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RESEARCH TOPIC

A Study of the impact of leadership and change management strategies on organisational culture.

- The Case of Mobile Telecommunications Limited (MTC) Namibia

Prepared by: Winson Nepembe

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Abstract

This research project sought to examine the linkages between leadership, culture and organisational effectiveness at Mobile Telecommunications Limited (MTC Namibia).

The study's aim was to identify and investigate the factors that lead to any perceives or real challenges related to leadership, organisational culture and change.

The study found that despite initial challenges faced by management and dissatisfaction raised with regard to the organisational change process, the majority of MTC who took part in the study are aware of the intentions of the change process as well as how it is intended to transform the organization to become responsive to competition and to its customer base through sound marketing and customer relations practices.

The study also made recommendations on the inclusion of staff in the process, how the negative impact of the change process can be mitigated and how the company can harness the skills of staff to realize a better outcome in the long term.

The recommended measures included training of staff and management on organisational change management, more power to be devolved to middle management to make them relevant to the change process and to gain more respect from subordinates.

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

One of the major debates concerning effectiveness related to the role of those who lead those organisations. Such debates are mainly focused on organisational culture and the impact or lack thereof of leadership on how a particular organisation performs.

The leadership of an organisation is devolved out through formal organisational structures with their accompanying rules and regulations yet the practice of both leadership and management influences, and is influenced by, an organisation's culture amongst other factors (Senior, 1997).

For Yukl (1994), transformational leadership and organisational culture have become increasingly popular topics over the past 10 years. There have been, as Yukl (1994) further argues, more than 5,000 studies on leadership. The phenomenon of leadership continues to draw interest of academics and practitioners in many fields, in private and public institutions. The concept of leadership carries many different connotations and is often viewed as synonymous with other, equally complex concepts such as power, authority, management, administration, and supervision.

Many leadership theorists have found that ineffective leadership in any organisation seems to be the major cause of diminishing the organisation's productivity and downward positioning of many organisations (Yukl, 1994).

It is therefore a given fact that leaders in organisations are expected to inspire followers to contribute beyond expectation (Bass & Avoilo, 1992; Yukl, 1994).

These leaders provide followers with a focus and commensurate levels of support, involvement, and appreciation designed to encourage the follower to adopt the leader's vision as their own and be committed to making it a reality (Bryman, 1992).

Leadership and organisational culture is purported to be tightly intertwined (Peters & Waterman, 1982). Leaders must have a deep understanding of the identity and impact of the organisational culture in order to communicate and implement new visions and inspire follower commitment to the vision (Schein, 1990).

Leaders help shape and maintain the desired culture of an organisation (Schein, 1990), which may link to organisational effectiveness in an organisation. Some researchers have suggested that leadership and organisational culture contain the key to understanding organisational effectiveness (Barney 1986; Bass & Avoilo, 1992).

There has been little research done on the links between transformational leadership, organisational culture, and organisational effectiveness in Namibian organisations, either public or private. The purpose of this study is thus based on the links between leadership, organisational culture, and organisational effectiveness at MTC Namibia.

1.2 PROBLEM DEFINITION

MTC is Namibia's leading mobile telecommunication operator with over 1.4 million subscribers in a total population of two million people. It is 66% owned by the Namibian Government while 34 % is held by Portugal Telecom.

Along with the 34% stake, Portugal Telecom also acquired the management rights which meant that the Managing Director and one other individual on executive management should be seconded by Portugal Telecom.

Despite the company's continued strong financial performance, this new arrangement seems to have created a slowdown in the effectiveness of the organisation.

This is mainly attributed to the organisational culture that was forced to change to conform to a culture as wished for by Portugal Telecom.

The unintended outcome of this change is 'assumed' to be the negative attitude that some staff members have adopted, blaming the company leadership for being dictatorial and imposing decisions down on staff. Employees are of the opinion that their views were always taken into account but the situation has changed since Portugal Telecom took over MTC's management rights.

In fact these changes have appeared to be the cause of much of the discontent that reigned supreme at the company. Some staff members have attributed various reasons for the organisational changes while management was adamant that these changes were

necessary in the face of increased competition. In addition to employees not giving 100% effort, the company has also experienced an unusual high rate of attrition, mainly through resignations.

Management, on the other hand, has scoffed at these complaints and that 'we don't care' attitude on the part of management is said to be having an impact on the morale and effectiveness of the general staff. This, they say may result in low productivity and eventual loss of market share and status as the country's leading telecommunications company.

Against that background, there is therefore a need to research the link between leadership, organisational culture and organisational effectiveness to identify the factors that lead to these differences and what would of necessity be the right course of action to close the identified gaps and to secure continued effectiveness.

It is thus hoped that this proposed study will lead to some useful insight in terms of the best leadership model that appreciates and respects the organisation's culture at MTC.

1.3 RESEARCH OBJECTIVES

- To investigate the links and differences between leadership, organisational culture and organisational effectiveness, to forewarn the company management about the risks of such differences, if any, and to suggest remedies to forestall the negative impact of these differences.

- To examine the different cultural relationship dynamics as they manifest themselves at MTC Namibia.

- To evaluate the cultural relationship between the different cultural groups that will help to better understand the effectiveness or ineffectiveness of the organisation,

  whether leadership and organisational culture play any role in the effectiveness or ineffectiveness of the organisation.

This understanding of leadership and organisational culture will help manage relationships between staff and management and it will improve effectiveness through service delivery, quality and support service development at MTC Namibia.

Ultimately, this study will propose a strategy for the creation of synergies between organisational culture and organisational effectiveness through effective leadership.

1.4 RESEARCH TOPIC

There are as many views of the functions of leadership as there are writers and researchers. It is obvious, too, that the detailing of functions will depend on one's general conception of leadership.

However some feel that the identification of leadership acts should precede the development of any generalised concept of leadership. One view, for example, is that the essential function of the leader is to work towards unity and cohesiveness and in the organisation and to see that membership in it, is a pleasant and satisfying experience.

Gordon (2003) has said about the same in observing that a potential leader of a group somehow must perceive what it is the group wants, he must contribute something that will move the group closer to that goal, and finally his contribution must be accepted before he can be said to have patterned the group's behavior in an organisation.

At the opposite extreme from the constraints placed on an organisation by individual capacities and competences are those imposed on the individual by the organisation. These latter constraints are course not all hierarchical. Organisations are social institutions with a character and unique properties. As Selznick (2003) has emphasised, organisations become more than technical instruments as they are 'infused with value'.

Around each organisation then, there grows certain patterns of conduct and belief. These are considered right for the organisation in the general consensus. They become the value system of the members of the organisation, and it is within this context that all members are expected to operate. Thus the alternative ways in which the individual will be permitted to behave in any particular organisation will be sharply conditioned by its institution's character. These restrictions apply at every level. The flexibility and

discretion of the leadership is thereby limited; and every proposal for change must run the gauntlet of individual perception of its conformity with the general value system.

As Chapple and Sayles (2004), have pointed out it is particularly important to understand the nature of these organisational prescriptions in fitting people into jobs. The job, after all, is a role established formally and informally by the organisation. By its very nature, it is an expression of organisation values. Hence the individual who finds his personality needs in conflict with these requirements should be directed elsewhere.

1.5 RESEARCH QUESTIONS

1. To what extent does the culture of foreign managers influence organisational culture on MTC?

2. Does leadership and organisational culture have an impact on the overall effectiveness of the organisation.

3. What leadership factors, if any, cause incongruence between leadership, organisational culture and organisational effectiveness?

4. What are the perceived leadership and staff behaviour traits that aid or hamper organisational effectiveness?

1.6 LIMITATIONS

This study will be limited to MTC Namibia. By limiting the subject area, there is a better chance of conducting a focused research which is hoped to elicit tangible outcomes and thus hopefully also give direction with regard to recommending workable strategies for MTC Senior Management to harmonise leadership with organisational culture and thus increase or improve organisational effectiveness.

1.7 OVERVIEW OF UPCOMING CHAPTERS

The second chapter of this study is divided into two parts. The first part will focus on the conceptual framework for leadership, organisational culture and organisational effectiveness while the second part of the chapter will provide an overview of MTC Namibia, its purpose, functions, governance as well as its business model.

Chapter 3 will outline the methods used to gather the necessary data while Chapter 4 will provide comprehensive results of the study. In Chapter 5, the researcher will discuss the results of the study and in Chapter 6 the researcher will present a conclusion and recommendations for the improvement of leadership and its harmonisation with organisational culture in the interest of organisational culture.

CHAPTER 2: LITERATURE REVIEW

2.1. DEFINITION OF LEADERSHIP

Leadership is one of social science's most examined phenomenons. The scrutiny afforded to leadership is not surprising – leadership is a universal activity evident in humankind and in animal species (Bass, 1990). With a common belief that leadership is vital for effective organisational and societal functioning.

Leadership is easy to identify in its natural place or position, however it is difficult to define precisely. Given the complex nature of leadership, a specific and widely accepted definition of leadership does not exist and might never be found.   Fiedler (1971), for example noted: There are almost as many definitions of leadership as there are psychologists working on the field. A definition of leadership also requires that we differentiate it conceptually from power and management, because these concepts are often confused with leadership.

Power refers to the means leaders have to potentially influence others, for example referent power (i.e. followers 'identification with the leader'), expertise, the ability to reward or punish performance, and so forth (Bass, 1990). Thus the ability to lead others requires that one has power. As regards its differentiation from management, leadership-as seen from the ''new'' perspective (i.e , transformational and charismatic leadership theories) is purpose- driven, resulting in change based on values, ideals, vision, symbols and emotional exchanges (Bryman, 1992).

Leadership is necessary for a variety of reasons. On a supervisory level, leadership is required to complement organisational systems (Katz and Kahn, 1978) and enhance subordinate motivation, effectiveness and satisfaction (Bass 1990). At the strategic level, leadership is necessary to ensure the coordinated functioning of the organisation as it interacts with a dynamic external environment (Katz and Kahn, 1978). Thus leadership is required to direct and guide organisational and human resources towards the strategic objectives of the organisation and ensure that organisational functions are aligned with the external environment (Zaccaro, 2001)

Leadership is a bit like 'good art' – we may have difficulty in defining it but we know it when we see it or experience it. And, although that may not seem very helpful, it is quite significant, because it tells us something about leadership, something that probably is not true of management. Leadership is something that people see or experience, personally. It is above all about the relationship between the leader and those people being led, (David Pardey, 2007).

A leader without followers is about as meaningful as a bicycle without wheels, it may possess most of the necessary components but without wheels it cannot do the one thing it is intended to do. A leader without followers may be as useless as a bike without wheels, but the problem cannot be easily resolved. It is easy enough to fit wheels to a bike (at least, it is not too difficult), but you cannot fit followers to a leader. Leaders have to create their own followers, and that is probably the most significant characteristic of leaders, that they can create followers (David Pardey, 2007).

Leaders need followers, and one definition of leadership is that leaders are people who inspire others to follow. This definition of leadership implies some degree of voluntarism in 'followership' that it is not enough for leaders to say I am going that way will you follow me? In the first case ('I am going that way and you must follow'), the compulsion to follow is what Fayol (2007) called 'command ', a function of management and most people in management and leadership positions will have to direct people from time to time, (David Pardey, 2007).

Schein (1985) defines culture as the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously, and that define in a basic '' taken for granted '' fashion an organisation's view of it and its environment.

2.2 DEFINITION OF CULTURE

Culture is ' A pattern of basic assumptions that works well enough to be considered valid, and therefore is taught to new (organisation) members as the correct way to perceive, think and feel in relation to the problem of external adaptation and internal integration . … (it is) learned, evolves with new experiences, and can be changed if one understands the dynamics of the learning process. In the simplest terms it is the way that organisational members behave and the values that are important to them and it dictates the way that decisions are made, the objectives of the organisation, the type of competitive advantage sought, the organisation structure and systems of management , functional strategies and policies, attitudes towards managing people and information systems. Many of these are interrelated, (Schein, 1985).

Schein, (1985) further defined culture as a pattern of shared basic assumptions that a group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and , therefore, to be taught to new members as the correct way to perceive, think , and feel in relation to those problems.

''Culture is the set of important understanding (often unstated) that members of a community share in common'' (Sathe, 1985, p6).

Culture is a set of understandings or meanings shared by a group of people. The meanings are largely tacit among the members, are clearly relevant to a particular group, and are distinctive to the group (Louis, 1985: 74).

A standard definition of culture would include the system of values, symbols and shared meanings of a group including the embodiment of these values , symbols , and meanings into material objects and ritualised practices … The 'stuff ' of culture includes customs and traditions ,historical accounts be they mythical or actual, tacit understanding, habits, norms and expectations, common meanings associated with fixed objects and established rites, shared assumptions, and inter subjective meanings (Sergiovanni & Corbally, 1984.p viii)

Cultural arrangements, of which organisations are an essential segment, are seen as manifestations of a process of ideational development located within a context of definite material conditions. It is a context of dominance (males over females/ owners over workers) but also of conflict and contradiction in which class and gender, autonomous but over determined, is vital dynamics. Ideas and cultural and cultural arrangements confronts actors as a series of rules of behavior, rules that, in their contradictions, may variously be enacted, followed or resisted Mills, 1988, p.366)

An organisation might then be studied by discovering and synthesising its rules of social interaction and interpretation, as revealed in the behavior they shape. Social interaction and interpretation are communication activities, so it follows that the culture could be described by articulating communication rules'' (Schall, 1983)

Culture is the pattern of shared beliefs and values that give members of an institution meaning, and provide them with the rules for behavior in their orgnisation (Davis, 1984, p1).

To analyse why members behave the way they do, we often look for the values that govern behavior, which is the second level… But as the values are hard to observe directly, it is often necessary to infer them by interviewing key members of the organisation or to content analyse artifacts such as documents and charters. However, in identifying such values, we usually note that they represent accurately only the manifest or espoused values of a culture.

That is, they focus on what people say is the reason for their behavior, what they ideally would like those reasons to be, and what is often their rationalisation for their behavior. Yet the underlying reasons for their behavior remain concealed or unconscious. ''To really understand a culture and to ascertain more completely the group's values and overt behavior , it is imperative to delve into the underlying assumptions, which are

typically unconscious but which actually determine how group members perceive, think, and feel'' (Schein, 1985, p 3.)

Culture does not necessarily imply a uniformity of values. Indeed quite different values may be displayed by people of the same culture. In such an instance, what is it that holds together the members of an organisation? I suggest that we look to the existence of a common frame of reference or a shared recognition of relevant issues. There may not be agreement about whether these issues should be relevant or about whether they are positively or negatively value. They may array themselves differently with respect to that issue, but whether positively or negatively, they are all oriented to it (Feldman, 1991, p 154).

When organisations are examined from a cultural viewpoint, attention is drawn to aspects of organisational lies that historically have often been ignored or understudied, such as the stories people tell to newcomers to explain how things are done around here, 'the ways in which offices are arranged and personal items are or are not displayed, jokes people tell the working atmosphere (hushed and luxurious or dirty and noisy) the relation among people (affectionate in some areas of an office and obviously angry and perhaps competitive in another place), and so on. Cultural observers also often attend to aspects of working life that other researchers study, such as the organisation's official policies, the amounts of money different employees earn, reporting relationships, and so on (Feldman, 1991, p 188).

A cultural observer is interested in the surfaces of these cultural manifestations because details can be informative, but he or she also seeks an in depth understanding of the patterns of meanings that link these manifestations together, sometimes in harmony, sometimes in bitter conflicts between groups, and sometimes in webs of ambiguity, paradox, and contradiction (Martin, Chapter 1, p .3).

Colleagues in the same organisation who do not agree upon clear boundaries, cannot identify shared solutions, and do not reconcile contradictory beliefs and multiple identities. Yet, these colleagues contend they belong to a culture. They share a common orientation and overarching purpose, face similar problems, and have comparable experiences. However, these shared orientations and purpose accommodate different beliefs solutions, and these experiences have multiple meaning … ''Thus, for at least some cultures, to dismiss the ambiguities in favour of strictly what is clear and shared is to exclude some of the most central aspects of the colleagues 'cultural experience and to ignore the essence of their cultural community'' (Meyerson, 1991, pp. 131-132).

2.3 DEFINITION OF ORGANISATIONAL LEADERSHIP

Underlying this ability are fundamental executive processes, or meta-components (Sternberg, 1985): recognising the existence of a problem, defining and redefining Organisational leadership involves action on two fronts. The first is guiding the organisation to deal with constant change. This requires CEOs who embrace change, and who do so by clarifying strategic intent, who build their organisation and shape their culture to fit with opportunities and challenges change affords.

The second front is in providing the management skill to cope with the ramifications of constant change. This means identifying and supplying the organisation with operating managers prepared to provide operational leadership and vision as never before. Thus, organisational leadership is guiding and shepherding toward a vision over time and developing that organisation's future leadership and organisational culture, (Pearce/Robinson, 2007).

Leaders know well that the values and beliefs shared throughout their organisation will shape how the work of the organisation is done. And when attempting to embrace accelerated change, reshaping their organisation's culture is an activity that occupies considerable time for most leaders. Elements of good leadership – vision, performance, principles and perseverance are important ways leaders shape organisational culture as well. Leaders shape organizational culture through the passion for the enterprise and the selection and development of talented managers to be future leaders, (Pearce/Robinson, 2007).

Leadership is critical in codifying and maintaining an orgnisation's purpose, values, and vision. Leaders must set the example by living the elements of culture: values, behaviours, meausures, and actions. Values are meaningless without the other element, such that organisations with clearly codified and enforced cultures enjoy great employee and customers loyalty. Like anything worthwhile, corporate culture is something in which you invest.

An organisation's norms and values are not formed through speeches but through actions and team learning. Leadership is a process by which a person influences others (followers) to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes such as beliefs, values, ethics, character, knowledge the problem mentally, formulating strategy for solving the problem, monitoring the solution of the problem solving is ongoing, and evaluating the solution to the problem after it has been solved.

Organisational cultures are much more than slogans and empty promises. Some organisations choose to part ways with those who do not manage according to the values and behaviours that other employees embrace. Others accomplish the same objective more positively. Employees at all levels in an organisation notice and validate the elements of culture. As owners, they judge every management decision to hire, reward, promote and fire colleagues (Faith El Nadi, 2008). The most important idea of all major companies like GM, IBM, and including MTC is that those pushing for organisational improvement, whether they are external members of the board, major investors , or top executives, must deal with cultural and behavioral obstacles to change. Specifically, attempts at organisational change must consider three key features of organisational life: the firm's culture, the leadership of the change and the existing network of power.

2.4 ORGANISATIONAL CULTURE

An organisation's culture has a substantial impact on its ability to execute its strategy and to achieve business goals and objective.

If a culture and work environment is cultivated intentionally, it improves dramatically an organisation's ability to execute, and they often become better places to work. And they become well known among prospective employees. Organisational culture facilitates the acceptable solutions for knowing the problems, which members learn, feel and set the principles, expectations, behavior, patterns, and norms that promote a high level of achievement (Maroilides & Heck, 1993, Schein, 1992). Corporate culture can be looked at as a system based on the company's values and norms, and organisational behaviours such as its technologies, strategies, products, services and appearance. The concept of a corporate culture is particularly important when attempting to manage organisation-wide change.

There is, however, much confusion in the literature about the nature and definition of 'organisational culture' and 'organisational climate'. There is no single definition for organisatioal culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organisational behaviour, management science, and organisational communication. Some of the definitions are listed below:

A set of common understanding around which action is organised … finding expression in language whose nuances are peculiar to the group (Becker and Geer 1960).

A set of understanding or meanings shared by a group of people that are largely tacit among members are clearly relevant and distinctive to the particular group which are also passed on to new members (Louis 1980)

A system of knowledge, of standards for perceiving, believing, evaluating and acting… that serve to relate human communities to their environmental settings (Allaire and Firsirotu 1984).

The deeper level of basic assumptions and beliefs that are: learned responses to the group's problems of survival in its external environment and its problems of internal integration, are shared by members of an organisation, that operate unconsciously, and that define in a basic "taken-for-granted" fashion in an organisation's view of itself and its environment (Schein 1988)

According to Schein (1985), leadership and culture can be thought of as "two sides of the same coin''. Indeed, he goes so far as to assert that '' the unique and essential function of leadership is the manipulation of culture''Schein (1985), also talked about an "adaptive culture'', a concept which can be equated to a 'transformational culture''

Bass and Avolio, 1993   identified the assumptions underlying a culture that is adaptable as being- that people are trustworthy and purposeful, that complex problems can be delegated to the lowest level possible, that mistakes can be the basis of doing a better job, rather than recrimination. Such a culture is further promoted by engaging leadership behaviours.

Despite the best-laid plans, organisational change must include not only changing structures and processes, but also changing the corporate structure as well. Organisational culture is basically a system of shared beliefs that members of the organisation have, which determines how members in an organisation act when confronted with decision-making responsibilities. In every organisation including MTC, there are systems or patterns of values that are constantly evolving.

Shared values will also affect how the employees will deal with issues and concerns inside and outside the organisation. Every single person comes from different backgrounds and lifestyles but in an organisational culture, each of them perceives the organisational culture in the same way, thus this perception is one of the shared aspects of an organisational culture. There are seven dimensions of an organisational culture, namely, attention to detail, innovation and risk taking, outcome orientation, stability, people orientation, aggressiveness and team orientation.

It is a given fact that leaders in organisations are expected to inspire followers to contribute beyond expectation (Bass & Avoilo, 1992; Yukl, 1994). These leaders provide followers with a focus and commensurate levels of support, involvement, and appreciation designed to encourage the follower to adopt the leader's vision as their own and be committed to making it a reality (Bryman, 1992).

Leadership and organisational culture purported to be tightly intertwined (Peters & Waterman, 1982). Leaders must have a deep understanding of the identity and impact of the organisational culture in order to communicate and implement new visions and inspire follower commitment to the vision (Schein, 1990).

Leaders help shape and maintain the desired culture of an organisation (Schein, 1990), which may link to organisational effectiveness in an organisation. Some researchers have suggested that leadership and organisational culture contain the key to understanding organisational effectiveness (Barney 1986; Bass & Avoilo, 1992).

The organisation's culture develops in large part from its leadership while the culture of an organisation can also affect the development of its leadership. For example, transactional leaders work within their organisational cultures following existing rules, procedures, and norms. Transformational leaders change their culture by first understanding it and then realigning the organisations's culture with a new vision of its shared assumptions, values and norms (Bass, 1985).

Effective organisations require both tactical and strategic thinking as well as culture building by its leaders. Strategic thinking helps to create and build the vision of an agency's future. The vision can emerge and move forward as the leader constructs a culture that is dedicated to supporting that vision. The culture is the setting within which the vision takes hold. In turn, the vision may also determine the characteristics of the organisation's culture.

Organisational culture is the set of important assumptions (often unstated) that members of an organisation share in common. Every organisation has its own culture. An organisation's culture is similar to an individual's personality- an intangible yet ever-present theme that provides meaning, direction, and the basis for action. In much the same way as personality influences the behaviour of an individual, the shared assumptions (beliefs and values) among a firm's members influence opinions and actions within that firm. (Pearce/Robinson, 2007)

A member of an organisation can simply be aware of the organisation's beliefs and values without sharing them in a personally significant way. Those beliefs and values have more personal meaning if the member views them as a guide to appropriate behaviour in the organisation and therefore, complies with them. The member becomes fundamentally committed to the beliefs and values when he or she internalises them, that is comes to hold them as personal beliefs and values.

In this case, the corresponding behaviour is intrinsically rewarding for the member – the member derives personal satisfaction from his or her actions in the organisation because those actions are congruent   with corresponding personal beliefs and values.

Assumptions become shared assumptions through internalisation among an organisation's individual members. And those shared, internalised beliefs and values shape the content and account for the strength of an organisation's culture. (Pearce/Robinson, 2007)

The leader and the culture of the organisation s/he leads are inextricably intertwined. The leader is the standard bearer, the personification, the ongoing embodiment of the culture of what it should become. As such, several of the aspects of what a leader does or should do represent influences on the organisation's culture, either to reinforce it or to exemplify the standards and nature of what it needs to become. How the leader behaves and emphasizes those aspects of being a leader become what the entire organisation sees are the important things to do and value.

The word "culture" has many meanings and connotations. When we apply it to groups and organisations, we are almost certain to have conceptual and semantic confusion because groups and organisations are also difficult to define unambiguously. Most people have a connotative sense of what culture is but have difficulty defining it abstractly. In talking about organisational culture with colleagues and members of organisations, it is often found that we agree it exist and that it is important in its effects but that we have completely different ideas of what it is.

The concept of culture has been the subject of considerable academic debate in the last five years , and there are various approaches to defining and studying culture (for example, Barley, Meyer, and Gash, 1988, Martin, 1991, Ott, 1989, Simirich and Calas, 1987). This debate is a healthy sign in that it testifies to the importance of culture as a concept (Schein, 1985).

Organisational culture is neither uniform nor static. It evolve over time, and so it seems reasonable to posit that all cultural systems will exhibit continuous, incremental changes punctuated on occasion by more episodic, radical change (Watzlawick et al.,1974, Wieck and Quinn, 1999). Sathe and Davidson (2000) suggest that evidence clearly supports the fact that culture change consist of changing   people's minds as well as their behaviour. The manner in which the culture for each individual is evoked also has a significant impact on the result and the consequences for each individual.

A parallel one-sentence definition of culture (Burke, 1994) emphasizes the meaning of events that are occurring in the workplace, and how these events influence how competitive threats are assessed or new ways of doing things are introduced. Hatch's (2000) model of organisational culture change emphasizes the roles of both leaders and

followers in creating and changing organisational culture. In this respect, and as Michela and Burke (2000) emphasize, to change culture, one must first understand it.

Arriving at a decision about the right amount of time pressure and possibly competition appears to be facilitative; too much pressure appears to lead to unimaginative solutions. An organisation's core values and strategic objectives will impact on individual's perceptions of their environment (Michela, Lukaszwski and Allergrante, 1995).

The role of the leader in adapting culture was discussed by Ott (1989), who suggested that this may be done through a number of processes including staff selection, socialization, and removal of deviating members, cultural communication mechanism and role modeling of appropriate behaviours. Gregory (1983) and Meyer (1982) supported this view and suggested that when the external environment is subject to frequent change, a strongly homogeneous culture may make it difficult for the organisation to adapt.

Goffee and Jones (2001) suggest that cultural change may often occur as subtle shifts within, rather than between, elements that characterise a particular culture. Martin (1992:2002) advocates a three-perspective view of organisational culture (integrated, differentiated and fragmented), suggesting that all three views might exist in an organisation at the same time.

2.4.1 TYPES OF LEADERSHIP THAT AFFECT ORGANISATIONAL EFFECTIVENESS

As well as looking at the overall impact of leadership, it is clear that there are a number of "given" views on what good leadership in an organisation consist of. The leadership literature tends to be quite prescriptive in nature, and factors such as transformational rather than transactional leadership, instructional rather than administrative leadership and leadership rather than management have all been posited as key elements of organisational effectiveness. Two factors strike one about this categorisation: one is the persistent use of dualities which posit one side of the coin as good and the other as bad, and the other is the way authors in the field quickly jump from limited research evidence to prescription.

Transformational leaders have been characterized by four separate components or characteristics denoted as the four factors of transformational leadership (Avolio, Waldman, and Yammarion,1991). These four factors include idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. Transformational leaders integrate creative insight, persistence and energy, intuition and sensitivity to the needs of others to "forge the strategy – culture alloy" for their organisations. In contrast, transactional leaders are characterised by contingent reward and management-by- exception styles of leadership. Transactional leaders work within existing culture, framing their decisions and action based on the operative norms and procedures characterising their respective organisations.

Organisational culture and leadership are elements in a company that work in conjunction with one another towards organisational success. Both culture and leadership influence how the company will function and what will be achieved. Either culture will determine how leadership influence how the company will function and what will be achieved. Either culture will determine how leadership functions or leadership will transform the organisational culture so that culture supports the organisational values.

Organisational culture is compromised of behaviors, values and beliefs. The behavior of employees is evident through observation. Behaviour is impacted by work areas, the tools needed to perform functions and the task to be completed. Leaders need to

observe the behaviours of those employed within the company to develop an understanding of the common attitudes or beliefs the workers have that may influence those behaviours. Behaviours are further influenced by the values of the workers. Values influence how the company operates on a daily basis.

Leadership contributes significantly in the success and failure of an organisation. The relationships of leadership styles, motivation and employee performance have been extensively studied (Bass, 1990, Collins and Porrras, 1996, Manz and Sims, 1991, Sarros and Woodman, 1993). Transformational leadership attributes, such as empowerment and clear vision, are often seen as important elements for employee job satisfaction and commitment (Iverson and Roy, 1994, Sergiovanni and Corbally, 1984, Smith and Peterson, 1988). This type of leadership style is often associated with a flatter organisational structure and low power distance as in western firms (Chen, 2001, Whitley, 1997).

On the contrary, Asian firms tend to be more bureaucratic, hierarchical, have central decision making and a policy driven leadership style. Leadership tends to be based on position, authority and seniority. For example, commitment is highly associated with loyalty to the top boss in China (Chen and Francesco, 2000). Redding (1990) further suggested that Chinese society is characterised by "personalism''. That is, personal relationship could command a high employees commitment and the paternalistic approach would generate greater job satisfaction.

Walder (1995) further observed that Asian firms are often ruled by a person rather than ruled by law whereby top bosses dominate organisations. Based on Stogdill's (1970) leadership style inventory differentiating the types of leadership in "structure" and "consideration'', it is anticipated that a more " initiating structure'' leadership style would provide greater commitment and job satisfaction in a western firm.

Emperical evidence has been produced whose demographic variables such as years in the organisation, age, level of education and the duration of leadership (Chen and Franseco, 2000, Mathieu and Zajac, 1990, Salancik, 1977) can have significant

influence on organisational commitment. Sommer et al. (1996) revealed that position, tenure and age were significantly related to employee commitment for Korean subjects.

2.4.2 TRANSFORMATIONAL LEADERSHIP

Transformational leadership theory is all about leadership that creates positive change in the followers whereby they take care of each other's interest and act in the interest of the group as a whole. James MacGregor Burns (2007) first brought the concept of transformational leadership to prominence in his extensive research into leadership. Essentially the leader's task is consciousness-raising on a wide plane. The leaders fundamental act is to induce people to be aware or conscious of what they feel – to feel their true needs so strongly, to define their values so meaningfully, that they can be moved to purposeful action. "In this leadership style, the leader enhances the motivation, moral and performance of his follower group".

So according to Macgregor, transformational leadership is about values and meaning, and a purpose that transcends short-term goals and focuses on higher order needs. At times of organisational change, and big step change, people do feel insecure, anxious and low in energy, so in these situations especially in these difficult times, enthusiasm and energy are infectious and inspiring. The transformational approach also depends on winning the trust of the people, which is made possible by the unconscious assumption that they too will be changed or transformed in some way by following the leader.

 According to Bass, the four components of the transformational leadership style are:

(1) **Charisma or idealized influence**- the degree to which the leader behaves in admirable ways and displays convictions and takes stands that cause followers to identify with the leader who has a clear set of values and acts as a role model for the followers.

(2) **Inspirational motivation**- the degree to which the leader articulates a vision that is appeals to and inspires the followers with optimism about future goals, and offers meaning   for the current task in hand.

(3) Intellectual stimulation- the degree to which the leader challenges assumptions, stimulates and encourages creativity in the followers- by providing a framework for followers to see how to connect to the leader, the organisation, each other, and the goal, they can creatively overcome any obstacles in the way of the omission.

(4) Personal individual attention- the degree to which the leader attends to each individual's contribution to the team. This fulfills and enhances each individual team members' need for self-fulfillment, and self-worth – and in so doing inspires followers to further achievement and growth.

Transformational leadership applied in a change management context, is ideally suited to the holistic and wide view perspective of a programme based approach to change management and as such is key element of successful strategies for managing change.

Transformational leadership has gone through a number of iterations in terms of its definition, but is usually described as leadership that transforms individuals and organizations through an appeal to values and long-term goals. In this way it manages to reach followers and tap into their intrinsic motivation (Burn, 1979). Transformational leadership is usually juxtaposed to transactional leadership, which is seen as mainly concerned with relationships of exchange, where, for example, financial rewards from managers are exchanged for extra employee effort.

The distinction between transactional and transformational leadership is, while often quite starkly drawn in the literature, less clear-cut in actual management situations. All leaders will make use of transactional strategies to a certain extent, though the opposite is not necessarily the case (Harris and Chapman, 2002). In this respect the distinction resembles that between management and leadership, which have likewise been juxtaposed in theory but are often coterminous in practice.

In highly innovative and satisfying organisational culture we are likely to see transformational leaders who build on assumptions such as, people are trustworthy and purposeful, everyone has a unique contribution to make, and complex problems are handled at the lowest level possible. Leaders who build such cultures and articulate them

to followers typically exhibit a sense of vision and empower others to take greater responsibilities for achieving the vision. Such leaders facilitate and teach followers. They foster a culture of creative change and growth rather than one which maintains the status quo. There is a constant interplay between culture and leadership. Leaders create mechanisms for cultural development and the reinforcements of norms and behaviours expressed within the boundaries of the culture.

Organisational culture and transformational leadership have been theoretically and empirically linked to organisational effectiveness. During the 1990s a number of comparative studies on the culture-performance link showed that certain culture orientations are conducive to performance (Calori and Sarnin, 1991, Dension, 1990, Denison and Mishra, 1995, Gordon and Di Tomaso, 1992, Kotter and Heskett, 1992, Smart and St. John, 1996). As far as transformational leadership is concerned, Bass (1985) has suggested that transformational qualities lead to performance beyond expectation in organisational settings, research has empirically demonstrated that there is a relation between transformational attributes and organisational measures of effectiveness (Howel and Avolio, 1993).

Lowe et al, 1996, Waldman et al, 2001) argues that although a considerable number of researchers have argued that there is a constant interplay between organisational culture and leadership (Bass and Avolio, 1993, Schein, 1992, Trice and Beyer, 1993, Weldman and Yammarino, 1999), there are limited empirical studies examining the relation between leadership and culture as well as the joint effect on important organisational outcomes. Denison and his colleagues (Denison, 1990 Denison and Mishra, 1995, Denison et al, 2004) have developed and empirically supported theory of organisational culture and effectiveness that identifies four cultural traits that are positively related to organisational performance, namely involvement and participation, consistency and normative integration, adaptability and mission.

In addition, Cooke and his associates (Cooke and Rousseau, 1998, 1990, Cooke and Szumal, 1993, Cooke and Szumal, 2000) have demonstrated that efficient, as well as innovative, organisations have group norms that promote achievement, self-actualisation,

and participation in decision-making, cooperation, social support and constructive interpersonal relations.

One has to note that Cooke's model proposes that organisational culture is conducive to effectiveness given that a humanistic orientation is combined with an achievement orientation. In another explanatory model of the relationship between organisational culture and performance Marcoulides and Heck (1993) showed that culture as reflected in task organisation has a positive direct effect on performance. Petty *et al.* (1995) found that a cultural emphasis on cooperation and teamwork were conducive to organisational effectiveness. Similarly, Smart and St. John (1996) showed that support, innovation and goal orientations were related to higher performance in America colleges and universities in comparison to bureaucratic orientation.

2.4.3 EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON ORGANISATIONAL CULTURE AND THEIER JOINT EFFECT ON PERFORMANCE

Bass and Avolio (1993) have argued that leadership and culture are so well interconnected that it is possible to describe an organisational culture characterised by transformational qualities. The literature on transformational leadership makes an attempt to approach leadership as a social process by putting emphasis on how leaders stimulate their followers to transcend their own self-interest for the sake of their team and the larger organisation. Transformational leaders are typically described as those who inspire their followers to adopt goals and values that are consistent with the leader's vision. According to Bass (1985), transformational leaders do work within the culture as it exists but are primarily concerned with changing organisational culture.

Bass proposes that transformational leadership promotes a working environment charactersised by the achievement of high goals, self-actualisation, and personal development. Similarly, Bass and Avolio (1993) suggested that transformational leaders move their organisations in the direction of more transformational qualities in their cultures, namely, accomplishment, intellectual simulation, and individual consideration, therefore suggesting that transformational leadership has a direct effect on culture.

With regard to the joint effect of organisational culture and transformational leadership on organisational performance, Ogbonna and Harris (2000) have conducted the only study that provides some empirical evidence on this issue. They found that supportive and participative leadership were indirectly and positively linked to performance via the innovative and the competitive cultures, whereas instrumental (task oriented) leadership had an indirect negative effect on performance.

Ogbonna and Harris argued that these results show that the relationship between leadership style and performance is mediated by the form of organisational culture that is present. Moreover, Lim (1995) has proposed that culture might be the filter through which other important variables such as leadership influence organisational performance. There are thus some theoretical propositions and preliminary findings suggesting that organisational culture might be the filter through which leadership influences various organisational outcomes (Lim, 1995, Ogbonna and Harris, 2000). Therefore, it is hypothesized that transformational leadership is related to performance through its effect on organisational culture.

2.4.4 TRANSACTIONAL LEADERSHIP.

Transactional leadership believes that punishment and reward motivate people. This leadership also assumes that when people agree to do a particular assignment, apart of that agreement is that they give up all authority to their boss. The leader holds control and power over the subordinates. The main goal of the employee is to obey the orders of the managers. The idea is that when subordinates take up a job, he or she agrees to obey their manager totally. Transactional leadership makes clear that what is required and expected from their subordinates. It also mentions that subordinates will get award if they follow the orders seriously. In the early stages of transactional leadership, the subordinate is in the process of negotiating the contract.

The contract specifies fixed salary and the benefits that will be given to the subordinate. Rewards are given to subordinates for applied effort. Some organisations use incentives to encourage their subordinates for greater productivity. Transactional leadership is a way of increasing the performance of its subordinates by giving those rewards.

Transactional leadership is also called as true leadership style as it focuses on short term goals instead of long term goals.

In transactional leadership when a leader assigns work to its subordinates, then it is the responsibility of the subordinate to see that the assigned task is finished on time. If the assigned task is not finished on time or if something unexpected happens then punishment is given for the failure. But if they accomplish the task in time then the subordinates are given rewards for successfully completing the task. Transactional leadership has more of a ''telling style'' Transactional leadership is based on the fact that reward or punishment is dependent on the performance.

Even though researchers have highlighted its limitations, transactional leadership is still used by many employers. More and more companies are adopting transactional leadership to increase the performance of its employers. The main limitation of this leadership is that it assumes that people are largely motivated by simple rewards. Under transactional leadership, employees can't do much to improve job satisfaction. Transaction leadership has been ineffective in providing skilled employees to their organisation.

Transactional leadership theory developed by Bass is based on the hypothesis that followers are motivated through a system of rewards and punishment. The transactional leader's view of the leader/follower relationship is one of *quid pro quo.* If the follower does something good, then they will be rewarded. If the follower does something wrong, then they will be punished. The theory behind transformational leaders on the other hand is based, on the hypothesis that leaders can exploit a need of the follower. These particular needs are not based on quid pro quo or in other words (this for that) transaction, but higher order needs. These needs are those of the total person, and are closely aligned with the internal motivational factors of the follower. The types of transactional leaders described by theories include categories such as Opinion Leaders, Group Leaders, Government /Party Leaders, Legislative Leaders and Executive Leaders.

3. CULTURAL INFLUENCE ON ORGANISATIONAL LEADERSHIP.

Leadership is an enigma- a puzzle within a puzzle. It has an "I know it when I see it '' feel, yet there is no single, comprehensive definition that encompasses all divergent views about leadership. Capturing the essence of leadership has been an elusive goal sought by scholars throughout history, but like the blind men examining different parts of the elephant, researchers report truth about the discrete elements of leadership, yet have difficulty finding a common frame or gestalt regarding the concept.

Organisational commitment and job satisfaction have received significant attention in studies of the work place. This is due to the general recognition that these variables can be the major determinants of organisational performance (Angle, 1981, Riketa, 2002) and effectiveness (Laschinger, 2001, Miller, 1978).When employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally "withdraw'' from the organisation.

Thus organisational commitment and job satisfaction are important attitudes in assessing employees' intention to quit and the overall contribution of the employees to the organisation. Numerous antecedents of job satisfaction and organisational commitment have been suggested in the earlier studies (Chen and Francesco, 2000, Mathieu and Zajac, 1990, Williams and Hazer, 1986) and organisational culture (Trice and Beyer, 1993) were shown to have significant impact on both job satisfaction and commitment were not explored.

Organisational culture can influence how people set personal and professional goals, perform tasks and administer resources to achieve them. Organisational culture affects the way in which people consciously and subconsciously thinks, make decisions and ultimately the way in which they perceive, feel and act (Hansen and Wernerfelt, 1989, Schein, 1990). Deal and Kennedy (1982) and Peters and Waterman (1982) have suggested that organisational culture can exert considerable influence in organisations particularly in areas such as performance and commitment. Researchers on organisational cultures have also proposed different forms or types of cultures. For

example, Goffee and Jones (1998) identified four forms of organisational cultures (i.e. networked, mercenary, fragmented and communal).

Martin (1992) viewed organisational cultures from three perspectives (i.e integration, differentiation and fragmentation). Wallach (1983) suggested that there are three main types of organisational cultures (i.e. bureaucratic, supportive and innovative). Since individuals bring their personal values, attitudes and beliefs to the workplace their level of commitment to the organisation may differ. Values, attitudes and beliefs are reflected in different national cultures.

Employees' expectations, behavior and performance may be different with various national cultures (Redding, 1990)

4. ORGANISATIONAL CHANGE MANAGEMENT

Change is the order of the day, If ever there was a time when business as usual described the way business ran, that time has elapsed (Webber, 1998, p4) The constancy of change is a widely noted theme in any reading of the literature of the organisational management. Phrases such '' the only constant factor in (organisational) life is the need to change '' are commonly encountered. That constancy of change is not a new concept. More than 2,000 years ago the Greek philosopher Heraclitus (536-470) held to the doctrine that everything was in a continual state of flux and that nothing is permanent but change. What is different is that the pace and scale of change-social, politico-economic and technological – are rapidly increasing. Graetz *et al*. (2000: 550) encapsulates this well.

Change in organisations may be continuous and incremental or rapid and discontinuous with abrupt shifts from the patterns of the past. Change may be planned or it may be emergent. The scale of change may change from fine-tuning through incremental and or modular adjustments to wide scale corporate transformation. The dynamics of organisational change may be seen as an essentially linear series of planned events, e.g., (Lewin's (1951) unfreeze –change –refreeze model. Change may be open ended, ongoing and adaptive responding to changing circumstances (Kanter *et al*. 1992). Alternatively, the character of change may sit somewhere between these two extremes

of planned or loose and open ended. Dunphy and Stace (1990) for example argue for a contingency/situation analysis approach to change, one that focuses on the situational variables – both internal and external of an organisation either undergoing or needing to change. There are many approaches, tools and methods proposed for managing change. There is one 'right 'approach. That said conceptual models of the process of change are useful in understanding the dynamics of change and how change management might be approached.

Kotter's ''eight step'' change model

Kotter's framework and analysis of change, based primarily on organisational change in the corporate sector, has been articulated and adapted since the mid 1990's. It is well known and widely quoted and applied. The language and philosophy of Kotter's approach appears in many iterations and variations in the literature of organisational change. Kotters' prescription for success is to recognize the importance of a staged and sequential approach, not to rush and or to fall victim to the illusion of speed, and to look out for and correct the pitfalls that accompany each of these stages of change:

(1) Establish a sense of urgency – about the need to make changes.

(2) Form a powerful high level coalition to guide and lead the changes- a group with enough power and influence in the organisation to lead the promotion of the change effort.

(3) Create a vision of the organisation's future – to help focus and direct the change.

(4) Communicate that vision widely, repeatedly and consistently- from the leadership level down through all organisational level, in languages and in actions and behaviours.

(5) Empower people in the organisation to act on the vision – remove obstacles to change, improve processes and systems, encourage and enable people to take risks, engage in non traditional thinking and activities.

(6) Plan for visible short-term performance improvements – enable these to occur and recognise their achievement and the work of those who have enabled that achievement.

(7) Consolidate improvements and produce more change- as change takes effect build on the credibility and confidence that results, extending the reform or structures, systems and processes and encouraging and growing change agents in the organisation.

(8) Institutionalise new approaches- clearly articulate the connections between the new ways of working and organisational successes, encourage and develop ongoing leadership of change and anchor the changes into the organisational culture.

A key thread of Kotter's analysis and prescription for approaching change is the importance of viewing organisational transformation as a long-term process – not a simple and short-term event. Further, it is a process which builds on itself. Skipping stages will not, in Kotter's view, accelerate the process. Rather, it will, while giving the illusion of speed, slow the process, or even derail it completely.

CHAPTER 3: RESEARCH METHODOLOGY

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Both qualitative and quantitative paradigm will be used to conduct the study. Qualitative research as stated by Mouton (2001) is a research that studies people in terms of their own definitions of specific issues that need to be analysed and it also focuses on the subjective experiences of individuals while it is sensitive to the contexts in which people interact with each other.

This study will therefore start with an overview of MTC Namibia but would focus   on employee perceptions of leadership, its impact on organisational culture and overall organisational effectiveness.

The methods of data collection and analysis that will be used in this study are discussed in the sections that follow.

3.1   RESEARCH DESIGN

This study will use both the qualitative and quantitative research approach. According to Bailey (1987:80), qualitative research seeks out the 'why', not the 'how' of its topic through the analysis of unstructured information – things like interview transcripts, emails, notes, feedback forms, photos and videos. It does not just rely on statistics or numbers which are the domain of quantitative researchers.

Qualitative research is used to gain insight into people's attitudes, behaviours, value systems, concerns, motivations, aspirations, culture or lifestyles. It is used to inform business decisions, policy formation, communication and research.

In the above context, this study will try to asses from management and staff what the major communication challenges are between the two groups of employees. The purpose is to seek the understanding of what they perceive to be their communication needs and how they are met or not met by the other set of employees.

Quantitative research generates numerical data or data that can be converted into numbers for a statistical review. A typical example would be a telecommunication survey card that ask " from 1-5, with one being 'very dissatisfied' and five being 'very satisfied'

how would you describe customer service today?" Ideally, quantitative research looks to obtain a statistically reliable sampling responds.

Therefore, it is not so much the number of people to be interviewed (quantitative) but rather the substance and quality of the responses gained from the target population (qualitative).

Quantitative data is most often collected in the form of questionnaire or survey. The research process typically involves the development of questions as well as scales that are used to measure feelings, satisfaction and other important factors on a numerical level.

This research will be undertaken at MTC Namibia and it shall be based on a qualitative research project doing interviews with 30 staff members below management and 10 managers.

3.2   POPULATION

The population of employees at the MTC in Windhoek according to MTC report of 21 April 2009 is 80 females and 65 males that give a total of 145 permanent employees.

3.3   SAMPLES

Based on the population the sample procedures will be constructed as follows: 15 females and 25 males identified at all at levels for interviews and questionnaires will be used for interview guides. The researcher will use the purposive technique for 10 managers and quota or snowball for the rest of the 30 employees.

The researcher will use the non- probability sampling method because that will enable the researcher to determine the probability that any element or member of the population will be included in the sample.

3.4   DATA COLLECTION TECHNIQUES

The goal is to acquire an in-depth understanding of the leadership role as it relates to organisational culture and its impact on organisational effectiveness. The researcher will therefore use questionnaires for gathering information for analysis

Although pre-set questions will be prepared for the interviews, allowance will be made for deviation to enrich the responses. Nominal data as well as interval/ratio data will also be part of the data instruments that the researcher will observe. In order for the researcher to ensure that the instruments gather what the researcher anticipated, validity and reliability is the extent to which the research design must be appropriately conducted.

3.5. STRUCTURE OF DISSERTATION

This study will consist of six chapters as outlined below:

Chapter 1: Introduction and Background
Chapter 2: Literature review
Chapter 3: Research methodology
Chapter 4: Findings
Chapter 5: Analysis of results and Discussion
Chapter 6: Conclusions and Recommendations

4. CHAPTER FOUR

4.1 RESEARCH FINDINGS

4.1.1 INTRODUCTION

In a move towards completing this investigation, this chapter will present the research findings. In addition to reporting the findings of the research project. The interpretation of the data in this chapter will be done in the subsequent chapter.

This research makes an assessment of how organisational culture change at a telecommunications company, MTC Namibia has had an impact on its organisational effectiveness, hence the topic: "A Study of the impact of leadership and change management strategy on organisational culture."

This paper seeks to examine the linkages, or lack thereof, between leadership, culture and organisational effectiveness. It will identify the factors that lead to any perceive or real differences to recommend right courses of action to close any identified gaps or strengthen that which is working well in the interest of ensuring continued organisational effectiveness and employee harmony.

The findings presented here result from data collected by means of structured questionnaire probing how, if at all, organisational culture change has had any impact on the way staff and management perform their duties, how staff perceive management's role in culture change and how that contribute to organisational effectiveness or lack thereof.

It is therefore assumed that most of what is going to be said in this chapter is based on raw data collected through the questionnaires which were distributed to respondents.

4.1.2 RESULTS OF THE EMPIRICAL STUDY

After the questionnaire had been prepared and administered, the data that were needed to fulfil the objectives of this research were collected. This chapter will present those data in a summary form. The research instruments that helped to collect that information had already been identified and described in the chapter on research methodology. In dealing with this section of the work on research findings, it should be pointed out that the issues of organisational culture, individual performance, perceptions of management are very sensitive to some staff and management. However, the respondents have been so kind

as to accept to disclose information on their own understanding and perceptions about the organisational culture change process, its impact on their work and the effectiveness of the organisation.

4.1.3 THE ANALYSIS OF THE RESPONDENTS

The respondents were identified from a long list of current employees (general staff and management) and were kindly requested to consider participating in the study. The participants were therefore randomly selected based on the knowledge of the researcher and his inside sources within the company.

4.1.4 STRUCTURE OF THE FINDINGS REPORT

The first section of the findings report is entitled 'response rate'. It is followed by biographical information which mainly introduces the study findings as it briefly presents an important aspect of the raw data collected from respondents which consists of the respondents' personal identity information such as gender, age group and position in the organisation.

The Biographical Information section consist of collected socio-cultural information from respondents with regard to the topic on a study of the impact of leadership and change management strategy on organisational culture and the interpretation of these data. The following sections present data related to how staff perceives the culture change in their organisation and the role that their managers played during this culture change process.

4.1.5 RESPONSE RATE

Questionnaires were distributed to a selection of staff and managers, totaling 40 and only 30 were returned and were certified to have been completed correctly and satisfactorily.

4.1.6 BIOGRAPHICAL INFORMATION

The research was conducted at MTC head office, in Windhoek, Namibia. The target group was randomly selected; it comprises a selection of staff members and managers above the D band. Physical questionnaires were distributed to respondents and collected from them. A total number of 30 questionnaires were completed and received from the respondents. The results from respondents are presented below.

4.1.7 RESPONDENTS' AGE GROUPS

The research questionnaires were to be distributed to respondents falling in the following 5 different age groups: (i) 20-29 years of age: 0/5, (ii) 30-39 years of age: 3/5, (iii) 40-49 years of age: 2/5, and (iv) above 50 years: 0/5.

4.1.8 RESPONDENTS' POSITIONS WITHIN THE ORGANISATION

Among the respondents, 7 were managers while 23 were below management.

SECTION 1

4.2 MEASUREMENT OF ORGANISATIONAL CULTURE CHANGE

4.2.1 Achievement of objectives for organisational culture change

To the question on whether the objectives of the organisational culture change were achieved through the exercise, the respondent's answers yielded the data indicating that the majority (80%) believe that objectives were achieved through the exercise. Around 19% per cent believe the exercise has not had any change in terms of organisational culture while less than one per cent of the respondents don't know whether there was any change to organisational culture.

4.2.2 Improvement of organisational performance

The data on the respondents' answers to the question on whether the organisation's performance has improved after the culture change exercise shows that only 65% agreed that there has been an improvement in the company's performance while 25% thought no improvement has taken place. The balance is not sure if any change has taken place after the culture change exercise.

4.2.3 Uniqueness of organisational culture

To the question querying whether the company's organisational culture is unique, competitive and hard to copy, the respondents' answers revealed that 65% think the culture is unique and competitive. 40% however don't think the organisational culture is competitive while only one person is undecided about the uniqueness and competitiveness of the culture.

4.2.4 Employee behaviour change

Among those who responded to this question, an overwhelming 60% feel their behaviour has changed in accordance with the organisational culture change while 10% don't think their behaviour has changed. The rest (30%) don't know if their behaviour has changed in accordance with the organisational culture change.

4.2.5 Change of personal values

At least 65% of respondents to this question are of the view that their personal values and ways of doing things has changed while 35% said their personal values and ways of doing things at the organisation have not changed.

4.2.6 Change of other employees' values

Among those who responded to this question, an overwhelming 96% indicated that they noticed a change in their colleagues' values and ways of doing things while only four per cent disagreed or indicated that their colleagues' ways of doing things did not change at all.

4.2.7 Resistance to culture change

Among those who responded to this question, an overwhelming 77% don't feel any resistance to the organisational culture change while 13% said they felt some resistance to culture change.

4.2.8 Physical changes

At least 80% of respondents reported that they observed physical changes during the culture changes process while only 20% said they have not observed any physical changes to the organisational environment.

4.2.9 Success of organisational change

Of the respondents who participated in the survey, 45% have indicated that they did not view the process as successful whereas the other 55% are of the opinion that the change process was successful.

SECTION 2

4.3 OBSERVED LEADERSHIP MEASUREMENT OF ORGANISATIONAL CULTURE CHANGE

LEADERSHIP QUALITIES AND BEHAVIOURS IN CULTURE CHANGE	
Description of the leaders' leadership qualities and behaviours during the organisational culture change	
He displayed his willingness to make self-sacrifices and ability to accomplish exceptional goals	2.99
He could project self-confidence and determination on us, increasing followers' self-esteem in work	3.13
He presented his values with personal charisma and influence, setting himself as a role model to follow	2.72
He translated organisational vision into sets of attainable and attractive goals for us to follow	2.69
He inspired our enthusiasm to work, motivating us to go beyond our limits and norms	3.03
He had the ability to do the same jobs as us, solving problems in a rational and calculated way	2.79
He trained and coached his followers to meet the requirement of work	2.83
He intellectually stimulated and challenged our creativity, promoting our commitment in work	3.05

He had a caring characteristic and served my needs with consideration	2.95
He recognized my commitment and contribution to the organisation	2.93
He understood my capabilities and put effort to raise my strength and eliminate my weakness	2.96
He evaluated my work through result and performance	2.83
He showed us the direction instead of a vision, promoting compliance in workers	2.91
He used contingent reward in exchange for our works and effort	3.20
He used authority and control as his management tool	2.99
He reacted slowly to change, solving problems in a passive manner	2.73
He asked us to work up to a satisfactory standard only and tried to maintain current status-quo	2.92
He communicated less, keeping personal interaction to a minimum level	2.95
He neither committed nor involved in his management role	2.93
He intentionally avoided taking responsibility	2.79
Has long-term perspective and vision	2.62
Management work as a team	2.79
Management is well skilled in managing people	2.66
Management is well skilled in managing tasks	2.77
Management structure supports customer service	2.92
Conflict exists between management and staff	2.18
Employee suggestions are valued and implemented	2.52

Management communicates with staff in a civil and respectful way.	3.03
Management style is people orientated	2.72

4 -Strongly Agree	3 - Agree
2 - Disagree	1 - Strongly Disagree

5. CHAPTER 5: ANALYSIS AND DISCUSSION

5.1 INTRODUCTION

This chapter presents the analysis and discussion of data gathered from the study about leadership, organisational culture and change at Mobile Telecommunications Limited (MTC). Responses from all the staff and management were examined, compiled and evaluated to answer the research questions asked at the beginning of the study. As far as possible, data were tabulated and displayed through tables and graphs, with the aim of identifying and discerning any patterns that provided the best interpretation of the results of the study. The study was conducted at the MTC Head Office in Windhoek.

Details of the survey instrument were given in Chapter 3 and a copy of the questionnaire is attached as Appendix 1.

5.1.2 Presentation, Analysis and Discussion

In pursuit of the research objectives of this study, the following methodologies were adopted:
  ➢ 30 interviews in the form of questionnaires were conducted.

  ➢ Employees completed an audit questionnaire, answering a series of questions covering a wide variety of topics and areas within the organisation and 30 questionnaires were processed in total.

  ➢ The interviewees included senior management, line managers as well as a cross section of the rest of the organisation. By using the combined approach of interviews and questionnaires, an accurate sample has been obtained.

To a large extent, the purposes as defined in the introductory chapters were to:
  ➢ Determine and define the existing culture at *MTC.*

  ➢ Check and ascertain perceptions, feelings and opinions of team members with regards the leadership and change management and organisational culture and overall climate within the organisation.

  ➢ Define the environment within which the team have to manage and perform.

  ➢ Areas of strength – where it is going well.

  ➢ Areas of concern – what are the pertinent issues and what is getting in the way?

  ➢ Clearly identify those areas requiring the most urgent attention.

➢ Gain a clear understanding of the objectives that need to be achieved.

➢ To provide a possible framework and roadmap for future interventions and processes.

➢ Understand the inter-team relationships and team member's perceptions about their other team members.

The sentiments and opinions expressed during the interviews are kept confidential in the sense that no statements are attributed to individuals and each individual was made aware of this.

The feelings, perceptions and opinions most commonly expressed during this process have been consolidated into this report and as such, reflect the general feelings, perceptions and opinions within the organisation at various levels and in the various departments and divisions.

As outlined originally, it was crucial to measure the impact of leadership and change management on organisational culture.

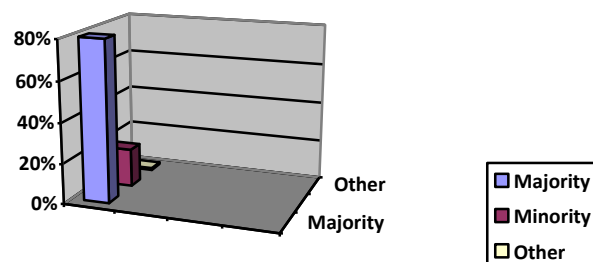## 5.2 MEASUREMENT OF ORGANISATIONAL CULTURE CHANGE

5.2.1 Achievement of objectives for organisational culture change

To the question on whether the objectives of the organisational culture change were achieved through the exercise, the respondents answers yielded the data indicating that the majority (80%) believe that objectives were achieved through the exercise. Around 19% per cent believe the exercise has not had any change in terms of organisational culture while less than one per cent of the respondents don't know whether there was any change to organisational culture.

The results above tend to indicate that there is overall understanding of the role of the organisational leadership and change management.

One of the factors around this particular issue of organisational culture change is related to the fact that such change was expected due to changes in ownership from being a 100% State owned entity to shedding 34% of its shares to Portugal Telecom.

Achievement of objectives for Organisational culture change

5.2.2 Improvement of organisational performance

The data on the respondents' answers to the question on whether the organisation's performance has improved after the culture change exercise shows that only 65% agree that there has been an improvement in the company's performance while 25% think no improvement has taken place. The balance is not sure if any change has taken place after the culture change exercise.

Organisational performance is the only yardstick upon which the success of the company can be measured. Such performance takes into account the financial performance as well as the effectiveness and efficiency with which staffs execute their work in relation to laid down expectations.

The results indicate that although a good percentage feel that the leadership and culture change has improved performance, the number of those who disagree is equally important as it makes at least a quarter of the polled workforce. It is a group of employees who can create resentment if not managed properly in terms of mindset change.

**Improvement of organisational performance**

5.2.3 Uniqueness of organisational culture

To the question querying whether the company's organisational culture is unique, competitive and hard to copy, the respondents' answers revealed that 65% think the culture is unique and competitive. 35% however don't think the organisational culture is competitive while only 10% of the employees are undecided about the uniqueness and competitiveness of the culture.

The response to this is equally in favour of the company's culture being unique, competitive and hard to copy. That could be ascribed to the particular European or Portuguese way of managing the company which would typically be different from any Namibian or Namibian-based telecommunications organisation which is not managed by Europeans or Portuguese.

**Uniqueness of organisational culture**
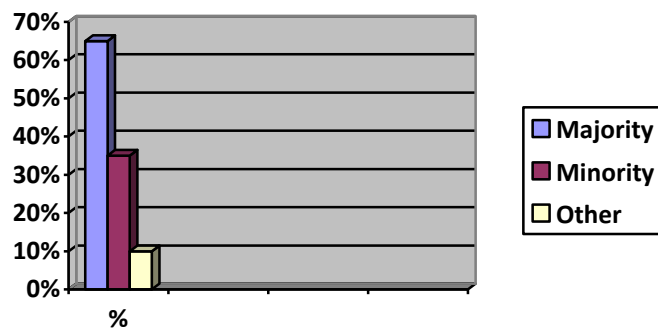
In the same breath, the number of staff who had a different opinion on the matter is massive (35%). Although their attitude towards the issue may not have an impact on how they will perform their work, it is still a group of people whose concerns must be addressed sufficiently.

5.2.4 Employee behaviour change

Among those who responded to this question, an overwhelming 60% feel their behaviour has changed in accordance with the organisational culture change while 10% don't think their behaviour has changed. The rest (30%) don't know if their behaviour has changed in accordance with the organisational culture change.

Overwhelmingly, the staff has indicated that their individual behaviour has changed as a result of the leadership and organisational culture change in the organisation. This can be ascribed to various reasons which include the fact that staff felt they had no choice but to adapt their behaviour to new changes or face being sidelined or lose their only sources of livelihood entirely. The fact that 30% said they are not sure if their behaviour has not changed could be attributed to them still placing themselves as to where their loyalties lie.


Employee behaviour change
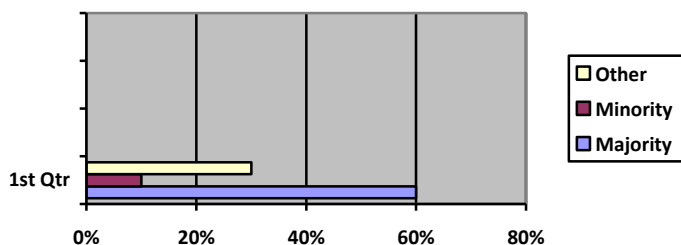
5.2.5 Change of personal values

At least 65% of respondents to this question are of the view that their personal values and ways of doing things has changed while 35% said their personal values and ways of doing things at the organisation have not changed.

Taking the generalization that Europeans have a high work ethic and demand the same of whoever they work with, it could probably be understood from these results that the staff either have seen value in adapting new personal values that conform to overall company expectations.

Change of personal values
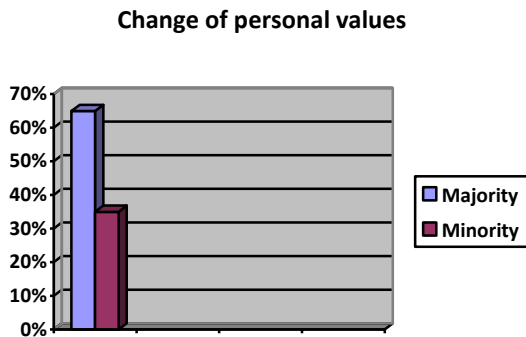
5.2.6 Change of other employees' values

Among those who responded to this question, an overwhelming 96% indicated that they noticed a change in their colleagues' values and ways of doing things while only 4% disagreed or indicated that their colleagues' ways of doing things did not change at all.

Change of other employees' values
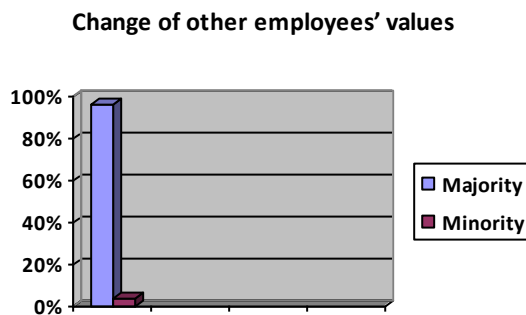
The high positive response to this issue is a direct result of staff monitoring how their colleagues perform and behave and then follow suit. This is also a result of informal, grapevine discussions where staff from different divisions in the organisation get together informally to discuss and share experiences from various departments.

This invariably has a positive spin off on those that have not changed their values yet or those that have not developed a good work ethic and perform as well as they are supposed to.

5.2.7 Resistance to culture change

Among those who responded to this question, an overwhelming 77% don't feel any resistance to the organisational culture change while 13% said they felt some resistance to culture change.

This feedback is very positive for the company in that although some employees may not have understood the rationale behind the change, the majority of them nevertheless went ahead with the change process following changes in ownership and leadership of the organisation. The way of doing things professionally and otherwise may have been swept aside by the forces of change if they had shown resistance. What comes out clearly is that there needs to be a sustained effort to make staff members understand why organisational culture change is necessary, not only in terms of efficiencies but also in terms of warding off competitive forces.

Resistance to culture change
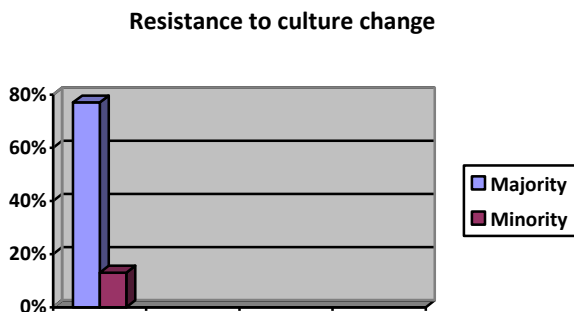
5.2.8 Physical changes

At least 80 per cent of respondents reported that they observed physical changes during the culture changes process while only 20% said they have not observed any physical changes to the organisational environment.

As a result of the business process reengineering, MTC has implemented a number of changes to its physical infrastructure to conform to international standards of operations. These include security installations, access for people with disability, restricted access to sensitive areas such as IT and main server rooms and the overall demarcation of exits and entries. This is quite evident although some staff feel those physical changes had to happen one day or the other.

Physical changes
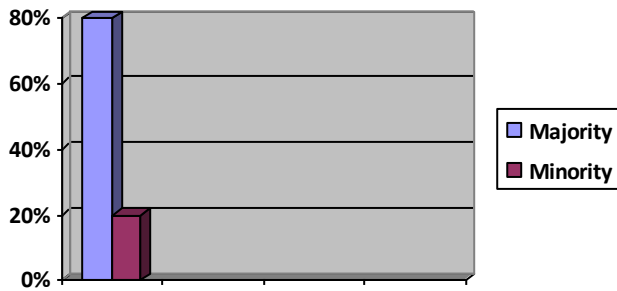
5.2.9 Success of organisational change

Of the respondents who participated in the survey, 45% have indicated that they did not view the process as successful whereas the other 55% are of the opinion that the change process was successful.

The general contention is that the process of change was successful although a big majority (45%) also feel that it was not successful. This could be because they perceived this change process as having been driven by top management with little involvement from staff. Those that agree that the change was successful are of the view that it opened their eyes to new business operation realities and better ways of doing things. There is perhaps a need to continuously engage staff at all levels and devolve ownership of the process to them so that every staff member can feel part of the exercise.

Success of organisational change

6. CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

In this dissertation I have attempted to explore the link between leadership, organisational culture and organisational effectiveness to identify the factors that lead to these differences and what would of necessity be the right course of action to close the identify gaps and to secure continued effectiveness.

Chapter 5 described the data and its analysis, as well as interpreted the figures and discussed the findings. This chapter will recap on the purpose and process of the study and present recommendations and areas for future research.

The study was conducted by combining qualitative and quantitative approaches. Secondary data from MTCs corporate documents and existing literature on the subject matter provided a view of the organisational cultural and leadership dynamics during the change management process of the company. Primary data sourced through self-administered questionnaires provided insight into the different feelings related to leadership change and organisational culture, particularly their influence on employee attitude towards the company and their work.

Analysis of the data provided a deep understanding of the influences of organisational cultural change and leadership.

In this the final chapter I shall summarise the findings of the current research and make tentative suggestions as to the implications of my research. I shall then tentatively suggest possible directions for further research in the area of leadership, organisational culture and change.

6.2 SUMMARY OF KEY FINDINGS

Through the use of questionnaires that were administered to selected MTC Managers and staff, the researcher has found that there is generally an understanding of the change management process taking place at the company. The research also indicates that the majority of staff who participated in the study appreciates the reasons for the change and are in full support of the change as well as the organisational culture and leadership that is ensuing as a result of the change. The participants have also committed to rendering the full assistance to the management in their quest to transform the ways of doing things as the ultimate benefit would be to the company, employees sustained employment and profitability.

The following are the summarised findings:

The research conducted was based on the objectives.

These facts were covered in this study/research.

* The problem statement of this study was looked at in detail.

* The research questionnaire, the research design and methodology.

* Target population was also discussed in detail and the sample and sampling

  procedures.

* Data collection methods and instruments were discussed in detail.

* The data analysis and presentation, the significance of the research were also looked

  at.

* The concepts of leadership, change management and organisational culture were

  discussed in details.

Data analysis of the study was also tackled and the following issues were looked at: motive for change at MTC, types of concerns generally raised by staff during change process, alternative solutions, identification of under currents inhibiting change and how best MTC can mitigate the uncertainty of some staff towards the change process as well as the role that the company leadership can play in ensuring a hassle free change process and a transformation of the organisational culture.

6.3 CONCLUSIONS

The questionnaires that were used to conduct the research provided answers to the research questions that were set. The questionnaires were compiled with the objectives of this study in mind. Solutions and strategies were provided in connection with the issues raised or faced by some staff and managers at MTC as regards organisational change and the role of leadership in that process.

Although there were pockets of concerns raised by some staff and managers on the change management process at MTC, it is concluded, through corroboration of the findings that the majority of those who participated in the survey are fully behind the process as well as understanding the motives behind such a change.

This positive outcome gives the company the courage to continue its change process in the interest of continued sustainability and profitability which will eventually lead to the retention of the employees' jobs.

However, the company also needs to take into consideration those that have expressed dismay with the process, especially with the lack of involvement of junior staff and the top down approach employed by management in this regard. Although not a ticking time bomb at the stage of the study, discontent among staff can brew to a level where the rest of the staff are also influenced to adopt negatives attitudes towards senior management. The company leadership must therefore mitigate these concerns through various interventions that include constant engagement of staff at all levels.

Because of our interdependencies and the power differentials between people, leaders and managers may have more influence in this process as their behaviour is watched by all those that are dependent on them. Senior executives have more power in the organisations and generally interact with more people than people lower down in the hierarchy. There are many stories about leaders who have personally taken an interest in culture change and who have been actively involved in the process of culture change. I think it is always valuable to have the senior leaders actively engaged in any culture change initiative. However, this is not to say that culture change is dependent on the leader as 'designer' of a new culture or those senior leaders can stand outside of the interaction as Schein suggest. I suggest that each of us have the ability to influence organising themes. All of us are engaged in activities where people around us interpret and respond to what we do and say, as we interpret and respond to what they do and say.

Therefore there is an overall satisfaction with the change management process and its impact on organisational culture.

6.4 RECOMMENDATIONS

Recommendations on this study are as follows:

- The study targeted a small number of staff and management. This could affect the credibility of the results. A different conclusion could have been arrived at had more people been involved in the study to present various views on the process of change management and leadership in MTC.

- The research should in future be targeted at a cross section of the organisation and employees in various parts of the country and at various levels of the organisation should be involved for a more representative assessment of the change process.

- Concerted efforts must be made to ensure that all staffs are consulted to make inputs into the change management process. This will avoid a top- down approach which will breed resentment among staff and collapse of the transformation ideals.

- Understanding of the value of change management is of great importance for any organisation. Similarly, MTC must ensure sustained interventions between management and staff to create understanding of the need for such interventions.

- Middle management must be involved more in this process. They tend to have lower self-confidence if they are not involved and they tend to neglect other areas of their work.

- Each manager must be given opportunity to set own transformation objectives against the overall company's change objectives.

- Developing methodologies for effective measuring progress in the implementation of change is essential. This must be a staff function where every level of the organisation is involved.

- The researcher would like to recommend to MTC to make the process of change management more transparent in terms of the intention, the process and the anticipated outcomes.

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8. APPENDICES:

Change Model 3: John Kotters Change Model

1. Establish a sense of	2. Create a coalition	3. Develop a clear vision
4. Share the vision	5. Empower people to clear obstacles	6. Anchor the change
7. Consolidate and keep moving	8. Secure short term wins	