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**AN ANALYSIS OF ORGANISATIONAL CULTURE IN A RESTAURANT IN
GRAHAMSTOWN, SOUTH AFRICA**

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MASTER OF BUSINESS ADMINISTRATION

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**AN ANALYSIS OF ORGANISATIONAL CULTURE IN A RESTAURANT IN
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by

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List of Acronyms and Abbreviations

CVF Competing Values Framework

OCAI Organisational Culture Assessment Instrument

Declaration

I, Oabona Bonnie Kamona, declare that this thesis is my own original work and that all sources have been accurately stated. I declare that this work has not been submitted, prior to this, in part or in whole to any university in order to obtain an academic qualification.

O. B. Kamona

23 January 2017

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Abstract

This study investigates organisational culture and shared values that currently exist at Saint's Bistro in Grahamstown along with the desired organisational culture and desired values. In particular it explores possible discrepancies between the two using the reliable and valid Competing Values Framework (CVF) and its matched scale, the Organisational Culture Assessment Instrument (OCAI) and the Shared Values Survey. McDonald and Gandz (1992: 64-67) discovered 24 shared values that correlate with modern business and where each value ties in with one of the four quadrants of the CVF. The researcher found a study conducted by Burchell and Saele (2011: 512) which is a cultural study based on the CVF working in conjunction with shared values survey to analyse a situation and it presented an improved means of investigating culture and values related facets within an organisation. The aim of this study is to examine the existing culture and subsequently make recommendations that can create alignment between what is currently experienced and what is desired in the organisation, if it is found that misalignment exists. This research presents a study using a paper based survey conducted in a restaurant in Grahamstown, South Africa. The results are based on the use of the OCAI in conjunction with organisational shared values profiles.

The study revealed that there is no significant gap between the current organisational culture and the desired organisational culture within the organisation. Due to these findings, the research established that a structured strategy for maintaining the organisational culture should be developed in order to sustain the existing organisational culture that can be used when recruiting and on-boarding new employees in the future. The research is significant in that it highlighted a link between the competing values framework and the shared values survey and this will contribute to the effective analysis of organisational culture in future culture research.

1.0 CHAPTER ONE: INTRODUCTION

1.1 Introduction

This research is focused on Saint's Bistro – a restaurant in Grahamstown, South Africa. The study examines the existing and desired organisational culture of the company from employees and management perspective in order to provide a clear picture of organisational culture values of Saint's Bistro and also suggest a comprehensive management plan to minimise its negative outcomes. From anecdotal evidence, the researcher observed inconsistency in perceptions of organisational culture within the restaurant. It would help to reconcile difference between existing and desired organisational culture values of the company which may lead to potentially positively contribute towards the growth of small businesses in Grahamstown. This research could also be used as a zero measurement preceding any changes in Saint's Bistro.

The results of the research indicate the existing organisational culture and the desired organisational culture as per the staff, deduced from the survey questionnaires. This enabled the researcher to establish whether there is a misalignment between the existing and desired organisational culture, and offer recommendations on ways that can be used to ensure that the requisite organisational culture is implemented. Further study may be conceivable across similar restaurants in order to enable one to generalise about the organisational culture of the Grahamstown industry and possibly small restaurants across the country as a whole. This study could also be used as a zero measurement preceding any changes in Saint's Bistro – once these changes have been made a second assessment can be performed to better measure the effectiveness of the organisational change.

1.2 Background of the study

In the late 1970s and early 1980s the topic of organisational culture captured managers and scholars interest. The concept of organisational culture has received increasing attention in recent years both from academics and practitioners. It is a widely used term but one that seems to give rise to a degree of ambiguity. It is a difficult task to define the concept of "organisational culture". Definitions take different shapes depending on the concept they reflect, their authors' approaches and emphases. Watson (2006) emphasises that the concept of culture originally derived from a metaphor of the organisation as 'something cultivated'. Following the first emergence of the concept of organisational

culture in the late 1970s, it soon joined the ranks of the predominant and highly contested concepts in management research and practice (Linnenluecke & Griffiths, 2004). Organisational culture is defined as a set of shared assumptions, values and norms that shape a plethora of organisational behaviours and create uniqueness for an organisation (Tsai, 2011; Cameron & Quinn, 2006). Arnold (2005, p 625) indicates that “organisational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organisation its distinct character”. However, this pattern of values, norms, beliefs, attitudes, principles and assumptions may be unwritten or non-verbalised behaviour that describe the way in which things get done; to give the organisation its unique character (Brown, 1998). There are two schools of thought from which this concept of organisational culture emerged, the anthropological school of thought (the idea that organisations are cultures) and the sociological school of thought which avers that organisations have cultures (Cameron & Quinn, 2006: 145). It can affect productivity, as Milne (2007) states that employees who comprehend the workplace culture grasp the organisational objectives; they are better attuned to the needs of their managers, their colleagues and customers and they demonstrate loyalty and commitment to the organisation.

The Competing Values Framework is an organisational culture typology that comprises four categories and was developed by Cameron and Quinn (2006). The CVF is founded on two dimensions namely, how flexible or stable an organisation is, and how internally or externally focused it is. The development of the CVF underpinned that of the Organisational Culture Assessment Instrument (OCAI) whereby respondents to the survey assess the existing organisational culture in their workplace and also specify culture they would prefer for the future (Cameron and Quinn, 1999). Comparisons between the existing and the desired organisational culture may reveal a misalignment that is detrimental to the attainment of organisational goals. Therefore the differences between the current and desired culture can provide a basis for organisational change.

The culture types offered by the CVF include clan, market, hierarchy and adhocracy. Additionally, these culture types afford a gauge of job satisfaction, attitude towards the organisation, behaviour of management etc. (Ubius and Alas, 2009:39). Consequently, deduction can be made that organisational culture influences vital aspects of an organisation and as such, influences the performance of that organisation (Pun, 2001:323). Strategic leadership needs to consider all influential aspects of organisational operations, including organisational culture and understanding the impact of various organisational culture types, as this aids in generating the appropriate organisational culture (Kangas, 2009:29).

Organisational shared-values are more involved with individuals in an organisation and how these values affect an organisation's employees. McDonald and Gandz (1992) are of the view that the employees' shared values can reinforce organisational effectiveness and consequently identified 24 shared values that are, as per the authors, an all-inclusive set of dimensions pertinent to modern organisations. McDonald and Gandz (1992) place the 24 dimensions of value into four categories: task-oriented, relationship-oriented, change-oriented and status quo oriented and each category corresponds to the CVF's four quadrants reported by Quinn and McGrath (1985). Although McDonald and Gandz (1992) linked their shared values to the core values of the Competing Values Framework, Burchell and Saele (2011) conducted a culture study the researcher found that investigated an analysis of culture based on the CVF along with shared values. Notwithstanding this, there are anecdotal indications that employees' behaviour, performance and effectiveness are guided by their reaction to the current existing organisational culture. Some researchers' findings show that certain kinds of cultures correlate with economic performance (Denison, 1990; Kotter and Heskett, 1992; Sorensen, 2002). A small scale business like Saint's Bistro should take into consideration the organisational culture values in achieving its economic performance.

1.3 Problem statement

Organisational culture represents a company's overall lifestyle, and involves a variety of elements that make the organisation stand out among internal and external collaborators. Organisational culture, also known as company culture, is one of the most imperative criteria for candidates when selecting work. According to Milne (2007) organisational culture can increase marketability of an organisation and as such can affect the way talent is attracted and acquired. For new employees this would mean adaptive behaviour within the organisation that leads to new belief systems. This new and adaptive behaviour instilled through organisational values and beliefs are associated with rituals, myths and symbols to reinforce the core assumptions of organisational culture (Hofstede, 1991). It also represents a significant aspect for existing employee, allowing them to develop a strong sense of belonging and also allow members of a company to move in the same direction. Each company adopts its own organisational culture and will have its own culture.

Withstanding this, organisational culture can effectively promote or hinder cooperation, exchange of knowledge, experience and ideas among individuals and organisations. The academic literature suggests that traditional organisational cultures are likely to impede business modernisation unless they themselves are changed to become aligned with the modern role of government as an engine of

economic growth. Zalami (2005) notes that culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change. Robbins (1996:688) argues that organisational culture can be a liability in that it could play the role of a barrier to change, to diversity and to mergers and acquisitions.

In short, an organisation's culture can be supportive of - or hinder - the implementation of new initiatives and the achievement of its overall goals" as per Desson and Clouthier (2010:1). As such an individual who is swimming against the current and unable to perform his/her job optimally, will not be able to achieve long-term success of overall company goals. The same is true for those who are not in an organisation that is right for them. The employees of Saint's Bistro who do not understand the organisational culture may work against the company organisational culture values hindering the success of the company. The inconsistency in understanding of the existing and desired organisational culture values of the company by the employees may results in different employee behaviour, performance and effectiveness. In particular, failing to align existing organisational culture values with the goals of the organisation may lead to employees failing to uphold the existing and desired organisational culture values which ultimately hinder the achievement of long-term success of the company.

1.4 Significance of the study

An organisation's culture comes into being over a period of time. As such every organisation develops and maintains a unique culture, which provides guidelines and boundaries for the behaviour of the members of the organisation. Every organisation has a distinct value for each of the characteristics, which, when combined, defines the organisation's unique culture. Members of organisations make judgments on the value their organisation places on these characteristics and then adjust their behaviour to match this perceived set of values. In groups of people who work together, organisational culture is an invisible but powerful force that influences the behaviour of the members of that group. It is a scheme of shared assumptions, values, and beliefs, which governs how people behave in organisations. These shared values have a strong influence on the people in the organisation and determine how they dress, act, and perform their jobs.

Desson and Clouthier (2010) stated that organisational culture can determine the effectiveness and speed at which tasks are fulfilled; an organisation's receptiveness to change; and the way employees interact with each other. There are anecdotal indications that employees' behaviour, performance and effectiveness are guided by their reaction to the current existing organisational culture. As a result,

organisational culture therefore gives organisations a sense of identity and determines, through the organisation's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here'. An organisation's culture summarises what it has been good at and what has worked in the past. Consequently, organisational culture is considered to be the great "cure-all" for most organisational problems (Wilson, 1992).

Martins and Martins (2003, p 380) state the general definition of organisational culture as "a system of shared meaning held by members, distinguishing the organisation from other organisations. The culture of an organisation eminently influences its myriad decisions and actions. A company's prevailing ideas, values, attitudes, and beliefs guide the way in which its employees think, feel, and act quite often unconsciously. For some, culture is considered the "glue" that holds an organization together and for others, the "compass" that provides direction. Due to the aforementioned, Saint's Bistro needs to ensure that the current organisational culture is aligned with the desired organisational culture in order to grow and distinguish their business and obtain desired outcomes. This alignment requires a proper investigation and analysis of the organisational culture. As organisations with clearly stated organisational cultures are often better workplaces and high-performing organisations which periodically reconsider and reaffirm their core values (Desson and Clouthier, 2010). Therefore, understanding organisational culture is fundamental to the description and analysis of organisational phenomena.

1.5 Research Aims

The aim of this research is to determine the organisational values and culture prevalent at Saint's Bistro from employees and management's perspective.

1.6 Research Objectives

This study provides a better understanding on how organisational values and culture prevalent at Saint's Bistro from employees and management's perspective can impact on desired business outcome in a long-term perspective. The specific objectives of this study are:

- To determine the individual and organisational cultural values that are important at Saint's Bistro.
- To describe the "existing" and "desired" culture profile for Saint's Bistro and then identify the similarities or differences between the "existing" and "desired" organisational culture.

- To establish the appropriate means by which to close the gaps to meet the desired business outcomes.

1.7 Research Questions

1. What are the organisational values and culture prevalent at Saint's Bistro from employees and management's perspective?
2. What can be done to improve upholding of individual and organisational values that are important at Saint's Bistro?
3. How to determine the "existing" and "desired" culture profile for Saint's Bistro and then to identify the similarities or differences between the "existing" and "desired" organisational culture?
4. What are the appropriate means by which to close the gaps to meet the desired business outcomes?

1.8 Conclusion

Chapter one introduced organisational culture as a topic under investigation. This introduction included a discussion on the history of organisational culture.

Also covered in this chapter is the problem statement which highlighted the importance of aligning existing organisational culture values with the goals of the organisation as misalignment can negatively impact on productivity.

The significance of this study was also presented. In justifying the rationale for the study, primary research was used and it revealed that each organisation has a unique culture which provides guidelines for the general behaviour within an organisation. Given this, the researcher was intrigued to determine if organisational values and culture prevalent at Saint's Bisto restaurant were in alignment with what they desire.

2.0 CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter explores and discusses the key concepts and elements of organisational culture, and two of the key frameworks used to assess and interpret organisational culture, the Competing Values Framework and Shared Values. The literature review gives a brief overview of current organisational culture research and a more in depth look at recent Competing Values Framework literature. Research into the restaurant industry is discussed with reference to organisational culture. Organisational culture theory informs the culture typologies of which the Competing Values Framework is a component. It forms the basis of understanding organisational culture in the concise form offered by Cameron and Quinn's (1999) CVF and McDonald and Gandz's (1992) 24 shared values.

2.2 Introduction to Organisational Culture

Organisational culture has been a point of focus for various studies researching organisational phenomena. Empirical research has been conducted, linking organisational culture to various other concepts in the organisational space such as leadership styles, organisational performance and job satisfaction for instance (Harris and Ogbonna, 2000:768). The aim of this literature review is to provide insight into the way organisational culture is formed.

Organisational culture is an essential concept where one can study the behaviour of an organisation and organisational culture plays a key role in enhancing an organisation's performance (Harris & Ogbonna, 2000:768). It can thus be concluded that it is beneficial for an organisation to be able to be aware of its organisational culture so as to not only influence it but also change it should need arise.

2.3 Defining Organisational Culture

Schein (2010:2) views organisational culture as a concept open for development and evolution, as many definitions are constantly being conceptualised for the research topic. Organisational culture is a phenomenon surfacing as a result of the beliefs and social interactions of an organisation's members which encompasses shared values, mutual understandings, patterns of beliefs, and behavioural exceptions that become the "glue" that bonds the individuals to the organisation over time (Clark, et al., 2009:124). This definition not only highlights the basis of organisational culture, it also highlights

that organisational ideologies that have proven effective over time are perpetuated and sustained and as such form part of the shared history of an organisation (Clark et al., 2009:124).

Martins and Martins (2003:380) place emphasis on organisational culture as a means of differentiation between organisations. Other researchers concur with the concept of organisational culture making an organisation distinguishable by adding that it forms a unique character for the organisation and as such has the potential to be a source of competitive advantage (Cameron and Quinn, 2006:4; Harris and Ogbonna, 2000:769). Additionally, Cameron and Quinn (2006:17) contest that organisational culture mirrors what is valued: the prevalent leadership style, the language and symbols, the procedures and routines, and the definitions of success that give the organisation its unique character. This contestation emphasises the parts of organisational culture that one can observe and leaves the “under the surface” elements unnoticed - these include belief systems and ideologies, which play a vital role in the development and maintaining of organisational culture (Gordon, 1991:397). Cameron and Ettington (1988, cited in Cameron and Quinn, 2006:147) divulged in a review that in a predominant number of instances, organisational culture has been recognised as a set of values, beliefs and assumptions that distinguish an organisation and its members.

For the purposes of this research, organisational culture will be viewed as a set of shared values, norms and assumptions that influence the language, procedures and routines and other elements of an organisation that form its unique character. This definition of organisational culture correlated with the viewpoints of a variety of authors such as Clark et al. (2009:124), Martins and Martins (2003:380), and Cameron and Quinn (2006:17).

Rouse (2006:8) considers culture to be a persisting set of values and norms that underlie the social system. Morrison (2005), however explains culture in two forms, firstly culture as “the source of a family of concepts” namely symbols, rituals and ideologies for instance and secondly, culture “as a system of informal guidelines” which prescribe the way in which one should behave and as such eliminating uncertainty. Schein (2004:17) highlights the importance of teaching new members of the organisation the “correct” way to perceive, think and feel in order for the culture to remain valid.

From the aforementioned definitions, the important elements for the construction of organisational culture arise and are discussed briefly below under headlines including shared assumptions, shared values, personal values and organisational values.

2.3.1 Shared Assumptions

Shared assumptions form the deepest part of organisational culture as they are often taken for granted because they come about unconsciously (Clark et al., 2009:125). They are broad views that people use to form their perceptions and guide their behaviour and they are often unrecognised and accepted as an organisational truth (Cameron & Quinn, 2006:148). It comes from problem solving experience that members of an organisation develop shared assumptions and as such history has a role to play in the formation of these shared assumptions (Smith, 2003:249). History shows that these assumptions are known to have been effective and as such they are adopted by new and future organisational members and passed on throughout the organisation (Clark, et al., 2009:124; Manetje and Martins, 2009:89). This exercise conveys a feeling of belonging and a sense of identity to the members of an organisation which contributes towards a stable organisational system (Cameron and Quinn, 2006:16).

2.3.2 Shared Values

Values are a general set of behaviour guiding principles or standards that members of an organisation subscribe to (Lunenburg, 2011:4). Fontini (2008:3) explains values as a code for behaviour and a set of rules that need not be formally agreed on in order to be accepted as the norm or expectation. When explaining culture, scholars place emphasis on values and norms as part of the definition. Tharp (2009:5) highlights that it is important to note that there is a contrast between what organisations say they value (espoused values) and what it is that organisations truly value (enacted values). Espoused values play a vital role in steering and supporting organisational culture and leaders often offer encouragement and rewards for behaviour that is in line with said values. Espoused values are further broken down to distinguish between “terminal” and “instrumental” values by Lunenburg (2011:4) where a terminal value is the desired result, like quality or success for instance. Instrumental value is the desired organisational behaviour like great service and valuing a diverse workplace for instance (Lunenburg, 2011:4). What drives and reinforces organisational culture are reward systems that are aligned to the instrumental values in order to attain the terminal values. When these values are common and shared, they guide the tasks fulfilled in the organisation and there is less of a need for direct monitoring (van den Steen, 2010:617).

2.3.3 Personal values and organisational values

Values are guidelines and the subjective judgement one can use to decipher what is right and what is wrong (Fontini, 2008: 3). Whiteley (1995: 25) emphasises that each individual within an organisation gains a sense of identity through three sets of values, beliefs and behavioural codes namely, the deeper home values, the more immediate work-group values and organisational values which together form a lens through which to view work life. Operating values are evident in the processes, employees and customer transaction and indicate what is important to the organisation (Fontini, 2008:10). If organisations do not purposefully add the organisational values into their systems and structures, the organisation will not be led by value (Fontini, 2008: 16). Schein (1992) is of the belief that values can be viewed as being integral to the cultural environment. However, Meglino and Ravlin (1998) did not add culture in their review of values; they focused on values and their capacity to influence human behaviour and the value differences between personal values and those that reflected the organisation. As mentioned before, congruity between personal and organisational values are beneficial according to those who believe in the importance of emphasising shared values in the organisation (McDonald and Gandz, 1992).

An all-inclusive set of shared values that are relevant to organisations ensued as a result of a study conducted in 1992 by McDonald and Gandz. The behavioural outcomes associated with the 24 values are listed in Table 1 below and are believed to exist to some degree in all organisations, although their relative significance varies.

Table 1: Behavioural outcomes associated with the 24 shared values (McDonald and Gandz, 1992)

Value concept	Behavioural outcomes emphasise
1. Adaptability	Being flexible and changing in response to new circumstances
2. Aggressiveness	Being aggressive and pursuing goals vigorously
3. Autonomy	Being independent and free to act
4. Awareness	Seeking commercial awareness of the environment and key stakeholders
5. Broad-mindedness	Accepting different viewpoints and opinions
6. Cautiousness	Being cautious and minimising exposure to risk
7. Consideration	Being caring, kind and considerate

8. Cooperation	Being cooperative and working well with others
9. Courtesy	Being polite and having respect for individual dignity
10. Creativity	Developing new ideas and applying innovative approaches
11. Development	Achieving individual growth, learning and development
12. Diligence	Working long and hard to achieve results
13. Economy	Being thrifty and careful in spending
14. Entrepreneurial	Seeking ways to commercialise new ideas and innovations
15. Experimentation	Taking a trial and error approach to problem solving
16. Fairness	Being even handed and providing just recognition based on merit
17. Forgiveness	Being forgiving and understanding when errors occur
18. Formality	Upholding proper ceremony and maintaining tradition
19. Humour	Creating fun and being light hearted
20. Initiative	Seizing opportunity and taking responsibility without hesitation
21. Logic	Being rational and thinking in terms of facts and figures
22. Moral integrity	Being honourable and following ethical principles
23. Obedience	Complying with directions and conforming to rules
24. Openness	Being straightforward, sincere and candid in discussions
25. Orderliness	Being neat, tidy and well organised
26. Social equality	Being equal to others and avoiding status differences

2.3.4 Role of Values

It can be argued that comprehending values is crucial to the understanding organisational culture. Values that carry through an organisation unfailingly are honesty, integrity, commitment, customer focus and autonomy for example (Whiteley, 1995: 36). Values form part of decision making,

management and daily operations (Whiteley, 1995: 35). The subcultures in units are able to survive and persist if they do not contradict the organisational values (Fontini, 2008: 25).

2.3.5 Shared Socialisation and Norms

Socialisation refers to the task of making new employees accustomed to the norms of the organisation's culture in order for them to internalise the values, behavioural expectations and knowledge of the social scene necessary for them to fulfil their organisational roles (Grazulis, 2011:34, Lunenburg, 2011:11). Socialisation is critical for consistency and a creation of shared values (Grazulis, 2011:34). Patterns of behaviour that are normalised in the organisation set the expected standard (Lunenburg, 2011:2). Norms speak to the standard and behavioural patterns that are expected of employees and are shared throughout the organisation (Manetje & Martins, 2009:88). Although organisations often have stated values to which they espouse, norms are the enacted values of the organisation (Coetzee and Martin, 2011:2).

2.3.6 Shared Symbols, Language, Procedures and Routines, and Narratives

Common language, terms and symbols form the core of the interaction of an organisation's members and draws a distinction from members of any other organisation (Lunenburg, 2011:2). These particular behavioural normalcies form part of the observable facets of organisational culture. In the organisational culture context, shared systems could be anything from logos, signs, words or gestures that gain meaning from organisational socialisation and the development of norms. The structures of an organisation divulge information regarding the often overlooked subconscious values and beliefs. Whiteley (1995: 86) is of the view that analysis of symbolic behaviour is achievable once behaviour is recognised as such; e.g. tardiness, absenteeism and underperformance while Schein (2004:25) refers to these as artefacts. The workplace language is also indicative of the organisation's culture and brings to light the values held by organisational subcultures. The expressions and analogies too, for instance, illustrate the organisational culture that exists or the leader's espoused values (van den Steen, 2010:620). Shared procedures and routines are the customs embedded into the organisation's daily life and reveal the organisation's culture, explicating the way of the organisation (Cameron and Quinn, 2006:17). Shared procedures involved more formalised ceremonies that are enacted particularly for the sake of an audience in order to communicate and reinforce the organisation's core values. Shared practices could also be utilised to demonstrate organisational taboos. The organisation's history establish the basis of stories used to form narratives to aid the influencing of

the employees' comprehension regarding the way in which the organisation operates (Brown, 1995:13). In an organisation, certain rituals remind the members of that organisation about the "way things are done around here" which forms the culture. Rituals celebrate beliefs and values in order to give them a deeper meaning and that can often come routine in an organisation (Whiteley, 1995:91). In conclusion, the aforementioned shared symbols, language, procedures, routines, rituals and the narratives are observable facets that could be used to mirror the underlying shared assumptions, values and beliefs, which form the organisational culture.

2.3.7 Levels of Culture

Schein (2004:25) believes in three levels of culture, namely artefacts, espoused beliefs and values and underlying assumptions. The levels relate to how visible the organisational culture phenomena is.

- Artefacts are visible organisational procedures and structures which are easily observable but difficult to interpret.
- Espoused beliefs and values are strategic goals and ideologies
- Underlying assumptions are unconscious beliefs and perceptions which are the source of values and action.

2.3.8 Multi-dimensional culture

Morrison (2005:91) believes that culture extends over a range of organisational activities, including structures, control and reward system and even human resource procedures. This research recognises culture as a multi-dimensional variable with the dimensions of value being the primary focus. Organisational culture as a multidimensional element is able to affect an organisation's performance financially and could result in the success or failure of organisations (Whiteley, 1995:19).

2.3.9 Subculture

Each organisation has various units that comprise of employees and processes that are apt for its particular tasks and objectives (Fontini, 2008:24). Subcultures exist in organisations and are often dependent on hierarchical levels or demographic differences like age or gender (Linnenluecke et al., 2004:7). Subculture based on status is often formed through shared assumptions as a result of

interaction and shared experience of the employees of a particular rank in the organisation (Schein, 2004:64). All organisational units have specific goals, purposes and structures among other characteristics and these form the subculture of that unit (Quinn, 2006:55). Organisational culture can develop from units within the organisation as a result of these units interacting (Schein, 2004: 64). In order to have the organisation work efficiently and effectively as a unit, there is a need for a common language and shared experience (Schein, 2004:115). It is important for leaders in an organisation to be able to manage conflict between units that form as a result of differences in subculture and use those differences as a potential source of new learning. That being said, culture does not only fulfil the role of providing stability and predictability, it also provides effective solutions based on the organisation's history (Schein, 2004: 108).

2.3.10 Occupations have culture

Some professions, due to their long periods of education and apprenticeship, develop shared norms and values which become assumptions that are taken for granted by members of those professions (Schein, 2004: 64). When members of these professions operate with others who are not members there are obvious culture clashes.

2.4 Functions of Organisational Culture

It is noteworthy that strong organisational culture does not consequently imply a "good" culture as this is all dependent on the relationship between the organisational culture and the environment in which it exists (Schein, 2010:13). In this research context, strong culture relate to a situation where an organisation's members value and share its values (Coetzee and Martins, 2011:2).

It is vital for an organisation to adopt and assimilate a strong organisational culture due to the essential role it plays in offering the organisation a distinguishable identity which forms part of the organisation's competitive advantage over other organisations (Harris and Ogbonna, 2000:769; Cameron and Quinn, 2006:61). A competitive advantage is achieved through the part played by organisational culture in fulfilling three vital activities.

First of all, culture itself is a form of social control used to influence the decisions and behaviour of employees (Ojo, 2010:4). Culture works unconsciously mirroring the predominant ideology to which

the members of the organisation subscribe, offering unwritten and often unspoken guidelines for how to work cohesively within the organisation (Cameron and Quinn, 2006:16).

Secondly, organisational culture is the “social glue” that causes bonds to form between the members of the organisation and allows for a sense of belonging to form (Ojo, 2010:4). Employees are encouraged to embody the prevalent organisational culture as that culture fulfils the need for social identity.

Lastly, organisational culture aids the comprehension of organisational events (Ojo, 2010:4). This reduces the occurrence of employees operating unproductively as a result of not quite understanding what is expected of them.

In this situation employees are able to collaborate effectively as they share common mental models of reality (Ojo, 2010:4).

2.5 Approaches to Studying Organisational Culture

Two main disciplinary bases of organisational culture have emerged over the duration of studying organisational culture, namely sociological and anthropological schools of thought (Cameron, 2004:3). The sociological school of thought contests that organisations *have* culture while the anthropological school of thought contests that organisations *are* cultures. Two different approaches have been formulated within these two schools of thought; a functional approach and a semiotic approach (Cameron, 2004:3). The functional approach differs from the semiotic approach in that it presumes that the distinctions among organisational cultures can be pinpointed, altered and empirically measured. On the contrary, Cameron (2004:3), argues that the semiotic approach presumes that culture is all that exists within an organisation and as such the organisational culture takes up the role of predicting outcomes such as organisational effectiveness. Cameron (2004:3) further states that a majority of researchers have embraced the functional, sociological perspective by concurring that organisational culture speaks to organisational values, underlying assumptions and expectations of the organisation and the members. This study also embraces the functional, sociological approach as the researcher adopts the view that organisational culture influences and is influenced by various aspects and is in fact empirically measurable.

2.6 Typologies of Organisational Culture

In order to fully comprehend the various organisational cultures, typologies are utilised to categorise the organisational cultures into “types” to simplify and build higher-order theoretical categories (Schein, 2010:69-70). Cameron and Quinn (2006) developed a typology with four categories based on two dimensions, namely how stable or flexible the organisation is and how externally or internally focused it is. This typology is the Competing Values Framework (CVF) and it is utilised in research regarding organisational phenomena like culture, values outcomes, core competencies, leadership, decision making, motivation, human resources, quality, and employee selection (Cameron and Quinn, 2006). As previously mentioned, the CVF consists of two dimensions that reveal organisational tensions. These dimensions were pin-pointed when researching organisations where an observation was made that some organisations were effective when elements of flexibility and adaptability were shown, whereas others were effective in the presence of stability and control (Cameron et al., 2006: 7-8). The same study demonstrated that some organisations achieved effectiveness if efficient internal processes were sustained whereas others needed the maintenance of competitive external positioning relative to customers and clients (Cameron et al., 2006:8). These differences symbolise the varying ends of two dimensions, each with variant anchors that make up the basics of the Competing Values Framework.

One dimension of the Competing Values Framework represents the versatility and pliability to durability continuum. The second dimension of the CVF differentiates between the internal capability and integration focus and the focus on external opportunities and differentiation (Cameron et al., 2006:9).

The four quadrants are formed from these two dimensions and represent criteria that can be used to research factors such as organisational culture and leadership competencies that are relevant to organisations. The labels of the quadrants (Collaborate, Create, Compete and Control) refer to the nature of the value created in the particular quadrant (Cameron et al., 2006:9-10). The two upper quadrants place emphasis on flexibility and dynamism and the lower two quadrants place emphasis on stability and control. The two quadrants on the left are centred on internal capability and the two on the right are centred on the external opportunity (Cameron et al., 2006:11).

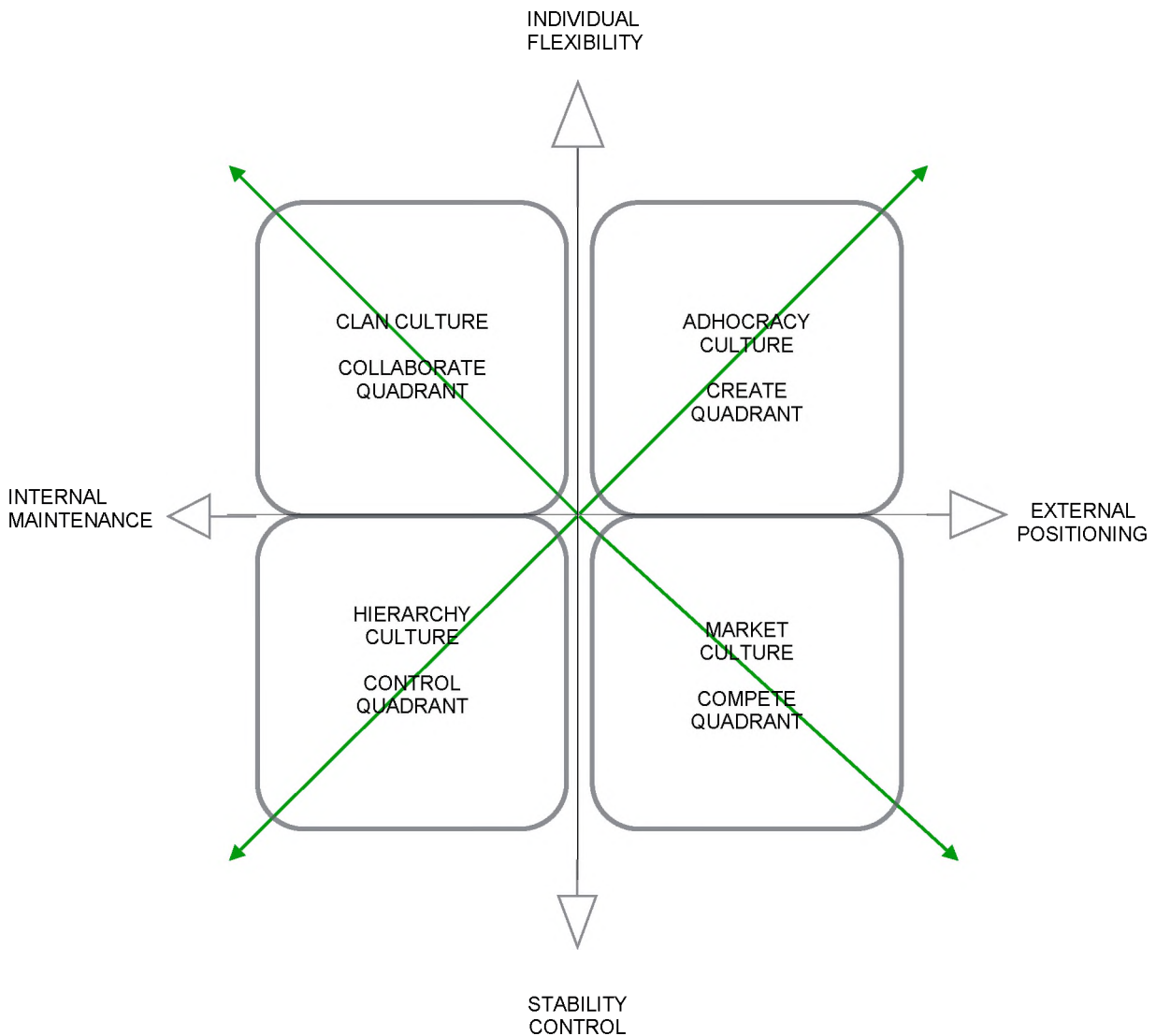


Figure 1: Core dimensions of Competing Values Framework (Source: Cameron, et al. 2006)

The four quadrants symbolise competing assumptions on the diagonal. The upper left quadrant places emphasis on internal, organic focus and the lower right quadrant places emphasis on external control focus. In a similar fashion, the upper right quadrant places emphasis on external, organic focus whereas the lower left quadrant places emphasis on internal, control focus. The competing values in each quadrant give rise to the name of the model, the Competing Values Framework (Cameron and Quinn, 2006:35-36).

All four quadrants have a particular type of organisational culture with which it associates (Cameron et al., 2006:30-32). Figure 1 below illustrates the CVF quadrants graphically.

Research established that leaders and organisations tend to move towards one of these quadrants over time (Cameron and Quinn, 2006:76). The organisational culture types according to Cameron and Quinn (2006) are:

- Hierarchy - dominance of culture linked to the 'Control' quadrant that drives the organisations towards a culture that is formalised and structured. With this type of culture, procedures control what people do. Here, the long term considerations are stability, predictability and efficiency and rules and policies hold the organisation together (Cameron and Quinn, 2006:37-38).
- Market - dominance of culture linked to the 'Compete' quadrant that drives organisations towards a culture that is externally oriented and focuses on suppliers, customers, contractors, licensees, union and regulators (Cameron and Quinn, 2006:39). The effectiveness of a market culture oriented organisation is measured by profitability, bottom-line results, strength in market, niches and secure customer bases. The core values that dominate market culture oriented organisations are competitiveness and productivity and the organisation is held together by placing emphasis on winning (Cameron and Quinn, 2006:39).
- Adhocracy - dominance of culture linked to the 'Create' quadrant that drives organisations towards a culture that is characterised by a lack of centralisation of power and a dominance of authority relationships. Authority moves from individual to individual or from task team to task team on condition of the issue being addressed. This culture type places emphasis on individuality, being a risk taker and forecasting the future. It is characterised by an energetic, entrepreneurial and innovative workplace (Cameron and Quinn, 2006:43-44).
- Clan - dominance of culture linked to the 'Collaborate' quadrant that drives organisations towards a culture that is characterised by the integration of shared goals and shared values, cohesion and a sense of belonging to a "we" (Cameron and Quinn, 2006:41). This culture type places emphasis on the development of the individual in the long-term with high levels of cohesion and morale being of importance. An effective clan culture is measured in relation to the internal climate and treatment of employees, participation and unanimity. Loyalty and tradition is the "glue" that holds the organisation together (Cameron and Quinn, 2006:43). The Competing Values Framework offers an appropriate means by which to evaluate organisational culture within an organisation.

2.7 Measurement of Organisational Culture

Schein (2010) advised against using surveys in assessing culture on a large scale because although the results are accurate in terms of what is measured, it is superficial and limits the measurement of culture in those surveys often (Schein, 2010:159-161):

- Researchers do not know what to ask when measuring culture as each survey alleges to analyse culture and yet are uncertain regarding how to evaluate the allegations over other surveys
- Respondents may interpret questions differently and as such a difficulty arises regarding an inference of a “shared” concept when collating individual responses
- The respondents may not be an appropriate representation of key culture carriers. Prior knowledge of organisational subcultures is important to identify particular groups and test for variation in the responses of these groups.
- Respondents may be dishonest in their responses as a result of fearing of being identified.

Kruger et al. (2005) and Schein (2010) share the same views regarding the use of surveys as they offer the least control over the conditions under which employees may reflect on their views. That being said, there are still instances where survey questionnaires could be useful like in a situation where the aim is to provide an organisational culture profile in order to further analyse the culture of the organisation at a later stage (Schein, 2010:161-162). Schein (2010:162) further brings to light the importance of, in the aforementioned instance, measuring the employees’ perception of the organisation’s culture rather than an absolute measure of culture itself.

2.8 Organisational Culture Research in Restaurants and Hospitality

Cameron and Quinn (2006) linked restaurants to the “Hierarchy” culture typology explained in the CVF. Major fast-food restaurants like McDonald’s are said to be prototypes of hierarchy culture in that they are governed by regulatory procedures, bureaucracy and following rules is emphasised (Cameron and Quinn, 2006). When using McDonald’s as an example, one can note that emphasis is placed on consistency with regards to the food that is put out for consumption and efficiency, so reliability and speed are highly valued (Cameron and Quinn, 2006). Cameron and Quinn (2006)

further explain how in restaurants, McDonald's more specifically, there is no room for discretion and all actions are predetermined and standardised from the duration of time that fries are cooked for to the temperature of the oil. In order for one to progress career wise in the restaurant industry one needs to adhere strictly to the policies and regulations of the entity (Cameron and Quinn, 2006); further emphasising the alignment of restaurants with the hierarchical culture type.

There is a scarcity of research in the restaurant and hospitality industry with regards to organisational theories. The writings about the hospitality industry date as far back as Whyte's writings in the late 1940s. The research conducted by Whyte (1948) takes a look at restaurants as organisations with emphasis on the way in which the structures affect human interaction and later Galbraith (1977) reinterpreted that case and brought to light the way in which human issues can be seen as organisational design issues.

Hales and Tamangani (1996) studied centralised and decentralised organisations in the hospitality industry which looks at organisational structure, an element affecting organisational culture. Woods (1989), Woods (1992) and Lundberg and Woods (1991) delve into organisational culture in relation to certain aspects of culture such as its effect on turnover and stress for instance. Research on hotel culture by Riley (1984) inspired studies by Christensen (1988) and Watson and D'Annunzio-Green (1996) who aided in the development of human resource research regarding cultural change in the hospitality space. Nickson (1997) researched the impact of owners on organisational culture and Roper et al. (1997) focused research on harnessing cultural diversity. Deery and Guerrier (1998) highlight that tying organisational culture to other human resource issues like performance and organisational commitment etc. still needs to be explored further.

2.9 Competition across Quadrants

Cameron et al. (2006: 44) contend that competing values are able to become complementary. The activities that increase value in quadrants that are diagonally across from each other seem as though the value-enhancing activities in the other quadrant are actually diminishing value (Cameron et al., 2006: 44). If members of an organisation whose functions are based on the Control quadrant behaved like those in the Create quadrant, those members would be viewed as failures. Those in the quadrant diagonally across are generally perceived as "the enemy" so this perception creates multiple frictions in the workplace (Cameron et al., 2006: 45).

2.10 Using the OCAI and Shared Values in Conjunction

An empirical study conducted by Posner, Kouzes and Schmidt (1985) proved that shared values make an impact on organisational effectiveness; as such a link to the CVF was indicated. In order to compare individual and organisational value congruity, Lawrence (1998), conducted a study that indicated efficacy in the ability of the values to accentuate differences in the significance between individual and organisational values.

Given that the efficacy of both the OCAI and McDonald & Gandz (1992)'s 24 shared values has been established conducting research on organisational culture, using both frameworks should allow for a more in-depth analysis regarding the values to be put in place. Cooke and Rousseau (1988) are of the opinion that using more than one organisational culture assessment tool allows for the identification of behaviours affiliated with attaining current goals and strategies that are desired for the future. Since all 24 of the values are integrated with the CVF's four quadrants, it allows for findings to emphasise any compatibility that may arise. Furthermore, comparing the results from the two methods can provide an in-depth means by which to use value differences to implement a change in organisational culture.

2.11 Maintaining Organisational Culture

Maintaining organisational culture is centred on ensuring organisational culture is kept in mind during the recruitment and selection process; gauging whether a candidate would fit well into the culture is as important as looking at experience and skills (Loehr, 2014). Just as essential is integrating the new employees into the organisation and actively making them feel part of the team; as per Loehr (2014), adding that partnering a new hire with a seasoned employee could set this into motion smoothly. Committed leadership is what is needed, the clear understanding of an organisation's vision and mission by the founders and managers assists the facilitation of organisational culture for both change and maintenance (Kemp and Dwyer, 2001).

Bauer and Erdogan (2012) draw attention to the idea that organisational culture is a means by which an organisation guards itself from external interference and governs the kind of candidates that are then employed. Furthermore, when these candidates are employed, the organisation assimilates them

and familiarises them with ‘modus operandi’ of the organisation; this procedure is known as attraction-selection-attrition (ASA) and on-boarding (Bauer and Erdogan, 2012).

Organisational culture maintenance is obtained through the ASA, a procedure during which at first, candidates are “attracted” to an organisation in which they believe they would fit well into. Candidates are attracted by different organisational cultures and speculatively this is related to personality traits (Bauer and Erdogan, 2012). Some personalities, as per Bauer and Erdogan (2012), would be attracted by organisational cultures that fit within the various behavioural outcomes highlighted by the shared value survey, innovation for instance. Research by Judge and Cable (1997) substantiate this claim and highlight that applicants with neurotic personalities, from the Big Five traits, were unlikely to be interested or attracted to an organisation that embody the innovative culture profile. Resultantly, job seekers choose organisations they will be willing to be employed by.

Naturally, the attraction procedure is flawed and the values of an organisation being similar to an applicant is only one justification for attraction (Judge and Cable, 1997). Bauer and Erdogan (2012) give the example of candidates who could have clashing values with an organisation could still be attracted to the benefits of being employed by said organisation. This is when the second aspect of ASA comes into play: Selection. Much like applicants seek organisations they would match with, organisations too seek applicants who would be a good fit within the existing organisational culture. After selecting a candidate based on fitting in with the organisational culture, it can be found that these new employees may have wrongfully displayed themselves as sharing the organisation’s values or the people involved in the hiring process may have had what Bauer and Erdogan (2012) refer to as perceptual biases. This is when an organisation removes employees who do not fit into the organisational culture through Attrition. Kristof-Brown, Zimmerman and Johnson (2005) explain attrition as the inevitable instance in which employees who are not a perfect fit for the organisational culture leave. Via the ASA procedure, an organisation attracts, selects and keep employees who share its values and buy into the organisational culture. Contrarily, the applicants who oppose the organisational culture are eliminated either during the selection period or through attrition (Bauer and Erdogan, 2012).

Organisational socialisation is a procedure that allows for an employee to fulfil both individual needs and those of the organisation through learning and adjusting to their role (Chao, 2012).

2.12 Conclusion

The role played by organisational culture in the functioning of an organisation is noteworthy. The key concepts that were discussed in this chapter were literature that unpack the concept of organisational culture, the literature informing the measuring instruments that were used to conduct the research (Competing Values Framework and Shared Values Survey) and the future research that could be conducted in this field of research. It is for this reason that gaining an understanding of what culture is currently being experienced and what would be preferred by employees is examined through both literature review and research is imperative. This is what the research sought to examine.

3.0 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research methodology chapter discusses the research aim and objectives and explains the way in which the research was conducted in order to achieve the research aim. In doing so the chapter covered the research paradigm, research methodology, data collection techniques and the way in which the data were analysed. This chapter explains what procedures were followed to administer the survey. It reviews the sampling methods and also explains the ethical considerations and limitations pertaining to the research.

An exploratory study was used to comprehend happenings, seek new insights, to probe and interrogate as well as to analyse phenomena with a different perspective (Saunders, Lewis & Thornhill, 2007:133). This study in particular sought to identify values, the current existing organisational culture of Saint's Bistro and to diagnose how that compares to the desired organisational culture of the employees based on their perceptions. This research method is based on the literature review and used existing theory in order to analyse both the values and the culture of the organisation.

The Organisational Culture Assessment Instrument (OCAI) is the questionnaire that was used to assess the organisational culture and was developed by Cameron and Quinn (2006) and was employed in conjunction with a shared values survey. The research questions, sampling methods and population are delved into throughout Chapter 3.

Organisational culture is broad in scope and encompasses a plethora of elements that are essential, comprehensive and ambiguous (Cameron et al., 2006: 33). As a result, it is impractical to include every element in analysing and assessing organisational culture, thus this research focused on the analysis of organisational culture with the Competing Values Framework (CVF) specifically.

Although the researcher employed the CVF, the research does not claim that this model is the only appropriate framework for the assessment of organisational culture. That being said, the framework was chosen based on the validity of the model. The Competing Value Framework has been tested empirically and findings were made to confirm the face and empirical validity and it combines the

many dimensions proposed by various authors (Cameron and Quinn, 2006: 33). As per Cooke and Rousseau's (1988) recommendation, an additional culture assessment instrument was utilised, the shared value survey. For the purposes of this research, organisational and individual values, the existing organisational culture and the desired future organisational culture were assessed and profiled.

3.2 Research Design

According to Trochim and Land (1982), research design 'refers to the strategy to integrate the different components of the research project in a cohesive and coherent way', rather than a "cookbook" from which you choose the best recipe, it is a means to structure a research project in order to address a defined set of questions'. Trochim (1996:34) states, 'research design can be thought of as the structure of research, it is the glue that holds all of the elements in a research project together and often describe a design using a concise notation that enables us to summarize a complex design structure efficiently'. Notwithstanding this, previous research has brought to light the fact that the subject matter being studied and research findings are influenced by the researcher's beliefs and the social or political climate at the time of the research (Sukamolson, 2005).

3.3 Research Design & Methodology

This research was conducted using the shared values survey to address the first objective, the OCAI survey to assess the "current" and "desired" organisational culture and subsequently previous research and relevant literature was consulted to fulfil the third objective.

Literature on research differentiates between four types of research design namely, experimental, quasi-experimental, non-experimental and qualitative research (Kruger, et al., 2005: 78). Using the CVF and its matched scale OCAI forms part of the research methodology. This research was conducted as non-experimental research using surveys to assess the organisational values and culture. The data used in plotting the "existing" and "desired" organisational culture profile of Saint's Bistro on the CVF quadrants was collected by way of administering the OCAI survey questionnaire and the shared values survey. The CVF and OCAI were empirically validated thus establishing the reliability and validity of the instrument (Ralston et. al., 2006) and the OCAI questionnaire only includes 24 items thus it is convenient for practical operations. MacIntosh and Doherty (2009:1-12) claim that surveys have the advantage of replication and can be used for comparative studies, they also afford

management a means by which to profile organisational culture in order to institute and measure further organisational culture change initiatives.

3.4 Measuring Instruments

3.4.1 Shared Value Survey

The shared values described by McDonald and Gandz (1992) were listed with their descriptions as per Table 1. The participants were instructed to select eight values out of the 24 that they considered most significant values in Saint's Bistro for both the current and a desired future. Selecting eight is less tedious and is likely to offer an increased response rate.

3.4.2 The Organisational Culture Assessment Instrument

The OCAI is based on the Competing Values Framework Model (Cameron and Quinn, 2006: 31) and the four quadrants of the CVF form the basis of the OCAI. The purpose of using this instrument was to diagnose the employees' perception of the current existing organisational culture of Saint's Bistro and identify the future desired organisational culture by the employees (Cameron and Quinn, 2006: 23). As mentioned before, there are six key dimensions of organisational culture that were assessed using the OCAI, being:

1. The dominant characteristics of the organisation
2. The leadership style and approach that is displayed in the organisation
3. The management of employees or the style that indicates the treatment of employees and the working environment
4. The "glue" that holds the organisation together and the bonding mechanisms that uphold the organisation's strategy
5. The strategic emphasis
6. The measure of success and accomplishment within the organisation that determines the way in which victory is defined and what gets celebrated and rewarded.

The questionnaire is in Appendix A and in it each dimension has a four alternatives “a”, “b”, “c” and “d”. For the assessment of the dimension, 100 points need to be divided among these four alternatives, depending on the extent to which each alternative is similar to Saint’s Bistro. The highest points should go to the alternative which is most similar to Saint’s Bistro. For example if “a” is more similar to Saint’s Bistro it can be allocated 70 points, “b” and “c” can be allocated 15 and 10 points respectively and 5 for “d”, and the total for each dimension should total 100 points. The columns are labelled “current” and “desired” meaning the rating is used to assess the existing culture and the future desired organisational culture. It is important to ensure that the ratings for each alternative add up to 100 for each of one of the columns. The responses provide two independent ratings, one being culture as it is currently and the other being culture as they wish for it to be like in the future.

3.4.2.1 Scoring the OCAI

In order to score the OCAI, an average score for all “a” alternatives of all six dimensions was be computed. The same procedure is followed to score “b”, “c” and “d”. When populating the OCAI results, the column representing the current organisational culture is used to plot the averages of “a”, “b”, “c” and “d” alternatives. The “a” alternative represents the clan culture. The average was calculated of the a-alternative on the clan quadrant and b-alternative on the adhocracy quadrant, the c-alternative represents the market quadrant, and the d-alternative represents the hierarchy culture. The four points in each quadrant were connected when plotting the findings in order to form a shape that resembles a kite. This depicted the current organisational culture. The same procedure was followed for the “desired” culture. It is essential to have both the current and desired culture plotted on the same form in order to do a comparison, and to identify areas where change is needed.

Each of the six dimensions that were being assessed were plotted independently, for instance, organisational leadership is plotted to display leadership style currently in operation and what would be preferred by the employees. The same process of connecting the four points “a”, “b”, ”c” and “d” is followed, and a four-sided figure is developed.

There are four comparison standards for the culture profiles, which can also be added to the research question and they are:

1. The type of culture that is dominant in the organisation

2. The type of culture that is desired in the organisation
3. The strength of the culture type that is dominant in the organisation
4. The congruence of the culture profiles generated on different attributes

The questionnaire had two sections: section one – the shared values table on which the respondents indicate significant values in the organisation currently and desired in the future; section two - assessment of existing and desired organisational culture as perceived by the staff based on the Organisational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2006). As mentioned before the shared value survey developed by McDonald and Gandz (1992) listed the behavioural outcomes of the values in their original form along with the accompanying descriptions as shown in Table 1. Due to the apparent difficulty in ranking all of the shared values identified by McDonald and Gandz, respondents selected only 8 of the most significant shared values. The OCAI was based on the Competing Values Framework and has been utilised to identify the current, as well as the desirable, culture by numerous organisations (Cameron and Quinn, 2006: 23). The OCAI assessed the following six dimensions of organisational culture: prevalent characteristics of the organisation, the leadership style and approach that is prevalent in the organisation, management of employees, organisational glue, strategic emphasis and criteria of success. Cameron and Quinn (2006) explained that each of these dimensions has four alternatives (A – clan culture, B – adhocracy, C – market culture and D – hierarchy culture) which align to the four quadrants of the CVF. Each respondent's values will be plotted on the CVF according to these quadrants. For each one of the six dimensions, the respondents needed to divide 100 points among four alternatives, all dependent on how much the alternative resembled Saint's Bistro. The constant sum scale, a comparative scaling technique, was used in which respondents divide a constant sum (the number 100) among different attributes of an object (Don Scott, et al., 2004:91-92). This ranked the importance of each attribute relative to the alternatives. The 100 points that were divided were spread among predetermined dimensions to demonstrate the importance of each item relative to another according to the respondent. Subsequently the responses related to each aspect were merged, and the average determined. This was completed for each respondent and an overall average was determined. Each factor was allocated a quadrant on a two dimensional surface with both a horizontal and vertical axis. The average values that were determined were plotted on the CVF quadrants onto the diagonal lines of the axes according to their respective quadrants. The averages were plotted on the diagonals by calculating the distances from the origin by making use of the gradient of the equation of each straight diagonal line.

3.5 Research Assumptions

The researcher was of the belief that the respondents had enough time to complete the questionnaire and were not pressured or influenced to be biased in their responses. The entire population of employees were sampled for this research and respondents voluntarily participated.

3.6 Data Collection and Capturing

The researcher made use of both the shared values survey and the OCAI survey questionnaire as the data collection technique. Primary data was the only source of data for this research and the surveys were the tool used to gather the data. The surveys were delivered in printed hardcopy form and the cover letter explained the entire research process. This informed the participants of the purpose of the research.

3.7 Sampling

Sampling is the process of selecting a representative group or portion of subjects or individuals from a population under study. The research was focused on Saint's Bistro. At the time of the data collection, the restaurant had 40 employees including 27 waiters, 6 kitchen staff, 4 bar tenders and 3 managers. The sampled position consisted of both men and women over the age of 18. The full population of 40 staff members was sampled.

3.8 Validity and Reliability

Reliability relates to the extent to which the instrument measures what it says it does consistently, culture types in this instance. Quinn (2006) tested the reliability of the OCAI on 796 executives and made use of Cronbach alpha coefficients, a reliability statistics, for all culture types that were computed (Cameron and Quinn, 2006: 153). As per Cameron et al. (2006: 155), validity relates to the extent to which phenomena that are supposed to be measured are actually measured. Evidence was produced by Cameron and Quinn (2006) attesting to the validity of the CVF by studying 334 academic institutions in the United States. The validity and reliability of the instrument were reinforced by the use of more than one instrument.

Yu (2009:39) confirms the in-depth research that has been conducted to test the validity and reliability of the CVF and the OCAI. A correlation between organisational effectiveness and the organisational culture types found in the CVF was detected in research done by Denison and Mishra (1995, cited in Yu, 2009:39). Howard (1998, cited in Yu, 2009: 39) tested the CVF's validity from a sample of 10 US organisations and findings supported consistency of structure of organisation with the Competing Values Framework.

The validity and reliability of the CVF has been tested extensively in research along with its matched scale, the Organisational Culture Assessment Instrument (OCAI) (Yu, 2009:39). The validity of the CVF was tested using a sample from 10 US organisations where support for the CVF being consistent with organisational culture was found (Howard, 1998, cited in Yu, 2009:39). In research done by Denison and Mishra (1995, cited in Yu, 2009:39) a relationship between organisational effectiveness and the four culture types identified in the CVF was observed. Adding to the research that validates the CVF, there has been extensive research using the CVF to investigate the way in which other organisational phenomena interact with organisational culture. Mozaffari (2008) conducted research using the CVF to give insight into the relationship between organisational culture and leadership styles which found that there is in fact a relationship between the two organisational phenomena. Shurbagi and Zahari (2012), also used the CVF to investigate organisational culture and transformational leadership and found a significant relationship between two organisational phenomena. In order to test the relationship between culture and the implementation of strategy, Ahmadi et al. (2012) employed the CVF and empirical findings suggest a significant relationship between the two organisational phenomena. All the aforementioned research cases have validated the CVF as an essential organisational culture assessment tool.

3.10 Procedure

After being granted permission by the managers of Saint's Bistro, the survey was prepared along with a cover letter detailing the purpose of the research and instructions as to how the survey is to be completed by the respondents. A copy of the cover letter and the questionnaire have been annexed in the appendix. The cover letter also assured the participants of the anonymity of their responses. The responses were collected by the researcher and deemed usable or unusable. The unusable responses were the ones where the ranked responses do not equal 100 for each of the six dimensions assessed.

In order to standardise the data collection, all the staff responded under similar conditions. The staff completed a paper based survey provided by the researcher before their shift. The survey was accompanied by a cover letter with instructions and information confirming anonymity of their responses as the questionnaire does not require that respondents identify themselves and the researcher was unable to authenticate individual participants' responses.

3.11 Analysis

Data analysis is the process of converting raw data into usable information in order to provide answers to programmatic and/or research questions. It involves looking for trends, clusters or other relationships between different types of data. Quantitative data analysis was used to analyse data. It is the process of using statistical methods to describe, summarize and compare data. A statistical analysis approach was carried out using Statistical Program for the Social Sciences (SPSS) program and Excel to generate relevant tables and charts. The research applied the CVF and its matched OCAI scale to analyse the differences in existing and desired culture associated with each of the CVF quadrants. The survey results of the existing and desired organisational culture were compared with the results of the current and desired shared values according to the CVF quadrants which encompass the four quadrants of the shared value survey.

3.12 Ethical Considerations

One of the main ethical considerations with this particular study was confidentiality and anonymity of the non-managerial respondents. The other ethical considerations that Welman et al. (2005:201) mentioned as important are: informed consent (the necessary permission was obtained from the respondents); right to privacy (the respondents were informed and assured of the anonymity of their responses); protection from harm (the respondents were assured that their participation will not place them in a position of harm or retaliation) and researcher involvement (the researcher had to guard against the manipulation of respondents and this was done by clearly stating the research objectives and offering the respondents the option to opt out of the research).

Consent to undertake this research had been given by the managers and owners of Saint's Bistro. Informed consent was handled by enlightening participants on the purpose of the research in the cover letter before partaking; right to privacy of the respondents was ensured, as mentioned before, because the questionnaire is anonymous as such the researcher was not be able to identify or authenticate responses given; protection from harm was assured by the managers of Saint's Bistro, again they

were not informed who partook and were unable to identify responses given; researcher involvement was impartial and unbiased in the collection and analysis of the data.

3.13 Limitations

The researcher was limited by the number of respondents possible given such a small population sample. One cannot make generalisations about organisational culture across the restaurant industry or small restaurants across the country as a whole. The surveys were also written in English so although some of the employees were willing to assist in data collection, they were unable to as their first language is isiXhosa and do not have proficient command of the English language. Given the size of the sample, one of the limitations might be honesty of participants during the survey fearing they may be easily identified.

3.14 Conclusion

In conclusion, a discussion on the research has been conducted in this chapter covering the way in which the research was conducted and the manner in which the findings were analysed. The key topics that were discussed in this chapter are the research aims and the procedure that will be followed in order to achieve those aims. This brings to light the methodology, analysis, ethical considerations and limitations of the research. The aforementioned were discussed in detail within the chapter.

4.0 CHAPTER FOUR: DATA ANALYSIS

4.1 Introduction

The data analysis chapter discusses the research findings from the data collected using the two measuring instruments. In doing so the chapter will analyse the findings to respond to the aims and objectives of the research and offer recommendations to the management of Saint's Bistro.

4.2 Results

A total of 32 responses were received of which 30 of them were useable which represents 75% of the sample size and consequently 75% of the population of the research area.

4.2.1 Discussion on OCAI Findings

Table 2: Overall Quadrant Mean Scores for the Current and Desired/Preferred Organisational Culture of Saint's Bistro using the OCAI Instrument, n=30.

Score	Culture Quadrant				Total
	Clan	Adhocracy	Market	Hierarchy	
Current Culture Score	31.7	26.8	24.71	16.761	100
Preferred culture score	31.044	26.011	21.584	20.389	100
Change in score	-0.656	-0.789	-3.126	+3.628	0.943

The mean scores for the OCAI are reported in Table 2 that shows the results for the restaurant as a whole. When one looks at the results it is clear that with Clan culture and Adhocracy culture the change in score was inconsequential, below 1, -0.656 and -0.789 respectively. This depicts consistency and alignment between the current organisational culture and the preferred organisational culture with respect to the Clan and Adhocracy culture profiles. The Market and Hierarchy culture profiles were the ones with a noteworthy difference between the current culture scores and preferred culture scores, -3.126 and +3.628 respectively. However, overall the order of preference remained the same between the current and preferred culture scores keeping the scores of importance ranking order Clan, Adhocracy, Market and then Hierarchy. The results from the questionnaires demonstrate

consistency and alignment between the existing culture of Saint’s Bistro and that which is desired by those who participated in the survey questionnaire.

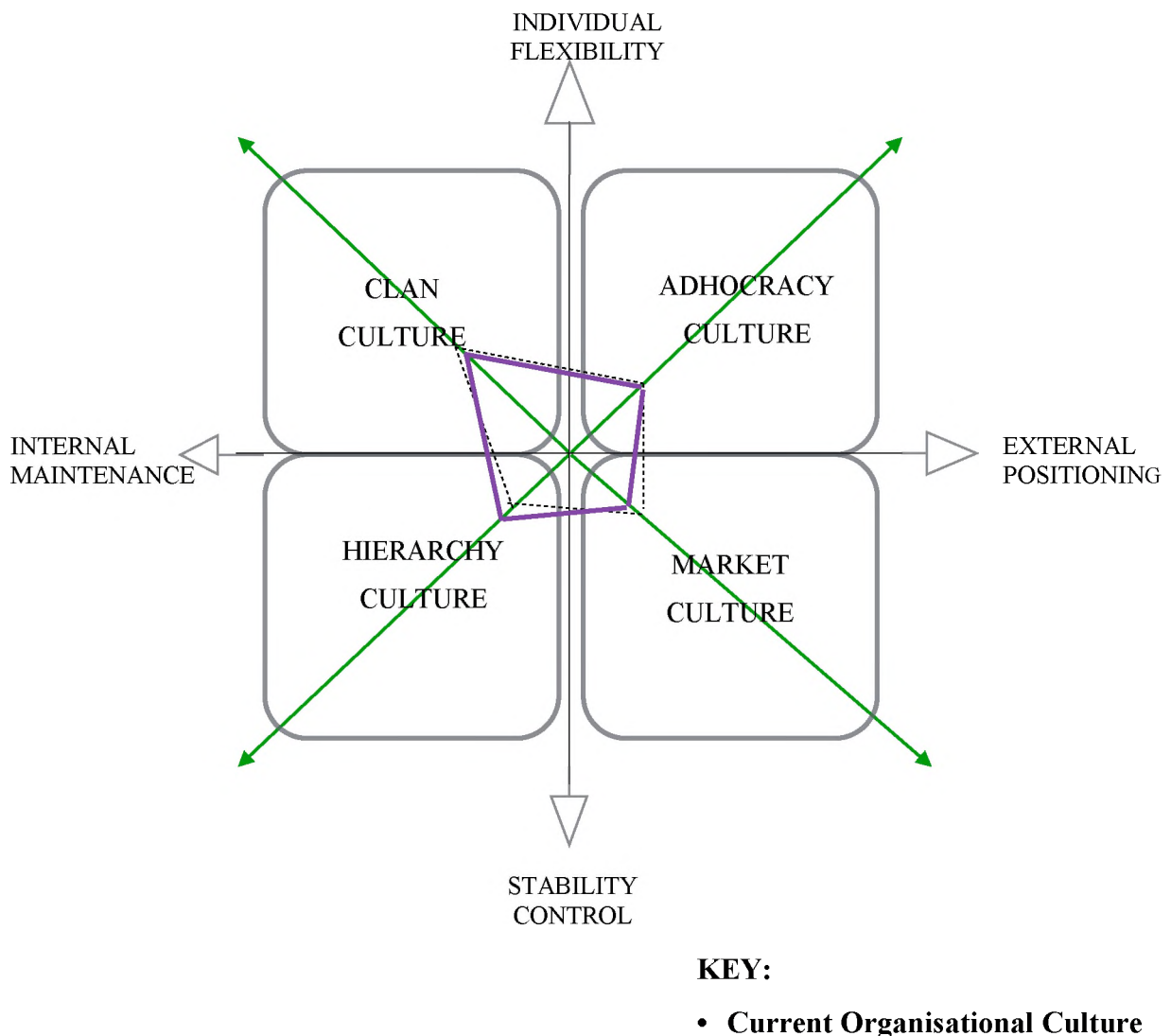


Figure 2: Graphical Representation of OCAI Findings

Figure 2 is a graphical representation of the research findings in the four quadrants of the Competing Values Framework. The most dominant culture profile is the clan culture and can be seen by the inclination of the kite shaped drawing. As per the results, there is prominence of individual flexibility and internal maintenance as opposed to stability and control as well as external positioning. This is consistent for both the current organisational culture and the desired organisational culture. Both clan culture and adhocracy culture findings are almost identical for both the current and desired organisational culture. The desired organisational culture kite extends outwards in the hierarchy

quadrant to depict an increase in the culture score for the desired culture as opposed to the current culture. This means that respondents are interested in seeing an increase in the hierarchy culture profile. The desired organisational culture kite extends inwards in the market culture quadrant to depict a desired decrease in culture score for market culture when compared to the current culture score. Overall, the shape of the kite remains almost identical for both the current organisational culture and the desired organisational culture. This is consistent with the data findings that were collected using the two surveys.

In part 1 of the survey, participants chose from behavioural outcomes linked to 24 shared values that they believed mirrored the restaurant currently along with the values that they desired would be highlighted in the future. The results are shown in Table 3 where the values are listed in the order that they are ranked in for the desired future. The findings in the current and desired columns indicate differences in significance among these values. What this means is that some values are relatively more or less significant within the context of the 24 shared values. Table 3 also shows the gap in scores between the current and desired future.

In the future, the employees would like to see more of behaviours associated with adaptability, development and considerations, with less emphasis on values like formality, initiative, courtesy, fairness and especially diligence. Nonetheless, most of the values bring to light the fact that the need for change in values is only slight for the future which suggests that the staff do not necessarily desire a change in organisational culture.

4.2.2 Discussion on Shared Survey Findings

Table 3: Frequency of self-selection of values to best represent the current and desired values for Saint's Bistro (n=30).

SHARED VALUES	Current	<i>Ranking</i>	Desired	<i>Ranking</i>	Gap (Current and Desired)
ADAPTABILITY	7	17=	13	6=	6
COOPERATION	18	1	16	2	-2
HUMOUR	16	3	15	3	-1
CREATIVITY	5	20=	3	20=	-2
BROAD-MINDEDNESS	17	2	17	1	0
DEVELOPMENT	7	16=	13	5=	6
ASSERTIVENESS	11	6	12	7=	1
FAIRNESS	8	13=	3	20=	-5
OPENNESS	9	9	11	9	2
INITIATIVE	9	10	4	18=	-5
ECONOMY	13	4	9	11=	-4
AUTONOMY	7	15	9	11=	2
SOCIAL EQUALITY	10	8	7	13=	-3
COURTESY	9	11	3	20=	-6
CAUTIOUSNESS	7	14	7	13=	0
MORAL INTEGRITY	4	21	7	13=	3
LOGIC	5	20=	3	20=	-2
EXPERIMENTATION	8	13=	10	10	2
FORGIVENESS	5	18	4	18=	-1
OBEDIENCE	8	13=	7	13=	-1
CONSIDERATION	7	17=	12	7=	5
FORMALITY	10	7	5	17	-5
DILIGENCE	12	5	2	23=	-10
ORDERLINESS	3	22	2	24=	-1

The table 3 above depicts the behavioural value outcome table that is offered in a table for the participants to rank in order of importance. The “current” column is the importance given to that particular value currently within the organisation and the “desired” column ranks how the survey participants would prefer it to be. The two column labelled "ranking" looks at the values in order of importance, both current and desired, are ranked. Where the “_” sign is shown, it illustrates that a tie was found (for instance, adaptability and consideration were tied for 17th place). The final column labelled “gap” accounts for the number of points between the current and desired points allocated and thus show whether survey participants desired more or less of that particular value to be emphasised.

Putting the shared values survey findings from Table 3 into the CVF’s four quadrants as McDonald and Gandz (1992: 64-67) had suggested would allow for patterns to be pinpointed among the values, this is explored in Table 4.

Table 4: Shared values in CVF Quadrants

CLAN Culture	Current	Desired	ADHOCRACY Culture	Current	Desired
Quadrant 1: Group Cohesion Focus on Relationship-oriented values			Quadrant 2: Broad Purposes Focus on Change-related values		
Salient values:	Ranking	Ranking	Salient Values:	Ranking	Ranking
Broad-mindedness (17, 17)	2nd	1st	Adaptability (7, 13)	17th	6th
Consideration (7, 12)	17th	7th	Autonomy (7, 9)	15th	11th
Cooperation (18, 16)	1st	2nd	Creativity (5, 3)	20th	20th
Courtesy (9, 3)	11th	20th	Development (7, 13)	16th	5th
Fairness (8, 3)	13th	20th	Experimentation (8, 10)	13 th	10th
Forgiveness (5, 4)	18th	18th			
Humour (16, 15)	3rd	3rd			
Moral Integrity (4, 7)	21st	13th			
Openness (9, 11)	9th	9th			
Social Equality (10, 7)	8 th	13th			
HIERACHY Culture	Current	Desired	MARKET Culture	Current	Desired
Quadrant 3: Carrying out of rules and regulations, focus on status quo			Quadrant 4: Pursuing organisational objectives with a focus on task-oriented values		
Salient values:	Ranking	Ranking	Salient Values:	Ranking	Ranking
Cautiousness (7, 7)	14th	13th	Assertiveness (11, 12)	6th	7th
Economy (13, 9)	4th	11th	Diligence (12, 2)	5th	23th
Formality (10, 5)	7th	17th	Initiative (9, 4)	10th	18th
Logic (5, 3)	20th	20th			
Obedience (8, 7)	13th	13th			
Orderliness (3, 2)	22nd	24th			

Table 4 depicts the Shared Value behavioural outcomes in their appropriate CVF quadrants as per Burchell and Saele (2011: 502). The behavioural outcomes associated with the 24 shared values are each specific to a particular organisational culture profile. For instance, assertiveness, diligence and initiative are values that are associated with the Market culture profile whereas adaptability, autonomy, creativity, development and experimentation are values associated with the Adhocracy culture profile (Burchell and Saele, 2011: 540). The numbers next to each value just mirror what was

mentioned in Table 3, the current value and the desired value (e.g. Cautiousness (7, 7) shows that on average it was given 7 points for what is currently being experienced and 7 points for what is desired by the participants). From those points, a ranking was established both for what is currently being experienced and what is desired - looking at all the behavioural outcomes and ranking them in order of importance to the participant. Cooperation was ranked the most important behavioural outcome currently according to the Shared Values survey whereas Broadmindedness was ranked the most important desired behavioural outcome as per the Shared Values survey.

If all 24 of the shared values in the table above are linked to a particular one of the four CVF quadrants, then total scores for those shared values in a particular quadrant may indicate a relationship with the CVF quadrant and average scores shown in Table 2. In taking the frequency report sum total for the shared values in each one of the quadrants and divide it by the number of shared values in the quadrant, total scores the current and desired can be computed. The results are depicted in Table 5. Table 6 describes the minimum, maximum, mean and standard deviation of the data collected using the OCAI questionnaire. The largest deviation was found in the responses to the questions gauging the employees' perception of the current clan culture (11.806) and the smallest deviation found in the responses was found in the responses to the desired adhocracy culture (7.908).

Table 5: A comparison of Shared Values and OCAI across all four Quadrants.

	Clan	Adhocracy	Market	Hierarchy
OCAI Current	31.7	26.8	24.71	16.761
Ranking	1	2	3	4
Values Current	10.3	6.8	10.67	7.67
Ranking	2	4	1	3
OCAI Desired	31.044	26.011	21.584	20.389
Ranking	1	2	3	4
Values Desired	9.5	9.6	6	5.5
Ranking	2	1	3	4

Table 6: Descriptive Statistics.

Category	N	Minimum	Maximum	Mean	Standard Deviation
Clan Now	30	0	60	31.7	11.806
Adhocracy Now	30	5	60	26.8	9.691
Market Now	30	5	70	24.71	11.411
Hierarchy Now	30	0	45	16.761	8.981
Clan Preferred	30	5	75	31.044	9.264
Adhocracy Preferred	30	0	45	26.011	7.908
Market Preferred	30	0	45	21.584	8.361
Hierarchy Preferred	30	0	60	20.389	9.502

4.2.3 Overall Discussion

In general, when comparing the one instrument with the other the ranking display consensus between the overall findings from the OCAI and shared value surveys. The Clan scores show some consistency between the two measuring instruments, with both showing little significant change between the current and the desired periods, with both showing the small decrease in scores between the current and desired for both surveys (31.7 to 31.044 and 10.3 to 9.5). With regards to the adhocracy culture profile the OCAI displays consistency with OCAI on current and desired (26.8 to 26.011), whereas scores for shared values increase from 6.8 to 9.6 for the two periods albeit that the rank is number 2 for both periods. With the market culture, the mean scores for both of the measuring instruments decrease from what is currently experienced and what is desired (24.71 to 21.584 and 10.67 to 6), the ranking for OCAI both current and desired are consistent but with the values instrument it moved from 1 to 3. When it comes to the hierarchy culture profile, the rankings remain relatively consistent but the mean score for OCAI increases (16.761 to 20.389) whereas the values instrument means decrease (7.67 to 5.5). So there is consistency with regards to the rankings but increased inconsistency with regards to the results of the two measuring instruments.

The aim of this research was to gain an understanding of the organisational culture that is currently existing and view it in contrast to the preferred culture for Saint's Bistro. After which

recommendations and insights on how to bridge the gap (if there is one) were offered. In order for this to be possible, findings of the preferred culture, the culture that is desired by the employees was given. This was attained through the collection of data via the two data collection instruments; OCAI and Shared Values Survey.

The existing organisational culture of Saint's Bistro may or may not be consistent with the organisational culture that Saint's Bistro's staff would prefer. Again this step involved collecting data from the employees within Saints Bistro about their perceived organisational culture. Gaps between the existing and the preferred organisational culture are then identified and analysed as seen above in order to be able to offer noteworthy recommendations to the organisation. That being said there was no vast gap between the current and preferred organisational culture from both the measurement instruments.

Both the OCAI and the Shared Values survey were fairly consistent with regards to the existing and preferred and with each other. Ideally the procedure would be to develop a culture management plan which bridges the gaps identified and works towards increasing the strengths of the organisation's culture. The culture management plan would then be communicated throughout the organisation to ensure effective take up and allow for accountability of management and employees. Seeing as in this instance with Saint's Bistro, there is no significant change between the current organisational culture and the preferred organisational culture; an organisational culture maintenance is recommended.

Loehr (2014) offers recommendations for maintaining organisational culture, especially with freelance employees like those that are employed by Saint's Bistro. Maintaining organisational culture is centred on ensuring organisational culture is kept in mind during the recruitment and selection process; gauging whether a candidate would fit well into the culture is as important as looking at experience and skills (Loehr, 2014). Just as essential is integrating the new employees into the organisation and actively making them feel part of the team; as per Loehr (2014), partnering a new hire with a seasoned employee could set this into motion smoothly. Committed leadership is what is needed, the clear understanding of an organisations vision and mission by the founders and managers assists the facilitation of organisational culture for both change and maintenance (Kemp and Dwyer, 2001: 77-93).

Bauer and Erdogan (2012: 281-342) draw attention to the idea that organisational culture is a means by which an organisation guards itself from external interference and governs the kind of candidates that are then employed. Furthermore, when these candidates are employed, the organisation

assimilates them and familiarises them with ‘modus operandi’ of the organisation; this procedure is known as attraction-selection-attrition (ASA) and on-boarding (Bauer and Erdogan, 2012: 281-342).

Organisational culture maintenance is obtained through the ASA, a procedure during which at first, candidates are “attracted” to an organisation in which they believe they would fit well into. Candidates are attracted by different organisational cultures and speculatively this is related to personality traits (Bauer and Erdogan, 2012: 281-342). Some personalities, as per Bauer and Erdogan (2012: 281-342), would be attracted by organisational cultures that fit within the various behavioural outcomes highlighted by the shared value survey, innovation for instance. Research by Judge and Cable (1997: 359–394) substantiate this claim and highlight that applicants with neurotic personalities, from the Big Five traits, were unlikely to be interested or attracted to an organisation that embody the innovative culture profile. Resultantly, job seekers choose organisations they will be willing to be employed by.

Naturally, the attraction procedure is flawed and the values of an organisation being similar to an applicant is only one justification for attraction (Judge and Cable, 1997: 359–394). Bauer and Erdogan (2012: 281-342) give the example of candidates who could have clashing values with an organisation could still be attracted to the benefits of being employed by said organisation. This is when the second aspect of ASA comes into play: Selection. Much like applicants seek organisations they would match with, organisations too seek applicants who would be a good fit within the existing organisational culture. Bauer and Erdogan (2012: 281-342) state that companies often hire people for

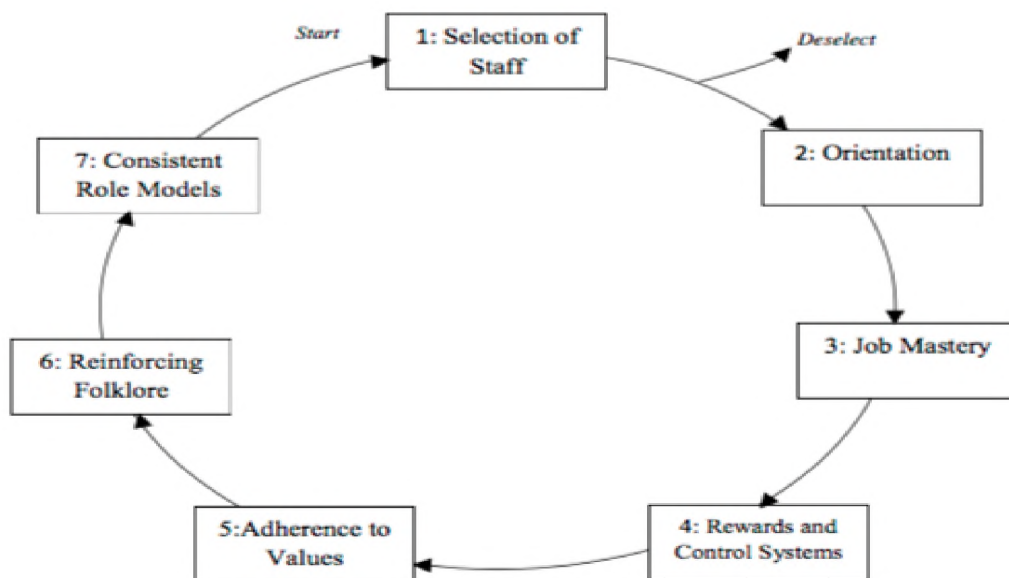


Figure 3: Process used to Maintain Organisational Culture. Page 52 of 68
Source: Civil Service India

congruency with the culture rather than a fit for the specific task they would be employed to do and this is what the researcher recommend for Saint's Bistro. An example of an organisation that does this is Southwest Airlines who takes pride in selecting candidates based on personality as opposed to job-related dexterity which are taught after being employed (Taylor, 2011: 78). Organisations make use of varying means by which to rid themselves of applicants who do not match their values and Saint's Bistro should look both at relevant skills and personalities and values that fit in well with that of the restaurant. Arnold (2008: 36-53) gives the Google example, offering various interviews with future colleagues to gauge whether these colleagues believe the candidate would be a good fit. Organisations like The Container Store Inc. seeks cultural fit by employing their customers (Arnold, 2008: 36-53), this is another technique that Saint's Bistro could use when looking at the context in which the restaurant finds itself in, being a student town - catering to and hiring students. Additionally, Bauer and Erdogan (2012: 281-342) suggest employee referrals to aid recruitment as it is said to be a screening process which mitigates against a cultural misfit.

After selecting a candidate based on fitting in with the organisational culture, it can be found that these new employees may have wrongfully displayed themselves as sharing the organisation's values or the people involved in the hiring process may have had what Bauer and Erdogan (2012: 281-342) refer to as perceptual biases. This is when an organisation removes employees who do not fit into the organisational culture through Attrition. Kristof-Brown, Zimmerman and Johnson (2005: 290) explain attrition as the inevitable instance in which employees who are not a perfect fit for the organisational culture leave. Via the ASA procedure, an organisation attracts, selects and keep employees who share its values and buy into the organisational culture. Contrarily, the applicants who oppose the organisational culture are eliminated either during the selection period or through attrition (Bauer and Erdogan, 2012: 281-342).

The organisational culture of Saint's Bistro can also be maintained by making use of organisational socialisation as suggested by Pascale (1985: 12) and reiterated by Chao (2012: 135). Organisational socialisation is a procedure that allows for an employee to fulfil both individual needs and those of the organisation through learning and adjusting to their role (Chao, 2012: 96). Figure 3 depicts the process that is followed during organisational socialisation.

What has been divulged by the research is cultural congruence which means that dimensions of the organisational culture are aligned (Cameron and Quinn, 2006: 73). In Table 5 it can be noted that an emphasis on clan culture being of paramount importance has been placed. Meaning that values related to the clan culture, being cooperation, consideration and courtesy amongst other shared values, are

very important both in the current and preferred culture. This displays that the restaurant is on high congruence.

5.0 RECOMMENDATIONS ON FUTURE RESEARCH AND CONCLUSION

5.1 Recommendations

The researcher puts forth the following recommendations on the subject for future research:

- Future research could be conducted on all restaurants within Grahamstown, and the findings of each restaurant will determine a blueprint of sorts for organisational culture in the area's restaurant industry which could aid in the new strategic direction that restaurant owners and managers need to take.
- In addition to the OCAI and the Shared Values, future researchers could make use of assessment and measurement tools that look at leadership skills and leadership styles to have a more refined understanding of the behaviour of the leaders making change recommendations more impactful.
- Lastly, future research of this style should include more qualitative research comprising of individual interviews and focus groups in order to gain more insights that may not have been brought forth by surveys resulting in more involvement of the employees and hopefully less resistance to change.

5.2 Conclusion

This research made use of research techniques that involved using two surveys to diagnose the existing organisational culture of Saints Bistro and the preferred culture of the restaurant located in Grahamstown. The findings were based on responses by the employees of Saint's Bistro. Permission to conduct the research was attained by the researcher from the management of the restaurant and the respondents. The questionnaire, based on the Competing Values Framework and its matched scale the OCAI alongside the shared values survey, was provided to the respondents with an invitation for them to participate voluntarily in the research. Along with the right to choose not to participate in the research, respondents were informed of the anonymity of their responses. In finding that the existing organisational culture is indeed congruent with the desired organisational culture, ways in which to maintain the organisational culture have been explored and would be suggested to the management of Saint's Bistro.

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APPENDICES

APPENDIX A: QUESTIONNAIRES

The Shared Values Survey (sample)

<u>Shared Values</u>	<u>Checked 8 Values</u>	<u>Ranking</u>
Broad-Mindedness		
Consideration	✓ <input type="checkbox"/>	3
Cooperation	✓ <input type="checkbox"/>	2
Courtesy		
Fairness		
Forgiveness	✓ <input type="checkbox"/>	5
Humour		
Moral Integrity	✓ <input type="checkbox"/>	4
Openness		
Social Equality		
Adaptability	✓ <input type="checkbox"/>	6
Autonomy		
Creativity		
Development		
Experimentation	✓ <input type="checkbox"/>	8
Cautiousness		
Economy		
Formality	✓ <input type="checkbox"/>	7
Logic		
Obedience		
Orderliness	✓ <input type="checkbox"/>	1
Assertiveness		

Diligence		
Initiative		

The Organisational Culture Assessment Instrument (OCAI) – Current Existing Culture and Future Desired Culture Profile

<i>Dominant Characteristics</i>	<i>Current</i>	<i>Desired</i>
A. The organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves		
B. The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C. The organisation is very result-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D. The organisation is a very controlled and structured place. Formal procedures generally govern what people do.		
Total	100	100

<i>Organisational Leadership</i>	<i>Current</i>	<i>Desired</i>
A. The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.		
B. The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C. The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus		
D. The leadership in the organisation is generally considered to exemplify coordinating, organising, or smooth-running efficiency.		
Total	100	100

<i>Management of Employees</i>	<i>Current</i>	<i>Desired</i>
A. The management style in the organisation is characterised by teamwork, consensus, and participation		
B. The management style in the organisation is characterised by individual risk taking, innovation, freedom, and uniqueness.		
C. The management style in the organisation is characterised by hard-driving competitiveness, high demands, and achievement.		
D. The management style in the organisation is characterised by security of employment, conformity, predictability, and stability in relationships.		
Total	100	100

<i>Organisational Glue</i>	<i>Current</i>	<i>Desired</i>
A. The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high.		
B. The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge		
C. The glue that holds the organisation together is the emphasis on achievement and goal accomplishment.		
D. The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important.		
Total	100	100

<i>Strategic Emphasis</i>	<i>Current</i>	<i>Desired</i>
A. The organisation emphasises human development. High trust, openness, and participation persist.		
B. The organisation emphasises acquiring new resources and creating challenges. Trying new things and prospecting for opportunities are valued.		
C. The organisation emphasises competitive actions and achievement. Hitting stretch targets and winning in the market place are dominant.		
D. The organisation emphasises permanence and stability. Efficiency, control, and smooth operations are important.		

Total	100	100
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<i>Criteria of Success</i>	<i>Current</i>	<i>Desired</i>
A. The organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B. The organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C. The organisation defines success on the basis of winning in the market place and outpacing the competition. Competitive market leadership is key		
D. The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
Total	100	100

APPENDIX B: COVER LETTER

Dear Participant,

I would like to invite you to voluntarily participate in a survey questionnaire that is part of my MBA thesis for the Rhodes Business School. The survey is a short organisational culture survey whereby employees of Saint's Bistro are required to:

- rate their perception of the **current organisational culture**
- identify their **desired organisational culture**.
- identify behavioural outcomes for current and desired organisational cultures

The survey will take approximately 15 minutes to complete. The responses received are kept strictly confidential and no names are added to the survey data collected in the thesis.

Instructions:

- Take the survey in one go, without interruption
- The survey is based on the OCAI assessment which assesses SIX key dimensions of culture that were found to make a difference in organisational success. **First, you assess your organisation in its current state then you respond with the organisational culture YOU desire.**
- Assessing each aspect, you divide 100 points among four alternatives. Give a higher number of points to the alternative that is most similar to Saint's Bistro and less or no points to the alternative that is least similar to Saint's Bistro.
- **FOR EXAMPLE:**

<i>Dominant Characteristics</i>	<i>Current</i>	<i>Desired</i>
A. The organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves	45	30
B. The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	10	15
C. The organisation is very result-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	20	25

D. The organisation is a very controlled and structured place. Formal procedures generally govern what people do.	25	30
Total	100	100

- Be sure that your total equals 100 for each item. Please note that you have to enter a value for all four statements. So if you assign 50 points to the first two statements, you will have to enter 0 for the other two.
- Follow your first impulse

For the shared value survey, rate the 24 values 1 to 24 in order of your perceived importance. Do this for what is currently existing and for what you would prefer in the future.

The findings from the questionnaire will assist in analysing the culture of Saint's Bistro and would afford it the opportunity to redefine their culture where there may be misalignment. The results and recommendations will be made available to the management of Saint's Bistro and I hope they can contribute to the attainment of efficiency, job satisfaction and improved performance of Saint's Bistro.

The researcher would appreciate your honest and objective feedback and would like to further assure you that all results will be reported at a total staff level with no individual employee to be made identifiable.

Please complete the survey as soon as possible and if you have any enquiries please feel free to contact me via my email: bonnie.kamona@gmail.com

I hope you will find the survey simple and enjoyable.

Thank you for your participation.

Kind Regards,

Bonnie Kamona