6	6.0
	Assistant Director	26	26.0
	Other	<u>36</u>	<u>36.0</u>
		100	100
Education:	Below matric	1	1.0
	Matric or equivalent	19	19.0
	Post-matric Certificate	0	0.0

	National Diploma or equivalent	20	20.0
	Advanced Diploma	0	0.0
	Bachelor's degree	17	17.0
	Honours degree	17	17.0
	Master's degree	26	26.0
	Chartered Accountant	0	0.0
	Doctoral degree	0	0.0
		100	100
Job tenure:	Less than 5 years	34	34.0
	5-9 years	20	20.0
	10-14 years	9	9.0
	15-19 years	3	3.0
	20+ years	34	34.0
		100	100
Job experience:	Less than 5 years	15	15.0
	5-9 years	23	23.0
	10-14 years	16	16.0
	15-19 years	10	10.0
	20+ years	36	36.0
		100	100

It is evident from the above that there are more male respondents (60%) than female (40%). One can thus conclude that management in Provincial Government Western Cape, as was the case in the apartheid era, is still male dominated, but that females are gaining in numbers, and are being recruited by the Human Resources more regularly. One of the factors that ensure preference is given to women in the selection process is compliance with the Employment Equity Act, and specifically the Gender Equity Act.

Most respondents (59%) were found to be in the age group 30 – 49. This means that most managers in PGWC are generally in the middle-aged category. Significant, however, is that 9% of managers were found to be either close to retirement or past retirement age.

With regard to qualifications, 26% of managers had attained their Master's Degree, whilst 20% had obtained diplomas and 19% of respondents had completed matric, without any further tertiary studies. The PGWC is currently facilitating the process of qualification verification. It was ascertained that 26% of respondents were Assistant Directors, and 17% were Deputy Directors.

What was significant in the job tenure was the fact that the majority of managers were either in PGWC service for less than 5 years (34%) or for more than 20 years (34%). A considerable number of respondents (36%) were found to have more than 20 years of service in PGWC. This means that many managers tended to prefer a lengthy service to government, as well as retirement there.

3.4 MEASURING INSTRUMENTS

A self-constructed self-report instrument was used to measure perceived job performance. Respondents were requested to rate on a five-point Likert scale, ranging from strongly disagree to strongly agree, their own evaluations of how well they do their jobs, how successful they are in their jobs and whether their job performances are above average. This 4-point perceived job performance instrument was successfully used by Boshoff and Arnolds (1995) whose study produced a Cronbach alpha of 0.73 for reliability.

The instrument to measure task-orientated organisational culture was based on the work of Mullins (2007). This instrument consisted of 12 items anchored to a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

The remainder of the instruments were self-constructed ones. The contents of these instruments are listed in Annexure 2.

Questionnaire items to measure people-orientated organisational culture were also derived from Mullins (2007). This instrument comprised eight items anchored to a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

Seven items, to measure autocratic management style, were sourced from Lussier (1997) and Mullins (2007). The instrument was also anchored to a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

Nine questionnaire items to measure team-orientated management style were sourced from Lussier (1997) and Mullins (2007). The instrument was anchored to a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

The instrument to measure job satisfaction consisted of 13 items sourced from Schultz et al. (2003) and Mullins (2007). The instrument was anchored to a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

3.5 THE RELIABILITY OF THE MEASURING INSTRUMENTS

In order for data to be reliable at the collection stage, they need to be quality data and relevant to the particular research study. Of importance when assessing the quality of data is that the reliability and validity of the data needs to be taken into account. A measuring instrument needs to be reliable, realising optimal results under different conditions (Lancaster, 2005:71-72). Collis and Hussey (2003: 186) list the following ways of ascertaining whether responses are reliable:

- The test-retest method: This is utilised to ascertain whether a particular instrument, used more than once, can deliver identical results.

- The split-halves method tends to divide the questionnaire or interview equally (50/50) and the results are reconciled accordingly.
- The internal consistency method is, as it were, a comparison of items, to ascertain whether all conclusions are similar in nature.

According to Cook (2009: 115), when a Likert scale is utilised to answer questions on a questionnaire, Cronbach's coefficient alpha is the ideal measuring tool. Zikmund, Babin, Carr and Griffin (2010) suggest that a Cronbach alpha of 0.60 indicates fair reliability, while 0.70 indicates good reliability. In the present study, the Cronbach coefficient alpha was used to calculate the internal consistency regarding the reliability of the measuring scales. The results, reported in Table 3.3, show that all the instruments returned alpha values of more than 0.60, except performance intent (0.56) and task-orientated organisational culture (0.56). Items with low item-to-total correlations were deleted to increase the reliability of the measuring instruments. The Cronbach alphas after the deletion of items all reflect fair reliability of more than 0.60. All the measuring instruments for the variables shown in Table 3.3 were therefore regarded as fairly reliable and were included for subsequent analyses.

TABLE 3.3:   CRONBACH ALPHA VALUES OF THE MEASURING INSTRUMENTS

VARIABLE	INITIAL CRONBACH ALPHA	ITEMS DELETED	FINAL CRONBACH ALPHA
Autocratic management style	0.72	None	0.72
Team-orientated management style	0.89	None	0.89
Job satisfaction	0.85	None	0.85
People-orientated organisational culture	0.87	None	0.87
Task-orientated organisational culture	0.56	TASK 11	0.62
Performance intent	0.56	PERF 3	0.68

3.6   THE VALIDITY OF THE MEASURING INSTRUMENTS

Most experts on the topic state that if something is valid, its properties indicate that it measures what it should measure, faultlessly. Collis and Hussey (2003: 58) state that validity pertains to the degree to which the research findings depict what occurs in reality.

The validity of research can be tested in various ways, the most common being face validity, which ascertains whether the assessments measure what they should measure, and construct validity which relates to the rationale of motivation, satisfaction, ambition and anxiety (Collis and Hussey, 2003: 59). Diamantopoulos and Schlegelmilch (2000) add criterion validity and nomological validity, and state that convergent validity and discriminant validity are incorporated in construct validity as methods of assessment of validity.

Pennington (2003: 37) states that criterion validity is a measure of how well one variable or set of variables predicts an outcome based on information from other variables. Cronbach and Meehl (1955) goes on to state that nomological validity, a form of construct validity, describes the degree to which a construct behaves within a system of related constructs.

Malhotra (1999) states that convergent validity refers to by how much the scale relates to other variables positively, whilst, in contrast, discriminant validity realises how much it repels other variables. As a result of the importance linked to construct validity, discriminant validity was assessed in the present study. Exploratory factor analysis was conducted to assess discriminant validity of instruments.

In the exploratory factor analyses conducted in the present study, Principal Component Analysis was specified as the method of factor extraction and Varimax rotation of the original factor matrix was used. In the first factor analysis, namely the factor analysing of the independent variables, the extraction

of five factors was specified. These five factors include three organisational culture variables, namely task-orientation, people-orientation and team-orientation, as well as two other variables: autocratic leadership style and job satisfaction. It was postulated that each of the five variables was a separate and distinct construct but that their "distinctness and separateness" should be empirically verified.

After considering various factor solutions, it had to be concluded that the instruments used to measure the team-orientated organisational culture did not demonstrate sufficient evidence of discriminant validity. Five distinctly separate variables could be identified, but team-orientated organisational culture was not one of them. Instead two job satisfaction variables emerged: one focusing on job content and the other on work conditions. The most interpretable factor structures for independent variables are reported in Table 3.4.

Table 3.4 shows that two job satisfaction items (JOBST3 and 13), five people-orientated organisational culture items (PEOP1, 2, 3, 5 and 7) and two team-orientated organisational culture items (TEAM1 and 4) loaded on factor 1. It appeared that all these items describe a people-orientated organisational culture and are therefore labelled as such.

The factor analysis further shows that six autocratic leadership style items (AUTO2 to 7), one job satisfaction item (JOBST7) and one task-orientated organisational culture item (TASK7) loaded on factor 2. It was clear that these items reflect an autocratic leadership style and they were therefore regarded as measures of the said variable.

TABLE 3.4: FACTOR ANALYSIS – INDEPENDENT VARIABLES

	Factor - 1	Factor - 2	Factor – 3	Factor - 4	Factor – 5
	People-orientated culture	Autocratic management style	Task-orientated culture	Job satisfaction (job content)	Job satisfaction (work conditions)
AUTO2	-0.324072	*-0.732069*	-0.101466	-0.057329	-0.043079
AUTO3	-0.414132	*-0.659507*	-0.223530	-0.070512	-0.050770
AUTO4	-0.010322	*-0.717396*	0.026374	-0.175747	-0.143812
AUTO5	-0.100330	*-0.737781*	-0.329706	-0.022307	-0.125848
AUTO6	-0.162780	*-0.604260*	-0.269129	-0.089310	-0.164839
AUTO7	-0.086601	*-0.637840*	0.124117	-0.235709	0.007602
JOBST1	0.071197	0.012783	0.113349	*0.751345*	-0.218528
JOBST11	0.449272	0.184183	0.092111	0.031342	*0.658753*
JOBST13	*0.766583*	0.137231	0.078114	0.069360	0.158719
JOBST2	0.266786	0.039161	0.084157	-0.022591	*0.784074*
JOBST3	*0.617333*	0.047345	0.122268	0.358120	0.296397
JOBST4	0.153294	0.319821	*0.483306*	0.088277	0.336641
JOBST5	0.070713	0.073561	0.058349	*0.796658*	0.178417
JOBST6	0.261604	0.143352	0.097098	*0.784814*	0.055792
JOBST7	0.416221	*0.484309*	0.135658	-0.027659	-0.067004
PEOP1	*0.853396*	0.055152	0.096159	0.058171	0.121508
PEOP2	*0.794934*	0.151614	0.188423	0.072654	0.047496
PEOP3	*0.750572*	0.100423	0.194289	0.095618	0.020516
PEOP5	*0.763213*	0.202819	0.090670	0.095865	0.075483
PEOP7	*0.580392*	0.242128	-0.030928	0.246188	0.187428
TASK10	0.317720	0.244599	*0.555854*	-0.062023	0.068810
TASK12	0.003767	-0.436643	0.074945	-0.040615	*-0.557703*
TASK2	-0.002490	0.080309	*0.681354*	0.105226	-0.237300
TASK4	0.254225	-0.027307	*0.540561*	0.053618	-0.258168
TASK6	0.129175	-0.006498	0.276065	-0.166617	*-0.459632*
TASK7	-0.084388	*-0.560883*	-0.099652	0.239114	-0.160261
TASK8	0.307069	0.108682	*0.598295*	0.148426	0.107079
TASK9	0.284875	0.171403	*0.521988*	0.265128	0.203846
TEAM1	*0.505974*	0.146505	0.383369	-0.005050	0.153540
TEAM3	0.284475	0.269099	*0.624304*	0.165815	0.427215
TEAM4	*0.527861*	0.332651	0.336478	0.137258	0.335292
Eigen value	5.661047	4.175232	3.101013	2.392074	2.535939
Cronbach alpha	0.91	0.72	0.79	0.76	-0.07

Note: Loadings greater than 0.45 were considered significant.

Factor 3 consists of one job satisfaction item (JOBST4), five task-orientated organisational culture items (TASK2, 4, 8, 9 and 10) and one team-orientated organisational culture item (TEAM3). The factor is labelled task-orientated organisational culture, as the majority of the items described that type of organisational culture.

The second factor analysis involved the analysing of whether the dependent variable, perceived job performance was a uni-dimensional or multi-dimensional variable. The factor analysis (see Table 3.4) revealed that three of the four performance intent items (PERF1, 2 and 4) loaded on one factor. It was therefore concluded that the variable is a uni-dimensional one, a true construct, labelled in this study as job performance.

TABLE 3.5: FACTOR ANALYSIS – DEPENDENT VARIABLE

	Factor – 1
	Job performance
PERF1	*-0.714810*
PERF2	*-0.786128*
PERF4	*-0.840161*
Eigen value	1.834822
Cronbach alpha	0.68

Note: Loadings greater than 0.45 were considered significant.

After the factor analyses, the Cronbach alphas of the variables were re-calculated, as shown in Tables 3.3 and 3.4. The re-calculated Cronbach alphas all exceed the 0.60 cut-off point of fair reliability according to Zikmund et al. (2010), except factor 5 (Job satisfaction-work conditions) in Table 3.3. The latter variable was therefore excluded from all subsequent analyses.

In terms of the exploratory factor analysis results reported above, the latent variables for further analysis are defined as follows:

Autocratic management style: A management style characterised by low supportive behaviour; decision making without input from employees; a strong belief in status and power differences; being judgmental of others; resistant to change; being highly authoritarian; enforcement through threats; and believing in a strict alignment of rewards to performance.

Task-orientated organisational culture: An organisational culture characterised by the placing of emphasis on the individual task elements of a job; a prioritisation of accomplishing the tasks at hand; an intolerance toward ambiguity (vagueness and uncertainty); an action orientation; a focus on facts rather than speculation; a collective commitment to departmental goals; and a preference to interact with friendly and supportive colleagues.

People-orientated organisational culture: An organisational culture characterised by a focus on continuous improvement of physical, emotional and spiritual wellness of employees; a focus on the people aspects of the work situation; a concern for the personal development of co-workers; buy-in into the company's vision by employees; collective decision making; and a work environment that facilitates excellence in the job.

Job satisfaction (job content): Job satisfaction derived from a challenging job, job-person fit and a match between job, skills and abilities.

Perceived job performance: Perceptions about the extent to which a person does his/her job well, has a sense of success in his/her job, believes that his/her job is above average and puts in a lot of effort to do the job well.

3.7 CHAPTER SUMMARY

In this chapter, the research paradigm, sampling design and measuring instruments used in the study were discussed. The study was primarily located in the quantitative paradigm, while the sample consisted of 100 managers in the Western Cape Provincial Government. The demographic distribution of this sample was discussed.

The chapter also included a discussion of the measuring instruments used in the study. These instruments were subjected an assessment of their reliability and validity characteristics. The latter results were also reported. The next chapter will discuss the empirical results that emanated from the analyses using these instruments.

CHAPTER FOUR

THE EMPIRICAL RESULTS

4.1 INTRODUCTION

In this chapter the empirical results of the study are reported. These results emanated from two sets of data analyses: Multiple regression analysis and the analysis of descriptive statistics. Multiple regression analyses were conducted to investigate the relationship between the perceived job performance and its selected determinants, as well as the relationship between the job satisfaction (job content) and its selected determinants.

4.2 MULTIPLE REGRESSION ANALYSIS

Multiple regression analysis was conducted to statistically investigate the relationships between the independent variables (autocratic management style, team-orientated management style, task-orientated organisational culture, people-orientated organisational culture and job satisfaction-job content), on the one hand, and perceived job performance on the other hand. A multiple regression analysis was also conducted to investigate the relationships between the above-mentioned independent variables and job satisfaction. The STATISTICA Version 10.0 (2010) computer software program was used to conduct these multiple regression analyses. The results of the multiple regression analysis involving perceived job performance are summarised in Tables 4.1 and 4.2.

TABLE 4.1: THE DETERMINANTS OF PERCEIVED JOB PERFORMANCE – EMPIRICAL RESULTS

Statistic	Summary Statistics DV: PPERF					
	Value					
Multiple R	0.49000805					
Multiple R²	0.24010789					
Adjusted R²	0.20811243					
F(4,95)	7.50440000					
p	0.0000					
N = 100	**B***	**Std. Err. Of b**	**b**	**Std. Err. Of b**	**T(95)**	**p-value**
Intercept			**2.405140**	**0.453445**	**5.30415**	**0.00001**
PPEOP	0.155993	0.118344	0.098218	0.074513	1.31812	0.19063
AAUTO	0.066067	0.102168	0.047984	0.074204	.646649	0.51941
TTASK	0.169081	0.119661	0.140251	0.099258	1.41299	0.16092
JJOBST	**0.334930**	**0.094854**	**0.214735**	**0.060814**	**3.53099**	**0.00064**

Note: P-values in bold indicate a significant relationship

4.2.1 The determinants of perceived job performance

To investigate the relationships between the independent variables (autocratic management style, team-orientated management style, task-orientated organisational culture, people-orientated organisational culture and job satisfaction-job content, on the one hand, and perceived job performance on the other hand), the following null and alternative hypotheses were formulated:

H01: Task-orientated organisational culture exerts no influence on perceived job performance

H1: Task-orientated organisational culture exerts a positive influence on perceived job performance

H02: People-orientated organisational culture exerts no influence on perceived job performance

H2: People-orientated organisational culture exerts a positive influence on perceived job performance

H03: Autocratic management style exerts no influence on perceived job performance

H3: Autocratic management style exerts a negative influence on perceived job performance

H05a: Job satisfaction (job content) exerts no influence on perceived job performance

H5a: Job satisfaction (job content) exerts a positive influence on perceived job performance

The latter null (H05a) and alternative hypotheses (H5a) are reformulated ones, as the original job satisfaction variable split into two in the factor analyses, namely job satisfaction (job content) and job satisfaction (working conditions). Job satisfaction (working conditions) was however excluded from further analyses due to lack of discriminant validity. The null (H04) and alternative hypotheses (H4) concerning team-orientated management style could not be tested as this variable was deleted from the hypothesised model due to the weak reliability of the instrument.

The empirical results (Table 4.1) shows that only job satisfaction (job content) had a significant positive influence ($r = 0.33$, $p = 0.001$) on perceived job performance. That means that enhancing the manager's satisfaction with job centent in this sample will lead to increased job performance. It further means that the null hypothesis HO5a was not supported, while the alternative hypothesis H5a was supported.

The empirical results reveal that autocratic management style, task-orientated organisational culture and people-orientated organisational culture do not influence the perceived job performance of these managers significantly. These results provided support for the null hypotheses HO1, HO2 and HO3, while the alternative hypotheses H1, H2 and H3 were not supported This means it does

not matter whether the prevailing management style in the WCPG is autocratic or whether a task-orientated or people-orientated organisational culture prevails, these variables do not influence the perceived job performance of these managers significantly.

The empirical results further indicate that the five determinants investigated in this study explain about 21 percent (r^2 = 0.2081) of the variance in perceived job performance. This means that, although they are not all significant determinants of perceived job performance in this study, all these determinants play a role in achieving perceived job performance with satisfaction with job content playing the most significant role.

4.2.2 The determinants of job satisfaction

Investigating the determinants of job satisfaction did not form part of the original research objectives of the present study. Due to the fact, however, that job satisfaction emerged as the most important determinant of the perceived job performance of the respondents of this study, the determinants of job satisfaction were also investigated. The relationships between autocratic management style, task-orientated organisational culture and people-orientated organisational culture, on the one hand, and job satisfaction (job content) on the other hand, were also statistically analysed. The empirical results are reported in Table 4.2.

The empirical results reveal that autocratic management style, task-orientated organisational culture and people-orientated organisational culture do not influence the job satisfaction (job content) of the respondents significantly. In other words, interpreted against the factor analysis results (see Table 3.3), the respondents' job satisfaction is not driven by the autocratic management style, task-orientated organisational culture and people-orientated organisational culture, prevailing autocratic management style, task-orientated organisational culture and people-orientated organisational culture, but rather by challenging job

content and whether the job matches their personality , skills and abilities. Paying attention to these content elements of job satisfaction will therefore go a long way in increasing both the job satisfaction and job performance of the WCPG managers.

TABLE 4.2: THE DETERMINANTS OF JOB SATISFACTION – THE EMPIRICAL RESULTS

Statistic	Summary Statistics DV: JJOBST					
	Value					
Multiple R	0.33312953					
Multiple R²	0.11097528					
Adjusted R²	0.08319326					
F(3,96)	3.9945					
p	0.0000					
N = 100	B*	Std. Err. Of b	b	Std. Err. Of b	T(96)	p-value
Intercept			**2.698470**	**0.709412**	**3.80381**	**0.00025**
PPEOP	0.166208	0.126202	0.163226	0.123938	1.31699	0.19097
AAUTO	-0.046636	0.109829	-0.05283	0.124417	-0.42462	0.67205
TTASK	0.175533	0.127501	0.227103	0.164960	1.37671	0.17180

Note: P-values in bold indicate a significant relationship

4.3 DESCRIPTIVE STATISTICS

The mean scores of the responses to the questionnaire statements were also calculated to determine the prevailing levels of autocratic management, task and people orientated organisational culture, job satisfaction and perceived job performance in the PGWC. Descriptive statistics for the team orientated organisational culture variable were also calculated although its measuring instruments did not demonstrate the required reliability. It is argued here that although these measurement items were not reliable measures of team orientated management style, these items on their own tell a story. For the same reason, the items that were eliminated in the factor analyses were retained in the descriptive statistics. The empirical results of the descriptive statistics are reported in Tables 4.3 to 4.8.

4.3.1 The prevalence of autocratic management style

TABLE 4.3: DESCRIPTIVE STATISTICS: AUTOCRATIC MANAGEMENT STYLE

Code	Statement	% Agree to strongly agree	% Neither agree nor disagree	% Disagree to strongly disagree	Mean
AUTO1	My manager has a very directive leadership style	54	13	33	3.38
AUTO2	My manager has a low supportive leadership style	20	17	63	2.38
AUTO3	My manager usually makes decisions without input from employees	30	15	55	2.66
AUTO4	My manager believes in status and power differences in people.	29	18	53	2.63
AUTO5	My manager is usually judgmental of others	22	18	60	2.46
AUTO6	My manager is resistant to change.	22	11	67	2.36
AUTO7	My manager is highly authoritarian.	32	21	47	2.82

AVERAGE MEAN SCORE = 2.67

Table 4.3 shows that more than half of respondents (54%) believe that the managers at PGWC are directive in their leadership. Despite this statement, the respondents disagree that:

- Managers offer low support to workers (63%)
- Managers are resistant to change (67%)
- Managers make decisions without employee input (55%)

This deduction shows a relative display of confidence in management's modus operandi at the workplace.

4.3.2 The prevalence of team-orientated management style

Table 4.4 reveals that although many respondents felt that there is not a high level of trust among employees (46%) at PGWC, they were divided (44% agreed and 32% disagreed) as to whether departments had a good team spirit. This seemed not to impact negatively on performance and job satisfaction, as employees were committed to management's goals (66%).

TABLE 4.4: DESCRIPTIVE STATISTICS - TEAM-ORIENTATED MANAGEMENT STYLE

Code	Statement	% Agree to strongly agree	% Neither agree nor disagree	% Disagree to strongly disagree	Mean
TEAM1	In my department the people believe in the organisation's vision.	41	39	20	3.26
TEAM2	In my department there is a high level of trust among employees.	22	32	46	2.64
TEAM3	In my department there is commitment to departmental goals.	52	28	20	3.42
TEAM4	In my department we have collective decision making which impacts on performance.	48	22	30	3.20
TEAM5	In my department we accomplish tasks in teams.	53	16	31	3.24
TEAM6	In my department teams practise the goals that	66	22	12	3.68

Code	Statement				Mean
	management sets.				
TEAM7	In my department we co-operate rather than oppose one another.	57	19	24	3.35
TEAM8	My department has a good team spirit.	44	24	32	3.17
TEAM9	My department works well together as a team	48	33	19	3.33

AVERAGE MEAN SCORE = 3.25

4.3.3 The prevalence of people-orientated organisational culture

The empirical results in Table 4.5 show that the respondents disagreed to a certain extent that the PGWC focused on the wellness of employees (53%, 48%, and 43%), and this seemed to have a bearing on job performance. Managers, however, were divided (39% agreed and 31% disagreed) about whether the PGWC does support employee development. Considering the fact that in the corporate world, globally, the focus has changed from the product to the person as a result of environmental factors, employees consequently felt that more time and resources should be invested by the employer in improving employee wellness.

TABLE 4.5: DESCRIPTIVE STATISTICS - PEOPLE-ORIENTATED ORGANISATIONAL CULTURE

Code	Statement	% Agree to strongly agree	% Neither agree nor disagree	% Disagree to strongly disagree	Mean
PEOP1	In my department we focus on the emotional wellness	35	22	43	2.87

Code	Statement	% Agree to strongly agree	% Neither agree nor disagree	% Disagree to strongly disagree	Mean
	of employees.				
PEOP2	In my department we focus on the physical wellness of employees.	32	20	48	2.76
PEOP3	In my department we focus on the spiritual wellness of employees.	18	29	53	2.51
PEOP4	In my department, people are socially orientated.	32	35	33	3.03
PEOP5	In my department we have a high focus on people .	37	22	41	2.93
PEOP6	Employees have a deep concern for their organisation.	31	33	36	2.92
PEOP7	The department is concerned with personal development of employees.	39	30	31	3.05
PEOP8	In my department we support each other.	44	27	29	3.17

AVERAGE MEAN SCORE = 2.91

4.3.4 The prevalence of task-orientated organisational culture

TABLE 4.6: DESCRIPTIVE STATISTICS - TASK-ORIENTATED ORGANISATIONAL CULTURE

Code	Statement	% Agree to strongly agree	% Neither agree nor disagree	% Disagree to strongly disagree	Mean
TASK1	Emphasis is placed on the technical aspects of a job.	67	18	15	3.64
TASK10	In my department we focus on facts rather than speculation.	69	17	14	3.75
TASK11	In my department decisions are often made using little information.	28	19	53	2.70
TASK12	In my department personal status is	39	26	35	3.00

	used to achieve results.				
TASK2	In my department emphasis is placed on the individual task elements of a job.	59	21	20	3.47
TASK3	Interpersonal relations are disregarded in pursuit of the job.	42	25	33	3.07
TASK4	Our main concern is to accomplish our tasks.	66	13	21	3.58
TASK5	Needs of employees are disregarded in pursuit of tasks.	37	25	38	3.00
TASK6	In my department, compliance with authority is emphasized	72	16	12	3.82
TASK7	In my department compliance is enforced through threats and discipline	32	9	59	2.58
TASK8	In my department, ambiguity is not tolerated	35	37	28	3.03
TASK9	In my department we are action-orientated.	65	26	9	3.72

AVERAGE MEAN SCORE = 3.28

Table 4.6 indicates that the respondents felt that emphasis is placed on compliance with authority (72%) by the PGWC. The results also show high percentages on the indicators of task orientation, except TASK 11 and TASK 7. These two items indicate that despite the high levels of task orientation, decisions are not taken with minimum information at hand and that compliance is not enforced through threats and discipline. The respondents are also divided with regard to personal status being used to achieve results (TASK12) and the disregard of employee needs in pursuit of tasks (TASK5).

4.3.5 The prevailing perceptions about job satisfaction

Table 4.7 shows that the respondents are satisfied with their jobs because their jobs are challenging (83%). They also indicate that, if required, they have friends and colleagues to support them in their challenges (83%). The respondents also stated that they have job satisfaction because their jobs match their skills and abilities (77%) and that they are usually empowered to make their own decisions (64%).

TABLE 4.7: DESCRIPTIVE STATISTICS - JOB SATISFACTION

Code	Statement	% Agree to strongly agree	% Neither agree nor disagree	% Disagree to strongly disagree	Mean
JOBST1	My job is challenging.	83	1	16	3.96
JOBST10	I am valued for the input I make.	62	17	21	3.46
JOBST11	My working conditions are good.	52	20	28	3.25
JOBST12	I am empowered to make decisions in my job.	64	16	20	3.49
JOBST13	My job caters for my wellness.	36	24	40	2.86
JOBST2	My work environment is comfortable.	45	19	36	3.08
JOBST3	My work environment facilitates excellence in my job.	44	23	33	3.16
JOBST4	I have friendly and supportive colleagues at my workplace.	83	6	11	3.88
JOBST5	My job fits my personality.	74	14	12	3.80
JOBST6	My job matches my skills and abilities	77	10	13	3.78
JOBST7	My rewards at work are aligned with my performance	48	12	40	3.02
JOBST8	At work I receive recognition for good work	46	17	37	3.10
JOBST9	At my work opportunities exist for advancement	42	20	38	2.98

AVERAGE MEAN SCORE = 3.37

4.3.6 The prevailing perceptions about job performance

Most respondents (see Table 4.8) felt that they perform well in their jobs (94%), that they go the extra mile to ensure that the job is well done (96%), and that they are successful in their jobs (86%). This proves that managers generally have job satisfaction at PGWC, and despite the challenges they face in their work, they are successful in their jobs. This factor will positively influence the organisational culture of the PGWC.

TABLE 4.8 DESCRIPTIVE STATISTICS – PERCEIVED JOB PERFORMANCE

Code	Statement	% Agree to strongly agree	% Neither agree nor disagree	% Disagree to strongly disagree	Mean
PERF1	All things considered, I do my job well.	94	5	1	4.20
PERF2	I am successful in my job.	86	10	4	3.96
PERF3	I consider my job to be of a good standard.	71	14	15	3.67
PERF4	I put in an effort to ensure that my job is done well.	96	0	4	4.27

AVERAGE MEAN SCORE = 4.03

4.4   CHAPTER SUMMARY

Chapter Four focused on the reporting and interpretation of the empirical results. The results on both the determinants of perceived job performance and job satisfaction were reported and interpreted. The descriptive statistics on the raw data of all the variables were also reported. The descriptive statistics provided a view on the prevailing levels of autocratic and team-orientated management styles, task and people-orientated organisational culture, job satisfaction and perceived job performance in the PGWC.   In the next chapter the managerial implications of the empirical results are discussed.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In Chapter Five, the empirical findings are examined, in terms of the implications they have corporately in the Provincial Government of the Western Cape. The findings are honed in on and compared with previous literature on the topic, and relevant conclusions are drawn. The limitations of the study are discussed, after which recommendations are made for potential researchers who intend building on the platform constructed.

5.2 OBJECTIVES OF THE STUDY

The primary objective of the study was to improve the job performance of managers in the PGWC by investigating the relationship between organisational culture, leadership styles and job satisfaction, on the one hand, and the perceived job performance of managers in the PGWC. The study also investigated the following secondary research questions:

- Has there been a shift from an autocratic to a team-orientated management style in the PGWC?
- Has there been a shift from a task-orientated to a people-orientated organisational culture in the PGWC?
- What are the levels of job satisfaction among employees of the PGWC?
- What is the influence of organisational culture, management styles and job satisfaction on the performance intentions of PGWC employees?

The answers to these research questions as evidenced in the empirical findings are now reviewed and the managerial implications thereof discussed in depth.

5.3 FINDINGS WITH RESPECT TO THE SECONDARY RESEARCH QUESTIONS

5.3.1 Autocratic versus team-orientated management style

With regard to whether there has been a shift from autocratic to team-orientated management, the empirical results answer this question in the affirmative. The results showed the mean scores for autocratic and team-orientated management styles were 2.67 and 3.25 respectively. There is therefore a stronger level of agreement that there prevails a team-orientated management style rather than an autocratic management style. The implications for managers are that they should encourage teamwork and structure strategies, policies and plans to incorporate a team-orientated philosophy in the PGWC.

5.3.2 Task-orientated versus people-orientated organisational culture

The empirical results showed that there had not been a shift from task-orientated (mean = 3.28) to people-orientated (mean = 2.91) organisational culture in the PGWC. In other words, the organisational culture at PGWC is characterised by an emphasis on the technical aspects of jobs; on facts rather than speculation; above all else accomplishing the job; and on compliance with authority.

While a task-orientation is good, managers should also give attention to the people aspects of organisational culture. In other words, the organisation should focus on the emotional, physical and spiritual wellness of managers; enhance their personal development and foster mutual support. Managers should also improve work relationships with their employees through team-building activities. Employee wellness programmes should incorporate stress management,

because, as a result of the focus on the task, with little focus on the wellbeing of employees, the job can become stressful to the employee. This aspect has an adverse effect on the employee-manager relationship, which affects their work, family life, and social relationships.

5.4 FINDINGS WITH RESPECT TO THE PRIMARY OBJECTIVE

With regard to the primary objectives, the empirical results indicated that job satisfaction exerts the strongest influence on the perceived job performance of the managers at PGWC. The descriptive statistics also revealed relatively high levels of job satisfaction among the PGWC managers (mean = 3.37). The empirical results further showed that a people-orientated organisational culture, task-orientated organisational culture, autocratic management style and team-orientated management style do not influence the perceived job performance of PGWC managers. In other words, irrespective of whether management alters their style (autocratic or team-orientated) or organisational culture (task or people-orientated), it will not impact the job performance of these managers. What would definitely influence their job performance is their satisfaction with job content. The empirical results revealed that the three main job satisfaction aspects that influence the job performance of these managers are that the job is challenging; that the job fits their personality; and that the job fits their skills and abilities. Against this background, it is recommended that managers be provided with challenging goals and objectives; that emphasis is placed on job enrichment; and that managers are matched with the relevant skills for the job.

5.5 GENERAL FINDINGS

The empirical results also pointed to other important issues. For example, Table 4.4 highlighted the issue of trust which could have an important bearing on work relationships among managers and between managers and employees. Table 4.4 also reveals that low levels of trust exist amongst managers and employees.

A solution would be to send staff on training sessions where the advantages of the manager-employee relationship are highlighted. Included on the agenda for employee development training sessions should be communication training in order to improve manager-employee relationships, incorporating a barrier to communication sessions, where employees can learn how to overcome communication barriers in the workplace.

Table 4.5 revealed that employees do not have much concern for their organisation. This could be as a consequence of the department having a low focus on or concern for its employees, as stated by respondents. The researcher has noted in his research earlier (Chapter 2) that most government administrations have changed their policies and strategic plans to incorporate the shift to New Public Management, which places the focus on empowerment of employees, outputs and outcomes instead of inputs and processes. In this type of management there is also a shift in value priorities, away from equity and security toward efficiency and individualism. In other words, the government should shift their focus from emphasis on the task at hand to accountability and performance and reward employees accordingly.

Table 4.7 highlighted that employees were divided on the fact that their work environment is comfortable and that their work facilitates excellence in their jobs. The employer could in this case consider doing a needs-analysis to ascertain how they could improve the work environment, and subsequently invite the Organisational Development Directorate (formerly called Work Study) to do a work study on the job description of employees in the various departments. Another aspect to consider in order to improve quality in the workplace (the New Public Management strategy also includes the improvement of quality in government) is to train and encourage managers to incorporate job enrichment and job enlargement within departments. This will improve performance and add quality to monotonous routines in the workplace.

Table 4.7 also revealed that respondents were divided on the fact that rewards at PGWC are aligned to their performance, that they receive recognition for good work and that opportunities for advancement of employees exist at PGWC. This result is however consistent with the personal experience of the researcher who worked for PGWC for 24 years. This experience relates to some employees being disadvantaged by the government's Performance Management System. This was because of the way the system is structured to reward only a small percentage of employees. The decision on who to reward with the biggest slice of the cake is taken by the supervisor. This decision is sometimes biased and many excellent performers lose out on their performance bonus or receive a smaller piece of the pie. This occurs also as a result of the huge number of employees that can qualify for a stake in the top prize.

The empirical results also seem to support the researcher's experience as far as opportunities for advancement for employees are concerned. This experience relates to many long-serving employees having received the wrong end of the stick when the Government of National Unity was established in 1994, and still feeling the brunt of the policy to this day. The Employment Equity Act 55 of 1998 and accompanying affirmative action legislation compelled organisations to submit names of incumbents recruited who were previously disadvantaged. This legislation ensured that employers recruit and select previously disadvantaged persons. In order to change the ideologies, cultures, policies and strategies within government, and departments later started employing people (mostly previously disadvantaged persons) without qualifications, to the detriment of long-serving employees, some of whom had acted in the senior positions for many years without being promoted, as a result of a moratorium on posts. This type of strategy is one that caused and still causes dissatisfaction amongst employees with employers, management and departments alike.

5.6 LIMITATIONS OF THE STUDY

According to Mouton (2006:161), limitations include context effects, sampling error, measurement error, instrumentation effects and generalising. Although the researcher attempted to ensure as much validity as possible in terms of sample selection and questionnaire construction, limitations were present which cannot be ignored. These limitations include the following:

5.6.1 Questionnaire distribution and completion

The distribution and completion of the questionnaire was hampered by:

- Red tape in the PGWC. Being the administration headquarters of provincial government for the region, the PGWC was rife with bureaucracy, which prevented questionnaires from being distributed in some departments, whilst in others, policy and protocol hampered the progress of distribution of questionnaires.

- Some managers were reluctant to complete questionnaires due to:

    (a) Pressure of work. Some managers were visited by the external auditors (the Auditor General's representatives) and consequently could not detract from their work schedule.
    (b) Unavailability. Certain managers only frequented the office once weekly to do administrative work, as the requirements of the job demanded that they be in the field for most of the week. When they returned to the office on eg Fridays, they would be confronted with accumulated work in their in-baskets.
    (c) Fear of reprisal which inadvertently results in certain questions not being answered (which means that those questionnaires are

totally rejected by the researcher), or questionnaires not being completed.

(d) Time constraints. Some respondents were prevented from answering questions rationally due to time constraints.

(e) Some managers felt that some questions were of a personal nature and were consequently reluctant to complete the questionnaire.

- The period of distribution of the questionnaire coincided with the distribution of an internal survey by the Organisational Development Directorate at some departments, where respondents were expected to complete a similar questionnaire. This hampered the progress of completion of the questionnaire in those departments.

- The researcher was employed as a lecturer and later as a fieldworker coordinator (both on contract), during the duration, distribution and collection of the data. He, as a consequence, had both time and financial constraints that hampered his progress in completion of the task at hand. As a lecturer, the researcher was employed on a full-time basis (from Monday to Friday) and subsequently could not visit the departments during working hours as all departments based in Cape Town (the location where the research questionnaire needed to be distributed) were also operating similar times and closed during weekends. This meant that the researcher was compelled to take special leave to conduct the research.

- Getting to respondents in the government departments is very challenging. This presented difficulties in sample selection.

5.6.2 General limitations

The instrument to measure team-orientated management style was eliminated from the study due to inadequate reliability and validity. It is recommended that, in future studies, an improved instrument be used to measure this latent variable.

5.7 CHAPTER SUMMARY

The study explored whether management styles, organisational culture, job satisfaction and job performance have changed in the Provincial Government Western Cape (PGWC) after the advent of democracy in South Africa in 1994. The specific research questions that were pursued included (i) has there been a shift from autocratic to a team-orientated management style in the PGWC?, (ii) has there been a shift from a task-orientated to a people-orientated organisational culture in the Provincial Government Western Cape?, (iii) what were the levels of job satisfaction among the employees, and (iv) how did these changes (if any) in organisational culture, management styles and job satisfaction impact the perceived job performance of these employees. The sample consisted of 100 managers selected from various departments in the Provincial Government Western Cape.

The empirical results indicated that there has been a shift to a team-orientated management style; that there has not been a shift from a task-orientated to a people-orientated organisational culture; that the perceived levels of job satisfaction and job performance levels are high; and that job satisfaction, especially as it relates to a challenging job content and job fit (in terms of personality, ability and skills), was the main determinant of the perceived job performance of the managers in the PGWC.

The most important recommendations emanating from this study are as follows. Firstly, managers should initiate plans, strategies, policies and structures to

incorporate a team-orientated philosophy in the PGWC. Secondly, whilst task orientation is important, some emphasis should shift to people orientation. In terms of New Public Management principles, organisations should increasingly focus on the emotional, physical, and spiritual wellness of employees; the personal development of employees; and stress management.   Finally, managers should always endeavour to increase the job satisfaction of employees through constructing jobs that are challenging and fit personality and skills of the incumbents.   Implementing these recommendations would go a long way in improving the job performance of employees in the Provincial Government Western Cape.

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ANNEXURE 1: QUESTIONNAIRE COVERING LETTER

Nelson Mandela Metropolitan University

for tomorrow
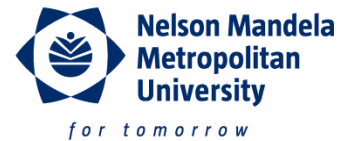
29 June 2011

Dear Respondent

I am a post-graduate student studying towards my MBA (Master in Business Administration) at the Nelson Mandela Metropolitan University Business School. The aim of my study is to investigate selected determinants of job performance in governmental departments in the Western Cape. I believe that my study would make a contribution to improved job performance in these departments and to service delivery eventually. The empirical findings of the study will be made available to all participants on request.

You are part of our selected sample of respondents whose views we seek on the above-mentioned matter. We would therefore appreciate it if you could answer a few questions. It should not take more than twenty minutes of your time and we want to thank you in advance for your co-operation.

There are no correct or incorrect answers. Please answer the questions as accurately as possible. For each statement, tick (with a cross **X**) the number which best describes your experience or perception. For example, if you strongly agree with a statement, tick the number 5. If you strongly disagree with a statement, tick the number 1. **Tick only one answer for each statement and answer <u>all questions</u> please. We guarantee that all information will be handled with the STRICTEST CONFIDENTIALITY AND ANONYMITTY.**

Thank you very much.

Ronald Springfield

TASK/PRODUCT-ORIENTATED ORGANISATIONAL CULTURE

In my department, great emphasis is placed on the technical aspects of a job.

In my department, great emphasis is placed on the individual task elements of a job

Interpersonal relations are often disregarded in pursuit of the task at hand

Our main concern in my department is to accomplish our individual tasks

The needs of employees are often disregarded in pursuit of tasks in my department

In my department, compliance with authority is greatly emphasised

In my department, compliance is enforced through threats and punishment

In my department, ambiguity (vagueness or uncertainty) is not tolerated

In my department, we are action-orientated

In my department, we focus on facts rather than speculation

In my department, decisions are often made using little information

In my department, personal status is aggressively used to achieve results

PEOPLE-ORIENTATED ORGANISATIONAL CULTURE

In my department, we focus on the continuous improvement of the emotional wellness of employees

In my department, we focus on the continuous improvement of the physical wellness of employees

In my department, we focus on the continuous improvement of the spiritual wellness of employees

In my department, people are very socially-orientated

In my department, we have a high focus on the people aspects of the work situation

The people in my department have a deep concern for the company we work for

The people in my department have a concern for the personal development of co-workers

In my department, we are highly supportive of one another

AUTOCRATIC MANAGEMENT STYLE

My manager has a very directive leadership style (he/she spends a lot of time and places a strong focus on giving instructions and directions)

My manager has a low supportive leadership style

My manager usually makes decisions without input from employees

I perceive my manager as someone who strongly believes that there should be status and power differences among people

I perceive my manager as someone who is very judgmental of others

I perceive my manager as someone who is resistant to change

I perceive my manager as someone who is highly authoritarian

TEAM-ORIENTED MANAGEMENT STYLE

The people in my department believe in government's vision

In my department, there is a high level of trust among members

In my department, there is collective commitment to departmental goals

In my department, we perform better because of collective decision making

In my department, tasks are accomplished in teams

In my department, teams operationalise the goals that management sets

In my department, we co-operate rather than oppose one another

My department has a good team spirit

My department works well together as a team

JOB SATISFACTION

My job is very challenging

My work environment is very comfortable

My work environment facilitates excellence in my job

In my job, I interact with friendly and supportive colleagues

My job fits my personality

My job matches my skills and abilities

In my job, my rewards are aligned with my performance

In my job I receive the necessary recognition for a job well done

Opportunities for advancement exist in my job

In my work, I am valued for the input I make

The working conditions in which I do my job are good

In my job, I am empowered to make decisions

My job caters for my wellness

JOB PERFORMANCE

Considering all the things I am responsible for, I do my job very well

I am successful in my job

My job performance is above average

I put in a lot of effort to do my job well