

LET MANAGEMENT DRIVE THE DESIRED ORGANIZATIONAL CULTURE AND CULTURE SHIFT

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INTRODUCTION

- Globalized environment
- Externally induced change
- Mind set of managers

Managers to act as culture builders
to
foster innovation via support mechanisms
and
promote a new vision
(McCrimmon, 2010).

LITERATURE

- Shift in the management paradigm
- How managers can drive the desired org. culture & culture shift?

For effective culture change (Childress, 2009), top managers need to eg.

- have group/team experience (new culture)
- obtain the views of eg. customers, clients,

Building a winning culture

Old paradigm: is eg. dominant, centralized,
New paradigm: highlights trust, decentral.

Old culture: eg. hierarchies
New culture: eg. networking

management paradigm has shifted
and
new management roles and competencies
are needed.

- The organizational culture framework (CVF) (Cameron and Quinn (1999))
- By using the “Organizational Culture Assessment Instrument (OCAI)” Cameron and Quinn (1999), the profile of an org can be identified as clan, hierarchy, adhocracy and market.

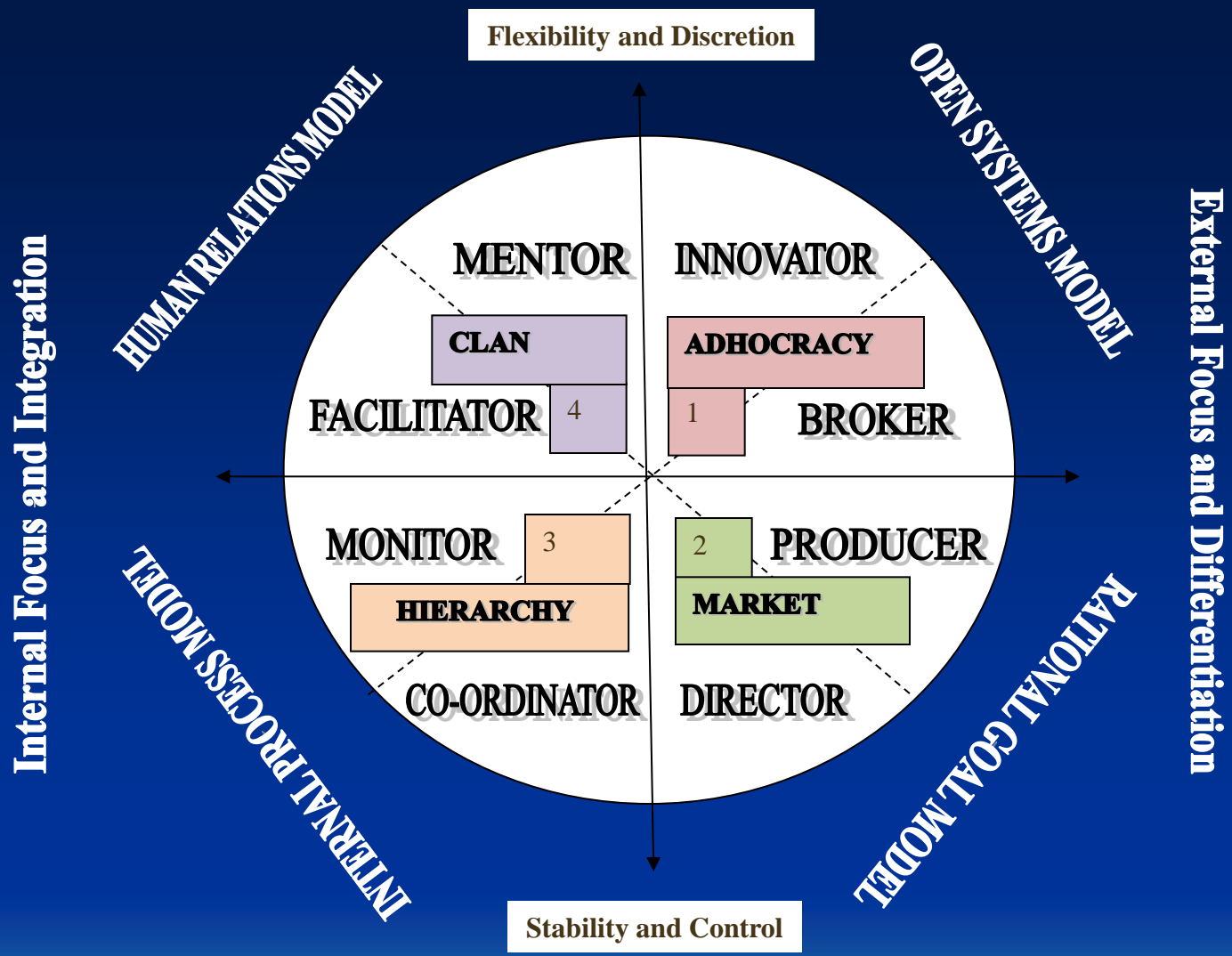


Figure 3: Competing Values Framework: Models of organisation and management theory and leadership roles

Old management assumptions

New assumptions

Way managers operate

OBJECTIVES

- To recognise need for evolution of management thought.
- To shows how the management can drive the desired organizational culture.
- To emphasize 'what' leaders must do and 'how'.

METHODOLOGY

- Sample – 202 managers from a population of 400 – stratified random sampling – managerial level – (top, 19.8%; senior, 41.9%; middle, 38.4%).
- Adequate sample:
 - ✓ Sekaran (2003) – pop 400 = 196 sample
 - ✓ Kaiser-Meyer-Olkin Measure (0.788) and Bartlett's Test of Sphericity (2975.330; $p = 0.000$) . Normality & homoscedasticity.

METHODOLOGY

Measuring Instrument

- Self-developed, closed-ended, precoded questionnaire.
- ↳ Section A - biographical data (managerial level) - nominal scale, precoded option categories.
- ↳ Section B – eight leadership roles (mentor, facilitator, innovator, broker, producer, director, co-ordinator, monitor) based on CVF – 40 Likert scale items (Table 1).
Determine dominant leadership roles and from that, derive dominant leadership model (HR, Open systems, Rational Goal, Internal Process), which provide insight into the prevailing organizational culture.
- Recurring themes, in-house pretesting, pilot testing.

METHODOLOGY

Psychometric Properties

☐ Validity (Factor Analysis)

↙ Principal component analysis.

↙ 8 factors – latent roots >1 – 1.9 to 4.52

☐ Reliability - Cronbach's Coefficient Alpha

↙ Overall 0.893 – high level – with item reliabilities ranging from 0.887 to 0.894.

Analysis of Results

↙ Descriptive stats (freq, %, means, std. dev.)

RESULTS

Table 2: Descriptive Statistics: Assessing Prevailing Leadership Roles of the Management Cadre

LEADERSHIP ROLE	MEAN	95% CONFIDENCE INTERVAL FOR MEAN		s ²	STD DEV.	% TO WHICH ROLE IS BEING FULFILLED	
		Lower Bound	Upper Bound				
Facilitator	3.2563	3.1637	3.3489	0.439	0.6624	65.13	8
Mentor	3.6593	3.5795	3.7391	0.326	0.5710	73.19	2
Innovator	3.6269	3.5551	3.6986	0.266	0.5160	72.54	3
Broker	3.6129	3.5359	3.6899	0.306	0.5536	72.26	4
Producer	3.3950	3.3064	3.4836	0.406	0.6370	68.00	6
Director	3.2766	3.1787	3.3745	0.496	0.7040	65.53	7
Co-ordinator	3.5497	3.4617	3.6378	0.397	0.6301	70.99	5
Monitor	3.7990	3.7183	3.8797	0.334	0.5775	75.99	1

RESULTS: FREQUENCY ANALYSES

☞ Strengths:

⚡ Monitor role:

- Critical thinking allows leaders to formulate clear arguments (95%).
- Leaders are able to construct statements and react to that of others effectively (89.6%).
- Leaders do not lose sight of outputs (81.7%).

⚡ Innovator role – creative thinking – new ideas (82.2%).

⚡ Broker role – networking used as impt skill at all levels (89.1%).

⚡ Co-ordinator role – use specific skills to plan/monitor projects (87.1%).

RESULTS: FREQUENCY ANALYSES

☞ Weaknesses:

↙ Leaders not convinced that:

- Most decision in org are by negotiations (23.8%) (BR).
- Org. strives to optimize time & minimize stress mngt (21.8%) (PR).
- Org provides effective team-building environ. (21.8%) (FR).
- Individ. work productively (20.3%) (PR).
- Participatory decision-making takes place (19.8%) (FR).
- Every effort made to translate org goals into sub-goals at various levels of org (15.9%) (DR).
- Employee compet.↑ by deleg & feedbk (14.4%) (MeR).
- ↙ Leaders felt that routine shifts focus away from possible outcomes (21.8%) (IR).

RESULTS

Table 3: Descriptive Statistics: Assessing Prevailing Leadership Models

Combined Means for Quadrants of the CVF showing Leadership Models		Mean
Human Relations Model (Facilitator and Mentor Roles)	3	3.4578
Open Systems Model (Innovator and Broker Roles)	2	3.6199
Rational Goal Model (Producer and Director Roles)	4	3.3358
Internal Process Model (Coordinator and Monitor Roles)	1	3.6744

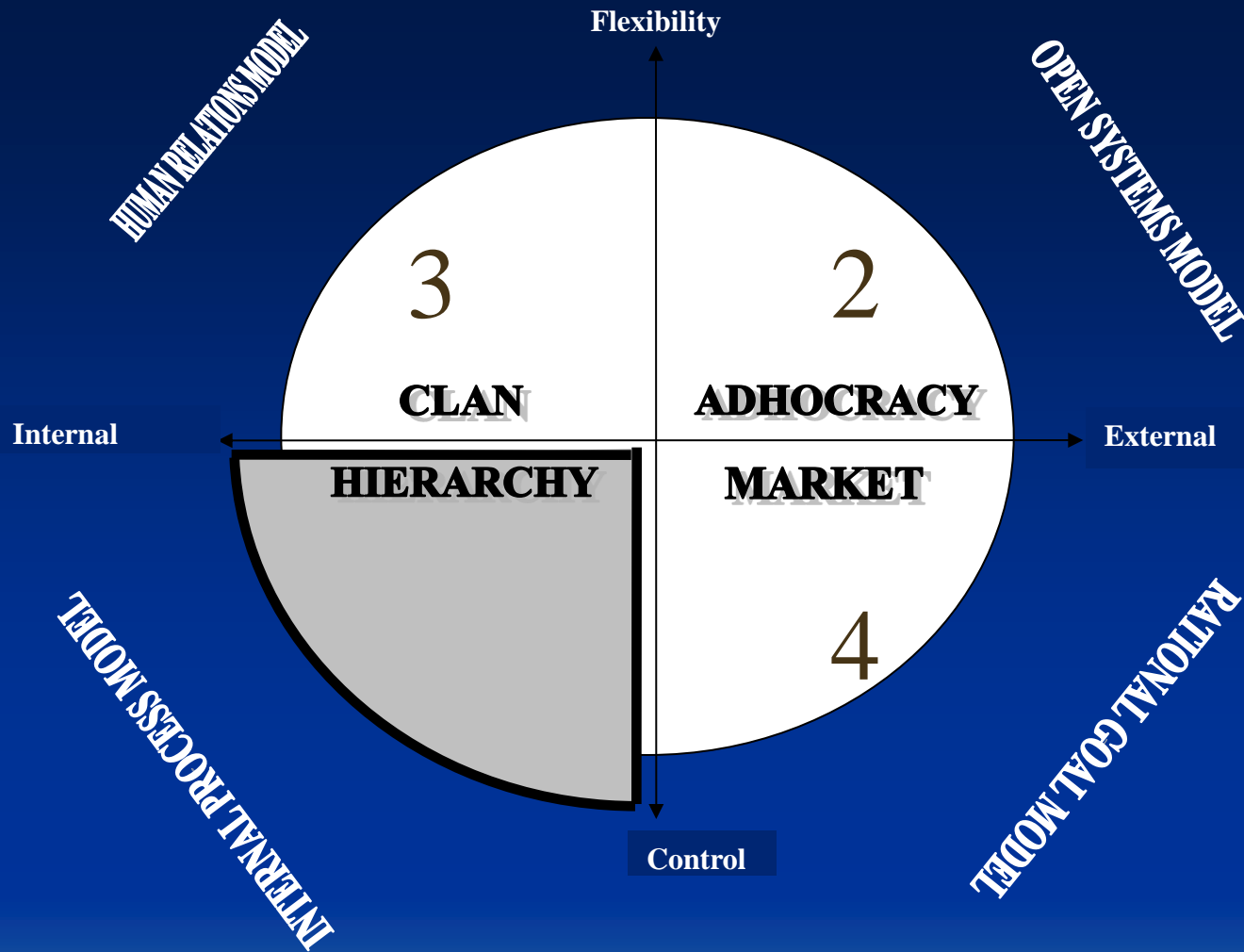


Figure 4: Cultural location of the Public Sector Organisation

RESULTS

Table 3: Descriptive Statistics: Assessing Prevailing Leadership Models

Combined Means depicting focus and orientation	
<i>Internal/External</i>	
Internal focus & integration (Ment, Fac, Mon, Co-ord)	3.5561
External focus & differentiation (Inn, Brok, Prod, Dir)	3.4779
<i>Flexibility/Control</i>	
Flexibility & discretion (Fac, Ment, Inn, Brok)	3.5383
Stability & control (Ment, Co-ord, Dir, Prod)	3.5051

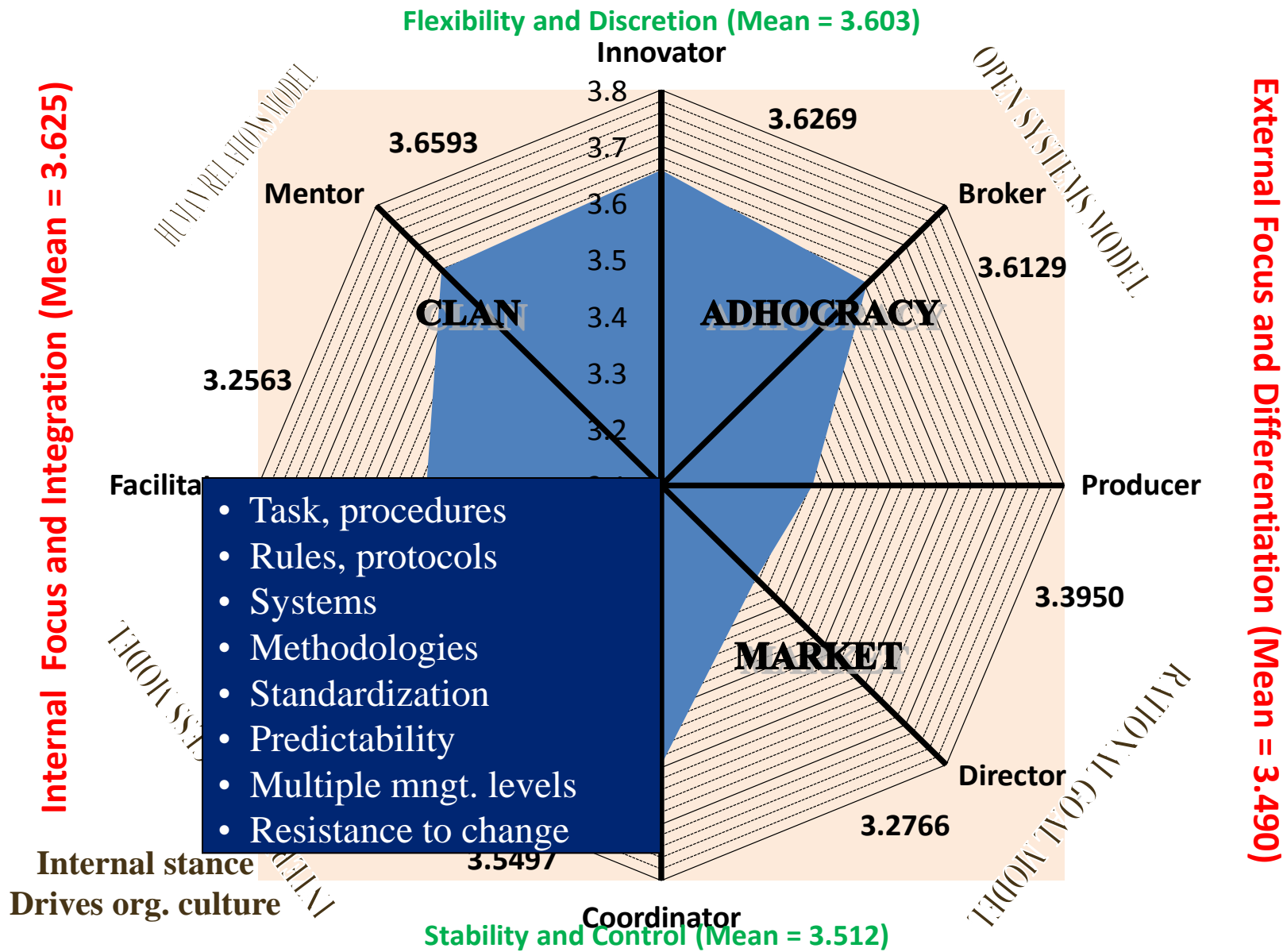
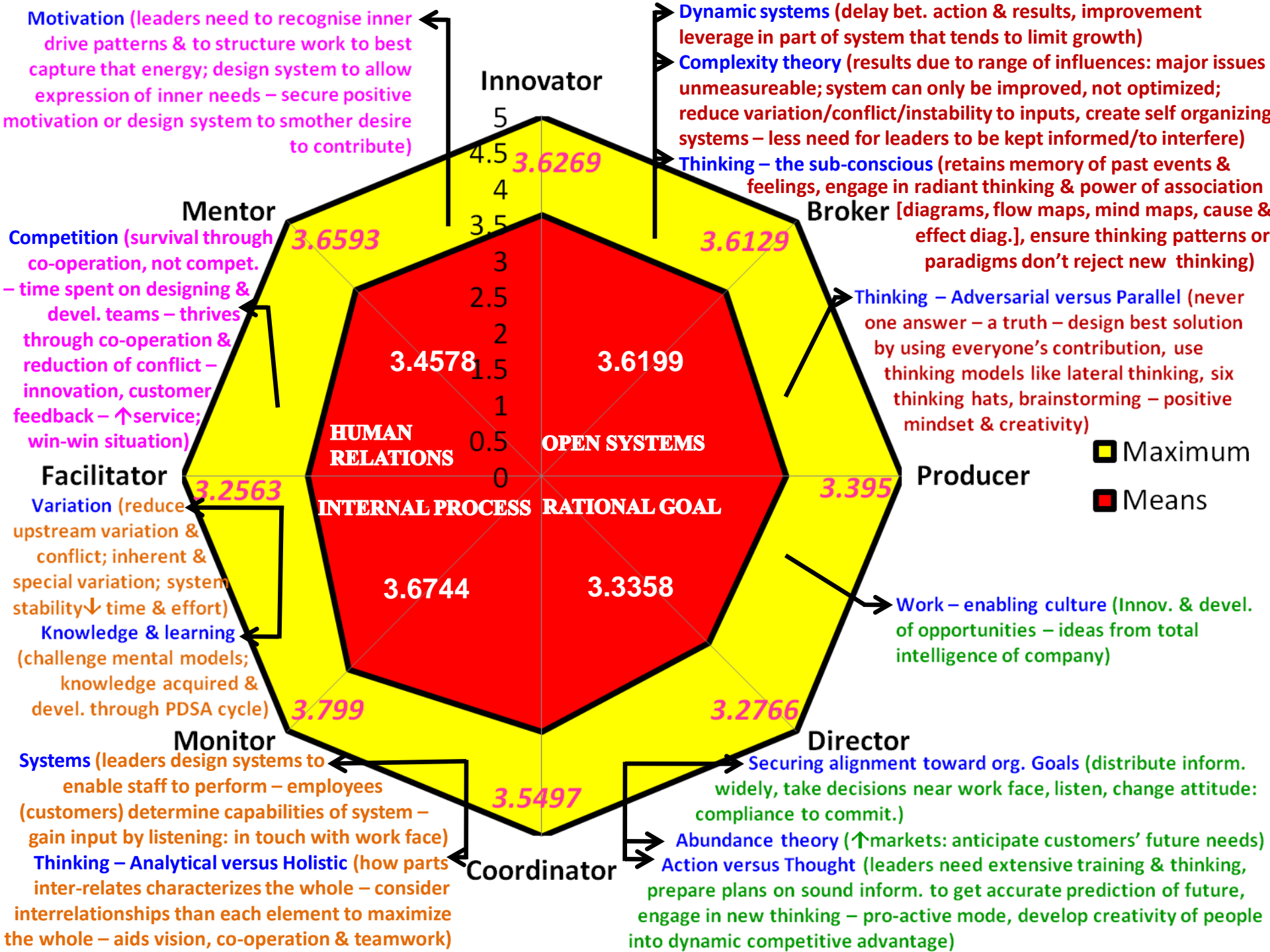


Figure 5: Cultural dimensions (focus and orientation) prevailing in a public sector organisation

DISCUSSION OF RESULTS:

Leadership roles displayed

- Managerial roles and balance competing demands.
- Engaging in behavioural complexity and being ambidextrous not enough.
- Need to overcome chronic problems plaguing organizations (Covey, 1991), to continuously learn in the context of practice (McGregor, 2000) and learn how to uncover people's commitment and develop capacity to learning throughout the organization (Senge, 1990).
- Know what the leadership has to do, but how?



RECOMMENDATIONS & CONCLUSION

- Constant change – need to charter new way forward.
- Cannot be trapped.
- Leaders need to harness a proactive, enabling culture – constant improvements.
- Create superior designs of systems - capture employees' thinking potential, challenge creativity – commitment to goals & achieving a dynamic corporate advantage: win-win situation.