

UNIVERSITY OF KWAZULU-NATAL

**THE IMPACT OF CORPORATE CULTURE ON EMPLOYEES' PERFORMANCE:
A CASE OF STANDARD BANK IN PIETERMARITZBURG**

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DECLARATION

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ABSTRACT

This study set to analyse the impact of corporate culture on the performance of employees' at Standard Bank in Pietermaritzburg. The researcher investigated the factors that make up the corporate culture model of Standard Bank; how those factors affect employees' performance; and how employees perceive and adapt to the changes of corporate culture.

The Competing Values Framework was adopted as the theoretical framework to guide the study. It consists of four constructs: hierarchical, developmental, rational, and group culture.

The research made use of a mixed methods research approach; combining both qualitative and quantitative research methods. In order to select participants for the interviews, the purposive sampling method was used. In addition, convenience sampling was utilised to identify respondents for the questionnaires. Five service centre leaders or branch managers were interviewed and forty-one questionnaires were completed by Standard Bank employees.

The findings of the study revealed that there was a strong correlation between corporate culture and employees' performance. Using the Competing Values Framework as a guide, it was discovered that four dimensions of corporate culture exist within Standard Bank, but hierarchical culture was the most dominant. According to the findings, it takes an average of three months for all employees to fully adjust when there are changes of corporate culture within Standard Bank. While they would eventually adapt to modifications in the organisation, older employees were identified as more resistant towards these changes. It was thus recommended that Standard Bank make their organisational culture more flexible. Since all the dimensions of the Competing Values Framework exist within the bank, the managers need to ensure that employees apply the most effective dimension to deal with each given situation. When there are changes within the company, a succinct statement should be communicated to employees.

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CHAPTER 1: INTRODUCTION

1.1. Introduction

The world is constantly changing. The consequence of these changes is that employee expectations are also shifting accordingly. In the modern environment, employees tend to be satisfied by different factors within the corporate world. In addition, with the presence of both negative and positive outcomes that can be derived from the corporate culture adopted by a company, it is now necessary to understand how employees adjust to new innovations in addition to how these innovations affect the developing culture (Cameron and Quinn, 2011). A focus on corporate culture as an area of focus to improve employee satisfaction and performance has thus emerged. It is important to design and implement a corporate culture that can easily adapt to these dynamic changes so as to accommodate the expectations of employees and ensure that they are satisfied. Uddin, Luva, and Hossian, (2013: 63) therefore argues that, '*...a supportive culture is considered to be a motivational instrument which promotes employees to perform smoothly and ensures better productivity*'.

As the global market is opening up, most multinational companies are utilising this opportunity to expand to countries with free or efficient access and move their organisational operations to promising markets (Hill, 2009). This makes it important for the companies to investigate how their corporate culture will impact their employees' performance and output. While a body of research based on corporate culture and its impact on employee performance currently exists, for cities like Pietermaritzburg there is very limited research on corporate culture, especially regarding its effect on performance. Thus the primary objective of this study is to investigate the effect of corporate culture on employees' performance within Standard Bank in Pietermaritzburg.

This chapter presents a background of the study. The chapter also discusses the motivation behind the study, problem statement, research objectives and research questions. It further provides a summary of the research methodology; explains the theoretical framework and gives an overview of the structure of the study.

1.2. Background of the study

Corporate culture has been defined as the basic assumptions and values of business leaders (Denison, 1996). It is a combination of organisational culture, national and regional cultures. Browaeys and Price (2008) state that within an organisation there is a need for a clearly

defined corporate culture or flexible culture for continued organisational success. Corporate culture should be the values and practices that all the divisions of the business share, specifically the senior management (Kotter and Heskett, 2002). Some prominent authors who have conducted studies on corporate culture including Carmeli and Tishler (2004) identify that corporate culture has a significant influence on how an organisation performs. Companies who adopt corporate culture are prone to view their employees as valued resources or assets for the company.

Significant research that has been done by scholars, such as Kotter and Heskett, 1992; Hofstede, 1980; Magee, 2002; Hofstede and Bond, 1988 and Ouchi, 1981, outlines that corporate culture could be used to measure employee or corporate performance. Companies perform in different ways because their corporate culture is not the same. This implies the existence of different cultural traits which form the basis of competitive advantages in the course of underlying uncertainty (Peters and Waterman, 1982; Barney, 1991).

In the banking industry, customers commonly switch to using the services of other banks as a result of various issues that include poor customer service (Smith, 2011). The corporate culture model that exists within the bank has the influence on the service that is performed by the employees. Therefore, if the bank attracts more customers through providing excellent service, it can be assumed that this can be a result of the existence of a great corporate culture which facilitates successful work performance (Cameron and Quinn, 2011). Corporate culture stands out as one of the main essential variables that determine a company's sustainable performance and competitive advantage (Madu, 2007).

1.3. Background of the company

Standard Bank is publicly owned and the company's headquarters are located in Johannesburg, South Africa. It is also listed on both the Namibian Stock Exchange and Johannesburg Stock Exchange (JSE) Limited (Standard Bank, 2014). Rating by the earnings and assets of the company, Standard Bank is considered to be the largest African bank and it is among the top five banks that are mostly recognised in South Africa (Standard Bank, 2014). The company employs more than 49 000 people including the ones that are employed by Liberty and it has 1 248 branches, which also comprise loan centres. The organisation operates approximately 8 464 ATMs on the African continent (Standard Bank, 2014).

Standard Bank is currently operating in eighteen countries on the African continent. It operates in South Africa and also in other selected emerging markets around the African continent. The company opened franchises in other parts of Africa, in the early 1990s, but it has a 150 year old history in South Africa (Standard Bank, 2016). The key objective of the company is to construct a leading African financial service organisation using its core competencies. Through the operation of three business units the company focuses on providing greater sustainable shareholders value. Their mission of providing shareholders value is achieved by delivering what customers need through *'first class'* and *'on-the-ground'* operations (Smith, 2011). The pillars of Standard Bank include corporate and investment banking, personal and business banking, and wealth-liberty (Standard Bank, 2014).

The company values include serving its customer base by ensuring that the needs of these customers are effectively and sufficiently served through the provision of high quality services and assistance, and the provision of solutions that address the concerns of customers and suit their needs (Smith, 2011). All these services and products are offered in line with sound business principles and practices. The bank's company values also include empowering employees to reach their full potential, while helping them continuously develop their personalities. In addition to the focus it has towards growing and developing its employees and serving its customers, the organisation also has to deliver to its shareholders' expectations. The company has various targets that it is committed to delivering to its shareholders, as well as providing them with appropriate long-term returns (Standard Bank, 2014).

The bank holds the highest levels of integrity. Their business model is built on integrity and trust. Standard Bank has respect for its brand and has high regards for the dignity of all people. They have a corporate culture that guides them against unethical business practices (Smith, 2011). The company resembles an ability to successfully accomplish ambitious goals and objectives through its employee behaviour and motivation. The company does not allow its employees to be unprofessional while serving clients. Standard Bank does all that is within its abilities to stay competitive through implementing innovative ideas and being proactive through incorporating initiatives that its competitors have not yet executed, rather than waiting to respond to what competitors have done (Standard Bank, 2014).

Standard Bank believes that greater success comes with team work. In their values they include working in teams. Within these teams they tend to accomplish greater things than as

individuals (Standard Bank, 2014). The company has established team work in all its business units, divisions and countries. All the tasks and aspects of their work are interdependent. The company puts a high emphasis on team work, and believes that in order to successfully achieve all its goals, employees need to be integrated into teams while avoiding the possible conflicts that may be caused by working in teams (Standard Bank, 2014).

1.4. Research Problem

There are few studies that focus on the impact of corporate culture on employee performance in the banking industry (Bhatia and Jain, 2013; Abdullah, Rashid and Omar, 2013; Chiloane-Tsoka, 2013; Thakor, 2015). However, the problem that warranted this study being done is the gap in knowledge of managers and officers who initiate corporate culture within the company. The banking industry is constantly changing (Maree, 2011); therefore it is imperative for managers to have the necessary updated knowledge that will assist them to shape the culture of the company (Uddin *et al.*, 2013). Managers need to ensure that they benefit from having an accurate corporate culture that is well-aligned with company strategies and assists with achieving company goals. This study adds to the knowledge that is necessary to nurture, develop, implement, and guide corporate culture. It serves to provide an understanding of the impact that corporate culture has on employee performance; and enable organisations to know how to assist employees when there are changes in corporate culture.

1.5. Research questions

To direct the study, the following questions were used as guidelines:

- What are the factors of corporate culture that make up Standard Bank's corporate culture model?
- To what extent does corporate culture influence employees' performance?
- How do employees perceive and adapt to the changes of corporate culture?

1.6. Research objectives

The research problem was addressed by the following research objectives:

- To investigate factors that makes up the Standard Bank corporate culture model.
- To investigate the influence of corporate culture on employees' performance.

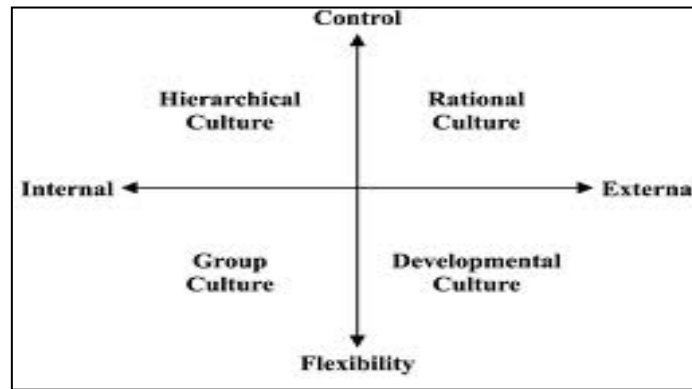
- To investigate how employees adjust to new or developing culture.

1.7.Theoretical framework

This study used the Competing Values Framework (CVF). This is a meta-theory originally developed to explain differences in the values underlying various organisational effectiveness models (Quinn and Rohrbaugh, 1981). Quinn and Kimberly (1984) extended the framework to examine organisational culture. The authors (Quinn and Kimberly, 1984) suggest that the value orientations inherent in the framework can be used to explore the deep structures of organisational culture. The basic assumptions that are made include factors such as compliance, motives, leadership, decision making, effectiveness, values, and organisational forms (Kimberly and Quinn, 1984). Quinn and Spreitzer (2001) conclude the study by examining a set of cultural profiles in eighty-six public utility companies, in addition to presenting a thorough psychometric analysis of the Competing Values' culture instrument. The framework was further developed by Cameron and Quinn (2006), where they also initiated an Organisational Culture Assessment Instrument. There are studies that have been conducted to prove the validity and reliability of the Competing Values Framework model which has become a dominant tool for quantitative research (Kwan and Walker, 2004; Ralston, Terpstra-Tong, Terpstra, Wang and Egri, 2006; Demir, Unnu and Erturk, 2011; Hartnell, Ou, and Kinicki, 2011).

The reason the Competing Values Framework was used for this study is that even though it does not precisely focus on individuals, it can be used to measure how employees are aligned to the goals of the company. It helped the researcher understand the cultures that exist within an organisation and how these influence the output or performance of the employees. Quinn and Spreitzer's (2001) model states that corporate culture can be classified into at least four types: group culture, developmental culture, rational culture and hierarchical culture. This is illustrated in Figure 1.1.

Figure 1.1: Competing Values Framework



Source: (Cameron and Quinn, 1999: 31)

Group culture has a people orientation and it emphasizes on the establishment of a family-like environment for employees (Demir, 2013). On the other hand, a developmental culture emphasizes the entrepreneurial behaviours of employees and a commitment to innovation and development. In such an environment, which emphasizes a regular review of the firm's strategy and objectives, employees are encouraged to take risks and acquire new resources to innovate (Cameron *et al.*, 2014). Correspondingly, organisations with hierarchical culture pay attention to the establishment of procedures and emphasize on the rules and regulations (Demir, 2013). On the other hand, rational culture focuses on achieving set goals and emphasizes on hard work and getting the job done (Cameron and Quinn, 2011).

This study used the model developed by Cameron and Quinn (2011) to first determine if Standard Bank has a group, developmental, hierarchical or rational culture. If none of the above mentioned cultures existed in the organisation, the participants were asked to describe their corporate culture. Thereafter the culture that was found to exist within Standard Bank was examined based on how it influences the performance of employees. The researcher further explored how employees of Standard Bank adjust to changes in the organisation and aimed to identify if their reactions to change were a direct influence of the type of corporate culture existing in their organisation.

1.8. Research methodology

Using the study's objectives to guide the process of the research, a mixed method approach to data collection was found most suitable for this study. Quantitative data was collected using questionnaires and qualitative data was gathered through in-depth interviews. The targeted population was Standard Bank employees and service centre leaders or branch managers in Pietermaritzburg. Purposive sampling technique and convenience sampling technique were both adopted to choose the participants of this study.

There were seventy-two employees present at the Standard Bank branches and service centres at the commencement of this study. The researcher handed out sixty questionnaires to employees working for Standard Bank in Pietermaritzburg. The employees who responded to the questionnaire were selected using the convenience sampling method. Through the use of convenience sampling, the researcher selected employees that were easily available to participate in the study. The questionnaires were therefore, given to employees that were at work during the period of data collection. Furthermore, to collect data using interviews, the study used purposive sampling. This was done in order to select the population that was able to specifically address the problem at hand (Welman, Kruger, and Mitchell, 2012). Standard Bank has seven service centres or branches, the interviews were done with a minimum of five service centre leaders or branch managers.

Thematic analysis was used to analyse the data that was collected using interviews. Thematic analysis is a method for identifying, analysing, and reporting patterns (themes) within data, explaining the various aspects of the research topic (Braun and Clarke, 2008). To implement this technique, common themes were identified to form a pattern of meaning within the data set. The information was divided in a way that makes it easy to successfully analyse data. SPSS was also used for data analysis that was collected using a questionnaire. The identified variables such as kind of organisation, leadership, what holds the organisation together and what is important or considered important by employees in the organisation was analysed using Microsoft excel.

1.9. Motivation for the study

According to Mohamed and Abuka (2013), there is a positive relationship between corporate culture and the performance of employees. Chiloane-Tsoka (2013) emphasizes that employees resist change because of the weak culture that exists within their company. The

author (Chiloane-Tsoka, 2013) further states that there is a range of explanations by different scholars (Goetsch and Davis, 2010; Garg, 2013; Tahir and Sajjad, 2013) which discusses the resistance to change and why it is rendered unsuccessful. For example, Oparanman (2010) argues that the gap in knowledge for managers who initiate corporate culture might have a significant influence on corporate culture's effect on the performance of employees. Therefore, this study attempts to investigate the factors that constitute the corporate culture of Standard Bank, the influence of corporate culture on employees' performance and how employees perceive and adapt to the changes of corporate culture.

1.10. Significance of study

Corporate culture can be a very complex issue as it involves behaviours and attitudes. The level of uncertainty within the banking industry causes more challenges for managers and employees. The findings of this study provide insight into how corporate culture affect employees performance. Standard Bank is one of the largest banks (Standard Bank, 2014) in South Africa and this study involves exploration of its culture and how its affect employees performance. Effort should be made by financial institutions and by supervisors to understand an institution's culture and how it affects employees performance. The findings of this study can be used by other financial institutions to relate with and ensure succesful management of their culture.

While various definitions of culture exists, supervisors are focusing on the instituaition's norms, attitudes, and behaviour (Thakor, 2015). Understanding or having more knowledge of corproate culture assist the organisation to gain competitive advantage (Uddin, 2013). With the banking industry constantly changing, becoming more innovative; the managers needs to ensure that the corporate culture is aligned with the demands of the industry. Standard Bank as one of the leading bank in South Africa have managed their culture to ensure that it provides positive results for the company. Therefore, this study seek to explore and identify the culture that exists within the company and how it affect employees performance thereafter add knowledge of how to succesfully manage corproate culture throught the recommendations of this study.

1.11. Ethical considerations

There were several ethical considerations that were observed throughout the process of this study. Firstly, ethical clearance to undertake this study was applied for and granted by the

University of KwaZulu-Natal (UKZN) Ethics Committee. All the necessary pre-requisites for collecting personal information from human subjects (beneficiaries, respect for human right and confidentiality) were observed. Infants and children below 18 years of age were not involved in providing information. This study did not harm the environment nor animals, and humans. In addition, the consent form was provided to the participants, stating that the participation is completely voluntary and they have the right to withdraw at any time, should they wish to do so. Participants were told that the responses will be kept confidential and their names would not be included in the report. The consent form also specified the background and aim of the study, the information about the individual conducting the research and institution of study, including the details of the research supervisor. During the data collection process, the researcher avoided asking any questions that could be considered offensive respondents. This was also done to maintain the reliability and validity of the study because according to Lewis (2015), when people are asked offensive questions, they end up giving socially acceptable answers and that compromises the quality of data collected.

1.12. Chapter outline

The dissertation is structured as follows:

Chapter One: Introduction

The introduction chapter gave the background of the study. It further outlined the background of the company. The chapter also included the motivation behind this study, problem statement, research objectives and research questions. It provided the summarised research methodology and detailed the theoretical framework that guided the research. In addition, the chapter provided an explanation of the significance of this study, the ethical considerations maintained throughout the research process and the limitations of the study.

Chapter Two: Literature Review

Chapter Two looks at the existing literature related to the topic and subject of the study. It also reviews literature on the cultural dimensions that were used as the framework of this study.

Chapter Three: Research Methodology

This chapter provides a specific and detailed account of how this study answers the research questions. It identifies the appropriate sample population of the study and describes the procedure in which data was collected. The chapter discusses how reliability and validity were ensured and explains the statistical method used to analyse the data.

Chapter Four: Findings

Chapter Four provides the results of the primary data that was collected from the targeted respondents of this study. The chapter presents the data collected using questionnaires, which was analysed with SPSS, as well as Microsoft excel. It also presents the data that was collected through the in-depth interviews. This data was analysed using the thematic data analysis technique.

Chapter Five: Discussion of Findings

This chapter provides the discussion of the results that were found in relation to the theoretical framework of this study and those of previous studies. The chapter also includes discussions regarding objectives and answers of the research questions. The results that are discussed in this chapter are displayed in Chapter Four.

Chapter Six: Conclusions and Recommendations

Chapter Six concludes the study, lists and explains the limitations of the research. Thereafter it further provides the recommendations given in line with the objectives of the study and based on the perspectives drawn from the study.

1.13. Conclusion

This chapter presented the introductory section which covered the historical basis and empirical facts in the background of the study. It also provided a clear research problem which warranted this research being done; and briefly discussed the methodology that was followed to conduct this study. A brief discussion of the theoretical framework that was adopted in this study was also given. In conclusion, it was revealed in this chapter that the study is replicable and it has a researchable topic. It was also shown that there is literature existing on the subject, with several authors having researched the topic of corporate culture and its effects on the performance of employees. However, the study maintained its

significance because of the lack of research on the subject with regards to banks in Pietermaritzburg.

The next chapter reviews existing literature on this topic and analyses the dimensions used in the study, in order to provide a sufficient background to understand and determine the corporate culture that exists within Standard Bank.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Corporate culture and its relationship to employee performance has been the theme of study in many fields, including organisational behaviour, strategic management and industrial organisations (Browaeyns and Price, 2008). Despite the existence of studies that have given conflicting results on the subject, the issue of whether corporate culture increases or weakens employee output is still worthy of more investigation (Chiloane-Tsoka, 2013). While many studies have been conducted on the topic of corporate culture and employee performance, very little interest has been given to the banking industry (Bhatia and Jain, 2013). This research thus, attempts to fill the gap by investigating the condition of Standard Bank and providing more empirical evidence on the impact of corporate culture on employee performance.

To explore and further identify the gap in the body of knowledge, this chapter presents the literature that underpins this study. The definitions and opinions of varying authors who have conducted research on the subject of corporate culture are explored and reviewed in detail. This background is presented to give the reader a better understanding of the term ‘corporate culture’ and how it has been explored in literature. In this chapter, the researcher further presents a variety of possible ways to understand corporate culture, while providing different dimensions of corporate culture. The effect that corporate governance and ethical sensitivity may have on employees and the company is also reviewed in this chapter. To provide literature that is relevant to the objectives of this study, employee performances, as well as corporate culture changes, within the company, were also presented. Lastly, the chapter presents cultural dimensions that constitute the corporate culture of Standard Bank, based on the values that are listed on the company website.

2.2. Corporate culture

In most corporations, the performance of employees is manipulated by the code of conduct, code of ethics and rewards (Standard Bank, 2013). Regular meetings are held to manage conflict, while promoting open learning and developing the corporate culture of the company (Ezirim, Nwibere, and Emecheta, 2010). According to Uddin *et al.* (2013), in comparison to managers, employees do not have a full understanding of the relationship between corporate culture and performance. Understanding the link between corporate culture and employee

performance is essential especially if the company measures the performance of those who are doing well.

The environment in which a company operates may have a significant influence on its corporate culture (Nwibere, 2013). Usually corporate culture is a fixed culture that employees have to follow (Uddin *et al.*, 2013). What managers come with, either in the form of rules and regulations or codes of ethics, can transform into a strong corporate culture. This underpins the term '*hierarchical culture*' (Cameron and Quinn, 2011).

According to Gandossy, Peshawaria, Perlow, Trompenaars and Dowling (2009), corporate culture is the most critical tool for managers looking for employee support at all levels to achieving corporate strategy. This is because corporate culture can be used to drive the behaviour and performance of employees. Essentially, corporate culture should be able to connect all individual levels of the organisation into focusing on achieving the main objective or goals of the company (Vogelsang, 2012).

Corporate culture is naturally described using a shifting combination of corporate personality traits. It is referred to as '*...a powerful, unifying instrument for aligning the employee mindset with stated strategic goals and driving practical, dollar-and-cents outcomes*' (Stanley, 2009: 67). Similarly, Peshawaria (2009) defines corporate culture as what employees will do when the managers are not around or are not looking. Stanley (2009) adds that as a result of this, it is important for managers to be proactive. Employees need to be taught how to conduct themselves when they are out of sight of managers or in their absence (Stanley, 2009). This is because actions or decisions that are made or taken by employees in the organisation without consulting managers are relevant to the culture of the company (Peshawaria, 2009). Corporate culture can also be described as the fundamental characteristics that the company uses in its operation processes. Employees join the company and adapt to its way of doing things, therefore subscribing to the way in which it conducts its business which distinguishes the company from its other competitors (Mindtools, 2013). Peshawaria (2009) adds that corporate culture could be the things or functions that everyone in the company knows as being the priority of the organisation. The author (Peshawaria, 2009) further states that it represents a set of values, norms, and unspoken ideas that produce a predictable human response.

Perlow (2009) defines corporate culture by looking back to the definition of all culture, as well as corporate culture, which is described as having three layers: values, artefacts, and taken-for-granted assumptions. Values may also be referred to as norms, it represents the way people perform tasks during their day-to-day operations in the workplace and also includes the way people dress when they are coming to work (Kwan and Walker, 2004). Artefact may include tangible objects in the company, such as the brands, company logo and many others. Taken-for-granted assumptions are what everyone in the organisation may assume is important for the organisation or is considered acceptable (Peshawaria, 2009). Employees may assume that in the company the client always comes first, so they may leave other things that they would have been doing to attend a client meeting. Taken-for-granted assumptions may also be called beliefs. These are what employees believe to be essential to the company's success (Mindtools, 2013).

Perlow (2009) identifies that a key step to understanding corporate culture is to think of all three layers as part of an interrelated whole. If managers are seeking to enforce a new culture within an organisation, the important focus should be on individual layers. For example, managers may change the artefact because they want to encourage employees to have an entrepreneurial or developmental culture so they may remove people from their private offices and put them in cubicles so that they can be able to interact and work in teams (Stanley, 2009). At the end, managers need to make sure that all the three layers are aligned with the organisation's goals and therefore, work towards increasing employee performance.

The study conducted by Heskett and Kotter (1992) signifies that culture has a strong and increasing impact on the performance of organisations. Studies have been done that measure the influence of corporate culture on performance, but not specifically employees' performance (Nwibere, 2013). The study of Kotter and Hiskett (2002) concludes by stating that in the next decade corporate culture will be the most fundamental element in determining if the company will succeed or not. The problem with corporate culture is that even if managers are not putting any effort into it or they are not focusing on developing the culture it inevitably develops within the company.

Based on the above definitions, it could be argued that corporate culture is explained as a tool required for aligning all the participants in the organisation; however, it also resembles cohesiveness, motivational factors or the way leaders tend to be supportive or considerate in implementing decisions (Wei, Liu, Zhang, and Chiu, 2008). It could also be the uniformity

or motivating factors that include order, rules and many other regulations (Wei, 2008). It cannot precisely be concluded that corporate culture is a tool that managers need to use to align employees, but managers can benefit from trying to enforce the desired culture that does not yet exist in the company (Goetsch and Davis, 2010). This is because corporate culture always exists in the organisation and therefore it is necessary for it to be justified or aligned with the goals of the company for it to achieve higher corporate performance and also improve employee output and performance (Cameron and Quinn, 2011).

Corporate governance is also an element of corporate culture that needs to be understood. Corporate governance is the procedure in which corporations are managed and directed. Through this, the structure of the company is formed and everyone is given his or her responsibility in the company. These include the protocol of taking decisions in corporate affairs (Uddin, 2013). Research conducted in the United States of America (U.S.A.), focusing on the local firms, shows that cross-firm differences in governance have a considerable impact on the performance of employees in the company (Bebchuk and Weisbach, 2012). The principle of good corporate governance is integrates independency, accountability, transparency, responsibility and fairness (Subanidja, Andayani Saputra, Wahyuningsih, and Siswanti, 2013).

The personnel that manage the functionality or the day to day operation in the corporation without any pressure from any party should be able to act independently. However, they need to be acquainted with the rights of stakeholders as it is explained in the jurisdiction and corporate regulations (Bebchuk and Weisbach, 2012). The company board of directors is given the powers to successfully manage operations. Therefore, they are accountable for everything that happens within the company and they are obligated to shareholders and stakeholders (Chan and Cheung, 2012).

Companies need to be transparent for shareholders and other individuals to clearly understand the condition of the firm in order to increase shareholder value (Bebchuk and Weisbach, 2012). The company needs to disclose accurate information in a timely manner. Disclosed information should consist of the company's performance, its financial condition, and management and ownership of the corporation. Corporate governance requires that stakeholders are given the opportunity to receive reasonable and justifiable behaviour from the corporation. Fairness will forbid disgraceful practices which may come from company

insiders to harm others. The transparency of board members in any transactions weakens or eliminates conflict of interest (Subanidja *et al.*, 2013).

Subanidja *et al.* (2013) further expand that the company leaders and managers need to act responsibly in every task that they conduct in a business. They need to ensure that transactions that may harm any third parties or even other individuals which are not within the agreed terms are avoided, as implied in contracts or regulations of the company and operation guidelines (Subanidja *et al.*, 2013). The above review signifies that corporate governance has an impact on employee performance. However, this study focuses more on the impact caused by corporate culture on employees' performance.

Corporate culture has influence on ethical sensitivity which ultimately governs the practices that are followed when aligning corporate governance with the company objectives (Chan and Cheung, 2012). Company leaders that have ethical sensitivity cater for their employees while they provide benefits for stakeholders, such as financial returns. Orlitzky and Swanson (2010) argue that managers should take societal responsibilities and drive their firms towards good corporate citizenship. The firm will be considered ethically sensitive when it provides fair employment standards for workers (Orlitzky and Swanson, 2010). Corporate governance and ethical sensitivity have various implications on employee performance. They both have influence on the behavioural aspect of employees. However, one should understand that although corporate governance and ethical sensitivity are interrelated they are not precisely identical (Chan and Cheung, 2012).

Fernando and Chowdhury's (2010) study demonstrates that ethical sensitivity is significantly influenced by the cultural environment that surrounds the organisation. The study argues that cultural environment has a substantial effect on employees' ethical sensitivity, compared to the enforcement of regulations and rules of conduct. One may argue based on the point that many companies now send their employees for training to ensure that rules of conduct are enforced and to ensure that they are always guided by those regulations. This may also be influenced by the kind of corporate culture model that is adopted by the company. For example, companies that are more hierarchical favour structure and control. Stability is also important for such firms, so they will always work according to the rules of conduct.

Companies now show accountability and transparency when it comes to business operations. The managers want investors to witness the good corporate governance of the company

which will enable the company to obtain external funding and issue their shares at a higher rate (Chan and Cheung, 2012). Sound corporate governance has many benefits especially financial benefits. Therefore, managers now commonly adopt good corporate governance. However, this does not necessarily imply that such managers have high ethical sensitivity. This further explains Chan and Cheung's (2012) argument that corporate governance and ethical sensitivity have a relationship but are not similar.

2.2.1. Corporate Culture Changes

Chiloane-Tsoka's (2013) study indicates that resistance to change is a function of organisational culture. Similarly, Goetsch and Davis (2010) state that one of the complexities companies come across when they try to facilitate change is the conflicting insight of managers and employees regarding change. This reflects that it is critical for company leaders to understand the perceptions of employees about change, beforehand.

Change is the law of nature. Corporations implement changes for the purpose of surviving or growing their business (McBride, Lovelock, Dirks, Welch and Shepherd, 2015). However, it is a shared experience that employees' commonly reject change or they struggle with adapting to changes. This is because change comes with uncertainty about what will happen in the future (Chiloane-Tsoka, 2013). Chiloane-Tsoka (2013) emphasizes that this therefore causes a threat to the status quo and raises concerns. Change requires individuals to adjust from the normal life that they have been living and the way they have been functioning and operating in their corporation for years. Employees fear change because of the uncertainty that results from it and the complexities of adjusting to the changes (Garg, 2013).

There are various motives that cause employees to reject change such as economics, personal and social reasons. Employees reject change because they do not know what will happen with their jobs. They fear the outcome from the changes that will be implemented such as a demotion or reduction in employment (Garg, 2013). Employees may reject change because they were not involved in the planning for change or in the whole process of change. Some fear the boredom and monotony that will originate from the changes implemented in the organisation (Tahir and Sajjad, 2013). The other factor which influences employees to reject change is also the need for training; they fear the complexities or challenges that come with the training.

Other important reasons for resistance are the changes in the leadership of the company which may require employees to make new social adjustments. When employees feel like the changes will only benefit the company and it will not benefit them, they resist the change (Tahir and Sajjad, 2013). This is why Tahir and Sajjad (2013) advise that employees should be included in the whole process and discuss, with management, how the changes will benefit them. Garg (2013) argues that one needs to understand that requesting employees to change how they operate in the business is not unique from requesting individuals to change their lifestyle. It is achievable but with great pledge, self-restraint, fortitude, perseverance and a strong plan for instigating the change (Garg, 2013).

As a result of these problems, managers are identified as the best agents for implementing change in the company. They have to carry out the process of change and make it a successful venture (Tahir and Sajjad, 2013). They are the ones who have to introduce changes, deal with resistance and ensure that they overcome all challenges. Moreover, McBride *et al.* (2015) states that in order to successfully implement change, managers need to consult with employees and to always ensure that they are involved in the planning process, especially if it will affect them. Similar to this argument, Garg (2013) explains that change needs to be properly planned and should protect the interests of employees. It therefore has to be slowly introduced so that employees can have a chance to caution and forecast change; thus ensuring that everyone shares the benefit of change.

2.2.2. Dimensions of Corporate Culture

Schein (2004) states that in order to have a clarification on corporate culture one should begin by having a clear understanding of culture. To describe culture, Vogelsang (2012) explains that there are three approaches:

- outlining them on different pre-selected dimensions;
- constructing theoretical typologies into which to shape specified corporate culture and
- scientific or ethnographic descriptions that emphasize distinctive features of given corporate culture.

Amongst the outlined approaches, the well-known and the most frequently used is Hofstede's four dimensions which was based on factor analysing questionnaire responses- power distance, uncertainty avoidance, masculinity versus femininity, and individualism versus collectivism (Hofstede, 1980; Hofstede,1991). These dimensions were initially used to

describe national cultures but nowadays are also used to describe corporate cultures (Hofstede, 1980; Hofstede 1991). Other approaches that have been used are sociological dimensions developed by Parsons (1951) and elaborated by Klockhohn and Strodbeck (1961), as methods of constructing profiles of a particular company. It categorises essential value issues into; individualism versus communitarianism, universalism versus particularism, specific versus diffuse, neutral versus emotional, achievement versus aspiration, sequential time versus synchronic time, internal direction versus outer direction (Hampden-Turner and Trompenars, 1993; Trompenars, 1993).

The third version of this approach is to choose one or two dimensions and regard them as fundamental concepts, and construct a typology based on a two by two tables with those dimensions. Cameron and Quinn (1999) use internal integration versus external differentiation, flexibility versus stability and control, to create four types of cultures which include group, rational, hierarchy, and developmental (Vogelsang, 2012). These four types are the most used in the studies of corporate culture in determining the kind of organisation, its leadership, what holds the organisation together, and what is regarded as important in the organisation. The study conducted by Ezirim, Nwibere, and Emecheta, (2010) indicates that there is a positive relationship between organisational performance and organisational culture. The study specifically lists competitive, entrepreneurial, and consensual corporate culture that has a positive relationship with organisational performance. Hierarchical culture was not significant in its influence and is negatively related to organisational performance (Nwibere, 2013).

Table 2.1 gives a brief overview of the cultural dimensions in corporate culture, based on the findings of key authors.

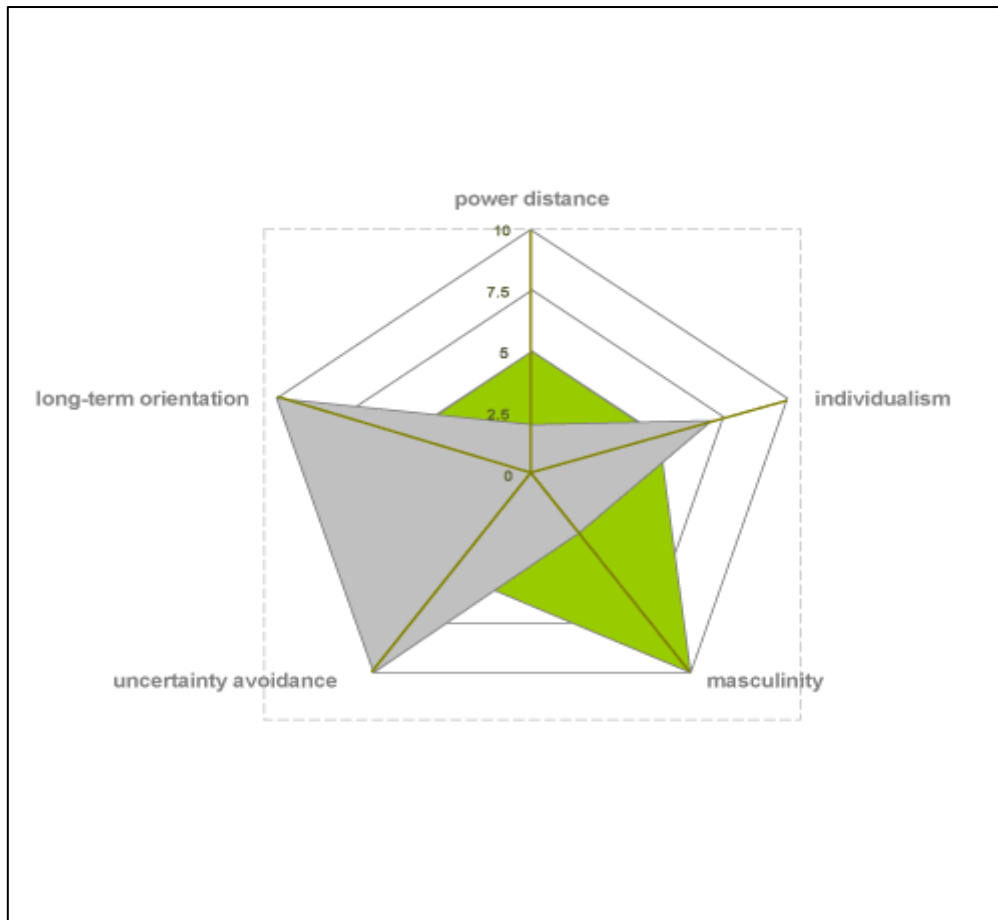
Table 2.1: Overview of Cultural Dimensions

Authors	Cultural dimensions
Hofstede (2011)	<ul style="list-style-type: none"> • Power Distance • Uncertainty avoidance • Femininity vs. Masculinity • Individualism vs. collectivism • Indulgence vs Restraint • Long-term Orientation <i>also known as</i> Pragmatic vs Normative
Trompenaars and Humpden-Turner (1993)	<ul style="list-style-type: none"> • Universalism vs. Particularism • Individualism vs. Communitarianism • Specific vs. Diffuse • Neutral vs. Emotional • Achievements vs. Ascription • Sequential time vs. Synchronic time • Internal direction vs. Outer-direction
Cameron and Quinn (1999)	<ul style="list-style-type: none"> • Group • Adhocracy • Hierarchical • Rational

Source: Own Compilation

2.3. Hofstede

Figure 2.1: Hofstede Cultural Dimensions



Source: Hofstede (2010: 22)

Geert Hofstede is a well-known name in the field of cross-cultural psychology and business. He started in 1979 with forty countries and in 1980 published his landmark study of work-related values of employees in fifty countries and three world regions (Hofstede, 1979; Hofstede, 1980). Hofstede developed a questionnaire researching on national cultural dimensions in the business context and therefore came up with a five-dimensional model (Browaeyns, and Price, 2008). Questionnaire items were grouped according to ecological dimensions, based upon theoretical relevance and statistical relationships (Hofstede, 1979; Hofstede, 1980). Four such dimensions were identified; these were labeled as *power distance*, *uncertainty avoidance*, *individualism* versus *collectivism*, and *masculinity* versus *femininity*. These dimensions are offered as a framework for developing hypotheses in cross-cultural organisational studies (Hofstede 1979; Hofstede, 1980).

The term '*power distance*' was inspired by the work of Mulder (1976). The country level correlation of the preferred type of decision making is superior with the perception of the behaviours of both superior and colleagues. This reveals a fundamental fact about power distance in a hierarchy, namely that of a society's way of dealing with power relationships; which are established through the values of superiors, as well as subordinates (Hofstede, 2011). Hofstede (1980) used the questionnaire to come up with a result of power distance. The results were obtained using translated versions of Gordon's (1976) survey of interpersonal values among students from seventeen countries.

The Hermes Data Bank (2006) states that this later type of decision making is rather unlikely to be practiced in complex work organisations. It would be feasible only if departments were autonomous and independent of other departments, whereas in fact modern work organisations are complex interdependent systems. Therefore, the preference of a majority vote type of decision-making in a complex work organisation is unrealistic (Hermes Data Bank, 2006). So it can be seen that in systems in which superiors maintain a great power distance, subordinates tend to polarize towards dependence or counter-dependence (Hofstede, 2010). On the other hand, where superiors maintain less power distance, subordinates tend to prefer the consultative decision style (Hermes Data Bank, 2006). It is therefore recommended that with low power distance, powerful people should make an effort to appear look less powerful than they are. Contrary, with high power distance, powerful people should attempt to come across as powerful as possible. Companies or countries with high power distance emphasize on reward and legitimacy as well as expert power, while those with low power distance stress on coercive and referent power (Browaeys and Price, 2008).

The term '*uncertainty avoidance*' was inspired by Cyert and March (1964). A '*neuroticism*' factor was found in the data of twelve medical and related indices for eighteen developed countries by Lynn and Hampson (1975). Low uncertainty avoidance represents the uncertainty inherent which is easily accepted and is taken as it comes on a daily basis. It is identified as resembling ease and lower stress. On the other hand, high uncertainty avoidance is identified as having higher anxiety and stress (Hofstede, 2011). For low uncertainty avoidance, time is free. However, with high uncertainty avoidance time is considered to have monetary value (Manrai and Manrai, 2011).

Individualism indicates the relative importance in the country of certain aspects of the job; which include personal time, freedom, challenge and the relative unimportance of training.

Also the use of personal skills, physical conditions and personal benefits are considered in the concept of individualism (Hofstede, 1980; Hofstede, 2010). It emphasizes on goals in which the individual is an active agent, versus those in which he or she is dependent on the organisation (being trained, skills being used, working conditions, and benefits provided). While the power distance index indicated dependence on the superior, the individualism index indicates non-dependence on the organisation (Hofstede, 2011).

Masculinity (MAS) indicates the relative importance in the country of the job; aspects such as earnings, recognition, advancement, and challenge and the relative unimportance of relations with the manager, cooperation, desirable (living) area and employment security (Hofstede, 1980; Hofstede, 2010). These tend to be the job aspects in which within countries, Hermes men, in the same jobs, score significantly differently from Hermes women. This is in line with the dominant pattern of sex roles that exist in nearly all societies, including non-literate ones (Barry, Bacon, and Child, 1957). Boys are socialised towards assertiveness and self-reliance, while girls are socialised towards nurturance and responsibility. The Hermes data supports this notion as it reveals that men and women, in the same occupation, are normally concerned and focused on different job aspects. Countries however, differ along these same lines. In some countries, all respondents (both men and women) emphasize job aspects usually associated with the male role while others emphasize job aspects usually associated with the female role (Minkov, 2011). Moreover, it appears that in more masculine countries, the gap between the values for the men and for the women in Hermes is wider, whereas in the most feminine countries, this gap is reduced to zero (Hofstede, 2011).

Four dimensions are ecologically derived. These apply to countries as social systems and not to individuals within those countries (Thomas, 2008). Manrai and Manrai (2011) define Hofstede's Cultural Dimensions as:

- **Power Distance:** The extent in which the less powerful members of institutions and organisations accept that power is distributed unequally.
- **Uncertainty Avoidance:** The extent in which people feel threatened by ambiguous situations and have created beliefs and institutions that try to avoid such situations.
- **Individualism versus Collectivism:** A situation in which people are supposed to look after themselves and their immediate family only (Individualism). In this instance people belong to in-group or collectivizes, which are supposed to look after them, in exchange for loyalty (Collectivism).

- **Masculinity versus Femininity:** A situation in which the dominant values of society are success, money, and other things (Masculinity) or the dominant values of a society are caring for others and quality of life (Femininity).

In 1991, Michael Bond added the fifth dimension, based on the Confucian dynamism. He conducted an additional international study among students with a survey instrument that was developed together with Chinese employees and managers (Hofstede, 2010). The dimension considered was the '*Long-term Orientation*' and was applied in twenty-three countries. '*Long-term Orientation*' is correlated with school results in international comparisons. This dimension was not found in the data used to determine the original dimension (Hofstede, 2010).

Hofstede's conceptualisation of culture, as a finite number of dimensions, has found favour within management researchers and has led to numerous studies using one or more of the dimensions in explaining observed differences, across nations. However, it is not without critics (Dorfman and Howell, 1988; Roberts and Boyacigiller, 1984). Hofstede's arguments about the existence of dimensions of cultural variation were consistent with other conceptions of cultural variation (Hofstede, 1980). However, a problem with the author's conceptions is that he focused on how the constructs were operationalised (Dorfman and Howell, 1988). For example, Hofstede's framework was developed from two surveys conducted in 1968 and 1972, inside IBM. This limits the ability to generalize to other organisations whose members might be systematically different. More serious perhaps, is that the items in the survey were not developed from any theoretical base but extracted from a broader survey designed to assess employee satisfaction, perception of work and personal beliefs and goals (Hofstede, 2010).

2.3.1. The Overview of the Deep Drivers of culture in South Africa

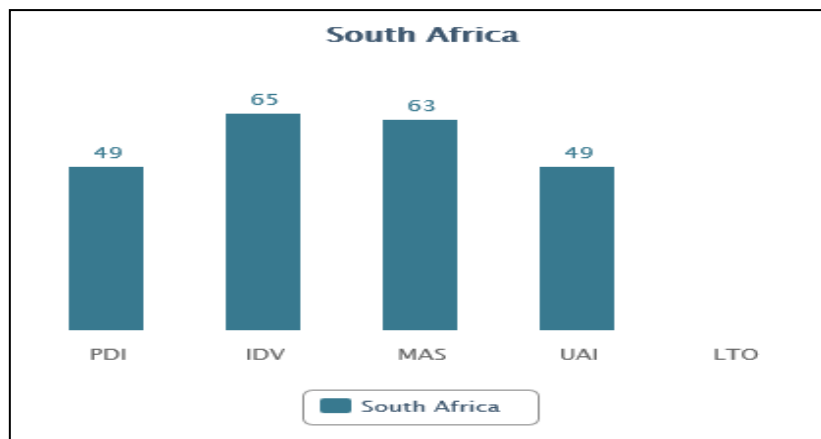
Looking at *Power Distance* for South Africa; it scores 49 on the dimension of Hofstede research. That means South African people accept a hierarchical order in which everybody has a place and that needs no further justification. Individuals see hierarchy, in an organisation, as reflecting natural inequalities. Centralisation is popular and subordinates expect to be told what to do and the ideal boss is a generous autocratic (Hofstede, 2011).

South Africa has a high score for Individualism. Individuals care more about themselves rather than society. People behave or act in the way that will benefit them or their immediate

families only. They build up relationships based on mutual gains or advantages. Hiring and promotion decisions are supposed to be based on merits only. In that environment, management is the management of individuals (Hofstede, 2011).

South Africa is a *masculine* society. Employees and managers are always worried about performance. People live in order to work, managers are expected to be decisive and assertive and are identified as placing an emphasis on equity, competition, performance and on resolving conflicts through fighting them out (Hofstede, 2011). South Africa has some preferences when it comes to *uncertainty avoidance*. Security is an important element in individual motivation as employees tend to make decisions which will secure their jobs or lifestyle. In South Africa, the belief is that time is money and therefore there is an emotional need for rules. People have an inner urge to be busy and also of working hard. South Africa does not show any pragmatic future-oriented perspectives, but focuses on a more historical short-term point of view (Hofstede, 2011). While some of Hofstede's cultural dimensions can be used in this study, these cannot be fully considered the perfect dimensions to achieve the objectives of this research.

Figure 2.2: Hofstede Cultural Dimensions Results in South Africa



Source: (Hofstede, 2001: 7)

2.3.1.1. Power Distance in South Africa

Hofstede's study investigating national culture in South Africa, reports a high score in *power distance* (Hofstede, 2011). For example, Standard Bank's employees are not at an equal level. The structure of the company is hierarchical; which means there is a resemblance of *power distance* (Hofstede, 2011). In the presence of *power distance*, it could be found that some

employees may be de-motivated by seeing younger individuals holding higher positions in the company. This is especially so in cases where older employees believe that they have the capabilities of holding the same position and that they have worked for the company for a long time. However, while the presence of *power distance* may have its negative associations, it may also have a potential positive effect on employee performance at Standard Bank, if it encourages employees to work harder to climb the corporate ladder (Smith, 2011).

2.3.1.2. Uncertainty Avoidance in South Africa

Uncertainty avoidance also has an impact on employee performance. Companies that emphasize on *uncertainty avoidance* have employees that continue working for the future benefit of the company (Hofstede, 2011). These companies have employees that have a responsibility to keep the business sustainable and also competitive. These employees have to forecast on possible critical business threats and thereby come up with strategies to deal with them. Some companies always analyze the industry for the reason of *uncertainty avoidance* and also to capitalize on opportunities. Such companies may also take insurance that will protect them from the unknown future. This means that companies that have *uncertainty avoidance* in their culture may push their employees to perform in a desirable way that will keep the company sustainable (Minkov, 2011).

Companies that do not put an emphasis on a culture that supports *uncertainty avoidance* deal with situations as they come and therefore do not try to control the future (Hofstede, 2011). These companies usually have innovative employees because they have to be able to come up with innovative ideas of dealing with current situations. It cannot be said that there are companies that do not have *uncertainty avoidance* as part of their culture. Instead it can be stated that there is a presence of those that have low *uncertainty avoidance*, as most companies have strategies that are focusing on the unknown future (Garg, 2013). Companies practicing *uncertainty avoidance* now commonly have divisions dealing with risk management and these tend to predict future threats and attempt to control and avoid these predicted threats to ensure the success of their business strategies (Minkov, 2011). Employee performance may be influenced by this dimension because some employees put more effort on their work to control the future or sustain the competitive advantage of the company. Some employees may have to work hard to deal with the current situation especially those employees that work for companies with low *uncertainty avoidance* (Hofstede, 2011).

2.3.1.3. Individualism in South Africa

Individualism is not easy to understand because some elements or factors used in defining the other dimensions may be found in this dimension, such as loyalty. Employees with *individualism* culture may also be loyal to the company or to their managers. Employees may work for the company and become its brand ambassador, meaning that they will be loyal to the company and its brand and therefore strive for the success of a company (Minkov, 2011). They will usually sometimes not do it for the collectivism culture but because they want to earn a salary to look after themselves and their immediate families. Employees join union groups that look after them, but that does not mean that employees are loyal to the group. In addition, it does not mean that they all have a collectivism culture. Some join unions for the purpose of achieving their *individualism* culture (Minkov, 2011). The hypothesis is that these dimensions exist in Standard Bank and they both have an influence on employee performance.

2.3.1.4. Masculinity vs. Femininity in South Africa

Employees with the *femininity* culture care for each other and they help each other to become successful, perhaps there is increased sympathy for the unfortunates (Hofstede, 2011). Their primary focus is not on success or money but their priority is for everyone to have an acceptable quality of life. These employees are similar to those in the *collectivism* culture, as they look after each other and they attempt to succeed as a group (Hofstede, 2011). The difference is that employees with a *femininity* culture may look after each other for nothing in return; while those in a *collectivism* culture look after each other in exchange for loyalty (Hofstede, 2010). Employees with *femininity* culture are motivated by successfully delivering a quality service to the customer and they tend to emphasize on co-operation and also on environmental awareness (Hofstede, 2011). Since this study is based in Pietermaritzburg, which is located in a democratic country (South Africa), the *femininity* culture seems to be the most adopted culture by companies, for the purposes of obliging with the regulations of the country.

However, individuals with *masculinity* culture believe that men are assertive and women are nurturing (Hofstede, 2011). Employees with this culture live to work and are always stressing about competition and performance because they perceive success as important and hence always strive to achieve it. These employees are focused on acquiring wealth and besides that they are also expected to be decisive and assertive (Hofstede, 2011).

2.3.1.5. Indulgence vs Restraint in South Africa

These are new dimensions that were added in Hofstede 2010 book to address the gap that was not covered by the other four cultural dimensions (Hofstede, 2011). Indulgence is when the societies tolerate free satisfaction of basic and national human requirements correlated to having fun and enjoy life (Hofstede, 2010). On the other hand, Restraint culture is when the society have strict social norms they use to regulate the needs for satisfaction (Hofstede, 2010). Companies that emphasise indulgence culture are optimistic (Taras, Kirkman, Steel, 2010). They plan for the future and hope for the best under uncertain future circumstances. In South Africa as it is a democratic country, the importance of freedom of speech is emphasized. The way companies and government departments operate; they encourage debate and dialogue in meetings and that is indulgence culture.

As much as companies focus on customer satisfaction (Minkov, 2011) they do however, understand the importance of employee happiness hence; there have been focusing on flexible working and work-life balance (Hawes, 2012). South African companies do have high indulgence culture as they celebrate success and they reward employees for a job well done. Companies with high restraint culture tend to see the worst aspect of things (Hofstede, 2011). They are mostly professional and the employees within the company are pessimistic. The managers create a working environment that is controlled; there are regulations of employees conduct and behavior. When they have informal meetings they will express negatively about the world (Hofstede, 2010).

2.3.1.6. Pragmatic vs Normative

This dimension is originally known as Long-Term Orientation from the study that was conducted by Bond (1991). The dimension was updated in Hofstede (2010) study and now it is known as Pragmatic vs Normative. Pragmatic Culture is where by the sensible and practical solution is adopted to deal with the problem (Hofstede, 2011). Employees focus on satisfying customer needs rather than following a set of rules that will results in a customer leaving the business unsatisfied. South Africa has a low score on this dimension; this means South African people are religious and nationalistic (Hofstede, 2011). Employees have a desire to please their managers, and they value self-enhancement (Minkov, 2011). Employees that work for companies in South Africa put emphasis on values and rights (Cameron and Quinn, 2011). In the banking industry following the company rules and regulations is

essential. Therefore, employees focus on following the standard procedure in each and every situation rather than focusing on the results and that is Normative Culture (Hofstede, 2011).

2.4. Trompenaars and Hampden-Turner

Hampden-Turner (1993) defines corporate culture as a pattern of basic assumptions invented, discovered and developed by a given group as it learns to cope with its problems of external adaptation and internal integration. These would have worked well enough to be considered as valid and to be taught to new members as the correct way to perceive, think and feel in relation to problems (Molenaar, 2002).

Corporate culture has significant characteristics forming the basis of company success. The performance of the employees is based on the environment that is provided to them and whether it is conducive to achieve a positive output (Vogelsang, 2012). Employees that are likely to perform at high levels usually have a corporate culture that provides an environment which is perceived as being rewarding and usually allows them to celebrate their success (Molenaar, Brown, Caile, and Smith, 2002). Companies ensure that when new employees join the company, they are encouraged to follow certain behavioural trends. There is a myriad of behaviours that may affect corporate culture, such as innovative ideas that a company fosters from its employees (Vogelsang, 2012). Some of the factors include the process of decision making, the way the company communicates across its divisions, the structure of the company, the way it is organised and measures that are used by the company to determine or to benchmark success, along with how it rewards its accomplishments (Hofstede, 2010).

Trompenaars and Hampden-Tuner, (2008) discovered seven dimensions of culture. These points out that people from different cultures are not just randomly different from one another; but instead they are different in specific ways and sometimes are even predictable. This argument maintains Stanley's (2009) definition of culture as a shared way of thinking of individuals in a society as well as their norms, values and beliefs that they share. People's preferences are different, to a certain extent, however one will find that people belonging to the same cultural group will tend to prefer more or less similar things. Based on that Trompenaars and Hampden-Tuner (2008) concludes what distinguishes people from one culture with those of another is the extent of their preferences based on their seven-dimension model of culture.

The seven dimensions can be used to better understand a person to avoid common misunderstandings amongst individuals (Minkov, 2011). The dimensions thus exist to help with the understanding of different cultural backgrounds in the work place and to prevent possible misunderstandings. In the globalised world these dimensions are especially essential if the organisation does business with other organisations from around the world or if the organisation is very diverse. The Trompenaars model simply highlights the mere fact that with the many cultures that exist, there is no culture that is better or worse than the other. People simply do not share the same preferences. This model can therefore be used to better understand the diversity in a society (Trompenaars and Hampden-Turner, 2011).

Figure 2.3 gives an illustration of Trompenaars and Humpden-Turner’s seven cultural dimensions. These are discussed in more detail in the sections that follow.

Figure 2.3: Trompenaars and Humpden-Turner Cultural Dimensions



Source: (Humpden-Turner and Trompenaars, 2008: 3)

2.4.1. Universalism versus Particularism

Universalism versus particularism is a dimension that deals with how a person would respond to a situation and how important the law is compared to personal relationships when it comes to that situation (Trompenaars and Hampden-Turner, 2011). With a *universalism* culture, the people are specific about the laws, rules, values and obligations. When they deal with a certain situation they refer to the rules of their culture and do not just react in the moment. With this culture, rules come before relationships; meaning that judgments are not based on the relationships that they may have with the other party (Mindtools, 2013). The *particularism* culture looks at the situation at hand and then determines the rules. Contrary to the *universalism* culture, *particularism* does not have rules set aside. Their responses to situations differ from what is happening at that time and who is involved (Trompenaars and Hampden-Turner, 2011).

Universalism and *particularism* are value standards that may be used in guiding employee behaviour and hence may influence the corporate culture. If the company interacts with individuals to sell their products and services, then one can assume that it deals with different situations on a daily basis which involve different people. So if the company emphasizes *particularism* then employee performance may be influenced by the person involved (Trompenaars and Hampden-Turner, 2011). For example, if they had to solve an important client problem, they may not completely adhere to the rules. Instead they may just find a convenient way of solving the problem to ensure customer satisfaction. Clients may be satisfied by such actions which lead to positive employee performance and that will result in a company achieving its objectives. For employees to adjust from *universalism* to *particularism* it may not be completely complex. Employees will have to be briefed to stop considering relationships and follow the rules on all the situations that they come across at work (Mindtools, 2013).

Universalism may restrict employee flexibility. However, it may be good for employees seeking guidelines on their jobs. It may also be suitable for some employees who prefer to do exactly what is expected of them, nothing less or nothing more. Those employees will want rules that they have to follow in all situations, and they will need to know the required performance standards (Trompenaars and Hampden-Turner, 2011). That is what will drive their performance or their final output of the task that they are performing. These employees focus on rules rather than on the relationship. For example, if a client wants a loan from

Standard Bank, the employee serving them would have to strictly follow the rules or procedures of issuing a loan and possibly forget about the relationship that may be developed with the customer through going above the requirements of normal procedure to ensure the customer is satisfied.

2.4.2. Individualism versus Communitarianism

Individualism versus communitarianism is a dimension that focuses on the way a person lives or exists; whether they keep to themselves or engage with other people. This is similar to the *individualism versus collectivism* dimension explained by Hofstede (2011). With the *Individualism* culture, the people of that society believe in personal freedom and achievement. Therefore, when making decisions they do not see the need to consult anyone else as they only have to take care of themselves (Mindtools, 2013). The people thus place themselves and their well-being and happiness before the whole community (Hampden-Turner and Trompenaars, 2008). In a *communitarianism* culture, the needs of others in society come before those of the individual. There is strong communal protection and a greater focus on providing help and safety to one another, in return for loyalty to each other (Mindtools, 2013).

As discussed above on the Hofstede cultural dimensions, Standard Bank has employees who care about their personal freedom and achievements, but who work as teams in the organisation. When they work in teams their priority is team success but that does not mean that they are communitarians. Standard Bank employees work in teams because they are assigned to work in teams not because they are loyal to each other. Even when they work in teams they care about themselves, their happiness, satisfaction and well-being before the other needs of the whole community. This is not surprising because South Africa is the country with a high score of resemblance of *individualism* so that is why Standard Bank employees are also looking after themselves and their immediate family.

2.4.3. Specific versus Diffuse

The specific versus diffuse dimension focuses on one's personal life and work life and how they interlink with each other, the extent of getting involved, the degree of responsibility being specifically assigned or diffusely accepted (Hampden-Turner and Trompenaars, 2008). The specific culture believes that work and personal issues or relationships need to be kept strictly separate. They believe that they can work with other people without formulating good

relationships with them, as they believe that what is important is the work that needs to be done and relationships have no impact on work objectives (Mindtools, 2013). They concentrate on firm facts, standards and contracts (Hampden-Turner and Trompenaars, 2011). On the other hand, a *diffuse* culture believes that having a relationship with other colleagues and clients is good for work. They see an overlap between the two and as a result after work they often tend to spend time socializing (Mindtools, 2013).

This dimension depends with the personality of an employee. Humanity may cause other people to build relationships with their colleagues and clients, while their corporate culture insists that work and personal issues or relationships need to be kept strictly separate (Minkov, 2011). If people are assigned to their individual tasks other than team work, it is possible for employees to work in the same company without building good relationships (Hampden-Turner and Trompenaars, 2011). Standard Bank employees work in teams which favours them into having a *diffuse* culture. Inevitably, as a result of being in the service sector, interactions with people and formulating good relationships with customers is essential for the success of their business. Customisation of services is therefore common, with some clients receiving special preference due to the relationships they have built with the bank. While these relationships are work related they have a particular degree of being personal. If building a relationship with colleagues or clients has a positive impact on employee performance, then *diffuse* culture may be adopted by companies (Minkov, 2011).

2.4.4. Neutral versus Emotional

Feelings and the freedom of expression involved and displayed in the working environment are the focus of the *neutral versus emotional* dimension (Hampden-Turner and Trompenaars, 2008). *Neutral* culture emphasizes on self-control when it comes to ones' emotions. It encourages the use of reason instead of using feelings to react. No matter the circumstances, employees working in organisations with this culture have a tendency of not showing their feelings when faced with situations in the workplace. However, those resembling the *emotional* culture want to express their emotions at all times and their culture allows them to do so (Mindtools, 2013).

Standard Bank is in the service sector and interacts with various customers who, at times, have complaints about issues for example, involving their accounts or to do with the time they have spent waiting in queues before being served. Employees have to be able to manage

the situation by hiding their emotions and maintaining smiles on their faces even when assisting angry and sometimes unsatisfied customers. It could be concluded that Standard Bank emphasizes on a *neutral* culture that encourages employees to control their emotions, in favour of maintaining a professional persona at all times (Hampden-Turner and Trompenaars, 2011). Employees are encouraged to reason and solve problems at hand, without using their feelings and emotions to react. It could be said that Standard Bank emphasizes a *neutral* culture, but this might depend on individual background or the employee's personality. Some may fail to hide their emotions if they are faced with frustrating situations.

2.4.5. Achievement versus Ascription

With the dimension of *achievement versus ascription*, how other people see and judge you accordingly, is the focus. The dimension explores whether a person is given immediate status or has to first prove themselves (Hampden-Turner and Trompenaars, 2008). *Achievement* culture insists that a person's worth is based on what they do. Performance is deemed more valuable than who a person is (Mindtools, 2013). In order to maintain the status that has been given them, an individual will need to constantly prove their worth (Hampden-Turner and Trompenaars, 2008). Contrary, with *ascription* culture, how a person is matters more than what they do. An individual's power, title and position define their behaviour (Mindtools, 2013). The individual person receives their status based on their age, gender and wealth (Hampden-Turner and Trompenaars, 2008).

The brand manager at Standard Bank may follow the *achievement* culture to look for employees that can be promoted. The employee may need to work harder than the average employee in order to stand out and prove they are worthy of the promotion. The manager may look at the employee performance evaluations to identify the right candidates for the promotion. *Achievement* culture is the most implemented culture in South Africa, while the *ascription* culture is identified as being non-existent in some environments (Hampden-Turner and Trompenaars, 2011). For instance, in some other places an individual might be respected because of their surname or family background. However, *achievement* culture is the most implemented in companies; justifying the requirements of presenting one's qualifications when applying for a job. This implies that an individual applicant is assessed based on what they have done (their achievements and experience) to prove that they are worthy of the job.

Ascription culture begins from the *achievement* culture then it shifts into being the *ascription* culture (Minkov, 2011). Employees have to work hard to first their goals and company objectives, before they can be given positions in the company associated with higher power and title. With promotion, they can therefore, be respected for the power, title and position they hold in the company which turns to *ascription* culture from *achievement* culture (Hampden-Turner and Trompenaars, 2011). Looking at social aspects, one can say there is a form of *ascription* culture without the *achievement* culture. But then again, it can be argued that even with the communitarians there is someone who achieved something for those generations to be associated with their status (Mindtools, 2013). The important thing is that the current generations are not doing anything to deserve the title what we can refer to as the *ascription* culture.

2.4.6. Sequential Time versus Synchronous Time

The *sequential time versus synchronous time* dimension looks at how cultures treat time and how valuable it may be to them. It focuses on whether they deal with one thing at a time or they diversify their time and attention between a lot of activities (Hampden-Turner and Trompenaars, 2008). A culture that operates on *sequential time* does things in steps and in a specific order. To them '*time is money*'. On the other hand, when a culture operates on *synchronous time*, the past, present and future are interwoven periods. They tend to work on different projects at the same time and they diversify their time, plans and commitments accordingly (Mindtools, 2013). They generally believe that time is flexible and intangible (Hampden-Turner and Trompenaars, 2008).

At Standard Bank employees have to focus on serving customers as fast as possible before they start complaining about waiting in the queue for hours. It could be concluded that Standard Bank implements a *sequential time* culture and effective and efficient time management is valued as essential to the company. The focus on serving customers in a timely fashion at Standard Bank may be necessary for the company to maintain a high quality service delivery so as to avoid the risk of losing customers and thereby costing the company. A *synchronous time* culture may exist at Standard Bank's head offices where they can work on different projects at the same time, depending with the size of the project.

Sequential time may have a positive effect on employee performance. Under this culture, employees may be encouraged to perform one task or project, at a time, so as to put all the

effort and focus required to produce quality work (Hampden-Turner and Trompenaars, 2011). That may increase the overall performance of an employee. Employees may easily adjust from *sequential time* culture to *synchronous time* culture but that may sometimes compromise the quality of the work of those employees who are used to performing one task at a time (Mindtools, 2013). They may not be able to cope with a lot of projects or activities taking place at the same time, they may be distracted by other projects and hence fail to work under pressure.

2.4.7. Internal Direction versus Outer Direction

Internal direction versus outer direction focuses on people's relationships with nature. It probes if there is one who is more superior to the other or if there is harmony (Hampden-Turner and Trompenaars, 2008). If a culture has *internal direction*, it believes that people or organisations are able to control nature to achieve their goals. Also it looks into their ability to work in teams within the organisation. A culture with an *outer direction* has a belief that nature controls them, and that they should work in harmony with nature to achieve their goals. Within the organisation the people often need reassurance about their work, whether they are doing a good job or not (Mindtools, 2013).

Employees with *internal direction* have a need to manipulate or control nature (Hampden-Turner and Trompenaars, 2011). When these employees are doing their work, their performance is influenced by whether the outcome satisfies the needs of the employee who is mastering nature. For the employees with *outer direction*, their performance is influenced by their belief that nature controls them (Hampden-Turner and Trompenaars, 2011). For them to achieve the objectives of the company, they work hand-in-hand with nature to maintain harmony. These type of employees need to be motivated and they need feedback on the job that they are doing. This is a completely different type of culture which makes it hard for employees to adjust between the two. Employees with an *internal direction* culture are born with it; they have an internal locus of control or they adopted it earlier in their lives (Mindtools, 2013). So it will be difficult for those employees with an *outer direction* culture to adopt or adjust.

After looking at each of the seven dimensions one is able to understand the differences in national culture and how it can be measured. In using these dimensions to understand cultural differences an organisation is awarded a competitive advantage compared to other companies

in the global industry, since its employees will be better in terms of understanding one another. The way business is done in one country is different from the way it is done in another country. However, the model does not look at the influence of personal characteristics on behaviour; it focuses on the culture as a whole (Hampden-Turner and Trompnaars, 2008).

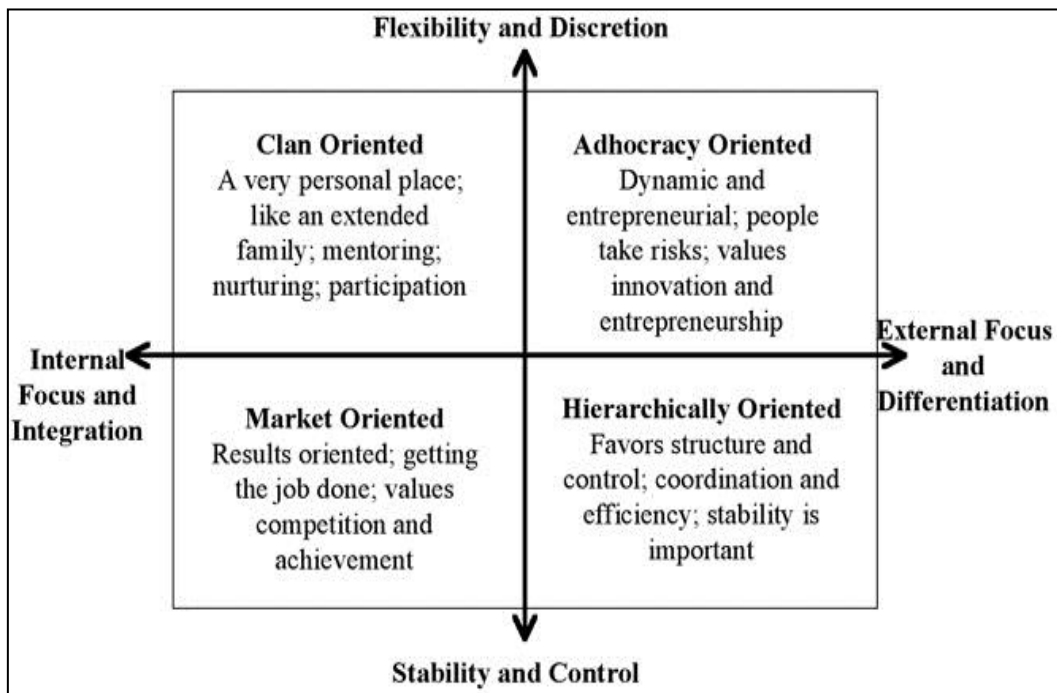
The problem with the above reviewed dimensions is that they are focusing more on national culture and more on people with different cultural backgrounds (Hofstede, 2013; Hampden-Turner and Trompenaars, 2011). These can therefore, be used to study how employees with diverse backgrounds perform in the work place. This study is not focusing on the differences of employees within an organisation but it investigates the impact of corporate culture on employee performance. A literature review by Cameron and Quinn (1999) on cultural dimensions is also incorporated as part of the study. Cameron and Quinn's (1999) model is the most used when researchers are conducting studies on corporate culture (Cameron and Quinn, 2011). The good thing about this model is that it does not precisely focus on individuals but it can be used to measure how employees are aligned to the goals of the company (Cameron *et al.*, 2014). It can help the researcher understand the cultures that exist within an organisation and how these influence the output or performance of the employees.

2.5. Cameron and Quinn

It is imperative for the organisation to know the process of diagnosing and changing the culture within the company. Companies that are able to execute their strategies effectively know how to align their culture with their strategy (Cameron *et al.*, 2014). The authors (Cameron *et al.*, 2014) further state that managers should be careful about not blending culture into a company statement of values or ethical behaviour. This causes employees to perceive culture as a tool that is used by managers to avoid unethical behaviour. The important aspect to ensure that culture is clearly explained and everyone in the organisation understand it, is effective communication. Managers that align culture with the company's strategies and effectively communicate the culture in simple terms to everyone in the organisation have positive employee output (Cameron *et al.*, 2014). The Competing Values Framework present corporate culture dimensions in easy-to-understand terms which will enable leaders to communicate culture simply to employees. Since the framework was developed by Quinn and Cameron (1983), Quinn and Rohrbaugh (1983), Quinn (1988), and Cameron and Quinn (2011), it has been widely used by many organisations (ten Have *et al.*,

2003). The advantage of using a Competing Values Framework is that it incorporates all the activities that are done by companies, to create value into four categories: clan, hierarchy, market, and adhocracy.

Figure 2.4: Denison and Spreitzer Cultural Dimensions



Source: (Demir, *et al.*, 2011: 201)

This study used the Quinn and Spreitzer (2001) model to determine if Standard Bank has a group, developmental, hierarchical or rational culture. Where none of the above mentioned cultures existed in the organisation, participants were asked to describe their corporate culture to the researcher. Thereafter the culture that was found to exist within Standard Bank was examined on how it influences the performance of employees. Since Quinn and Spreitzer (2001) categorised corporate culture into four, it was investigated how the employees adjust when the organisation changes from group culture to development, hierarchical or rational culture and on how this affects the company’s performance.

2.5.1 Group culture

Group culture does have an impact on employee performance of the company. Employees commit themselves in doing their job well for the success of the team and organisation (Cameron and Quinn, 2011). They perceive the company as family, so they believe that they belong in the company, they develop trust and they are supportive (Demir *et al.*, 2011). In

addition, they tend to be loyal to the company and perform their tasks effectively and efficiently. There are various characteristics of group culture:

- **Kind of organisation** – Cameron and Quinn (2011) state that employees, who work for the company that emphasizes group culture, feel that the company enables employees to develop relationships on a personal level, then feel like they are at home or with their extended family.
- **Leadership** – Employees who work in a company that emphasizes group culture consider their leaders or managers to be mentors (Cameron and Quinn, 2011). Since these employees feel like the organisation resembles their extended family, they consider their managers to be their mother figures or father figures (Hartnell and Kinicki, 2011).
- **What holds the organisation together** – Employees tend to be committed to the company (Cameron and Quinn, 2011). Loyalty and tradition are essential factors for the company's smooth operation and success (Demir *et al.*, 2011).
- **What is important** – Companies that have group culture focus more on their human resources (Cameron and Quinn, 2011). They develop the self-esteems of employees and ensure that they are motivated and know that unity is important for the company's success (Sherman, Leahy, Del Valle, Anderson, Tansey, Lui, 2014).

2.5.2 Developmental Culture

All organisations strive to employ the best employees (Cho *et al.*, 2013). On the other hand, employees also want the companies that will enable them to achieve their individual goals. Therefore, the company can be referred to as a deliberately coordinated environment that integrates all individuals, organisations and groups (Cameron and Quinn, 2011). The effectiveness of this interaction depends on the corporate culture that influences employee performance (Kozlowski and Klein, 2000). Most companies, including Standard Bank, look for individuals who are creative, innovative and flexible. It can be hypothetically mentioned that the developmental culture does exist in Standard Bank and it bears an impact on the employee performance. This type of culture does give employees an opportunity to achieve their objectives in the company, while fulfilling the company expectations and achieving its goals (Cameron and Quinn, 2011).

The attributes of a developmental culture are:

- **Kind of organisation** – Cameron and Quinn (2011) states that employees who work in a company that emphasizes developmental culture feel that their company is dynamic. Employees are not restricted in their operations, but are encouraged to be innovative and to take risks (Hartnell and Kinicki, 2011).
- **Leadership** – Employees who work for a company that emphasizes developmental culture are taught to be risk takers (Cameron and Quinn, 2011). They consider their leaders or managers similar to entrepreneurs and consider them to be people who always promote innovation within the company.
- **What holds the organisation together** – Companies that emphasize on developmental culture ensure that their employees are committed to innovation and that they are taught to be first and competitive within the industries they are operating (Cameron and Quinn, 2011). Equipping employees is essential to ensure business development within a company (Cho *et al.*, 2013).
- **What is important** – Companies that emphasize developmental culture ensure that they acquire the necessary resources to overcome the challenges they may encounter (Cameron and Quinn, 2011). Growth is essential for these companies and the managers ensure that how their businesses operate result in growth (Hartnell and Kinicki, 2011).

2.5.3 Rational Culture

Rational culture does have an impact on employee's performance. Employees need to know the goals of the company and they want to know what is expected of them (Demir *et al.*, 2011). If the company has well-defined objectives then employees can do their jobs to achieve those goals. It is even better when they have incentives for those who have fulfilled the objectives of the company (Cameron and Quinn, 2011). Since Standard Bank is a commercial bank, it aims for higher return on investments. It therefore needs to be profitable and to ensure that it generates more revenue. Standard Bank employees need to be competitive since the company needs to sustain a competitive advantage over its competitors. For this type of culture, employees are rewarded for achieving the company goals. Rewards and benefits influence employee performance greatly (Cameron and Quinn, 2011). This means that rational culture has a huge influence on employee performance.

Rational culture is associated with the following characteristics:

- **Kind of organisation** – Cameron and Quinn (2011) states that employees who work in a company that emphasizes rational culture know that their company requires them to always work hard and ensure that they get the job done. They know that the company is production-oriented (Demir *et al.*, 2011).
- **Leadership** – Employees consider their leaders or managers to be technicians (Cameron and Quinn, 2011). They believe that their managers are hard drivers (Demir *et al.*, 2011).
- **What holds the organisation together** – A company that emphasizes rational culture focuses on achieving set goals (Cameron and Quinn, 2011). There are targets that are set for everyone in order for the company to achieve success (Cho *et al.*, 2013).
- **What is important** – The company success is measured by the accomplishment of goals. Employees need to take competitive actions to gain competitive advantage within the industry (Cameron and Quinn, 2011).

2.5.4 Hierarchical Culture

Most companies are formalised and structured in a way that suits the company goals and mission. They have a constant way of doing things and employees are always following the same procedure (Demir, 2011). Either with production processes or dealing with dilemmas, they have to follow the old or cultural procedure of solving issues. Companies with hierarchical culture usually adopt the most effective and efficient ways of doing things and they believe that it can work because it has worked before and is part of the rules and policies of the company to do it that way (Cameron and Quinn, 2011). These companies are reluctant to change, and they hinder flexibility and creativity, as well as innovation in the company (Cameron and Quinn, 2011). Employees get their rewards based on ranks. Although it was identified that Standard Bank has a developmental culture, they still have the rules and policies that they follow around the company. Companies that adhere to a hierarchical culture are characterised by these features:

- **Kind of organisation** – Cameron and Quinn (2011) states that employees who work in the company that emphasizes hierarchical culture feel their company is the kind of organisation that is guided by rules and regulations that everyone in the organisation has to comply with. The operation of the business is formalised and structured; people have established procedures that they have to follow (Hartnell and Kinicki, 2011).

- **Leadership** – Companies that emphasize hierarchical culture have employees who consider their managers as administrators. Every decision or action that is taken by these leaders is guided by the code of conduct (Cameron and Quinn, 2011). There are rules and regulations that even leaders in the company have to follow in their operations (Demir *et al.*, 2011).
- **What holds the organisation together** – The smooth operation of the company depends on employees' adherence to company rules and regulations. There is a code of conduct, rules and regulations and values that keep the organisation together (Cameron and Quinn, 2011).
- **What is important** – Compliance to the rules and regulations is important to achieve stability and permanence and ensure the efficient running of the company (Cho *et al.*, 2013).

2.6. Standard Bank's Culture

The world economies have become interdependent and are moving towards an integrated economy. Technology has an impact on shifting financial services. It has become more efficient and faster to transfer information while allowing more integration between customers and businesses through effective communication (Melchar and Bosco, 2010). Standard Bank is using this opportunity to realise the value that is brought by clients especially in those economies with a high potential for growth. To be successful in the global market, Standard Bank is solidly working in teams and it has been collaborating with all its employees and leaders across the world (Hawes, 2012). The major advantage of this is the fact that it brings its entire group of specialists, from around the world, to innovate and expertly develop products and services that satisfy the needs of their customers (Standard Bank, 2014).

Standard Bank has professional employees that are passionate and energetic in performing their tasks (Maree, 2011). They have been exposed to fast-paced and dynamic environments and it recognises the efforts of its employees through provided rewards for their hard work. Maree (2011) comments, "*We are hardworking, ambitious professional, and focused on achieving outstanding results, while nurturing a supportive and enthusiastic culture*". This is an indication that Standard Bank focuses on achieving the goals of the company through building a *collectivism* culture. However, having a supporting culture may not be specifically *collectivism* but it may be representative of a developmental culture; whereby the supporting

environment is one that assists employees with improving their performance (Standard Bank, 2014).

Standard Bank's employees emphasize hierarchical culture when serving customers. They do not discriminate, but implement the appropriate policies to all customers (Maree, 2011). Leaders are cautious and conservative and encourage that employees quickly report the incidents of inappropriate service. The Standard Bank culture is motivated by security; employees need to treat one another with respect and maintain client confidentiality. The sector or industry that Standard Bank operates in requires them to provide secure banking facilities while on the other hand balancing with convenience (Standard Bank, 2014).

Standard Bank has a developmental culture whereby they motivate employees to grow to their maximum potential. Employee development ensures that both the company and the individual employees benefit (Cameron *et al.*, 2014). Standard Bank ensures that it does not compromise on customer needs. Perhaps it addresses this through giving its employees manageable and sustainable workloads to ensure that the client is given proper attention (Melchar and Bosco, 2010). Providing an appropriate working environment is essential for Standard Bank. They provide facilities that encourage a development culture, such as coaching and mentoring, training and stretch or on-the-job assignments (Standard Bank, 2014).

Standard Bank insists that employees work collectively, in teams, to successfully improve their performance. Employees therefore are assigned different responsibilities and tasks that they are responsible for within the team. Employees may be accountable for not performing the role that they are supposed to have accomplished as a team (Smith, 2011). Standard Bank ensures that working in teams does not create favouritism which usually influences and affects the decision-making processes of employees. Working in teams does not only increase employee performance but it also improves the overall performance of the company. It further allows diversity, which enables different views and ideas as well as different working styles that may bring success to the company (Cameron and Quinn, 2011). This is more of a *collectivism* culture because Standard Bank gives credits to teams and individuals for their performance and believes that individual loyalty should lie with Standard Bank (Standard Bank, 2014).

Standard Bank has linked its code of ethics with its values. These assist employees to come up with value-based decisions (Maree, 2011). The code of ethics for Standard Bank is interlinked with the laws of the country in which it operates in. It provides the acceptable actions that the company employees may perform in conducting business. The code of ethics is important to the company, and for this study it defines the values of the company and explains the organisation's corporate culture. This provides employees with the guidance and structure that they may use when they faced with a dilemma in solving ethical issues (Standard Bank, 2014).

Standard Bank puts its customers in the centre of everything that they do. The returns on investment for the shareholders may not be accomplished without customers being offered products and services of high quality, therefore they consider customer service as most important (Maree, 2011). However, the company does not forget that the most important thing is to deliver appropriate returns for shareholders. The focus is still on providing high customer service, by doing all that is possible through being attentive towards delivering products, service and solutions that are convenient to customers. In addition, the leaders of the company have to encourage employees to fully utilize their capabilities (Standard Bank, 2014).

2.7. Employee Performance

Employee performance refers to outcomes of employees that emanate from their functions within the exact retro or period. It is always essential to guide individuals' performance to accomplish company objectives. Employee performance can be evaluated by measuring proficiency over output (Shahzad, Sarmad, Abbas, and Khan, 2011). Enhanced performance of workers improves around company productivity and success. It also aims to enhance excellence in creating relationships and production in the working environment. Employee performance is monitored by factors such as performance appraisals, ratings and management by objective. Asghar, Khan, and Chughtai (2013) argue that managers with emotional intelligence can successfully regulate emotions of their own, as well as for others who can stimulate optimistic interaction that aims to develop greater output or performance.

2.7.1. Employee Performance and Emotional Intelligence

Emotional intelligence has a significant impact on employee performance (Asghar *et al.*, 2013). Therefore, one cannot argue that it is only corporate culture that has an impact on

employee performance. There are a variety of other factors that influence the employee output, such as emotional intelligence. Emotional intelligence refers to self-regulation, managing relationships, self-awareness and social awareness (Asghar *et al.*, 2013). The argument is that all the dimensions of emotional intelligence form part of the corporate culture. The way employees conduct their behaviour, build and manage relationships, respect others, oblige to regulations and adapt to the external and internal environment is considered emotional intelligence, but also falls under corporate culture (Cameron and Quinn, 2011).

2.7.2. Effective Human Resource Management

Organisations have diverted funds into research and development looking for unique methods of developing employee performance. Knowing that every job has its own components, employee performance refers to actions and behaviours of individuals if they match the goals of the company (Caliskan, 2014). Employee performance determines the overall performance of the organisation, although there are other factors that also have an effect (Uddin, 2013). Effective and efficient management of human resource management (HRM) drives the performance and successful companies know that HRM is a critical factor which has direct effects on performance (Al-Qudah, Osman, Halim, and Al-Shatanawi, 2014). The purpose of implementing HRM in the organisations is to effectively improve and evaluate the output of the employees. With the current competitive global market, companies improve their HRM practices in order to improve employee performance (Caliskan, 2014).

It is essential for companies to invest in their employees as they are a major asset of any organisation. Therefore, it is necessary to train employees so that they are able to meet current and future needs of the global competitive market (Ahmad, Ahmad and Asghar, 2014). Employees respond easily to training and they commit themselves especially when they understand how they will benefit from the training. It is important for the company to properly plan the training process and ensure that the training is relevant. Training has to be monitored and evaluated to measure its effectiveness. Gabriel, Gabriel and Nwaeke's (2015) findings show that trained employees know what is expected of them, so they do not necessarily need supervision or tight control. They know their work and responsibilities, and through the process of training they have shared the knowledge and gained skills which will assist them to accomplish their duties. Employees that went through training can easily adapt to changing work environment and technology and will reduce the number of mistakes at work (Gabriel *et al.*, 2015).

Employee training and development also increases the confidence, as well as advance the level of self-awareness of employees. It motivates them and improves their talents. Buyens (2008) found that training and development leads to enhanced talent, superior skills, knowledge, attitude, abilities and behaviour of employees which at the end will result in improved corporate performance. Proper and planned training and development assists the company to overcome specific skill deficits in employee performance. Companies that will invest in training need to understand the educational needs of employees. They need to make training flexible, provide social support to those employees that will go for training and ensure that knowledge is properly transferred from the trainer to the trainee (Tahir and Sajjad, 2013). Training can produce great results, especially if it is well implemented. The problem occurs when companies resist investing in training and development (Ahmad *et al.*, 2014).

The other factor that has an effect on employee performance is compensation or rewards (Caliskan, 2014). If employees are convinced that they are adequately compensated for the jobs that they are doing, they commit their best. However, it is not only compensation or rewards that can motivate employees; they are also inspired by other non-financial incentives, such as job satisfaction. This is a common predictor of employees' performance (Gabriel and Nwaeke, 2014). Companies need to also pay attention to the performance appraisal system that is implemented. Performance appraisals need to be transparent and justifiable. Employees need to know what is expected of them, in the future, and how they are currently performing.

2.7.3. Corporate Culture and Employees Performance

Guiso, Sapienza, and Zingales. (2015) made an example about a firm that has a reputation of always providing excellent customer care. Employees and managers in such a firm are always applying their best capabilities and effort to provide impeccable customer-care. However, the company needs to be careful when its competitive advantage is excellent customer service because long-standing impeccable reputation can be dented by one bad episode (Kotler *et al.*, 2015). Therefore, managers and employees always need to stay motivated within the company and corporate culture is the first method that can be used to motivate employees. Guiso *et al.* (2015) state that the company should know its competitive advantage and add it to its company values rather than a company goal that can be traded for other goals. For example, a firm can make impeccable service a company value to sustain a reputation for

impeccable customer care. This implies that there is a link between corporate culture and employee performance.

Shahzad, *et al.*, (2011) found that there is a positive relationship between corporate culture and employee performance. The author states that based on the regression and correlation results, it shows that there is a link between employee job performance and culture. Further on, the author (Shahzad, *et al.*, 2011) states that strong culture within a company raises employee commitment, resulting in a company achieving its objectives and goals. Lastly, Shahzad, *et al.*, (2011) concludes by stating that corporate culture is the useful tool to enhance employee performance. It is imperative for the company to establish strong corporate culture as it enables a company to achieve a competitive advantage (Awadh, and Alyhya, 2013). Companies that create an environment that is efficient and have committed employees tend to have organisational sustainability and improved performance.

When the company has a strong culture, the culture enhances growth strategy and influences employees (Thakor, 2015). When culture influences employees, it can influence their behaviour or their performance; hence many studies have shown that there is a correlation between corporate culture and employee performance. The question may still be posed though if corporate culture has a positive or negative influence on employee performance. In this study the impact of corporate culture was investigated (See Chapter Five) and the researcher investigated if corporate culture has a negative or positive influence on employee performance at Standard Bank. There is no culture that is better than the other, since culture is aligned to match company strategies. This means companies have different cultures that support and work for their strategies, which may not work for other companies (Thakor, 2015).

2.8. Conclusion

The theoretical discussion of corporate culture and employee performance presented in this chapter was used to discuss the findings of this study. The literature was collected in line with the research objectives of the study to ensure relevance of collected data and effective discussion of the findings using this information. The literature was used to identify the dimensions of corporate culture that may exist at Standard Bank and how the culture could affect employee performance. The chapter was also used to identify the gaps in literature and formulate the questions that covered those gaps and answered the research objectives of the

study. The following chapter provides a detailed discussion of methods that have been used in this study to effectively achieve the research objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1.Introduction

The previous chapter presented the literature related to the study. It critically analysed the existing literature that is related to corporate culture and employee performance. This chapter details what was done and why it was done. The chapter provides a specific and detailed account of how this study addresses the research question. It identifies the appropriate population that the study sampled from and describes the procedure to collect data. This chapter further discusses reliability and validity and explains the statistical and qualitative method that would be used to analyse the data. This study applied the known techniques accepted as valid in the field; these techniques are listed in this chapter.

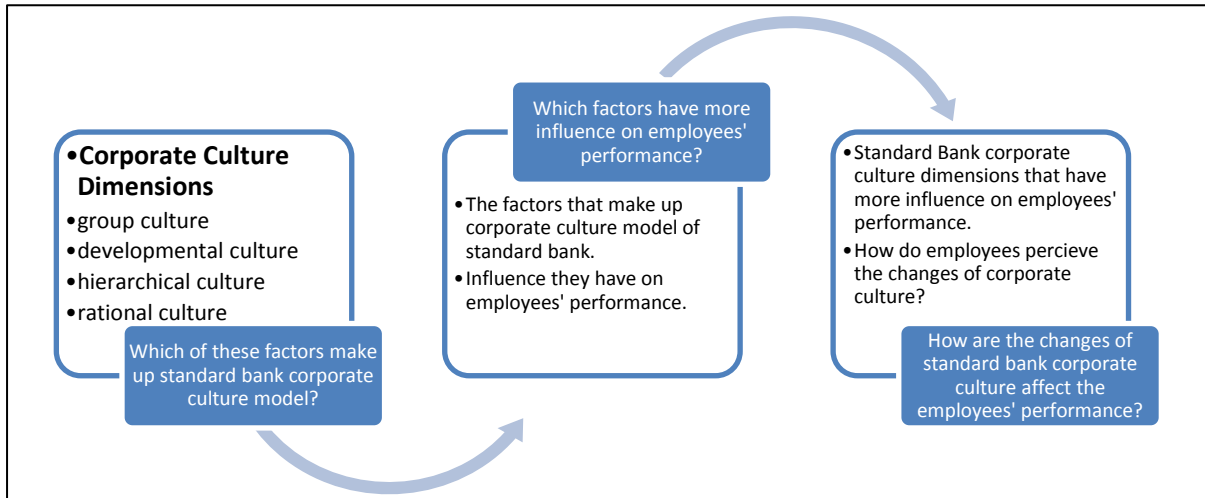
3.2.Research design

A research design is a prepared blueprint that the researcher follows in order to answer the research questions and also fulfil the objectives of the study (Cooper and Schindler, 2014). Research design is divided into three categories of research methods which are descriptive, exploratory and causal research. When there is little knowledge about the problem, exploratory research is frequently used to seek insights (Aaker, Fournier, and Brasel, 2004). Bryman (2004) states that there are three interconnected goals that exploratory research aims to achieve: screening alternatives, analysing a situation and establishing new ideas. Exploratory research can be conducted using four major techniques: focus group interview, experience surveys, case studies and secondary data analysis (Bryman, 2015).

A research design is a fundamental part of this study as it describes the decisions that were made regarding the process of collecting data and analysing it to ensure that the research questions are answered (Blanche, Durrheim, Painter, 2006). The study used mixed methods; through combining qualitative and quantitative research design, in order to answer the research questions and achieve the objectives of this research. It is critical for this study to effectively refer to secondary data to better address some of the research questions, such as gathering the culture of the company from the company website. Aaker *et al.* (2004) describe secondary data as data that was previously gathered by someone else for their own goals other than deciphering the problem of the current study. Frequently collecting secondary data does not have much constrain. The data is easily available for analysis and adds to the efficiency of the research process (Bryman, 2015).

In order to determine the research design most appropriate for the study, the objectives of the study were considered. The research objectives process is illustrated in Figure 3.1.

Figure 3.1: Research objectives process



Source: Own Compilation

3.3. Methodology

3.3.1. Research Philosophy

Research philosophy is defined as a blue print that details the decisions that have been undertaken by the researcher, regarding the techniques to be applied, location, data collection methods and how the data will be analysed in order to answer the research question and achieve the objectives of the study (Cooper and Schindler, 2014). The researcher considered the suitable methods that can be applied for this. There are three different methods available: the qualitative research approach, quantitative research approach and mixed methods research approach, which combines both qualitative and quantitative methods. Dawson (2002) explains that before undertaking to conduct research, it is essential to have knowledge of the differences between qualitative and quantitative research methods.

Qualitative research uses methods like interviews or focus groups to explore behaviour, experiences and attitudes. The aim of this method is to get in-depth perceptions from the targeted participants (Higgs, Armstrong and Horsfall, 2001). Since the essential part of using this method is behaviour, experiences and attitudes, a smaller sample is required to take part in the study.

Quantitative Research uses a large sample size. With more people taking part in the study, methods like questionnaires, structured interviews and generate statistics are found more suitable (Fowler, 2009). Quantitative research emphasizes the use of quantitative measurements, while it also looks at variables to analyse their relationships. It is about counting the variables that transmit to participants' knowledge, opinions and behaviour (Schindler, 2008). There have been arguments about the theories of how to proceed with inquiry and about the subject of research methodology. The arguments are about qualitative and quantitative inquiry, justifying which one is better. In the end, it is still believed that both have their strengths and weaknesses (Dawson, 2002).

3.3.2. Applicable Approach for this Study

In this study the researcher made use of the mixed methods approach after carefully considering the discussion of qualitative and quantitative methods. Mixed methods are methods that combine both qualitative and quantitative applications which assist with ensuring there is minimal information overlooked from the research (Heyvaert, Maes, and Onghena, 2013; Pluye and Hong, 2014). The researcher used the mixed method approach because there was a need to apply multiple methods to collecting data and also to analyse the data. The use of mixed methods approach enables the researcher to fully utilize the strengths of both the quantitative and qualitative approaches (Plano, Clark and Creswell, 2008). Most research has complexities that require the use of both qualitative and quantitative methods; otherwise it becomes inadequate to address the research problem unless mixed method approach is applied. Creswell, (2013) states that the mixed methods approach presents an enhanced understanding of research problems.

Qualitative and quantitative questions can be conducted to assist with the latter. The above also demonstrate how mixed methods compensate for both qualitative and quantitative flaws. This is consistent with Takha and Chitakunye (2012); Cameron, (2011) study which state that the strengths of the other method can be used to overcome the challenges of the other method when mixed methods approach is used. Authors (Creswell and Clark, 2011; Yeasmin and Rahman, 2012; Takhar and Chitakunye, 2012) who wrote about the mixed methods approach clearly state that this method helps the researcher maximise on the advantages of both qualitative and quantitative approaches. Tashakorri and Teddie (2010) explain that the mixed methods approach does not only assist with the utilisation of both methods' advantages but the weaknesses are also compensated with the use of the other method. To successfully

achieve the objectives of this study both methods were needed; different tools had to be applied from different methods. Mixed methods are important because quantitative methods might be needed to interpret qualitative results and quantitative methods may assist with the generalisation of quantitative findings as stated by Venkatesh, Brown and Bala (2013). Combs and Onwuegbuzie, (2010) state that mixed methods approach provides in-depth insight and enhances the validity and reliability of the study; this is also supported by Takhar and Chitakunye (2012) who state that the approach boosts the acceptability of results.

The fundamental thing to consider when collecting data using a mixed methods approach is timing; the researcher needs to know if data will be collected sequentially or concurrently (Creswell, 2013). In this study, the researcher collected data concurrently. Some employees were given the questionnaires to answer, while others were being interviewed. The reason the researcher collected data concurrently was the fact that personnel at the bank had limited time to participate in this study. This however, did not affect the outcome of the data collected. The research received a good participation rate. Therefore, it was manageable to conduct the interviews while collecting the questionnaires. The researcher made an appointment with the bank leaders for interviews while distributing the questionnaires to employees and when the researcher came to collect the questionnaire the interviews were then conducted.

The study used mixed methods approach for the case of Standard Bank. The study measured the causal nature while using non-probability sampling, hence the use of the mixed methods approach. The other reason this study used mixed methods is the procedure that this research followed to collect data. It identified the crucial aspects of corporate culture and its characteristics which have an impact on employee performance. An in-depth interview was useful for the research to launch an explorative investigation of the stated objectives of the study. This approach helped clarify concepts and problems allowing for the establishment of a list of possible answers and solutions. Which in turn facilitated the construction of multiple-choice questions, the elimination of superfluous questions and the reformulation of ambiguous ones (Bless and Higson-Smith, 2000).

3.4. Population

McDaniel and Gates (2010) describe the population as the overall targeted group of individuals from which the data needed may be collected from. The population of this study was Standard Bank employees and branch managers or service centre leaders in

Pietermaritzburg. There are two branches of Standard Bank and five service centres of Standard Bank in Pietermaritzburg. The researcher targeted all the employees and all the service centre leaders and branch managers that were able to participate in the study. The estimate for this study was seventy two employees and seven service centre and branch managers. The researcher then used two sampling methods to get individuals that will be participant in this study; which were the purposive sampling method and convenient sampling method. The reason two sampling methods were used was as a result of the nature of the study. Mixed methods approach was used and there were two research tools that had to be used to collect primary data; questionnaires and in-depth interviews. Therefore, the researcher had to select respondents for the questionnaires and participants for interviews.

3.5. Sampling

Cooper and Schindler (2008) define sampling as a process of selecting a certain number from the target population, to represent the entire population. There are two types of sampling methods available for research: probability sampling and non-probability sampling. The probability samples are selected in such a way that all elements of the population have a known, non-zero likelihood of selection (McDaniel and Gates, 2010). The non-probability sampling is whereby each element of the population has unknown chance of being selected (Cooper and Schindler, 2008).

This study made use of non-probability sampling because it does not have enough resources to reach the total population. Non-probability sampling was selected because it allowed the researcher to draw sample that was able and willing to provide the required information at a given time and situation; hence convenience sampling was applied to select the sample that participated in answering the questionnaire (Cavana *et al.*, 2001). Some elements or members of the population have a probability of zero therefore the study did not include all the elements or members of the population.

The researcher used the convenient sampling method to choose employees from Standard Bank branches as well as service centres to respond to the questionnaires. To collect data using interviews, the researcher used the purposive sampling method. The reason the researcher used purposive sampling is to select the sample that was able to specifically address the problem at hand (Welman *et al.*, 2012). Standard Bank has seven service centers. The interviews were conducted with five service center leaders to achieve the objective of

this study; which is to critically analyse Standard Bank's employee performance in relation to its culture.

3.5.1. Participants

The participants of this study were Standard Bank branches and service centres in Pietermaritzburg. The researcher interviewed Five Leaders of Standard Bank selected using purposive sampling method and sixty employees were given a questionnaire, those employees were selected using a convenience sampling method. Since the mixed methods approach was implemented in this study, there was a questionnaire that was given to a relatively large sample, while the interviews were conducted with a relatively smaller sample.

3.6. Data Collection Methods

Data collection may be described as the method of collecting and determining information on variables that a study focuses on, in a certain format that will enable one to respond to the problem at hand, measure outcomes and test hypotheses (Creswell, 2013). Data collection shows transparency, as it tells the reader how, where and when the data was gathered, and shows the duration of collecting the data (Cooper and Schindler, 2008).

The researcher used internal and external sources (such as secondary and primary data) to collect the data that is fundamental for this dissertation. The identification of information sources and the collection of data during the study and data analysis include but are not limited to desktop research (literature review), key informant interviews, field visits and questionnaires (Welman *et al.*, 2012). The researcher used the objectives of the study to guide this process. Table 3.1 shows how these were used to identify which instruments would be most suitable for each element of the study.

Table 3.1: Research objectives of the study

RESEARCH OBJECTIVE	CHAPTER AND DATA COLLECTION TOOL
1. To investigate factors that make up the corporate culture model of Standard Bank	<ul style="list-style-type: none">• Primary data: Questionnaire and In-depth interviews• Secondary data: company website and organisational reports.
2. To investigate the influence of corporate culture on employees' performance	<ul style="list-style-type: none">• Primary data: In-depth interviews
3. To investigate how employees adjust to new or developing culture	<ul style="list-style-type: none">• Primary data: In-depth interviews

Source: Own Compilation

3.6.1. Secondary Data Collection Methods

Secondary data plays an important part during the research question formulation and when determining research instruments. Saunders, Lewis, and Thornhill, (2015) state that secondary data methods provide an opportunity to gather data that could not be discovered with primary data methods. Over the years, researchers have noted that secondary data is largely easier to gather compared to primary data (Quinlan, 2011). Secondary data also has its own critics with the fact that it may not be relevant since it was not tailored for the research problem of this study. The main concern, in this regard, relates to whether secondary data, which the researcher had no hand in collecting, can be trusted and if the methodologies used were appropriate (Kirby, 2001). Researchers overlook the need to assess secondary data sometimes to know the quality of the information selected (Quinlan, 2011). The secondary data collected may not be timely. The researcher needed to be careful to avoid selecting secondary data that was based on biased opinions and results. The researcher also needed to be careful to avoid selecting data that did not have detailed information about how the research was done and how the data was collected for the study (Welman *et al.*, 2012). To address these concerns, this study utilised reliable and key sources of secondary data that have been used widely in academic research, such as accredited journals, academic text books, reliable internet sources and research articles.

3.6.2. Primary Data Collection Methods

For this study, the researcher adopted questionnaires and in-depth interviews as the instruments to use to collect primary data. These instruments are respected for their reliability, cost-effectiveness and how they allow for insightful analysis, given the fact that they could be administered directly, through face-to-face interviews or emailed to respondents. Sekaran (2006) argues that whilst interviews offer various benefits to researchers, they tend to involve some travel and they are slow. This is generally a major concern for professional researchers who have strict timelines that they have to adhere to and in many regards. Questionnaires also have a lower cost compared to verbal or telephonic surveys (Cavana *et al.*, 2001). With questionnaires, respondents may generally give standardized answers which make it simpler to compile and analyse data. The most important thing about the questionnaire is that respondents should be able to read and understand it and be able to respond to the questions. However, while questionnaires may seem more favourable, the widespread use of interviews still confirms the importance that many researchers attach to them, as credible data collection instrument.

Primary data is unique from the existing literature and it adds value to the existing body of knowledge (Welman *et al.*, 2012). In addition, primary data is more reliable than secondary data because the researcher knows where it was sourced and the methodologies used to collect it. The challenging part of collecting primary data is time but the benefits of directly gathered information far outweighs this limitation; particularly because primary information can be utilised under any circumstances.

The researcher considered different data collection methods for the purpose of achieving the aim of this study. As mentioned above, the researcher chose to use in-depth interviews and questionnaires to collect primary data. These give a researcher an advantage of collecting reliable data while it enables one to also gain insight into the corporate culture of Standard Bank and how it affects employee performance. The use of secondary data also played an essential role in this study with the analysis of the information gathered from the company website, Standard Bank reports and peer reviewed journal articles.

3.6.2.1. The Interviews

This study used interviews as tools for data collection. With qualitative interviews, a researcher intends to obtain data from the interviewee's experiences with regards to the topic that the researcher is investigating about (Cassell and Symon, 1994). The researcher conducts these types of interviews with the aim of putting an interviewee into the perspectives of the subject under investigation and generates an understanding as to why they have those perspectives (Berg, 2009). This approach goes in line with an interpretive research approach as it enables a researcher to interact directly with the targeted population.

In this study, in-depth interviews were conducted. These are described by Cavana *et al.* (2001) as gathering data on a certain topic and can be used in testing or creating theories. In-depth interviews were imperative to this study as the researcher had to explore the perceptions of the participants on the subject under investigation (Silverman, 2013). This technique gave respondents a chance to give their own answers with the presence of questions that avoid prompting responses. Table 3.2 shows the advantages and limitations that one can encounter when this data collection tools is applied.

Table 3.2: Advantages and Disadvantages of interviews

ADVANTAGES	DISADVANTAGES
Thick data can be collected –the detailed data collected from interviews far exceed the quality of data collected by quantitative methods.	Cost –interviews are sometimes considered to be the most costly in terms of cost and money.
Participants can be probed –with interviews the researcher asks additional questions increasing the depth of the data collected.	Reluctance of participants in participating –people may be reluctant to make time in their schedule to talk to strangers.
Increased control of the researcher –participants can be pre-screened to ensure that they meet the inclusion and exclusion criteria.	Bias –with interviews, the researcher could potentially affect the outcome of the data collected.
Flexibility –the interviewer can change aspects of the interview, for example, the language used, to suit the participant and gain a better response rate.	Generalisation –this could lead to a decrease in reliability of the data collected.
Individual responses identifiable –interviews allow the researcher to link responses to a certain individual.	
Close relationship –the researcher can develop a close relationship with the participant which could lead to trust and result in a freer flow of information.	

Source: (Cavana *et al.*, 2001)

3.6.2.1.1. In-depth semi-structured interviews

The method the researcher selected to conduct the study determines if the interviews are structured or unstructured and also provides guidance as to whether the questions should be open-ended or closed-ended. Open-ended questions have the advantage of providing flexibility during interviews. This facilitates an in-depth discussion between the researcher and interviewee (Hanning, Van Rensburg and Smit, 2004). In-depth interviews are normally

used in empirical studies where the researcher has an opportunity to draw the perceptions of participants with regards to the issues that are being investigated. They are also used in developing and testing theories (Rugg and Petre, 2007).

Unlike self-administered questionnaires which are given to respondents to be filled at their convenience (Alvesson and Sandberg, 2013), interviews are administered by the researcher or trained interviewers. During the interviews, which could be telephonic or face-to-face, responses are either recorded or noted (Alvesson and Sandberg, 2013). With the structured interviews, the participants are asked the same questions till the researcher or interviewers have collected enough information (Cassell and Symon, 1994). Irrespective of the type of method that is used, the fundamental thing is the formulation of the questions and the way the instrument is structured that critically determines the success and quality of the information collected (Alvesson and Sandberg, 2013).

3.6.2.1.2. Interview Guide

This is a document which provides guidance to the researcher when conducting an interview. The interview guide provides a sequence of asking the questions that are relevant to achieve the research objectives. An interview guide is a necessity to ensure that the conversation between the interview and interviewee stays on the important issues that needs to be investigated (Denzin and Lincoln, 2005). As this study was focused on employee performance and corporate culture, the questions in the interview guide were designed specifically to meet the requirements of this topic and to probe what was relevant to the objectives (Refer to Appendix C)

3.6.2.2 Description of the questionnaire

The questionnaire was designed using the various aspects of the framework that was used in this study. It avoided using double barrelled questions and thus, addressed one issue per question to make sure that the questions do not confuse the respondents and to also avoid introducing ambiguity to the questionnaire (Alvesson and Sandberg, 2013). Clear instructions were given to the respondents. The questions asked focused on the organisation, leadership, what holds the organisation together and what employees viewed as important things in the organisation. Respondents were told to distribute 100 points between the four statements. These questions provided the researcher with the understanding of the corporate culture that exists in Standard Bank. Many studies have concluded that corporate culture does have an

impact on corporate performance, however, in this study, the questions were asked to understand how corporate culture can influence employee performance and to what extent it has an impact.

3.6.2.2.1. Type of questions

There are two types of questions: open-ended and closed—ended. Open-ended questions cannot be pre-coded; the questions are coded after the collection of data however, that can be time consuming. The problem that exists with open questions is that if the respondent does not understand the question their response could be irrelevant and unusable information as the question is open to the respondent's opinion and interpretation (Hanning *et al.*, 2004). The other problem is that respondents have to record or write their responses, so if one has difficulties expressing their ideas or thoughts, they may tend to avoid providing answers to open questions. Closed questions, on the other hand, give respondents alternative answers to choose from. They are also known as multiple-choice questions (Alvesson and Sandberg, 2013). Researchers use these types of questions to control the information expected from the respondents (Alvesson and Sandberg, 2013). Essentially, all possible answers should be provided for such questions. To avoid a situation where all possible answers are not provided, researchers are advised to give the 'neutral' option, 'none of the above' or 'other' options.

3.6.2.2.2. Dichotomous questions

These types of questions do not give respondents many options. They have fixed alternatives; sometimes giving respondents as little as two options to choose from (Alvesson and Sandberg, 2013). Dichotomous questions include: 'true or false', 'agree or disagree', or 'yes or no' questions. The study had few questions that required respondents to select a yes or a no. The first dichotomous question in the questionnaire given to respondents in this study was about the duration that employees have spent with the company. For example, respondents were asked if they had been working within the same company for the past five years. This question expected the respondents to tick either a yes or a no. The second dichotomous question asked if the employees had experienced any changes in the corporate culture of the company since they had started working at Standard Bank.

3.6.2.2.3. Scale-type questions

These questions give respondents a chance to express their views. They are also known as Likert scale questions and are normally presented with five categories namely: strongly disagree, disagree, neutral, agree and strongly agree (Alvesson and Sandberg, 2013). The categories can vary between three and ten; but the argument about having too many categories is that they can end up confusing the respondents which will lead to unreliable responses. Neuman (2012) argues that it is important to have an option for neutral whenever these scale questions are used. The author (Neuman, 2012) advises that the option for neutral be in the middle of the scale, since most respondents tend to choose the categories that are at the end of the scale. This study did not use any Likert scale questions.

3.6.2.2.4. Skip, branching or contingency questions

Skip, branching or contingency questions are used in this study. They were used, for example, to cater for new employees that had not experienced any changes in corporate culture since they had joined the organisation. Such employees were directed to other sections and were not required to respond those questions asking about the adaptation of employees to the new corporate culture. These types of questions require clear and unambiguous instructions, as they may have potential to confuse the respondents and thus lead to the loss of potentially valuable information (Alvesson and Sandberg, 2013).

3.7. Data Analysis

Data analysis occurs when the researcher uses certain methods to meaningfully arrange data collected using primary or secondary tools (Bernard, 2011). When the researcher performs data analysis, this usually reduces the accumulated information, enables the researcher to draft more manageable sized summaries out of the collected data, identify patterns and apply statistical methods or techniques (Seale, 1999). In this study, three approaches of data analysis were adopted with the purpose of achieving the research objectives. To make sense of the data collected using in-depth interviews thematic data analysis approach was adopted. To implement this technique, common themes were identified to form a pattern of meaning within the data set. The information was divided in a way that makes it easy to successfully analyse data (Saunders *et al.*, 2012). SPSS was used to analyse data collected using the questionnaires. The identified variables were also analysed using Microsoft Excel. These techniques will be discussed in more detail in the following sections.

3.7.1. Thematic Analysis Technique

Thematic analysis is a method for identifying, analysing, and reporting patterns (themes) within data; explaining the various aspects of the research topic (Braun and Clarke, 2008). The researcher needs to follow the recommended steps for conducting a thematic analysis in order to execute this process accurately. With this method, it is essential to repetitively go through the data while splitting it into themes (Terre Blanche, Durrheim, Painter, 2006). The method has different steps that have to be followed to ensure that data is accurately analysed and is reliable. The process starts with transcribing the collected data and then the researcher has to identify and establish themes, elaborate and finally interpret those themes. The steps in analysing data using thematic analyses technique are as follows:

- **Step 1: Transcribing the interview recordings**

This step involves producing written text to be able to identify the patterns that appear in different interviews conducted (Saunders *et al.*, 2012). The process of transcribing the interviews is time consuming and that requires commitment. To effectively carry out this step the transcribing machine should have a play, pause, rewind and stop option to ensure that the researcher is able to generate accurate written text or data (Terre Blanche *et al.*, 2006).

- **Step 2: Familiarisation and immersion in the data**

The important part of this stage is to have the preliminary understanding of data so that the researcher can easily identify various trends, while finding the relevant interpretations that will substantiate individual interviews (Terre Blanche *et al.*, 2006). In this stage the researcher needs to go through data repetitively; dedicate time to understanding the transcript notes and this is where the researcher identifies the themes that will be essential for answering the research questions (Sekaran, 2003).

- **Step 3: Inducing themes**

Stirling (2001) states that there is no arranged way of inducing themes; they naturally come up from data. There have been arguments about which step comes first between inducing themes and coding (Baxter and Jack, 2008; Berg, 2009; Bernard, 2011). With induced themes, the researcher follows the language used and identifies trends out of the transcripts. Once the themes are induced they are investigated separately to ensure that they address the problem at hand and achieve the objectives of the study (Terre Blanche *et al.*, 2006).

- **Step 4: Defining and naming themes**

This is an essential step where the researcher aligns objectives with the collected data and further refines each theme that was raised in the previous steps. The fundamental part of this step is to signify the relevance of themes by means of examining them individually. This step presents the value of the collected data and creates confidence, thereafter, it ensures accuracy and reliability of the followed procedure by the researcher (Willig, 2003b).

- **Step 5: Developing categories and a coding scheme**

The researcher needs to promote consistency when this technique is followed. Inducing and developing themes should thus, be done concurrently with coding to ensure consistency and to save time. Coding is when data is separated into different categories to be effectively analysed (Marks and Yardley, 2004). After repetitively going through the data looking for patterns, the researcher classifies recurring themes, categories or concepts (MacLure, 2013). Codes are normally accompanied by labels that further explain the purpose of the themes. Where text represents a number of themes, it is allocated and labelled with as many codes as necessary (Marks and Yardley, 2004: 63).

Coding is described as a fundamental connection between the transcript and its clarification of significance (Terre Blanche *et al.*, 2006). Berg (2009) outlines the key elements of the coding procedure as follows:

- The researcher takes notes of the patterns then labels them with a purpose of identifying the distinctions and variations.
- The researcher has a choice of using deductive or inductive coding categories.
- Thereafter, the coding frame which presents a list of labels and comprehensive explanations is described.
- The verification of coding procedure selected is made clear and reliable.

- **Step 6: Elaboration**

This stage gives a researcher an opportunity to review the themes if they reflect the data sets. The process of reviewing the themes may uncover new trends that present other subjects which are not within the categorised data sets (Terre Blanche *et al.*, 2006). According to

Braun and Clark (2008), the elaboration phase assists the researcher with ensuring that there is a distinction between the themes, although the coding may be related amongst the themes.

3.8. Reliability and validity

Measuring the validity of the study that was conducted with the qualitative research approach entails reviewers to differentiate between the errors that researchers made during data analysis (Sandelowski and Barroso, 2003). The criticism with qualitative approaches lies with the lack of scientific validity and credibility related with previously recognised quantitative methods (Sinkovics and Alfoldi, 2012). In this study to ensure trustworthiness and reliability the study focused more on transferability, credibility and dependability. Sinkovics and Alfoldi, (2012) state that there are two ways to achieve trustworthiness: '*assisting the interaction of theoretical and empirical inputs into research; and laying down an audit trail or chain of evidence*'. The researcher explored different options during the data collection and analysis phase to ensure that the data collected from in-depth interviews and with questionnaire is of high quality.

Credibility pays attention to ensuring that the study is conducted in a way that measures the notions which it was designed for (Cooper and Schindler, 2008; Sinkovics *et al.*, 2008). In order to measure credibility, the researcher also has to look at the findings and how closely linked they are to reality (Patton, 2005). The key focus is to maintain the reliability of the collected data, ensure that it is not misrepresented and that it is a true reflection of the subject under investigation (Welch *et al.*, 2011). The researcher in this study ensured credibility through the process of in-depth interviews. Using established research methods was also one of the tools followed to ensure credibility (Yin, 2009). The study also used purposive sampling to select participants for the in-depth interviews and convenient sampling for the questionnaire participants.

Transferability focuses on whether the findings of one study can also relate or be applied to similar studies (Cooper and Schindler, 2008; Sinkovics *et al.*, 2008). There has been an issue with transferability when qualitative approaches are applied because qualitative inquiry focuses on a particular environment, making it difficult to apply to another (Shenton, 2004). In this study, it was imperative to ensure transferability to other Standard Bank branches as the study provides recommendations on how to ensure positive influence of corporate culture on employee performance. To ensure transferability the research transcribed the interview

sessions so that any other interested researchers could have access to the information collected (Yin, 2009). The researcher also applied known data collection methods and analysis methods which also give other researchers an opportunity to further evaluate the study (Welch *et al.*, 2011).

Dependability focuses on the similarity of techniques that applied in the studies (Cooper and Schindler, 2008; Sinkovics *et al.*, 2008). It is believed that different studies will obtain similar results if the same techniques were applied under the same conditions, in the same context (Shenton, 2004). A detailed research design is provided in this study to ensure dependability and how it was executed. Reliability is about precision, accuracy and consistency of collected data; it is identified as the key theme of trustworthiness (Cooper and Schindler, 2008). To achieve reliability the researcher maintained consistency throughout the interview sessions. In addition, the data that is used in this study was obtained from the intended participants within Standard Bank.

3.9. Limitations

The population of this study was sampled from Standard Bank in Pietermaritzburg only, therefore it cannot be generalised to Standard Bank in South Africa.

The questionnaire was limited to identifying the factors that make up the corporate culture model of Standard Bank; however the influence of corporate culture on employee performance was investigated with in-depth interviews hence the use of the mixed methods approach.

3.10. Conclusion

The chapter presented the theoretical discussion of the research methodology. The researcher selected the most applicable methods to use for answering the research objectives. The chapter presented a blue print that provided guidance to successfully execute the study. In light of the research methodology presented in this chapter, there was a complete research design proving a detailed road map that had to be followed to achieve the objectives of the study. The theoretical discussion of how to analyse data was also used to analyse data of this study, while ensuring validity and reliability. Ethical considerations, presented in this chapter, were used for guidance to ensure that this study conforms to ethical standards. The following chapter presents the findings of the study that were gathered using from the primary methods.

CHAPTER FOUR: FINDINGS

4.1 Introduction

The previous chapter provided the reader with a specific and detailed account of how the study addresses the research question. It also provided the blue print of the methodology that the study used to achieve its objectives and to answer its research questions. This chapter provides the detailed results that were derived from the primary collected data. The chapter has data collected using questionnaires and interviews. The data was analysed using SPSS, Microsoft Excel and Thematic analysis techniques.

It is always imperative to look at the objectives of the study prior to analysing the primary collected data. This will enable one to verify if collected data is accurate for answering the research question. This study investigates the impact of corporate culture on employee performance. The data that is appropriate for answering the research question has been collected and it is analysed in this chapter. The following chapter will discuss the findings that are displayed in this chapter.

4.2 Results

Table 4.1: Response Rate

Research Activity	Participants	Number of Participants	Responses	Response Rate
In-depth Interviews	Branch Managers and Service Centre Leaders	6	5	83%
Questionnaire	Employees	60	41	68%

Table 4.2: Number of Years Working for Standard Bank

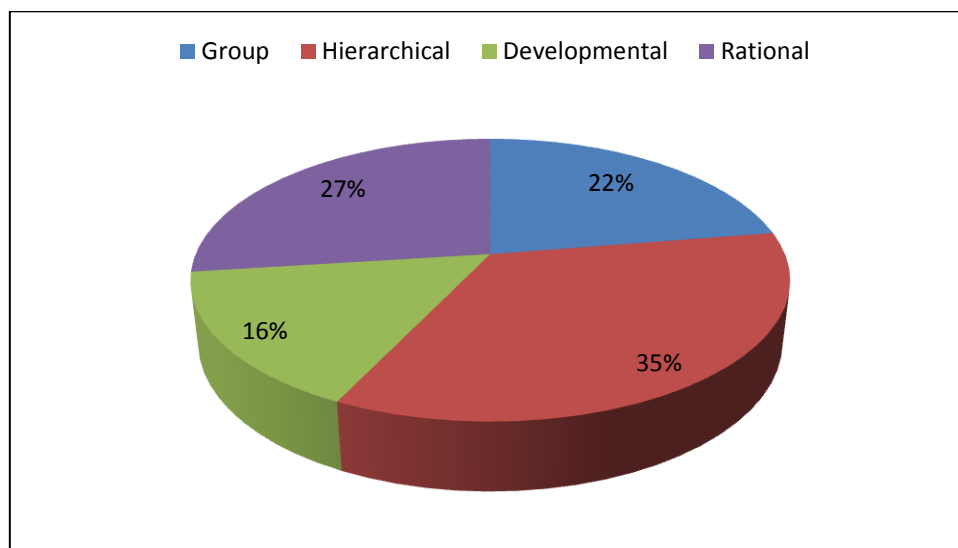
		years working for Standard Bank			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 1	6	14.6	14.6	14.6
	1-3	10	24.4	24.4	39.0
	3-5	6	14.6	14.6	53.7
	5 years or more	19	46.3	46.3	100.0
	Total	41	100.0	100.0	

The majority of the respondents had worked at Standard Bank for five or more years.

4.2.1 Objective One: To investigate the factors that make up the corporate culture model of Standard Bank

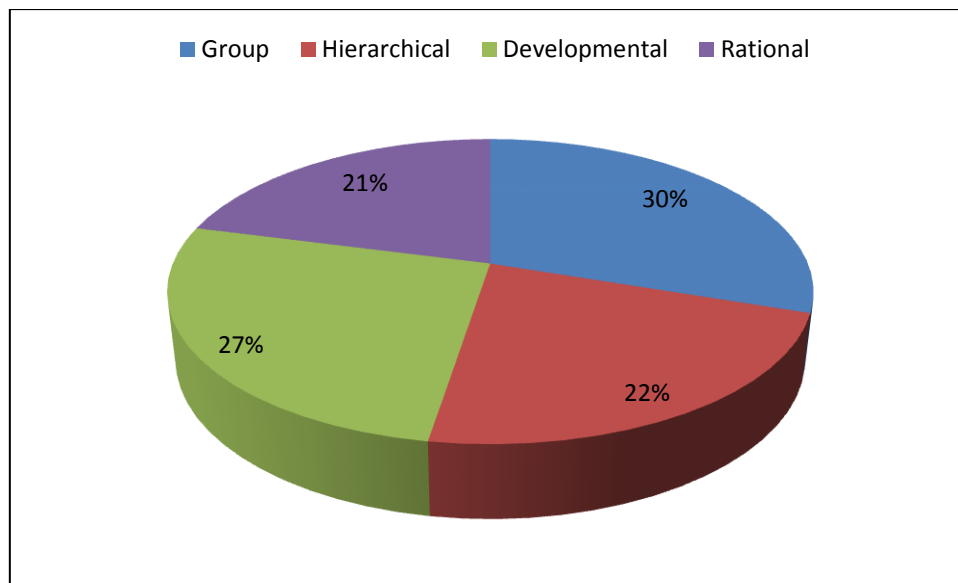
This section provides comprehensive analysis of the factors that make up the corporate culture model of Standard Bank, which is the first objective of this study. The researcher firstly analysed the factors that make up Standard Bank’s corporate culture model, using the theoretical framework. The data was analysed to display the kind of organisation, leadership, determine what holds the organisation together, and what is considered important by the company. Thematic analysis was also used to show other factors that make up the corporate culture model of Standard Bank.

Figure 4.1: Kind of Organisation



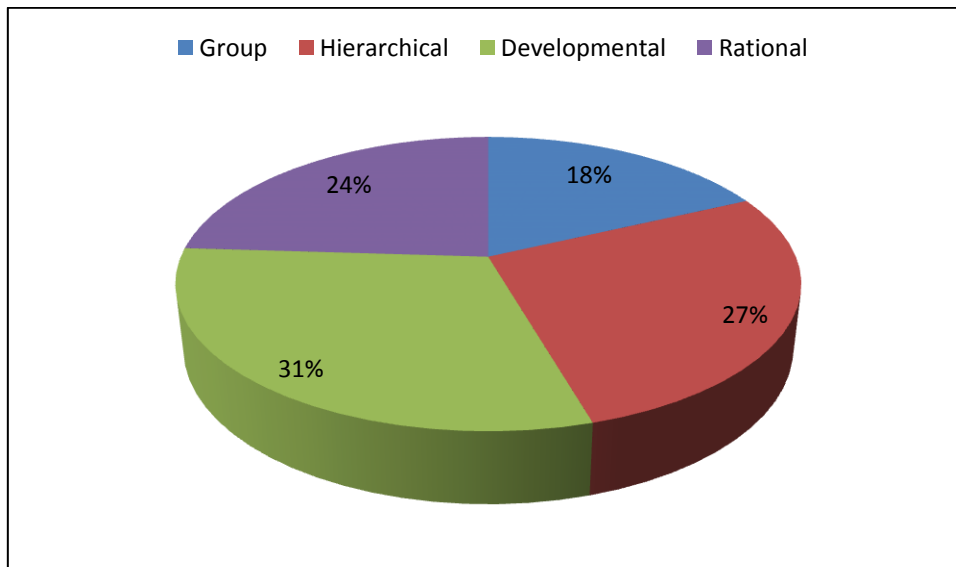
The majority of the respondents indicated that Standard Bank is the kind of organisation that puts emphasis on hierarchical culture. 35% of respondents identified this culture as most dominant. This is a higher score than all the other cultural dimensions that were investigated in this section. Standard Bank is therefore, an organisation which is very formalised and structural. The company normally has established procedures, which are generally used to govern what people do.

Figure 4.2: Leadership



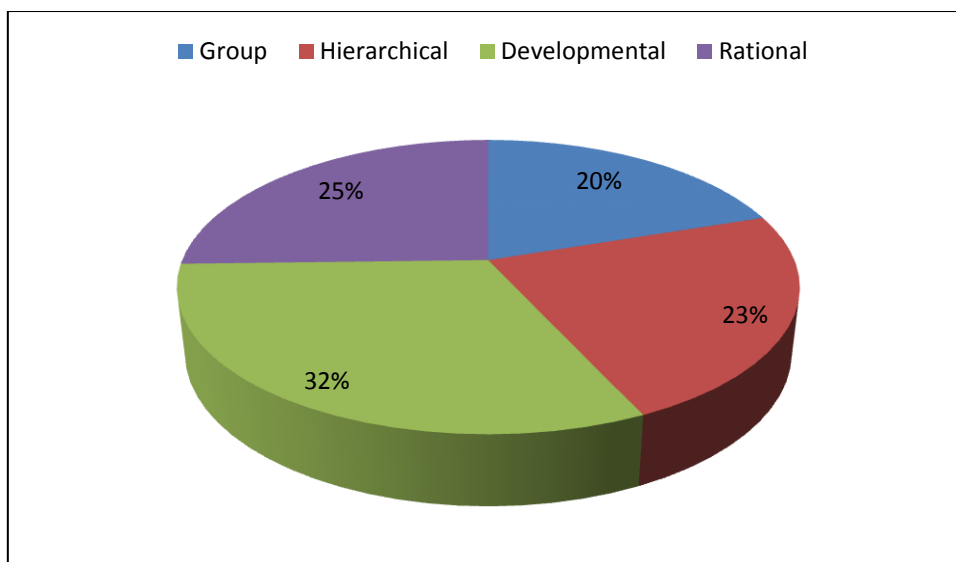
The majority of the respondents indicated that Standard Bank applies group culture when it comes to the leadership of the company. Group culture scored 30% which is higher than other dimensions. The company leaders are generally considered to be a father or mother figure; they are viewed as wise mentors.

Figure 4.3: What Holds the Organisation Together



The graph above shows that Standard Bank uses developmental culture in order to hold the organisation together. According to the majority of respondents (31%), Standard Bank makes use of developmental culture to keep the employees committed to innovation and development.

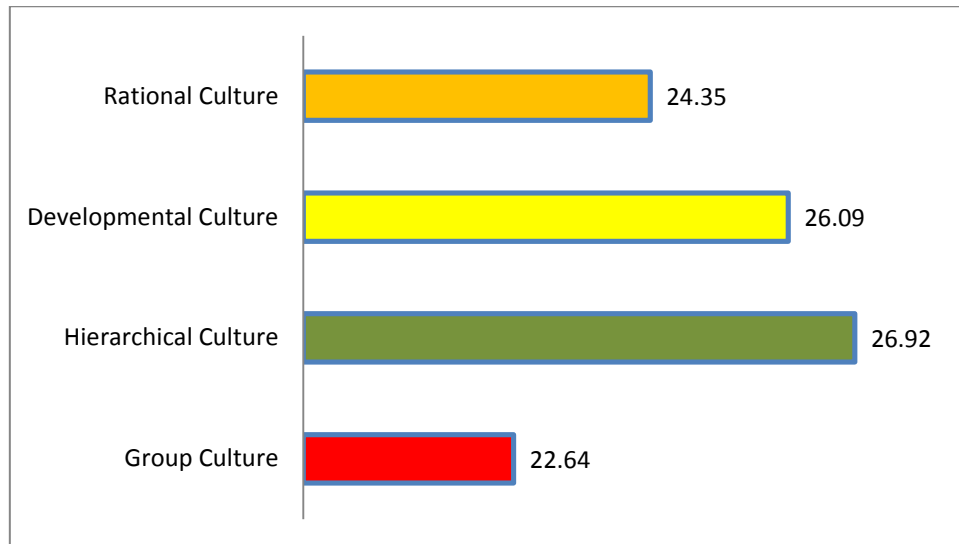
Figure 4.4: What is Important



32 % of respondents represented a majority that indicated that Standard Bank insists that developmental culture is important to maintain the company's successes. The company thus

emphasizes growth and the acquisition of new resources. The employees are also prepared to meet new challenges.

Figure 4.5: Corporate Culture Dimensions Scores



The graph above relates to what Standard Bank’s operations are like. The collected data displays that Standard Bank is more of a hierarchical culture company with a majority score of 26.92%. However, this does not mean that the other dimensions do not exist in the company. Hence developmental culture scored 26.09%, rational culture 24.35% and group culture scored 22.64%.

4.2.1.1 How They Understand Corporate Culture and Standard Bank’s Culture

Corporate culture is important; it is that unique identity that the company builds for its operations. It is the way in which different types of people in organisation do things (Standard Bank, 2016). Respondents had various comments on what corporate culture is and how it relates to Standard Bank:

“It is hard to explain but you have to work for a company for some time in order to understand those unique characteristics”.

“Corporate culture is something that you have to adapt to it, for instance the regulations of the company”.

Corporate culture comes from top management and they cascade it to employees:

“It is something that we learn and have to pass on to employees”.

Corporate culture is about growing career values which develops you as a person:

“Corporate culture determines you as a person, how you adapt, build rapport with new people, understand region and background”.

“As a graduate when you come into an organisation you need to understand ways of works”.

Corporate culture tells you what you should believe in, what your principles are and guides you on how to behave:

“Corporate culture is demanding; [we] always have to comply with it, need to follow the rules [and to] always abide”.

Everyone is guided by the rules and regulations. Corporate culture is something that the company's top management designs. If they do not design it, a company will grow it by default and have no direction. Top management shape the behaviour, attributes, and personal values of individuals in order to create corporate culture of the company. They make it the central theme of what the company really does and how they do it:

“Corporate culture is very uniform at the bank. We have one vision: to ensure that everyone who works for the organisation is happy. We want to be the best employer”.

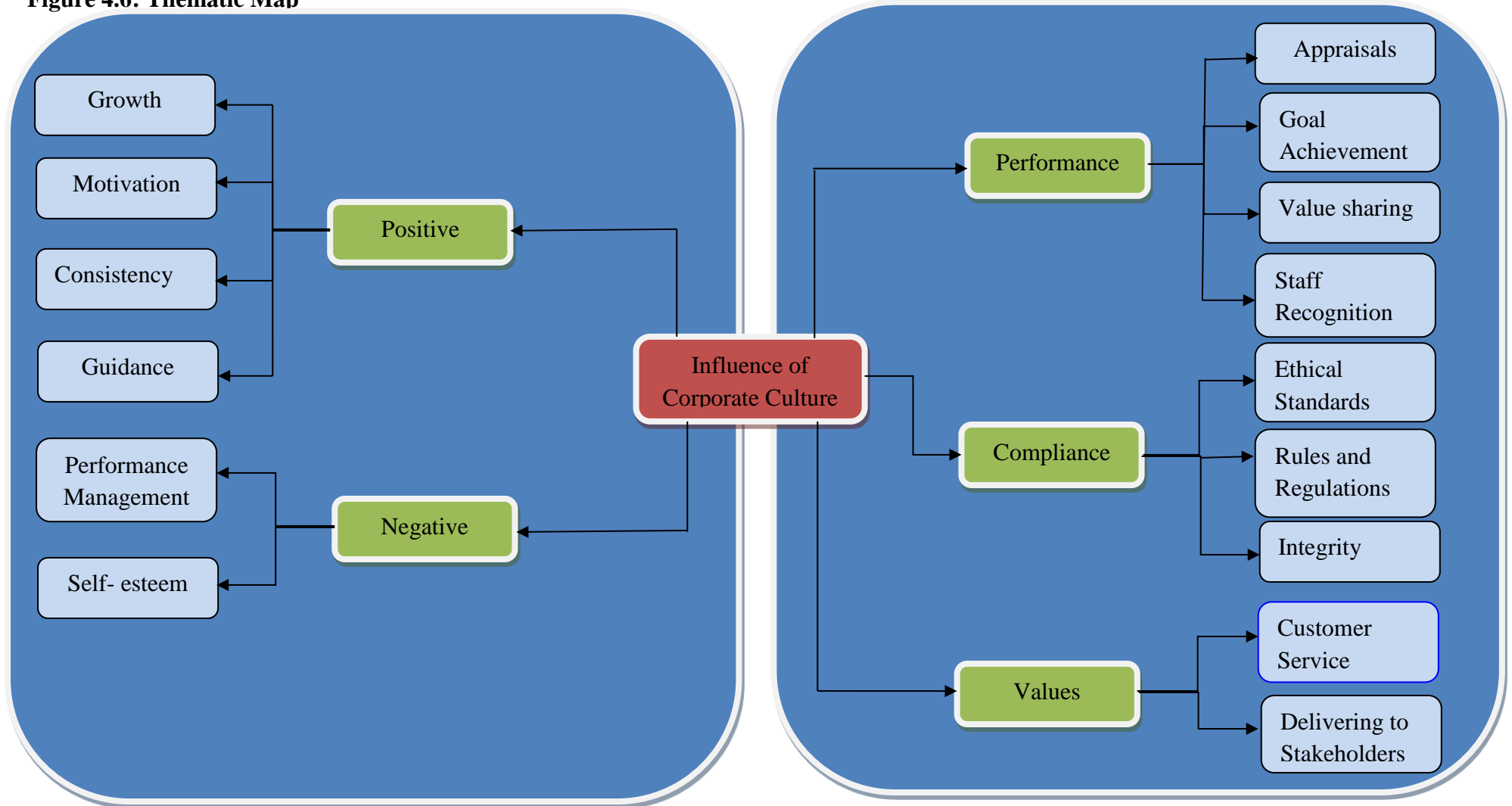
Standard Bank has a very competitive culture; they are encouraged to be part of the company. They have values, policies and procedures, Reserve Bank policies that they have to adhere to:

“We are very diverse, very professional and very conservative, we don't blow advertising out of proportion”.

“Corporate culture is ethics. [It] respects religions or space, how we have socials, how we participate in them, own languages that pertain to the job which is known as bank jargon”.

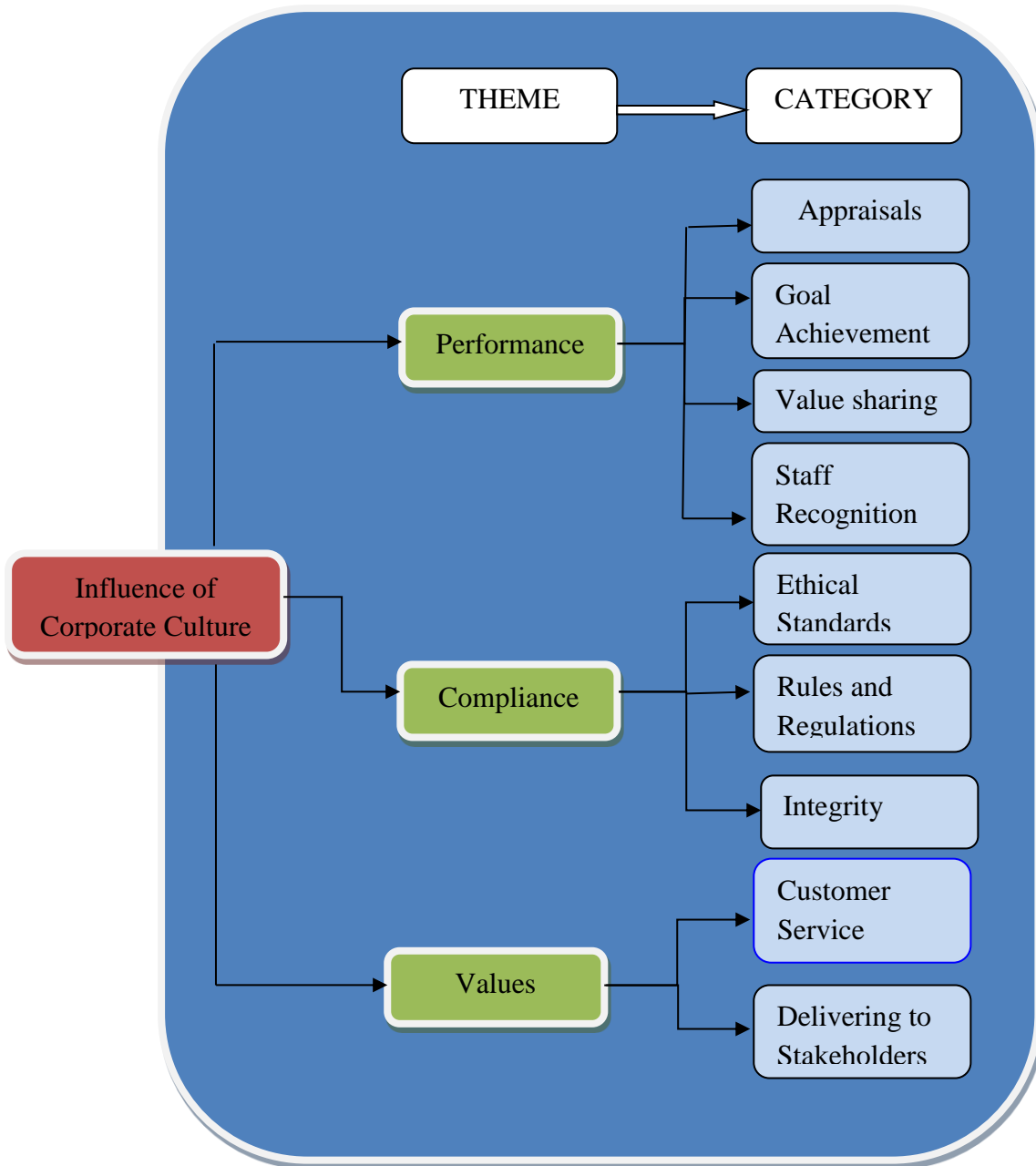
4.2.2 Objective Two: To investigate the influence of corporate culture on employees' performance.

Figure 4.6: Thematic Map



The results displayed in Figure 4.6 shows the influence of corporate culture on employee performance. Listed the themes that are part of corporate culture which have actual influence on employee performance and also shows the categories that have negative or positive influence on employee performance. Figure 4.7 below breaks down the influence of corporate culture on employee performance in terms of the research questions of this study showing the themes and categories of corporate culture that has influence on employee performance.

Figure 4.7: Influence of Corporate Culture on Employee Performance



The results displayed in Figure 4.7 shows that corporate culture does have influence on employee performance and listed the themes that are part of corporate culture which have actual influence on employee performance. The respondents described how the ways things are done in the bank motivate employee performance:

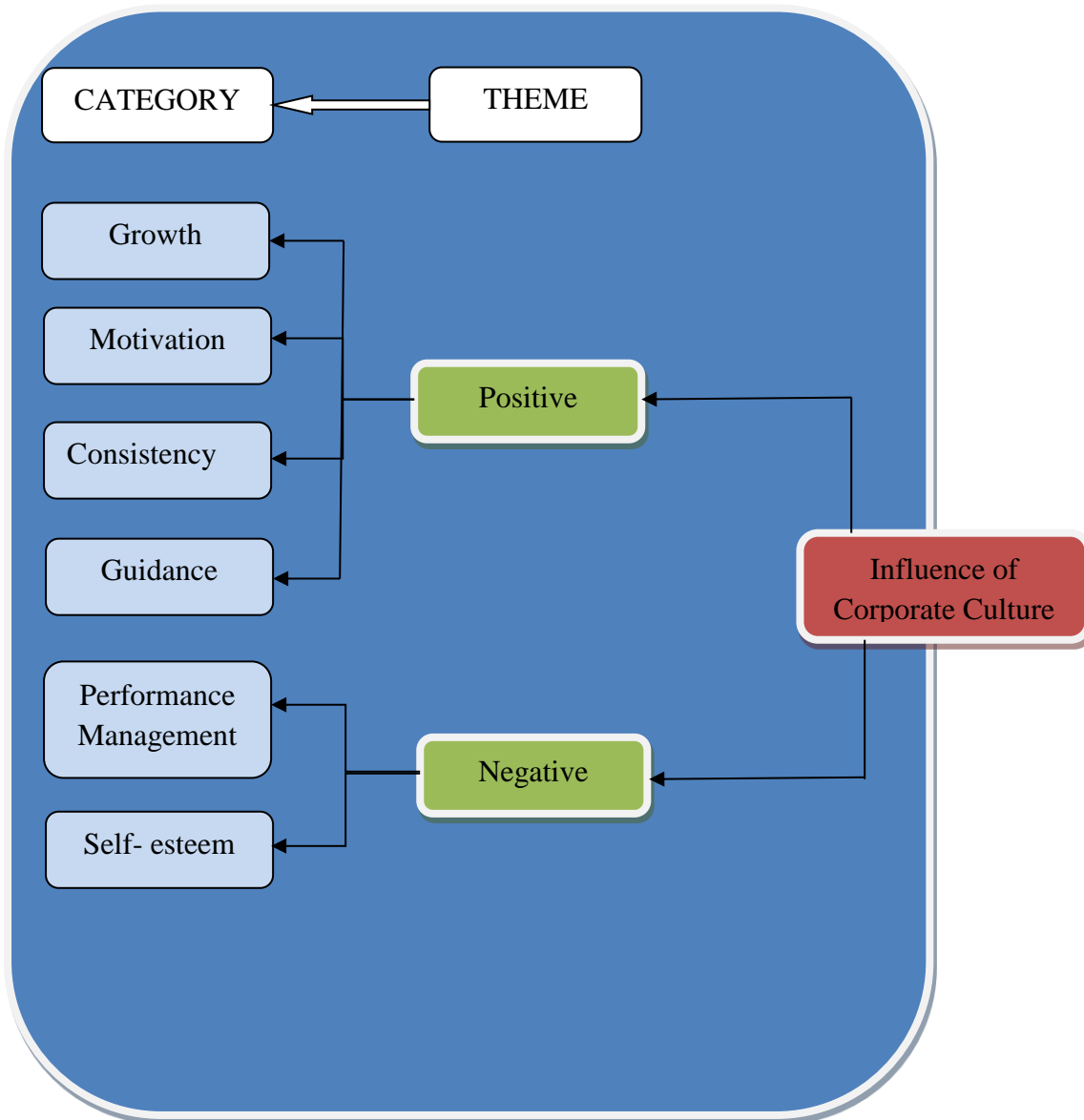
“The bank has performance appraisals and incentives. It motivates and encourages participation and wanting to excel.”

“The bank needs all the employees to comply with company rules. We have to follow the culture, adhere to corporate culture... If employees do not follow the rules, they have to use the tools to discipline them. Using compliance as an example; if you don't abide there are consequences. One can lose his or her job if you do not comply.”

“Employees do not come with their culture, but top management comes with corporate culture and we have to accept it and use it as guidance on how to do things around the organisation. It is important to always work by our values, everyone wants money at the end; work towards a same goal to achieve performance, employees has to comply; deliver shareholder value and that's how your career will develop.”

Figure 4.8 below breaks down the influence of corporate culture on employee performance in terms of the research questions of this study showing the themes and categories of corporate culture that have a negative and positive influence on employee performance

Figure 4.8: Positive or Negative influence on Employees Performance



The results displayed in Figure 4.8 shows that corporate culture does have influence on employee performance and listed the themes that are part of corporate culture which have negative and positive influence on employee performance.

The study participants provided the following statements from which the themes were derived from.

“Corporate culture has a positive influence, it motivates employees. Provide guidance to employees, shows them the direction.”

“Corporate culture develops employees to their best capabilities.”

“Corporate culture make employees understand what is expected of them in the company.”

“Even your job description, is part of corporate culture.”

“Always have to standardise though, consistency helps employees to perform according to the values.”

“One has to adopt the company regulations and we will perform well.”

Sometimes corporate culture has negative influence on employee performance. The influence of corporate culture on employee performance also depends with an individual:

“If an individual is underperforming in the bank, we put you in performance management. They are monitored but some look at it as a bad thing. They think the bank wants to get rid of them. Once the employee has that perception of course that will affect his or her self-esteem.”

4.2.3 Objective Three: To investigate how employees adjust to new or developing culture

This section provides comprehensive results of how employees adjust to the new or developing corporate culture. The researcher asked if there were any changes of corporate culture in the past three to five years, the analysis of their perception on new or developing culture and how well they adjust if there are changes. Lastly, the researcher investigated the company interference when there is corporate culture change.

The researcher found that the corporate culture of Standard Bank has changed in the past three to five years. However, some of the respondents highlighted:

“It’s not necessarily corporate culture that has changed but the processes”.

One also said:

“Corporate culture has been the same, sometimes they just change the terms”.

Most of the respondents said there is always change in the system:

“Everyone has to comply with the changes that are implemented in the organisation”.

The respondents believed that corporate culture has not really changed but it is just the system and processes that have changed. The researcher then investigated the perception, adjustment and company interference to changes of corporate culture. These are the findings from the respondents:

“We have learned to go through change and embrace it”.

“The challenge is that we have different generations in the company. Employees that have been with the company for a longer period and are older, find it a little bit difficult to change but they eventually change”.

“Employees are sceptical, not sure, sometimes they embrace it. It takes a few months though, it could be two to three months but they eventually accept it”.

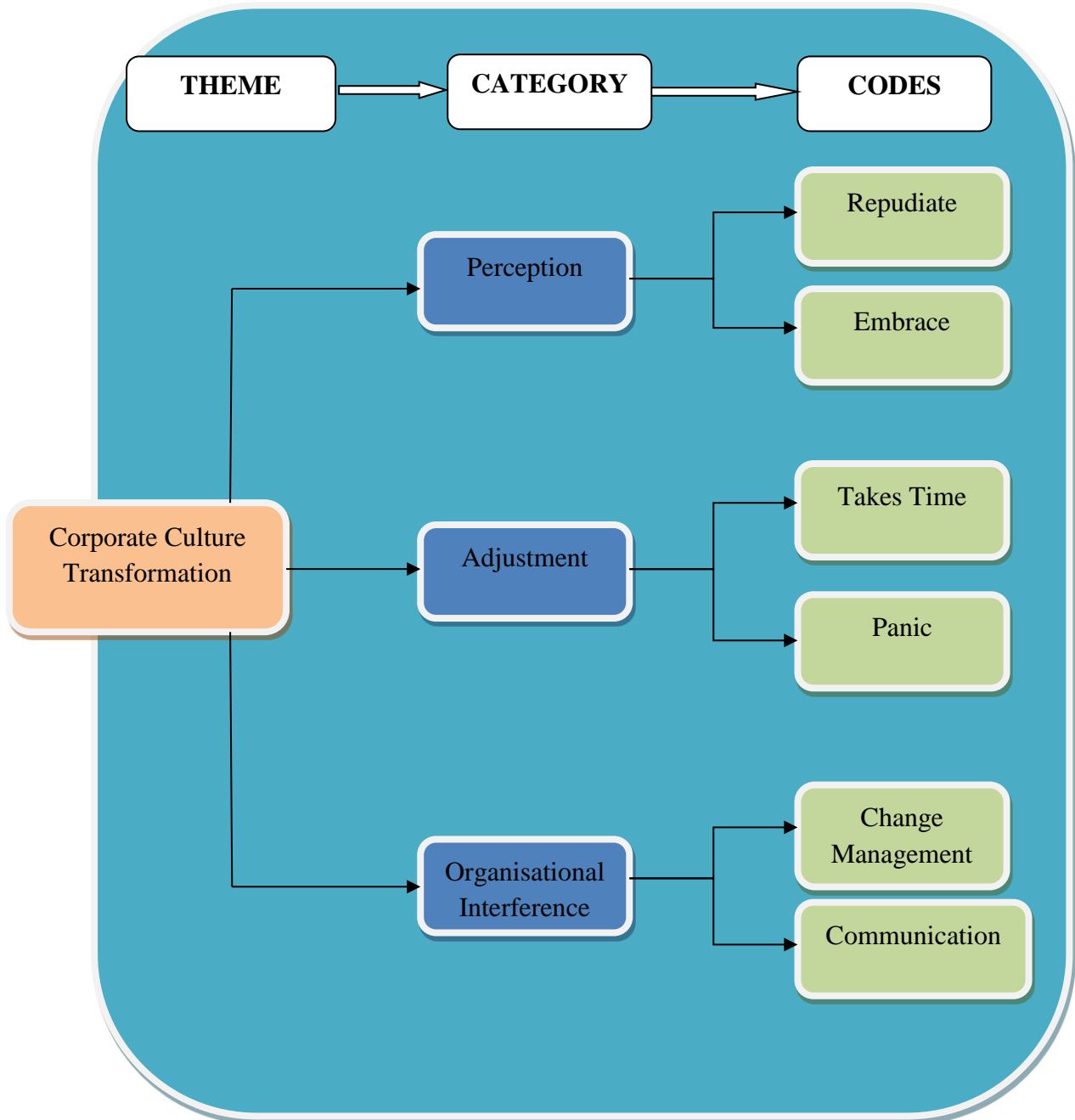
It takes time to adapt to changes, some resist change:

“Older people find it hard for them to adapt. We make sure as leaders that we encourage them to change or adapt”.

As whatever change is made is good for both the company and customers, the key to dealing with resistance is change management. This is necessary to train people to easily adjust to new changes. The majority of the respondents mentioned such strategies:

“There are communication channels in the bank that are used prior to changes and they do trainings”.

Figure 4.9: Employees Adjustment to Corporate Culture Changes



The results displayed in Figure 4.9 shows the adjustments of employees when there are changes with corporate culture. Listed the perception of employees when there are changes, how they adjust and how the organisation assists employees during corporate culture transformation.

Table 4.4: Should Standard Bank’s corporate culture change?

		Should Standard Bank corporate culture change?			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No answer	3	7.3	7.3	7.3
	yes	16	39.0	39.0	46.3
	no	22	53.7	53.7	100.0
	Total	41	100.0	100.0	

The majority of respondents (53.7%) did not want the bank to change its corporate culture. 39% wanted the bank to change its corporate culture. 7.3% of the respondents did not respond to the question.

4.3 Conclusion

This chapter presented the results of the data that was collected with the purpose of fulfilling the research objectives. The data was analysed in an approach which ensures that the results directly address the research study. The data was analysed using SPSS, Microsoft Excel, and Thematic data analysis approach. The chapter did a comprehensive analysis of the number of years’ employees have been working for a bank and description of their living area which is believed to have influence on individual behaviour. The discussion of how it may have influence will be discussed in the following chapter.

Standard Bank’s corporate culture was also analysed with a purpose of achieving the first objective of this study which is to investigate factors that make up corporate culture of Standard Bank. The chapter also displayed the results of how the respondents understand corporate culture and how they define the culture that exists in the company. Lastly the thematic data analysis was used to address the other two research objectives which are to investigate the influence of corporate culture on employees’ performance and to investigate how employees adjust to new or developing culture within the company. Employees were also asked if they want the bank to change its corporate culture and the table showed that most of the respondents do not want the bank to change its culture.

In conclusion this chapter achieved its purpose of addressing the main objective of the study. It displayed all the results pertaining to the objectives. The following chapter will have an interpretation or discussion of the above displayed results.

CHAPTER 5: DISCUSSION

5.1.Introduction

The previous chapter displayed the set of results which were analysed using SPSS, Microsoft Excel and Thematic Data analysis techniques. The data set was collected using the questionnaires and in-depth interviews. The data was analysed with a purpose of answering the research questions of this study. The chapter looked at the data which relates to the factors that make up the corporate culture model of Standard Bank. Thereafter, it displayed the thematic analysis chart which will address the second and third objectives of the study.

This chapter will provide the discussion of the results that are displayed in the previous chapter. The results will be discussed with reference to the preceding theories that correspond to this research topic. The researcher will give perceptions of the results, while looking at the previous studies that also related to this study. The interpretation of the result will be assembled in a similar structure with objectives. The researcher will first discuss the results that are relevant to factors which make up the corporate culture of Standard Bank, then look at the results which outline the influence of corporate culture on employee performance. Lastly, it will discuss the results that refer to employee adjustments to new or developing corporate culture. To give a descriptive account of data the main themes of the study will be discussed followed by the categories which arise from the main themes.

5.2.Objective One: To investigate the factors that make up the corporate culture model of Standard Bank

5.2.1. Overview of Corporate Culture within the Company

The theory that was adopted for this research is the Competing Values Framework, which was also used to formulate the questionnaire for this study. The Competing Values Framework consists of four cultural dimensions which are group, hierarchical, developmental and rational culture. The questionnaire was used with a purpose of understanding Standard Bank's corporate culture model, the kind of organisation Standard Bank is, their leadership, what holds the organisation together and what they consider as important within the company.

5.2.1.1.Kind of Organisation

From the findings, Standard Bank is an organisation that emphasizes bureaucratic culture. What employees do in the company is rigidly dedicated to particulars of administrative procedure (Cameron and Quinn, 2011). Employees are given a definite form; their activities in the organisation are governed by rules and procedures. Companies that have a formalised organisation, commonly ensure that all employees have a defined task that they are required to focus on (Demir *et al.*, 2011). Companies normally do succeed when employees accept their roles with pride and excel at whatever tasks they are given.

Standard Bank is a type of organisation that has a standard operating procedure. It has established operating procedures that employees follow in a given situation. Everyone has a job description that they have to fulfil in accordance with industry regulations, for instance participants in the in-depth interview said, “*The bank has to comply with the rules and regulations of the Reserve Bank*”. Standard Bank scored 35% on hierarchical culture, showing that this culture is considered more dominant than others by the majority of respondents.

5.2.1.2.Leadership

Standard Bank scored 30% on group culture when it comes to their leadership. This means that Standard Bank’s employees perceive their leaders as mentors (Cameron and Quinn, 2011). This therefore, means that employees receive advice from their superiors in most of cases given a certain situation and complexity of a circumstance. Standard Bank’s employees mostly rely on their leaders as they consider them as a mother or father figure (Sherman, *et al.*, 2014). They have a belief that their leaders are wise as a result of the great experience they have acquired in the company. This increases the employee output because they are normally loyal to the company and they are personally committed; which makes them effectively and efficiently work towards the same goals with the company and achieve their objectives fast.

The company that emphasizes group culture when it comes to leadership has an extensive socialization (Hartnell and Kinicki, 2011). Since this culture is perceived as sort of an extended family, teamwork is fundamental and there is always self-management among the members of the company. This culture makes it easier for employees to engage their leaders if there are any concerns or issues around the company or even personal issues and that

therefore assists managers in understanding if there is anything affecting an employee's performance (Demir *et al.*, 2011).

5.2.1.3.What holds the organisation together?

Standard Bank scored 31% on developmental culture as the culture that holds the organisation together. Developmental culture has the highest percentage score in comparison to other cultural dimensions. This means that the glue that holds the company together is employees' dedication to innovation and development (Cameron and Quinn, 2011). Everyone in the company put emphasis on being first. Employees' responses to this question show that they stay with a company due to the fact that they are given an opportunity in the company to be innovative and to develop. The bank ensures that the employees feel the need to stay with the organisation through showing them their importance within the company, and also providing them with opportunities. Since everyone put emphasis on being first this means that when employees are given the opportunity they jump to it (Demir *et al.*, 2011).

Developmental culture is important for a company, as well as for employees because employees get to develop within the company while they achieve company goals and deliver to stakeholders (Cho *et al.*, 2013). Employees stay with the company if they see the opportunity of growing within the company. This is an important culture to hold the organisation together because when employees are given an opportunity they prove themselves, thereafter they will feel as valued employees after successfully completing that task. When they feel like valued employees they tend to enjoy working for that organisation because they feel recognised.

5.2.1.4.What is Important?

Standard Bank scored 32% percent for developmental culture on what is considered important in the company. The company emphasizes growth and acquiring new resources (Cameron and Quinn, 2011). According to the leaders that were interviewed, Standard Bank is always changing its systems. Developmental culture becomes a reasonable culture to be considered important because this culture puts emphasis on being ready to meet new challenges (Demir *et al.*, 2011). If the bank regularly changes systems, it is imperative to have employees who are ready to meet new challenges. Employees that are committed to innovation and development normally do not have dilemmas with new challenges. Instead they are always open to new challenges and opportunities. This culture requires the bank to

recruit highly skilled employees with the capability to carry any task given to them. Employees are trained to ensure that they are able to carry their duties without any complexities. It is however significant for a bank to consider developmental culture to be what is perceived important in the company. Developmental culture gives employees an opportunity to grow and that keeps employees happy and increases employee performance.

5.2.2. Standard Bank's Corporate Culture Scores

In this section the researcher used Competing Values Framework to determine the corporate culture model of Standard Bank. The first research question of this study asked which factors make up the corporate culture model of Standard Bank. Looking at the findings this section displays, all the dimensions of a Competing Values Framework do exist within Standard Bank. The framework determines how company operates. Standard Bank scored 26.92% for hierarchical culture. The differences between the responses in favour of other dimensions were not that much, although hierarchical was found to be more dominant. Sherman *et al.* (2014) argue that none of these dimensions are better than the other. They are just different. In view of the in-depth interview analysis, it is not surprising to find out that Standard Bank scored a higher score on hierarchical culture. All the respondents emphasized the importance of complying and adhering to the rules and regulations of the company.

Standard Bank considers efficient, smooth operations as an important factor for company success (Cameron and Quinn, 2011). The company ensures that they maintain a smooth-running organisation which is guided by formal rules and policies. Everyone is familiar with his or her job description; so they have to comply with and rely on their job description to know that they have completed their tasks (Cho *et al.*, 2013). If everyone does their duties well, then the company will achieve the objective of maintaining a smooth-running institution. While everyone does their job, it is imperative that they also look at the rules and policies to ensure that they do not violate the company regulations, as it is an important guideline for their day-to-day operations.

Hierarchical culture is not the only dimension of corporate culture that exists within the company. The other dimensions of a Competing Values Framework do exist as it is mentioned above. Table 4.4 in Chapter Four shows corporate culture scores which were generated from the questionnaire completed by employees of Standard Bank, in Pietermaritzburg. The scores show that developmental culture also exists in the bank and it

scored 26.09 %, which is 0.83 % lower than the hierarchical culture. This means that even though everyone has to comply with the rules but they still build an organisation that is dynamic and entrepreneurial (Cameron and Quinn, 2011). Employees are given a chance to take initiative, be innovative and take risks (Demir *et al.*, 2011). Standard Bank, as a hierarchical company, puts it in their rules or in their employees' job descriptions that they have to be innovative, be dynamic and ready to meet the job challenges. This means that as a hierarchical culture company, they still build developmental culture within the company.

Rational culture also exists within Standard Bank with a percentage of 24.35% and Group culture with a percentage of 22.64%. The company does not put more emphasis on these dimensions but this does not mean that they do not exist within the company. The company may emphasize hierarchical culture but still want the job done. Therefore, in the Competing Values Framework, getting the job done is considered rational culture (Cameron and Quinn, 2011). The company finds measurable goals imperative and they encourage competitive actions and achievement (Hartnell and Kinicki, 2011). In view of the above discussed findings, the researcher concludes by stating that all the Competing Values Framework dimensions make up the corporate culture model of Standard Bank with more emphasis being put on hierarchical culture.

5.3. Objective Two: To investigate the influence of corporate culture on employees' performance.

It is imperative for one to understand corporate culture before discussing its influence on employee performance. This study conducted a literature review presented in Chapter Two, which identified the different definitions which may enable the reader to better understand corporate culture. The review also covered Standard Bank's corporate culture. Chapter Four also showed feedback from the questionnaires, explaining how the respondents understand corporate culture and how they define the culture within their company. In view of the above, the researcher identified themes and categories which are part of Standard Bank's culture and they are discussed in relation to how they influence employee performance. Themes that are identified in this section are performance, compliance and values. The categories are appraisals, goal achievement, values sharing, staff recognition, ethical standards, rules and regulations, integrity, customer service and delivering to stakeholders.

5.3.1. Theme One: Performance

Standard Bank has a culture that recognises employees for their performance in the organisation. Participants mentioned the benefits that they receive from the bank for their performance. They said there are incentives, there is value sharing in March, there is a staff recognition award, and there is also a performance bonus. Respondents agreed that these benefits do have an impact on employee performance. Employees strive for goal achievement and they know that they will be rewarded for it. They therefore, achieve the company goals while the company also gives them a chance to develop and achieve their personal goals. Gabriel and Nwaeke (2014) state that if employees believe they are fully compensated for the jobs they are doing, they give in their best. This means that Standard Bank's culture of appreciating employees does have an impact on employee performance. It has a more positive impact rather than a negative impact.

- **Category One: Appraisals**

Performance appraisal is linked with goal setting and monitoring behaviour (Grote, 2010). Employees have to put in their time, effort, abilities, initiatives and creativity in order to meet their goals. Thereafter, as a result the company achieves organisational growth, innovation, adaptation and profitability, while there are also individual achievements of power, growth, competence and feedback. According to Goksoy and Alayoglu (2013), it is a difficult process to plan, design, and implement performance evaluation, while providing justice to each employee. However, the participants in this study did not complain about their performance appraisals. Grote (2010) states that performance appraisals have a significant control over employee careers and work life; especially when compared with other management processes. It is more important for companies to put prominence on justice, good communication, being easily understood and fairness of performance appraisal.

- **Category Two: Goal achievement**

It is imperative for employees to perform to their full capabilities so as to successfully achieve company goals. Participants of this study said that the bank rewards its employees for goal achievements. Some employees achieve their set goals just to avoid being perceived as incompetent. There are some who achieve their goals because they have personal ability. There are also employees who achieve their goals for recognition and performance. However,

the primary objective of the company is to ensure that the employees complete their tasks and achieve the company goals.

Managers use different strategies to encourage employees to put in the effort to successfully achieve company goals. Standard Bank focuses on building an environment conducive for all employees to successfully achieve the company goals while attaining their own personal goals. In view of the above points they all point out that goal achievement does have an impact on employee performance.

- **Category Three: Value Sharing**

Participants explained value sharing as a win-win situation. Where the employees put in effort for a company's success and a company rewards employees for their performance. They said value sharing happens every financial year, in March. Value sharing differs to shared value. Shared value, as defined by Porter and Kramer (2011), is one of the strategies management use to instil measurable business values by determining and acting on social ills that are relevant to their operations. An example of shared value is to do market research with a purpose of identifying social problems and market needs that are not satisfied and creating a product or service which will be profitable and remedy these situations. Value sharing, as defined by participants, occurs when they are rewarded for the effort they put in a business. This means that value sharing does affect employee performance because it increases their output to encourage them to benefit from value sharing.

- **Category Four: Staff recognition**

This category is relevant to Category Three. Staff recognition takes place when employees are recognised for a job done well. When employees believe that the organisation does recognise their efforts and goal achievements, they improve their performance. Participants said that Standard Bank does recognise their input for the business' success, hence why they have performance appraisals and value sharing systems. They said they also have employee recognition functions. Employee recognition can be defined as the acknowledgement of one's behaviour or group behaviour in the company (Caliskan, 2014). It can also be defined as the acknowledgement of employee effort and accomplishments which are relevant to the company values and goals. In the business world, it is believed that employees that are recognised normally are more productive and motivated. This therefore means that employee recognition does have an impact on employee performance.

5.3.2. Theme Two: Compliance

Standard Bank has a high score on hierarchical culture and that means they do emphasize compliance. Compliance is more effective with a corporate culture that emphasizes ethical standards, rules and regulations, and integrity (Schilder, 2005). At Standard Bank compliance is perceived as the essential part of the bank's operations. There are consequences for those who do not comply within the company. The bank does not only comply with internal standards, but it also ensures that it is not exposed to external compliance risks. The company complies with the Reserve Bank's rules and observes the market conduct, while they ensure suitability of customer advice. Standard Bank also ensures that customers are treated fairly and they manage conflict of interest. According to Schilder (2005), compliance rules, laws and standards vary from market conventions, codes of conduct applicable to employees, rules and standards issued by legislators and codes of practice promoted by industry associations.

- **Category One: Ethical standards**

Ethical standards can simply be described as choosing to do the right thing (Smith, 2011). Nowadays there are higher expectations and demands from stakeholders that businesses have to adhere to. Standard Bank maintains ethical standards by setting expectations, while they use corporate culture as guidance and a means to motivate their employees to consistently make the right decisions and always apply best practices. Adhering to ethical standards is good for the company as they develop honest and valued relationships with stakeholders. Ethical standards go in line with the code of ethics for the bank which was reviewed in Chapter Two and it is regarded as the cornerstone of corporate governance. The company effectively use the communication tools to draw attention to the importance of ethical standards. Businesses that guide employees to act in a trustworthy manner, in all interactions, prefer to reward employees for meeting ethical standards rather than rewarding them for financial gains (Ferrell and Fraedrich, 2016). Therefore, ethical standards do have an impact on employee performance.

- **Category Two: Rules and regulations**

Uddin *et al.* (2013) state that clear and defined rules and regulations, for the company, can result in better employee performance. Therefore, Standard Bank's service centre leaders, branch managers and employees perceive the rules and regulations that guide them as the company culture. These rules and regulations end up initiating the organisational culture of

the company as a result, it increases employee performance. Standard Bank provides an environment which enhances corporate culture and that enables it to reach the benchmark of employee performance. The company ensures that employees do not perceive the rules and regulations as a burden by providing a supportive and friendly working environment. Employees feel that it is imperative for them to follow the rules and regulations and they are motivated to always comply. They do not feel like they are forced to follow the rules and regulations.

- **Category Three: Integrity**

Integrity measures the adherence of employees to ethical principles. Integrity is defined in the oxford dictionary as '*the state of being whole, complete, unbroken, unimpaired, sound, and in perfect condition*'. The company suffers when employees break the law of integrity within the firm. Jensen and Erhard (2014) explain integrity as the ability to keep and honour one's word. Especially for leaders of the company it is always imperative that they honour their words, as these will sustain the trust for leadership, by employees. The company also holds the highest level of integrity when dealing with internal and external stakeholders and it also provides a corporate culture that supports integrity. Therefore, this means that integrity does have influence on employee performance.

5.3.3. Theme 3: Values

Standard Bank has eight values that support the vision of the bank. Most of the values are old but some are new and came with the refined vision, which was developed in 2014. The values are '*serving our customers, delivering to stakeholders, growing our people, guiding against arrogance, upholding the highest level of integrity, respecting each other, being proactive, and working in teams*' (Standard Bank, 2016:18). The relevance of these values to the study was discussed in Chapter Two. The respondents of the in-depth interviews also mention the importance of these values and how they affect employee performance. The participants mostly highlighted compliance, customer service and delivering to stakeholders, while they also mentioned the other values but did not put more emphasis on them. This section discusses the other two values that were emphasized by the respondents.

- **Category One: Customer service**

Customer service is very important for Standard Bank as they are in an industry that deals with different individuals every day. It is imperative for a bank to enable employees to better deliver customer service. When it comes to customer service, line managers are the most important source of influence. Sparrow (2015) states that companies, with cultures of investing in their employees, deliver high quality service to their customers. Satisfied customers share their experience with potential customers and this becomes more impactful. The fundamental conduct for a business is to act on what it says. Once the focus is on nurturing customer service to employees then it will be easy to transform the values into action. Branch managers and service centre leaders are there to monitor the situation and ensure that they successfully cascade what top management communicates to employees. Participants in an in-depth interview said that employees know about the benefits of service excellence. This therefore means customer service as corporate culture does have impact on employee performance.

- **Category Two: Delivering to stakeholders**

Delivering to stakeholders is a very important goal for the company. When the company is able to deliver to its stakeholders, there is a higher level of satisfaction achieved. Respondents highlighted delivering to stakeholders as a critical objective for the business. They said if one fails to deliver to stakeholders they may not survive in the organisation. Saunders (2014) defines a stakeholder as anyone who has an interest in the business; it could be investors, customers, employees or suppliers. In the community where the business operates, anyone who is affected by its operations can be identified as a stakeholder. Due to varying opinions and perceptions, it may be more difficult to ensure that all stakeholders are fully satisfied, at any given point. However, the bank still has to do its best to keep all its stakeholders satisfied. This point needs the business to be ethical and to emphasize on corporate governance. Delivering to stakeholders does have an impact on employee performance, as employees can improve their performance in order to satisfy all stakeholders.

5.4. Positive or Negative Influence of Corporate Culture

This section shows the negative and positive influences of corporate culture on employee performance. The company culture may result in a negative influence if it is not correctly aligned with the company goals. Company culture should be transparent to everyone who

works for the company and it should drive positive results for the company. Corporate culture works as guidance for day-to-day operations in the company.

A company that provides growing opportunities to its employees positively influences their performance. Participants said the company does have a culture that motivates its employees to always perform to their best capabilities. There were also other factors that participants said had a negative influence on employee performance. The company put underperforming employees to performance management and that resulted in negative influences for some employees, depending on the way they perceived the system. Some were also said to have lost their self-esteem due to the fact that they have been identified as underperforming employees and they are being monitored. This is fully dependent on the way employees perceive how a company deals with underperforming employees.

5.4.1. Theme 1: Positive

Participants of this study agreed that corporate culture has an influence on employee performance. The question on this section is whether it has a negative or positive influence on employee performance. Respondents said often, corporate culture has a positive influence on employee performance. They said corporate culture provides guidance to the company's operations. This follows the findings from Uddin *et al.* (2013) which state that top management have a responsibility to maintain a culture that guides employees with transparent policies and procedures. The study continued to state that employee performance is actually influenced by code of conduct, motivation and rewards. One of the respondents in this study also mentioned that the company should maintain consistency as consistency helps employees to perform according to values.

- **Category One: Growth**

Standard Bank listed growing its people in their values. This means that Standard Bank has a culture of developing and growing its people. Participants said this culture has a positive influence on employee performance. Companies that put emphasis on growing their people are able to retain their employees. Employees know that the company is investing in them and as the company grows, they actually grow with it. It is imperative for companies that work with customers face-to-face or that work directly with customers, to invest in their employees and keep them happy. Participants said they are happy they work for the bank and the company is always providing training to make them better employees and enhance their

skills. In addition, they said there are opportunities to grow within the company. Sparrow (2015) states that “*how customers feel about the company is influenced by how employees feel about the organisation*” this means that if employees are happy customers will then experience exceptional service.

- **Category Two: Motivation**

Participants who responded to the in-depth interviews said the performance of employees is also manipulated by motivation. This means a company that has a culture which motivates employees to do better may drive the performance of employees to be better. The respondents said motivation has a positive influence on employee performance. They said motivated employees always perform to their full capacity. Gredler *et al.* (2004) defines motivation as an attribute that will make an individual do something or not do it. Guay, Chanal, Ratelle, Marsh, Larose, and Boiwin, (2010) further explain motivation as “*the reason underlying behaviour*”. This means that employees do their work and increase their output based on their level of motivation to perform those tasks (Beyer, 1998; Schein, 1999). Standard Bank’s employees get rewards which also manipulate their performance. Although motivation may vary across other domains, some have their own specific personal interest which motivates their performance. These points therefore mean that corporate culture that motivates employees has an impact on their performance.

- **Category Three: Consistency**

Participants said consistency helps employees perform to their fullest capability. This study found that hierarchical culture is more dominant in Standard Bank than the other cultural dimensions. Hierarchical culture emphasizes consistency. Under this culture, there are rules and regulations in place that employees have to follow in the company. There is a clear job description which is given to employees and they are told beforehand what is expected of them. Two of the participants of in-depth interview said the changes that are implemented sometimes restrict employees and prevent them from performing at their fullest potential. They believe consistency can drive the company to achieve good results. One of the respondents argued that the corporate culture of Standard Bank has always been consistent and it is working for the company as it is currently producing good results.

- **Category Four: Guidance**

Corporate culture is used as guidance for everyone who is employed by the company. Top management instils the culture of how they want Standard Bank to operate and that culture has to be cascaded to employees. This works as their day-to-day operation guidance while they perform their tasks. Rahaman (2015:67) states that companies should always ‘*create the culture they want to deliver the performance they need*’. If the company does not create the culture they want, the attitudes and expectations within the company may develop a de facto culture. Participants of this study specified that they always comply with the company rules and regulations. They ensure that they always deliver what is expected of them and their behaviour within the company is guided by their corporate culture.

5.4.2. Theme 2: Negative

Leaders and branch managers of Standard Bank who participated in this study said that corporate culture does have a negative impact on employees sometimes. They also highlighted that it depends with how an employee perceives that culture. Employees that are underperforming may feel uneasy under performance management and sometimes lose their self-esteem as they fear that undergoing this process means they may lose their jobs. This depends with how the company handle the situation where employees are underperforming. Participants said that they monitor underperforming employees and train them if they need training, but the fact that they said employees have negative perceptions about the way it is done means the bank is not implementing the appropriate positive culture when dealing with employees that are underperforming.

- **Category One: Performance Management**

Standard Bank puts employees that are underperforming in the company under performance management, they are monitored. Most employees do not have a positive perception about this system. They think the bank wants to retrench them. Treleaven (2015) states that underperforming employees’ just need a positive workplace environment. The study also explains that employees improve their workplace performance if they actually receive positive workplace evaluation. This means that even if employees are underperforming, managers do not have to be harsh on them; they do not have to rescind their confidence. Treleaven (2015) goes on to state that managers might have to overrate employees that are underperforming, as maybe the overrating is the boost in confidence they actually need to

improve their performance. However, the study made exceptions to employees that do not perform because they were distracted by other things, like video games, which may have contributed to their underperformance. The above points' show that if a company has a corporate culture that is not conducive to underperforming employees, this may have a negative impact and could further affect employee performance.

- **Category Two: Self-esteem**

Corporate culture sometimes has a negative impact on employee performance. As a result of the strategies previously discussed for dealing with underperformance, some employees suffer from low self-esteem once they are identified as under-performers. The respondents said the best way to deal with underperforming employees is to provide assertive training which will increase one's ability and self-regard; as a result the employee will be able to have self-assurance and self-confidence which will increase employee self-esteem. One can conclude by stating that corporate culture can have a negative influence if it will drive employees to have low self-esteem.

5.5. Objective Three: To investigate how employees adjust to new or developing culture

This section discusses how corporate culture transformation is implemented at Standard Bank using the results that were displayed in Chapter Four. The researcher found that any changes that are implemented within the bank are imposed on employees from the head office. This goes in line with corporate culture dimensions' score which displays that Standard Bank is more of a hierarchical company. The section also covers the perceptions of the employees when there are changes in the company. The research found that most of the employees at Standard Bank embrace the changes while there are some that repudiate. When employees have to actually adjust and adapt to the new culture, it takes some time and there are employees that panic when they have to adjust.

Lastly, this section looks at how the organisation assists employees to have positive perceptions about change and easily adjust with minimum challenges. The researcher found that there is change management which deals with corporate culture transformation and the participants said there are different communication channels that are applied to assist employees with the changes. The results discussed here were analysed using thematic data analysis technique and it discusses in detail how the above mentioned themes, categories, and

codes affect Standard Bank's employee performance. Corporate culture that exists within the bank plays a fundamental role when dealing with corporate culture changes. The bank creates a culture which encourages employees to embrace change. It is even listed in job advertisements for Standard Bank that the organisation requires potential candidates to be able to embrace change and be innovative. However, while this is so, the bank is still concerned that older employees still find it more difficult to embrace change.

5.5.1. Theme One: Corporate culture transformation

Corporate culture transformation is normally imposed to employees from top management and this is what causes conflict which is carelessly ignored by the corporate culture transformation agents. When the company transforms its corporate culture, top management needs to understand the perceptions of those who are directly impacted by these changes. The company may have a plan for how they will ensure that employees successfully adjust to the new culture, but if they do not know their perception it will be difficult to plan accordingly. Even the organisational interference may not be effective, due to the fact that the organisation did not understand the perceptions of the individuals directly affected by the changes. Company managers have a tendency of assuming that enhancing corporate culture will lead to employees being motivated and performing better. Therefore, they impose the changes on them and believe that they have to eventually adapt and experience the benefits of the changes. Howes (2012) argues that it is necessary for all employees to be involved in the process as lower level employees are the ones who first notice cultural gaps. This may lead to less or no resistance during the transformation phase.

- **Category One: Perception**

Respondents were questioned if they think the company should change its culture or not. 53.7% of the respondents said the bank should not change its culture. When the interviews were conducted, the respondents said the bank does not really change the culture but it changes the systems. Employees have learned to deal with the changes because the systems are always changing. Then they were asked by the researcher how they would adapt to the new or developing culture if there were changes. Respondents said they would embrace the changes, as they understand the diversity that exists within the company. Standard Bank's employees have a culture of positivity which is also displayed when dealing with customers (Standard Bank, 2014). They said that this positive attitude also assists them when they have

to deal with or go through changes within the bank. Changes in the bank are normally made in order to enhance customer service, employees thus responded that their perceptions towards change are always positive, especially when these adjustments benefit their customers and helps them work more efficiently.

- ***Code One: Repudiate***

Resistance is the main problem when it comes to implementing changes (Chiloane-Tsoka, 2013). Branch and service centre leaders who were interviewed said they do experience resistance when there are changes especially with older employees. The bank has created an environment where change is embraced but it seems they have not done well to convince older employees to also embrace change. When employees resist change within the company this hinders their performance (Chiloane-Tsoka, 2013). Normally company interference is the one that shapes the perceptions of employees. If employees have negative perceptions about the changes, they will reject them (Goetsch and Davis, 2010).

- ***Code Two: Embrace***

Most employees at the bank embrace change. One of the employees' responses says "*the ability to adopt is encouraged in the bank, as well as continuous improvement driven, by the change management team. So change is inevitable*". Changes have to be gradually implemented to ensure that employees adjust and adapt with minimum challenges (McBride *et al.*, 2015). Challenges perceived by employees when they hear about the need for potential changes are normally the reason some employees do not accept change (Garg, 2013). There are communication platforms within the bank that are used to engage employees but they are not fully utilised, especially when there are change plans. Management fully utilises the communication channels to communicate the changes but employees do not utilise them to provide feedback. This therefore causes employees to believe that changes are actually imposed on them with little engagement. The way employees perceive change drives their performance, because when they embrace the changes, they are willing and able to apply the new systems to enhance their job performance (McBride *et al.*, 2015).

- **Category Two: Adjustment**

When there is corporate culture transformation within the company, one should manage how those directly affected by the changes will adjust (Goetsch and Davis, 2010). The

management of adjustment processes could lead to the successful implementation of the new changes. It takes time for Standard Bank's employees to fully adjust to the new corporate culture. The bank provides the support to assist the employees to easily adjust, but there are still those that panic when there are changes within the company. Although the bank is trying to build a culture that enables employees to embrace any type of change, within the organisation, there are still those who resist change. They believe that change will reduce their abilities to perform at their full capabilities. However, to ensure that employees adapt to changes, they have to understand the benefits that come with the changes (Goetsch and Davis, 2010). Therefore, organisational interference is imperative to communicate the process and the benefits that come with the changes to stakeholders, especially the ones that are directly affected by the changes.

- ***Code One: Takes time***

There are challenges that a company may experience when employees have to adjust to a new corporate culture, which makes it hard for employees to shift to the new corporate culture. Those challenges make it hard for employees to easily adjust in record time. The participants said it takes two to three months for employees to fully adjust depending with the complexities of the changes. There are employees that make it hard for them to adjust by resisting change but they in due course change with time. New employees are taught to embrace change and the culture of being innovative is nurtured, but as was mentioned before, the challenge exists with older employees (Garg, 2013). Younger employees with less experience in the company are finding the culture of being dynamic and innovative already deeply ingrained in their job specifications. This prior preparation also has an impact on how employees perform, especially during the months of transformation.

- ***Code Two: Panic***

It is sometimes found that that even when employees are trained to adapt to change, when the transformation phase comes, they panic. This typically occurs when employees are not confident that they will be able to use the new systems. These insecurities may have an adverse effect on the job performance of such employees, under the new systems as they do not give themselves the time to fully learn how the new systems can improve their efficiency (McBride et al., 2015). Some employees may also feel that they will lose their jobs if they are unable to adjust and this further increase the panic and insecurity. However, Chiloane-Tsoka

(2013) explains that panic actually has a positive and negative impact on employee performance; depending on the reason behind it. Some employees may panic and try by all means to learn and adapt fast so that their performance is not affected, while other employees may panic and have a negative perception about the changes leading to more resistance.

- **Category Three: Organisational Interference**

The participants from Standard Bank explained that the company puts a lot of effort to ensure its smooth operation. They always interfere when there is organisational transformation, to make the adaption to change easier for employees by practically managing the process. They even provide training if necessary to ensure that everyone embraces the changes within the company, although resistance still occurs.

- ***Code One: Change management***

Respect is a crucial aspect for change management. Respect drives the communication content and tone. Managers need to know that respect is the prerequisite for successfully collaborating through change with all the stakeholders. Participants who responded to the interviews said the bank monitors the transformation phase and provide effective training to those who are directly affected by change. This therefore means that change does affect the performance of employees, as they either enhance their skills, through training, and increase their output or they struggle with changes and have a negative performance. As mentioned in Chapter Two, managers are the best agents for implementing change. They are the ones who have to introduce change, deal with resistance and ensure that the organisation overcomes all challenges (Tahir and Sajjad, 2013). This means that change becomes a success as a result of an effort that was contributed by managers and change officers.

- ***Code Two: Communication***

There are different platforms that Standard Bank uses to communicate with employees. There is broadcast television on Wednesdays and Thursdays, which is known as Blue Wave, emails, a monthly booklet and road shows. Effective communication in the company occurs when leaders are systematically conveying compelling instructions and strategies to employees and two-way communication between employees and management occurs in response to these. Senior managers that focus on strategy prioritise consistent and frequent communication and that is critical for guiding people to the right direction. Smith *et al.* (2004) and Melchar and

Bosco (2010) state that to communicate a vision, within the organisation, is the key phase of transformational leadership. Two-way communication allows managers to also get first-hand feedback from employees. Managers who are conveying the message to employees should be disciplined and persistent. It is mostly essential to involve stakeholders during the communication process throughout the transformation process. Standard Bank's participants mentioned the effectiveness of communication within the bank and said it does affect employee performance because they also know what is expected of them.

5.6. Conclusion

This chapter provided a detailed discussion of the results. The discussion provided the outline of how the research questions were answered. All the objectives of the study were discussed, along with the findings, to assess if the researched questions were successfully answered. The aim of this study is to investigate the impact of corporate culture on employee performance. Data analysis ensures that the collected data either secondary data, primary data collected through interviews and questionnaires is successfully synthesised and interpreted in this chapter to address the research questions and achieve the above mentioned aim.

In conclusion, the discussion in this chapter and the presentation of findings in the previous chapter display that all the objectives were addressed, although with the presence of limitations that will be discussed in the final chapter. This chapter also shows that it is not easy to determine which dimension of corporate culture is dominant within the bank because all the four CVF dimensions exist within Standard Bank and they had close scores with each other. It can be concluded that there is more attention given towards the implementation of a hierarchical culture than towards the implementation of other types of culture.

The following chapter will provide the concluding remarks of the overall study. It will cover an overview of the research study and also reflect on the research objectives and provide recommendations, limitations of the study as well as areas for future research.

CHAPTER 6: CONCLUSION AND RECOMMANDATIONS

6.1.Introduction

The previous chapter provided a detailed discussion of the findings and how they each affect or have an impact on employee performance. It displayed how the primary data was used to achieve the objectives of the study and how the research questions were answered. This chapter covers the concluding remarks of this study and thereafter proposes the recommendations to Standard Bank, based on the findings. The researcher starts by giving an overview of previous chapters covered in this study. Thereafter, a concluding discussion of how the research objectives were achieved in different sections of this study will be given. The research further concludes by drawing relevant recommendations, explaining the limitations of the study and identifying gaps for future research.

6.2.Discussion of Research Objectives

This section reflects on the research questions of this study and it indicates how those research questions were answered in the study. Table 6.1 shows the objectives and the research questions that guided this study. Thereafter, this section provides a discussion of how the research questions were addressed.

Table 6.1 research questions and objectives

Research Questions	Research Objectives
<ul style="list-style-type: none"> ➤ Which factors of corporate culture make up a Standard Bank corporate culture model? 	<ul style="list-style-type: none"> ➤ To investigate factors that make up the corporate culture model of Standard Bank
<ul style="list-style-type: none"> ➤ To what extent does corporate culture influence employee performance? 	<ul style="list-style-type: none"> ➤ To investigate the influence of corporate culture on employee performance
<ul style="list-style-type: none"> ➤ How do employees perceive and adapt to the changes of corporate culture? 	<ul style="list-style-type: none"> ➤ To investigate how employees adjust to new or developing culture

6.2.1. Objective One: *To investigate the factors that makes up the corporate culture model of Standard Bank*

After an extensive discussion of the findings, the researcher concluded by highlighting dimensions of the Competing Values Framework which exist within Standard Bank. Hierarchical culture was found to be the most dominant culture. The participants also emphasized the importance of compliance, employee adherence to ethical the standards, rules and regulations, and holding the highest integrity. To state that hierarchical culture is the dominant dimension within the company is supported by the emphasis on compliance by the participants of this study.

There are regulations that are in place to guide the way banks operate in South Africa. Standard Bank complies with those regulations which are given to them by the South African Reserve Bank which gives guidance to how banks operate. Therefore, it was not surprising to discover that Standard Bank puts more emphasis on hierarchical culture because they do have to adhere to the rules and regulations of the Reserve Bank. Even though Standard Bank puts more emphasis on hierarchical culture, other dimensions of the Competing Values

Framework do exist within the bank. When the study was done to identify what is considered important within the company, the researcher found that its developmental culture.

The system in the banking industry is always changing therefore, employees have to be always ready to meet new challenges and further drawing attention to the value of developmental culture to the company, as a strategy for overcoming new challenges. The discussion in Chapter Five explained that Standard Bank is the kind of organisation that adheres to rules and regulations. They have established operating procedure. However, when employees were asked about how they perceive their leaders, the majority of respondents answered that group culture is emphasized when it comes to leadership. This means there is a flexible relationship between managers and employees. Employees can thus share their issues with managers freely. This is benefits the company as the leaders are better able to assist employees that are struggling, as they will know what is affecting them and be in a position to provide them with the necessary support.

6.2.2. Objective Two: *To investigate the influence of corporate culture on employees' performance*

After extensive discussion of the findings for this objective, the researcher concludes this study by highlighting the factors of corporate culture that have an influence on employee performance. The themes that influence employee performance are performance appraisals, goal achievement, value sharing, and staff recognition. The employees are also guided by ethical standards, rules and regulations, and integrity. Employees at Standard Bank have a desire to provide excellent customer service and deliver to shareholders. Therefore, the researcher concludes by stating that corporate culture has a significant influence on employee performance. Corporate culture therefore poses more positive influence than negative on employee performance.

Standard Bank's managers have managed to shape corporate culture in a way that enables it to provide a positive influence on employees. This study provided recommendations for how managers can assist employees and reduce the negative influences corporate culture has on employee performance. With the presence of a hierarchical culture, employees in the bank do not have a problem with complying with the rules and regulations as they are aware of the positive influence of corporate culture on employee performance.

6.2.3. Objective Three: *To investigate how employees adjust to new or developing culture*

Standard Bank often makes changes to its operations or systems and not its values. However, although these changes are common, some employees, especially those more senior in age are often found to resist change and may perceive corporate culture changes as obstacles to their performance, especially if they do not understand why these changes exist or they believe the previous systems are better than the ones being introduced. Such employees tend to rely on the old culture because it works for them. As executive managers at Standard Bank make the changes within the company, employees are encouraged to follow suit, especially as the whole company changes. Although this resistance still occurs, employees are trained for change so that they are able to overcome some of the challenges that come with it. There are platforms that are used to ensure that corporate culture change is efficiently achieved. The company also monitors change and ensures that it is executed successfully. As a result, in the long run, all employees are found to adopt the changes made, and those that reject them are said to eventually accept them. Employees normally take two to three months to fully adjust.

6.3.Recommendations

It has been noted from this study that corporate culture has a significant impact on employee performance. The following recommendations can be used by Standard Bank to enhance positive influence on their employee performance:

- Employee engagement is an important component for successful implementation of new systems and new corporate culture. When Standard Bank changes its corporate culture it should ensure that it communicates a succinct statement to employees. The statement should be comprehensive of what the changes will be and how the employees and the company will benefit from the changes. The statement that explains why the changes are necessary should further explain those who will directly be affected by the changes.

Branch managers and service centre leaders identified that it is mostly the older individuals in the company who resist changing. Therefore, it is important for the bank to engage the resisters while they also identify individuals that have verbal sway over others (who can be described as informal leaders). Managers need to use their emotional intelligence to engage these individuals one-on-one with the purpose of listening to them. While managers engage these individuals, one-on-one, there is no

need to persuade them at that point. At this stage, managers just need to apply active listening which will later be confidently used to redirect any resistance.

Change commonly comes with some complexities therefore, it is essential for managers to communicate these potential complexities with those directly affected by the change. This will further prepare employees for potential future encounters with complexities, during the implementation stages. Communication is imperative when the company is planning to implement changes. Communication enables everyone to know what to expect during the implementation of changes, so as to be better prepared even when problems.

- Standard Bank should find a new strategy of dealing with underperforming employees. They should not make them lose their self-esteem in the process nor fear for their jobs. Managers should find a positive way of giving employees feedback and ensure that those who are underperforming perceive the assistance given by the bank as positive and are comfortable with being monitored until they perform to their full capabilities.
- The participants of this study emphasized the importance of compliance within the bank. Therefore, the senior management of the bank should take the responsibility of coming up with the permanent and effective compliance function which will be consistent with the compliance policy, within the company.
- Standard Bank has a more hierarchical culture rather than other dimensions; therefore, the bank should recruit employees with the personalities that are in line with corporate culture of the company to reduce conflict. However, this does not mean that they should not recruit diversified candidates. Employing individuals with a diverse culture increases the creativity and innovation in the company because employees come up with unique ideas from different backgrounds. These employees should also be taught about the company's corporate culture.
- Employee performance should be measured and thereby identify what influences the result. It should not be assumed that it is only corporate culture that influences the employee performance. This means that Standard Bank should understand the relationship between corporate culture and the performance of employees.

- Standard Bank should make their culture flexible. Corporate culture should be able to adapt to dynamic changes to accommodate employee expectations and keep them satisfied. This will lead to the company retaining most of its talented employees.
- Managers should ensure that their corporate culture is in line with their corporate strategy. Corporate culture should be effectively used as a tool for achieving corporate strategy. If managers have the authority to adjust the strategy, they have to listen to employees and be open to changes. Managers have to be alert to change their strategy if it makes sense to change it. By listening to employees, managers might pick up some valid points which are viable for what the company is trying to do and assist when implementing the changes.
- Standard Bank should create different dimensions of corporate culture in their organisations as long as these will help the company achieve its objectives and be successful. Standard Bank has group, developmental, rational and hierarchical culture. Therefore, they need to ensure that employees can apply the most effective dimension to deal with each given situation. Having clear guidelines and frameworks on the effective application of different dimensions is beneficial for the company. Leaders must be proactive in managing the process of building or developing corporate culture in the company.

6.4.Limitations of the Study

The study was limited to Standard Bank staff members in branches and service centres in Pietermaritzburg only. The sample size did not represent the total population of Standard Bank, therefore, the results cannot be generalised to the whole of Standard Bank. However, they may provide useful insight.

The questionnaire that was used in this study is the original questionnaire that was used by Quinn and Rohrbaugh (1981) in their study. The questionnaire limits the researcher from obtaining some of the variables which could have helped to gain more perspectives on corporate culture of Standard Bank in Pietermaritzburg.

6.5.Overview of the Previous Chapters

This section gives an overview of the various chapters covered in this dissertation. This study is analysed the impact of corporate culture on employee performance. The researcher looked

at the way Standard Bank operates. Data was collected using questionnaires and in-depth interviews with service centre leaders and branch managers. The corporate culture of the bank was discussed and the researcher identified the factors that influence the performance of employees within the bank.

The dissertation was structured as follows:

Chapter One provided a short descriptive title with the aim of this study. There was a clear background of the study, as well as a brief background of the company that is the focus of this study. The motivation of the study is also discussed and the researcher outlines the problem at hand which is investigated in this study. Thereafter, the research objectives and researcher questions were also displayed in this chapter. The chapter further covered the summary of the methodology that is applied in this study and the theoretical framework which is used for this study.

Chapter Two provided insight into Standard Bank's culture with the use of secondary data. The chapter provided a literature review which looked at how different authors describe corporate culture. This gave a better understanding of corporate culture, as the subject of this study. It further discussed the different dimensions of corporate culture and how they are relevant to this study. It was also essential to provide the discussion of employee performance, corporate governance and ethics, and change management as this review was crucial for the discussion of the findings.

Chapter Three gave a clear blue print of how this study was conducted, with all the methodologies that were applied to successfully achieve the objectives of the study outlined. A detailed design of the study is also covered in this chapter. The researcher uses a mixed method approach and uses secondary data and primary data to answer the research questions. Questionnaires and in-depth interviews were conducted, hence the use of mixed methods approach. To analyse the collected data the researcher used SPSS, Microsoft Excel and Thematic data analysis. Ethical considerations and reliability, as well as the validity of the study were also covered in this chapter.

Chapter Four provided the results of the primary data that was collected using the questionnaires and in-depth interviews. The data was analysed using SPSS, Microsoft Excel, and Thematic data analysis techniques. The data was collected with the aim of achieving the research objectives. The displayed results showed the corporate culture of Standard Bank,

how it influences employee performance, and how employees adjust to the changes of corporate culture within the company.

Chapter Five provided a brief discussion of the findings that were displayed in Chapter Four. The validity of the collected data was proven when the researcher showed the accuracy of the collected data to addressing the research questions.

Chapter Six provides the conclusion of the overall study, overviews the objectives of this study and discusses how the research questions were answered. In addition, the chapter provides the recommendations which are also an essential part of this study.

6.6. Concluding Remarks

In the introduction of this study it is mentioned that the study is influenced by the opening up of global markets. Multinational companies are capitalising on the opportunities to expand to other countries with free or efficient access and to move their organisational operations to promising markets. In the wake of this, companies like Standard Bank have been encouraged to investigate their culture and ensure that it is suitable countries in which they are operating in. The company has to investigate how corporate culture affects the employees of the organisation in every region. This study also adds to the information of how employees are affected by the corporate culture that exists within the company.

The study has provided insight into the corporate culture dimensions that exist within Standard Bank and how these affect employee performance. In addition, it covered the impact of changing corporate culture and its complexities, and provided recommendations to deal with change resisters. The negative influence of corporate culture has been identified in this study and the opportunity for improving the company culture is presented, which can be successfully and practically implemented. Based on the findings of this study, all the corporate culture dimensions of CVF exist within Standard Bank therefore, it is critical for employees to know which culture to apply when faced with varying circumstances.

It is also demonstrated on the company's website that its firm's values are the contributing factor towards the company's success. As a result, this study displays supporting information that shows the critical knowledge about the company's culture and how it directly affects employee performance. Standard Bank has to invest time and effort in managing the culture of the company, conduct research and investigate employee perspectives on corporate

culture, as well as their perceptions; so as to successfully implement changes without negatively affecting employee performance.

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LIST OF APPENDICES
APPENDIX A: INFORMED CONSENT
UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Dear Respondent,

M Com Research Project

Researcher: Bongumusa Nxumalo (074 893 1492)

Supervisor: Mr. Nigel Chiweshe (033 260 5355)

Research Office: Mariette Snyman (031 260 8350)

I Bongumusa Zamani Nxumalo am a Master of Commerce student in the School of Management, IT and Governance at the University of KwaZulu-Natal. You are invited to participate in a research project entitled: *The Impact of Corporate Culture on Employees Performance: a case of Standard Bank in Pietermaritzburg.*

The aim of this study is to understand corporate culture and its impact to Standard Bank employees' performance. There are negative and positive outcomes that are derived by the corporate culture that exists in the company.

The objectives of the study are:

- To investigate factors that makes up the corporate culture model of Standard Bank;
- To investigate the influence of corporate culture on employees' performance; and
- To investigate how employees adjust to new or developing culture.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 30 minutes/s to complete the interview. I hope you will be willing to participate in this research through allowing to be interviewed.

Sincerely

Investigator's signature _____ Date _____

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

M Com Research Project

Researcher: Bongumusa Nxumalo (074 893 1492)

Supervisor: Mr. Nigel Chiweshe (033 260 5355)

Research Office: Mariette Snyman (031 260 8350)

CONSENT

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

I consent/ do not consent to having this interview audio-recorded

Signature of Participant

Date

APPENDIX B: INTERVIEW GUIDE

Interview Number:

Home Language:

Position in the Company:

Number of years in the Company:

Section A: Corporate Culture

Q1- How do you define corporate culture?

Q2- Could you please describe your corporate culture within the company?

Q3- which factors make up your corporate culture model within the company?

Section B: Influence of Corporate Culture

Q4- Does corporate culture influences the performance of employees?

Q5- If so, How?

Q6- To which extent does corporate culture influences employees' performance?

Q7- Would you say that it has a positive or negative influence on employees' performance?

Section C: Employees Adjustments to New Culture

- Q8- How many times has your company changed or introduced new corporate culture in the past five to ten years?
- Q9- How do employees perceive the new or developing corporate culture in the company?
- Q10- Do they easily adjust to the new or developing corporate culture?
- Q11- How long does it take the employees to fully adjust and adopt the new or developing corporate culture?
- Q12- What does the company do to make sure that employees know about the new or developing corporate culture?

APPENDIX C: INFORMED CONSENT
UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Dear Respondent,

M Com Research Project

Researcher: Bongumusa Nxumalo (074 893 1492)

Supervisor: Mr. Nigel Chiweshe (033 260 5355)

Research Office: Mariette Snyman (031 260 8350)

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If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 15 minutes/s to complete the questionnaire. I hope you will be willing to participate in this research project.

Sincerely

Investigator's signature _____ Date _____

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

M Com Research Project

Researcher: Bongumusa Nxumalo (074 893 1492)

Supervisor: Mr. Nigel Chiweshe (033 260 5355)

Research Office: Mariette Snyman (031 260 8350)

CONSENT

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant

Date

APPENDIX D: QUESTIONNAIRE

The impact of corporate culture on employees' performance: a case of Standard Bank in Pietermaritzburg.

This questionnaire would take no longer than 15 minutes of your time to complete.

Please answer the questions to the best of your knowledge.

Mark your answer by placing a tick in the appropriate block.

Your participation in this Study is greatly appreciated

SECTION A – Demographics

1. Age
 - Under 30 years
 - 30-49 Years
 - 50 years and over

2. Gender :

Male
Female

3. Race
 - African

White

Indian

Coloured

Other

SECTION B

How long have you been working for Standard Bank?

- 0 – 1 years
- 1 – 3 years
- 3 – 5 years
- 5 years or more

How would you describe the area in which you are residing?

- Urban
- Rural

SECTION C: CORPORATE CULTURE

[The four culture scores were computed by adding all four values of the A items for clan, of the B items for hierarchy, of the C items for adhocracy, and of the D items for market. The results, reported in Table 1, can therefore equal more or less than 100, which would be the result only if respondents distributed points equally on each question. The scale was adapted from Cameron and Freeman (1991) and Quinn (1988).]

These questions relate to what your operation is like. Each of these items contains four descriptions of organisations. Please distribute 100 points among the four descriptions depending on how similar the description is to your business. None of the descriptions is any better than any other; they are just different. For each question, please use all 100 points. You may divide the points in any way you wish. Most businesses will be some mixture of those described.

1. Kind of Organisation (Please distribute 100 points)

- _____ My organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves.
- _____ My organisation is a very formalized and structural place. Established procedures generally govern what people do.
- _____ My organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
- _____ My organisation is very production oriented. A major concern is with getting the job done, without much personal involvement.

2. Leadership (Please distribute 100 points)

- _____ The head of my organisation is generally considered to be a mentor, sage, or a father or mother figure.
- _____ The head of my organisation is generally considered to be a coordinator, an organizer, or an administrator.
- _____ The head of my organisation is generally considered to be an entrepreneur, an innovator, or a risk taker.
- _____ The head of my organisation is generally considered to be a producer, a technician, or a hard-driver.

3. What holds the Organisation Together (Please distribute 100 points)

- _____ The glue that holds my organisation together is loyalty and tradition. Commitment to this firm runs high.
- _____ The glue that holds my organisation together is formal rules and policies. Maintaining a smooth-running institution is important here.
- _____ The glue that holds my organisation together is a commitment to innovation and development. There is an emphasis on being first.
- _____ The glue that holds my organisation together is the emphasis on tasks and goal accomplishment. A production orientation is commonly shared.

4. What Is Important (Please distribute 100 points)

- _____ My organisation emphasizes human resources. High cohesion and morale in the firm are important.
- _____ My organisation emphasizes permanence and stability. Efficient, smooth operations are important.
- _____ My organisation emphasizes growth and acquiring new resources. Readiness to meet new challenges is important.
- _____ My organisation emphasizes competitive actions and achievement. Measurable goals are important.

Do you think there should be some changes from the corporate culture of Standard Bank?

- Yes
- No

If Standard Bank were to change its corporate culture, how would you adapt to the new or developing corporate culture?

.....

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APPENDIX E: ETHICAL CLEARANCE



19 November 2015

Mr Bongumusa Zamani Nxumalo (209506800)
School of Management, IT & Governance
Pietermaritzburg Campus

Dear Mr Nxumalo,

Protocol reference number: HSS/0707/015M

Project title: The impact of corporate culture on employees' performance: A case of Standard Bank in Pietermaritzburg

Full Approval – Expedited Application

In response to your application received on 10 June 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Mr Nigel Chiweshe
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Debbie Cunynghame

Humanities & Social Sciences Research Ethics Committee

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