

# POLYTECHNIC OF NAMIBIA



## HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

**A critical assessment of the impact of organisational culture on sustainable leadership development: A case of the Government Institutions Pension Fund in Namibia**

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Thesis presented in partial fulfilment of the requirements for the Degree of Master in Leadership and Change Management in the Harold Pupkewitz Graduate School of business at the Polytechnic of Namibia

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August 2014

## **Statement of Originality and Authenticity**

I declare that this dissertation is submitted as part of the requirements and fulfilment of the Master of Science Degree in Leadership and Change Management at the Harold Pukewitz School of Business and the Polytechnic of Namibia. I also declare that this is my original and authentic paper prepared and researched and has not been submitted or presented elsewhere for assessment or obtaining qualification at another institution.

I have referenced and acknowledge all sources, quoted and used in this dissertation.

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## **Acknowledgement**

It is with sincere gratitude that first and foremost I would like to offer my praise to our Almighty Father for the strength and perseverance that He has accorded me in my life, with my studies, family and work. I would not be able to complete this work without His guidance and leadership. Thank you Heavenly Almighty Father.

I would like to acknowledge my supervisor Prof Samuel Mensah for his patience and guidance throughout the whole process. Prof, we are here today because you have been instrumental in this work; you have been the mentor who gave me the support and guidance I needed to complete this study. Thank you for clearing things up and making the picture visible and the process understandable.

To my colleagues that took their time out and answered my questionnaire this study is complete today due to your support, I am truly great full for your honest opinion and advice.

Leonie Munro, from MarLeo's Communication Services, is thanked for editing the text. I take responsibility for the final document.

## **DEDICATION**

I am who I am and where I am today because you have loved me and supported me in all I have done, mum and dad, you have taken care of me throughout every aspect of my life, from taking care of my children when I was busy with the studies and filling in my shoes with it was most needed to just loving me unconditionally.

You both have taught me to be perseverance, to work hard and to be responsible in life, this is for you as a sign that every discipline you instilled in me, every advice and guidance, I have mastered it.....

Secondly a special thank you goes to my family for bearing with me on those many missed dinner time and family-time; I love and appreciate you all very much. To Simon my dearest son, your patience and understanding of my absence even though it at times did not make sense to you, touched my heart and gave me courage to continue.

To my dear husband, your love has given me strength and courage to be where we are today. Thank you for the support, for loving me through all the up and down that life brings along. I am who I am today because you have loved me and given me the freedom to reach for the stars. I promise to love you and to always hold you and our family dear to my heart for all the days of our lives.

Once again thank you

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## **ABSTRACT**

Organisational culture and leadership are elements in a company that work in conjunction with one another toward organisational success. The main objective of this study was to critically analyse, evaluate, and assess the impact that organisational culture could have in successfully sustaining leadership development within the Government Institutions Pension Fund (GIPF) in Namibia.

Both culture and leadership influence how the company will function and the extent to which its goals will be achieved. There seems to be a two-way relationship between organisational culture and leadership: organisational culture will either determine how leadership functions or leadership will transform the culture to make it support the organisation's values. The two aspects of this relationship are mutually reinforcing. This study, therefore, examined the extent to which the interplay between these two aspects has succeeded in promoting strong leadership within GIPF.

A questionnaire was used to collect information from a sample of 50 respondents. The findings showed that the mutually reinforcing interplay between organisational culture and leadership has produced capable and sustainable leadership that has become the key driving force behind the success of GIPF in reducing employees' turnover and increasing financial investment.



## **CHAPTER ONE**

### **THE IMPACT OF ORGANISATIONAL CULTURE ON SUSTAINABLE LEADERSHIP DEVELOPMENT WITHIN THE GOVERNMENT INSTITUTIONS PENSION FUND (GIPF)**

#### **1.1. Introduction**

Sustainable leadership development is the capacity of a system to engage in complexities of continuous improvement consistent with deep values of human purpose (Fullan,2004). Fullan's description is correct because from the historical humble beginning we have seen the evolvement of humans with the greater need to sustain any new technology if not the need to improve on it.

Sustainable leadership in the long run creates and preserves sustainable learning while securing success over time, and addressing issues of social justice within an organisation. GIPF needs to understand that continuous leadership growth provides an important constant in the evolution of sustainability, demonstrating that just like sustainable development, sustainable leadership represents a process, not an end to a means. The process within GIPF currently requires constant embracing of both new technological developments and a series of different workshops that promise to create leaders who will lead the company to better heights or levels of business acumens.

Cameron and Quinn (2006) define organisational culture as a set of beliefs, values, and norms, together with symbols, like dramatized events and personalities that represent the unique character of an organization, and provide the context for action in it and by it. Beliefs and values are words that are used frequently in other

definitions. Norms might be described as traditions, a structure of authority, or routines.

The most unveiling and profound description of culture is that by Edgar Schein as he is a pioneer in the subject matter. He describes culture as a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration which is a product of joint learning. The researcher has encountered many different meanings of culture, but Schein's one nails the meaning: it represents the true meaning according to the researcher's personal understanding of organisational culture.

The concept of culture helps to explain all the phenomena and to normalise certain norms and values that define our occupations. If an organisation, such as GIPF, understands the dynamics of cultures, the management will be less likely to be puzzled and anxious when they encounter the unfamiliar and seemingly irrational behaviour of staff within GIPF. The management will have a deeper understanding of why a group of people can be so different, and also why it is very hard to change them without their involvement from the word go. Even more importantly if we understand culture better then we will better understand ourselves, as well as the forces acting within us. These define who we are and reflect the group by which we identify and to which we want to belong (Schein, 2004).

Culture in this context encompasses unwritten work rules, social order, and a general sense of belonging and the identity of the members that GIPF represents. The word culture in this thesis refers to the inside information that identifies the social order working within GIPF (Cameron & Quinn, 2006). Furthermore, culture

includes the values, shared thoughts and norms that exist in a collective manner throughout GIPF in their joint effort to gain and maintain their competitive advantage.

## **1.2. Background**

Organisational culture faces challenges from the external environment and changing internal context. Leaders will alter their behaviour to adapt to these environment changes which, given the constant changing technologies, leaves them rather bewildered in terms of either boarding the technology train to keep up with the new trends or being left at the station. This fear of being left behind, or lack of not embracing technology, has led GIPF to a confusing state of mind when most of the leaders do not have a proper direction or knowledge of which new concept to adopt. This has led to most of the training budget being spent on subsistence and travel allowance (S & T) that goes to their pockets. This highlights the absolute necessity to view organisational culture and leadership activities simultaneously.

Administrators usually adjust their leadership behaviour in order to reach organisational goals. Organisational culture normally expresses the behaviour acceptable by others within the company. Strategic leaders, accordingly to Schein (2010), have an additional set of challenges: they have to create the means and the opportunities to infuse their employees with new ways of looking at themselves and their capabilities. Leaders' new ideologies and values need to be communicated effectively, internalised by employees, and then translated into productive methods of thinking and working. The useful techniques for overcoming these challenges fall within the domains of evaluating and transforming organisational cultures.

A brief conceptualisation of the prevailing GIPF organisational culture encompasses a culture that is one of a laid-back atmosphere, and no matter how many times something is done and fails; change management takes a very long time to implement change. The culture then gives the employees a sense of lack of ownership for the company and the task at hand. Case in point, we have read over and over of reports in the newspaper of GIPF constantly giving loans to members of the public who have no means or intention of paying the loans back, or making a bad investment in the country and overseas which has led to the loss of millions of Namibian dollars year in and year out. This has led to GIPF losing millions of hard earned funds over and over, and the time it takes to rectify this internal process is unveiling.

The underlining problem lies with GIPF leaders who are set on one way of performing their duties despite repeated failure. In order to be successful they need to reconceptualise how they can effectively operate their day-to-day operational functions and securely receive returns from their investments, both locally and internationally.

### **1.3. Company's background**

GIPF, like every organisation, has its own culture. This becomes obvious if one spends time in any given office and listens to the informal discussions of leaders and staff airing their views of GIPF.

The question that comes to mind is what does GIPF entail and what is its core business value and how did it come to be in existence? In order to have a grip of GIPF the researcher looked at its background which consists of the following.

The Government Institutions Pension Fund (GIPF) is a fund that was established by the government of Namibia to provide retirement and auxiliary benefits for its employees. It is an institution established by an Act of the Namibian Parliament.

GIPF was established on 1 October 1989. The fund was registered under the Pension Fund Act of 1956, and is administered and controlled by a board of trustees, representing both government, as the employer, and the employees ([www.gipf.com.na](http://www.gipf.com.na)).

The net effect of this process was that the fund is no longer governed by a statute. It, like all Namibian private sector pension funds, is subject to the provisions of the Namibian Pension Fund Act and the Income Tax Act of Namibia.

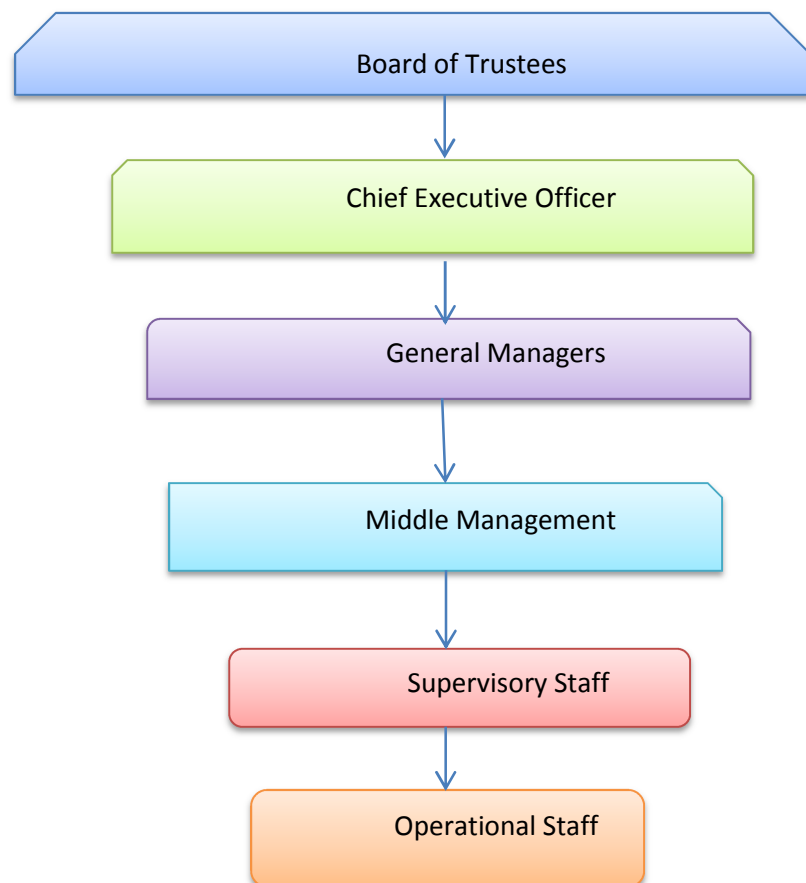
It is believed that GIPF is the first government service pension fund in the world to have successfully completed a privatization process, where the end result is a pension fund that is fully funded. In addition, the benefits offered to the Namibian public servants are considered to be market-related. GIPF derives its assets from contributions from employees and employers, and from returns on their investment earnings. GIPF's main contributing employer is the government of the Republic of Namibia. The latter is also the main underwriter of the fund. GIPF initially operated from the capital city, Windhoek. However, over time and planned expansion, it now has offices in eight other Namibian regions.

The board of trustees is independent from management which means that they do not form part of GIPF's executive management. The former is responsible

for setting strategic direction and performance criteria. Even though they delegated a number of functions to outside experts they remain responsible for the overall operation of the fund. They appointed a number of assets managers to invest a portion of the fund allocated to them, and implemented an independent monitoring system to measure the investment performance of the respective managers.

GIPF's main objective is to administer the pension funds and provide benefits, such as annuities, retirement, death, funeral disability and resignation benefits. The chief executive officer and the executive management team are responsible for the day-to-day running of the business. They are guided through the agreed strategies and budgets as set out by the board of trustees.

#### **1.4. GIPF's structure**



### **1.5. GIPF's culture**

In order to understand the organisational culture within GIPF, we have to look at its mission statement which is “to safeguard and grow the Fund for the benefit of its stakeholders and Namibia”. The vision statement reflects the focus of this study as it endorses the core values and beliefs. GIPF’s vision statement is “to be a leading pension fund and a model corporate citizen in Namibia”. The guiding principles for conducting day-to-day business are: fairness, honesty, integrity, services excellence, innovation, respect, transparency, trustworthy and teamwork.

GIPF’s culture believes in teamwork: teams will achieve more than individuals. Such a culture aims to work together as a team and to support one another in pursuit of the company’s vision and mission. There is an understanding that GIPF strives to deliver the highest quality of services to all stakeholders in an innovative, professional and respectful manner. The aim of this study is therefore to look at the extent to which this culture is put into practice and adhered to.

Understanding organisational culture and the impact it has on the sustainable leadership capabilities is imperative. To better expand on this statement we have to look at the description of leadership and the role it plays in a business environment. The researcher’s understanding of leaders is that they are the formal and informal guiding authority on how employees in an organisation conduct their duties. The formal directives are in the form of GIPF policies, procedures, the vision, mission and their business directives set out as by guiding authorities for the day-to-day operations of GIPF. An informal practice occurs when a person (or persons) without

or with leadership authority influences how the employees conduct their duties outside the formal scope of the business directives.

### **1.6. Research problem statement**

From the onset like any other organisation, one can see that GIPF management has long recognised the existence of organisational culture. However, they do not take culture into account when they devise plans and strategies for developing leaders in GIPF. This statement may sound profound and probably out of context. The reason for this neglect is the difficulty that most GIPF managers have in recognising GIPF culture. Failure to acknowledge the crucial role that organisational culture plays in developing leaders can be costly.

GIPF's culture, in terms of developing leaders, entails sending managers from one to another leadership development programme throughout the year. A vast amount of the training budget is depleted in these development programmes. This does not mean that these training programmes are not worthwhile, but every second week a different company comes with new ideas of different programmes that promise better leaders. What GIPF needs to understand is that merely sending employees to these leadership development programmes will not automatically produce the quality of leaders needed to handle future challenges.

This research paper focuses on the evaluation of organisational culture in preparation and development of leaders within GIPF. A GIPF culture that encourages and recognises new behaviour goes a long way towards building sustainable leadership capacity. However, care should be taken as things can get old very quickly. The purpose of this research is to identify methods and key processes



for assessing the readiness of GIPF culture to embrace the development of sustainable leaders.

### **1.7. Significance of this study**

It is very important for GIPF leaders to understand the relationship between organisational culture and sustainable leadership. Leaders have to appreciate their function in maintaining an organisational culture that, works best within GIPF, and is in line with the business directives. This in return should ensure: consistent behaviour between staff, a reduction in internal conflicts, a reduction in loss making and bad investment decisions, and the creation of a healthy working environment for the employees.

The significance of this study is that it investigates how to integrate the cultural component of GIPF into its business objective in order to yield sustainable leaders. The study also includes how to derive the best possible outcome from internal and external leadership development initiatives while maintaining the organisational objectives and achieving the best results for GIPF.

### **1.8. Study objectives**

The current practice of leadership development within GIPF is what many term as 'flavour of the month trends'. This is due to the constant adaption of new cutting edge leadership development programmes that employees are constantly sent to. These practices in the long run will undercut the sustainable leadership development capacities. GIPF developed a five year strategic initiative 2007-2012 outlining its core business values: fairness, honesty, integrity, services excellence, innovation, respect, transparency, trustworthy and teamwork. However, the

implementation of these values from top to bottom yield very disappointing results due to lack of ownership. Leaders need to own the values in order for employees to take cognisance of their importance.

Cameron and Quinn (2006) suggest that cultural differences, or sub-units in an organisation, can cause fragmentation that will diminish the effectiveness of an organisation. This study further articulates what GIPF needs to do in order to foster an organisational culture that is strongly oriented towards success and maintenance thereof.

The objectives in this study are to look at the current GIPF organisational culture, and to identify how various factors pertaining to the organisation's factors hamper, limit, and extend the implementation of leadership capabilities and successful functionality of GIPF. In addition the objectives identify, evaluate and assess GIPF's organisational culture, and sub-cultures that exist, by relating them to sustaining operational/managerial leadership capabilities.

The study further articulates what GIPF needs to do to foster an organisational culture that is strongly oriented towards achievement, with an increased ability to succeed in leadership development.

## **1.9. Research questions**

1.9.1. The research question that drives this study is: What roles does organisational culture within GIPF play in developing sustainable leadership capacity?

The main research question is broken down into the following sub-questions:

- 1.9.1.1. How does organisational culture affect leadership within GIPF?
- 1.9.1.2. What is the relationship role between organisational culture and leadership?
- 1.9.1.3. What plans are in place to manage organisational culture change with minimum negative effect?

### **1.10. Delimitation of this study**

The study was conducted on an overall assumption of what would happen in general to an organisation when the integration of sustainable leadership development initiative is not properly implemented.

### **1.11. Limitations of this study**

Factors that could have been a constraint to this study were:

- The possible fear of respondents breaching their confidentiality/employment agreement which could then have affected the quality/accuracy of the information obtained from GIPF staff.
- The same possible fear could have induced generalisations of information at the expense of specifics.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Preliminary literature review**

The purpose of this literature review was to understand the subject matter and the related studies that are available on the same topic.

This research was drawn from a review of the relevant theoretical and empirical studies. This was done to get a better understanding of the importance of organisational culture and its effect on sustainable leadership development. A range of sources, including electronic, print and online search engines, such as Google, Yahoo and Bing, were used to provide a review on the subject matter. It's a given that sustainable leadership development and its role are the most concerning issue for the business and organization in today world of business. The survey focuses on a real time operating organisation, "a case look at the GIPF". GIPF is a real time organisation based in Namibia which paved the way to look at the institution in a working entity thus moving the focus on academic ground. However, to getting real time literature review posed a challenge given the nature of GIPF business, therefore, this section provides theoretical background of the variables and briefly discussed the mutual relationship among the variables under discussion. The objective of this section is to present the relevant theoretical approaches and linkages regarding sustainable leadership development and organizational culture. The section also outlined a better understanding of the processes and its influence on sustainable leadership and explores in theory the relationship with organizational culture.

A definition of the topic is required to give an insight of the subject matter.

## **2.2. Organisational culture framework**

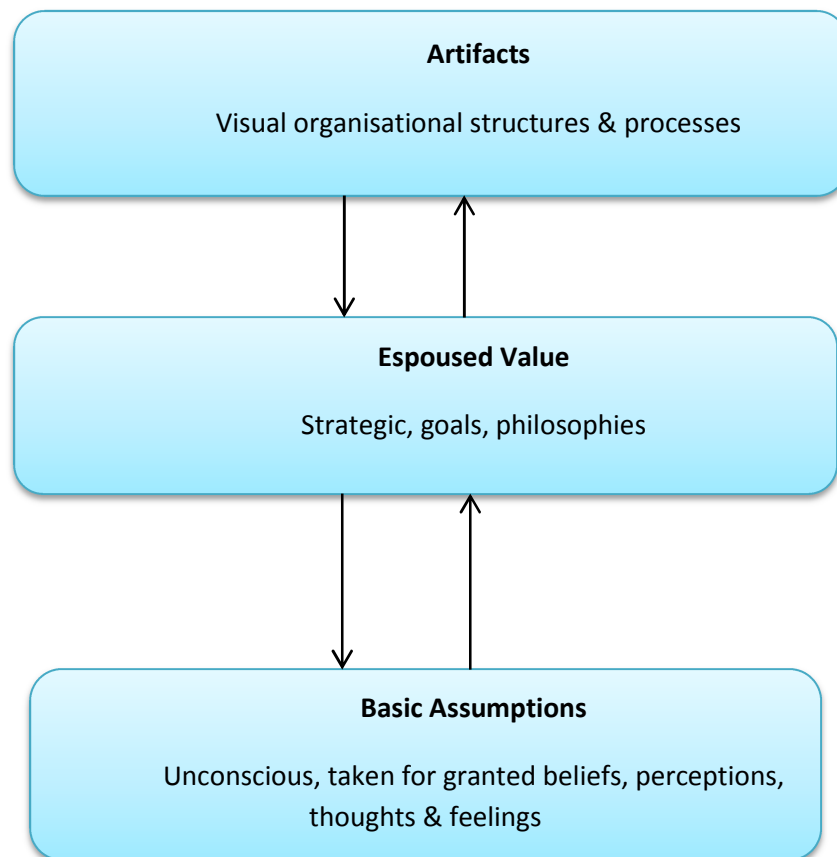
Schein (2004) defines organisational culture as a pattern of a shared basic assumption that is learned by a group as it solved its problem of external adaptation and internal integration that worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. This definition, in terms of this study, is supported as we encounter culture in our daily lives from conception, everyone one has a tradition on how they do things, from the norms of the society to oneself behavioural or rituals of how we do things in our daily lives. These patterns of behaviours or rituals, in a person's own self or in a group, help with completing and dealing with factors of life and work.

Harrison and Strokes (1992) suggest that culture "is the pattern of beliefs, values, rituals, myths and sentiments shared by the members of an organisation". Culture has a great influence on most facets of an organisation: it prescribes how the decision-making process occurs and how the organisation is influenced by the environment in which it exists. In terms of this study this definition is supported as culture is a pattern of beliefs and values. In this study, however, culture does not wholly prescribe to the decision-making process that occurs in an organisation. The decision-making processes, in terms of the researcher's opinion, are based, or rather wholly prescribed by the business directives that form part and parcel of the company.

Lesco (2014) describes organisational culture and leadership as 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. Culture will either determine how leadership functions, or how leadership will transform the organisational culture so that the culture supports the organisational values. In terms of this study leadership elements and organisational culture are interrelated: they work hand in hand with the success of future sustainable leadership development capacity. The recognition of organisational culture, which is in line with the company's business drives, will always increase the probabilities of successful leaders within GIPF.

It could be argued that Edgar Schein is the most accomplished author when it comes to understanding the link between organisational culture and leadership. His research on leadership and organisational culture, among others equally important topics, is from mid- 1970s to 2010. He is a well published author and his works have been quoted and re-quoted throughout history. In support of this view above, Schein's contribution to defining what organisational culture actually is should therefore be clearly understood. His definition draws a clear picture in three levels: artifacts; espoused values; and basic assumptions. The diagram below further illustrates the three levels.

Figure 2.1: Schein's three levels of culture



As defined by Schein artifacts are at the surface. They are aspects which can easily be recognised yet are hard to understand. These refer to GIPF's organisational structures, policies, and processes that are readily available but may be difficult to action. Underneath artifacts is espoused value. It refers to the strategic plans, goals, philosophies and GIPF's objectives and business acumens. Basic assumptions and values are the essences of culture yet they are difficult to discern: they exist at a largely unconscious level. What is important to note is that they provide the key to understanding why things happen the way they do. They form around the deeper dimension of human existence: the nature of humans, their relationships, the truth and the reality, for example. Schein (1996) further defines organisational culture as the basic tacit assumptions about how the world is and ought to be that a group of

people share and that determines their perceptions, thoughts, feelings and their behaviour.

In view of this his work underpins this study in terms of his conceptual model for cultural change Schein (2010). The most important takeaway is that change creates learning anxiety which means leaving what we know to something we don't know. This learning anxiety can be fuelled by, for example, fear of loss of power/position, fear of temporary incompetence, fear of subsequent punishment, fear of loss of personal identity, and fear of loss of group membership. This leads to change management in this study. Change will always present a threat of an unknown path, and if not integrated properly, paying close attention to organisational culture can be met with resistance thus creating failure for both the company and the leader proposing the change.

According to Klein, Waxin and Radenell (2009), culture is a key dimension of corporate performance. When these authors examined the potential impact of various national cultures on the styles of organisational culture, their study discovered that national cultures have profound effects on styles of organisational culture. Thus, to better comprehend the variability in performance in their key outcome, at the individual, group and organisational levels, one must understand the role that a national culture plays in the development of the styles of organisational culture in public organisations like GIPF. In terms of this study it could be argued that we encounter and embody our national and traditional culture in our daily life, but our distinction to differentiate the two works well in harmony from personal to work environment.

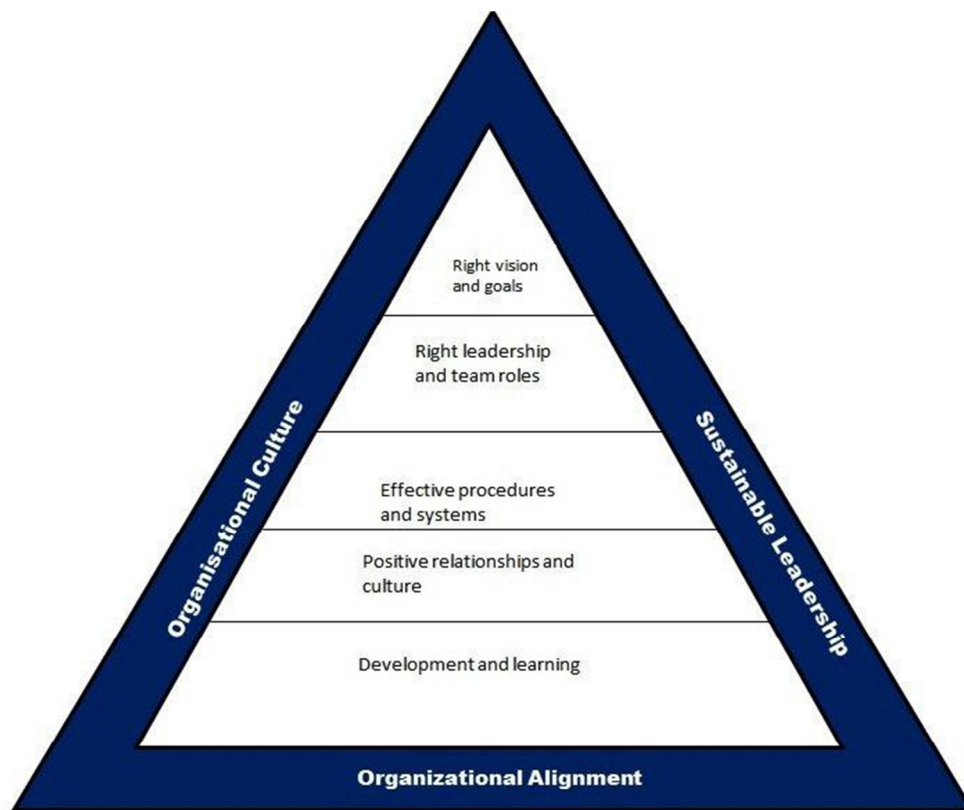


Demers (2007) outlines that a functionalist approach to organisational culture focuses on the role of cultural norms in regulating behaviour and sustaining organisational survival and leadership. From a functionalist perspective, “the emergence and existence of organisational culture is explained in terms of the functions it performs to internal integration and external adaptation, rather than in terms of its meaning to the members of the organization”. In terms of this study it could be argued that organisational culture is indeed the norm that outlines without anyone explaining it the way things are done in an organisation, besides what is outlined in the company’s values and expectations.

While Demers (2007) explains the functionalist approach to an organisational culture, Schultz (1995) on the other hand looks at a symbolic approach which emphasises the ways in which shared systems of meaning are employed by members of an organization to interpret events, make sense of reality, assign meaning to experience, and create common understandings of situations. The symbolic approach is in concert with this study in terms of its objective: to identify how various factors pertaining to the organisation’s factors hamper, limit and extend the implementation of leadership capabilities and successful functionality of GIPF. The study’s additional objectives are to identify, evaluate, and assess GIPF’s organisational culture, and sub-cultures that exist, by relating them to sustaining operational, managerial leadership capabilities. This approach also provides answers to some of the research questions, such as the roles organisational culture plays in developing sustainable leadership capacity and the effect that organisational culture has on GIPF leadership. It goes without saying that the symbolic approach is what is

lacking among the leaders at GIPF: lack of taking ownership of business philosophies and the implementation thereof.

**Figure 2.2:** The link between organisational culture and sustainable leadership



The figure above shows the relationship that organisation culture and sustainable leadership development play in the overall alignment of GIPF.

The relationship between organisational culture and sustainable leadership should be aligned with an organisation's overall business directives. A leader who works to achieve sustainability in his/her organisation must have the foundations of leadership, the right vision, and goals, to take the company to the next level. Right leadership and team roles provide the person in a leadership position with the right principles for developing personal philosophies while using broad perspectives in line

with effective procedures and systems. Adopting openness and honesty, as guiding principles, and having a desire for continuous learning, make it possible for the leader to have positive relationships and an endearing culture. Leaders who embrace lifelong personal and professional development become 'sustainable leaders' who direct their organisations along sustainable paths.

### **2.3. Sustainable leadership studies**

Sustainable leadership studies acknowledge that there are many appropriate and effective leadership styles that are often dependent upon connections between the existing organisational culture and primary company directives. Sustainable leadership theorists agree that agencies producing more strategic and agile environments embody a transformative leadership style.

Sustainable leadership encompasses the broad roles and responsibilities of leaders that cut across the whole organization and the entire extended enterprise from horizon to horizon. The underpinnings of sustainable leadership require strategic leaders and professionals to play leading roles in dealing with critical issues affecting business and people. This includes resolving related problems and challenges, and participating in the development and deployment of sustainable solutions based on the full spectrum of needs and expectations of society, market spaces, and business environment.

Rainey (2009) maintains that sustainable leadership necessitates openness, inclusiveness, innovativeness, and fair mindedness. It requires strategic leaders to create an extraordinary vision and to fulfil their missions to develop, support, and promote the extended enterprises and the market spaces served by their businesses.

Sustainable strategic leaders ensure that their organizations and enterprises, are fully capable and responsive to external dimensions and market spaces, and have the potential to be successful. They serve and support markets, customers, and stakeholders. They provide them with solutions and successful outcomes. In addition, strategic leaders fulfil their broad responsibilities to society through positive actions to improve the social and economic fabric of the human world and to mitigate the negative impacts across all social, economic, and environmental aspects. In Rainey's book the *Pursuit of sustainable leadership* he depicts the importance of ongoing learning and development of business leaders, and students, to become true strategic leaders who have the proper principles, philosophies, values, capabilities and perspectives for achieving sustainable success. True leaders are dedicated to their endeavours and never stop making transitions and transformations to higher levels of sophistication. He further explains that the key to success involves acquiring new knowledge, seeking profound experiences, expanding one's understanding of realities and possibilities, and developing a positive mind-set through demanding roles and responsibilities, interactive engagements and profound learning.

Rainey (2009) believes that leadership is the driving force behind any successful organization; it is a leader's responsibility to help organise, develop and mobilise employees towards a clear vision. When leaders commit to difficult objectives and make self-sacrifices to accomplish goals, such as inspiring clear vision, focusing on people and disciplined in action, subordinates are inspired to follow suit. In terms of this study the researcher is in agreement that leaders are there to

inspire and create a vision that focuses on the company's directive and policies as well as on people.

In an extensive review of the literature Burgoyne, Hirsh and Williams (2004) conclude that "the evidence on how leadership development works is that it works in different ways in different situations. The practical implication of this is that to get the benefit of leadership development requires the design of appropriate approaches for specific situations rather than the adoption of a universal model of best practice". This argument can be supported in a case of not so much what you do but how you do it. Therefore, the key to successful leadership development, it would appear, is in achieving an appropriate balance between knowledge-exchange, action and reflection, and alignment between the needs and wants of the individual and those of GIPF.

Day (2001) is of the opinion that leadership development is distinct from management development to the extent in which it involves preparing people for roles and situations beyond their current experience. Management development equips managers with knowledge, skills and abilities to enhance performance on known tasks through the application of proven solutions. Leadership development seeks to build capacity to deal with unforeseen challenges.

He explains the need to make a further distinction between leader and leadership development. Leader development is not about developing individuals in leadership roles. Leadership development is concerned with the development of the collective leadership capacity of the organisation. "In this way, each person is considered a leader, and leadership is conceptualised as an effect rather than a

cause. Leadership is therefore an emergent property of effective systems design. Leadership development from this perspective consists of using social relational systems to help build commitments among members of an organisation.” Hence leader development can be considered primarily as an investment in the human capital of selected individuals. Leadership development, however, is an investment in social capital via the nurturing of: interpersonal networks, cooperation, and collaboration, within and between employees and GIPF. Both are important, although traditionally development programmes within GIPF have focussed almost exclusively on the former.

Grensing-Pophal (2002) elaborates that leaders need a broad variety of skills: leadership, supervisory, communication, general business, organisational, and technology skills, respectively. They need a solid understanding of the industry in which they operate and the structure and functions of the organization. They need to be familiar and comfortable with finance, marketing, and operations, regardless of their particular area of expertise. They need most importantly to clearly understand the organization's culture, philosophies, policies and procedures.

According to Grensing-Pophal (2002) training and development should be both general and organisational specific. Understanding how to prepare a budget is a first step. However, such information is not useful in the absence of knowledge of how the budgeting process works within your organization. The researcher believes that clearly identifying the unique industry and organisational culture issues that leaders need to understand can help tie practice to theory thus giving value for money.

Schein (2010) further argues that leaders are entrepreneurs and architects of group cultures. If elements of the culture are no longer conducive to the collective objective, it is the leader's responsibility to speed up cultural change. Additionally, the importance of leadership is reiterated across culture, organisational development, and strategic planning. Cultural leadership studies highlight the role of personal values in the social process of leadership. In other words, leadership styles work with a variety of cultural communication mechanisms to conform to organisational values and culture. The question that comes to mind at this point, in terms of this study, is to what extent the researcher agrees with Stein whilst taking into consideration that he is a pioneer when it comes to leadership and the link thereof. A question to ask is: to what extent should personal values influence leadership role within an organisation? The researcher's view is that when it comes to leaders the only personal view that should play a major role in their decision-making should be that which will take the company to the next level of success in line with the company's directives. Therefore, Schein's argument can be supported to an extent because it could be countered argued that in the culture that we grow in, when personal views are brought to play, discrimination and self-advancement take a front seat.

In summary the literature review outlined the importance of organisational culture. Schein suggests that an organisation's culture develops to assist in coping with its environment. In today's vast technological world, leaders are confronted with many complex issues during their attempts to generalise a company's higher

achievements. In today's complex world it could be argued that the key to success will greatly depend on a leaders' ability to understand organisational culture.

It is evident that the organisational culture that exists in GIPF should be changed when it comes to leaders' development. The idea of sending managers from one leadership development programme to another will not assist in their effort of sustainable leadership capacity with GIPF. Finally, leadership development, depending on the process utilised, will always have an impact on organisational culture, and being an effective way to manage culture change.



Figure 2.3: Sustainable leadership flowchart

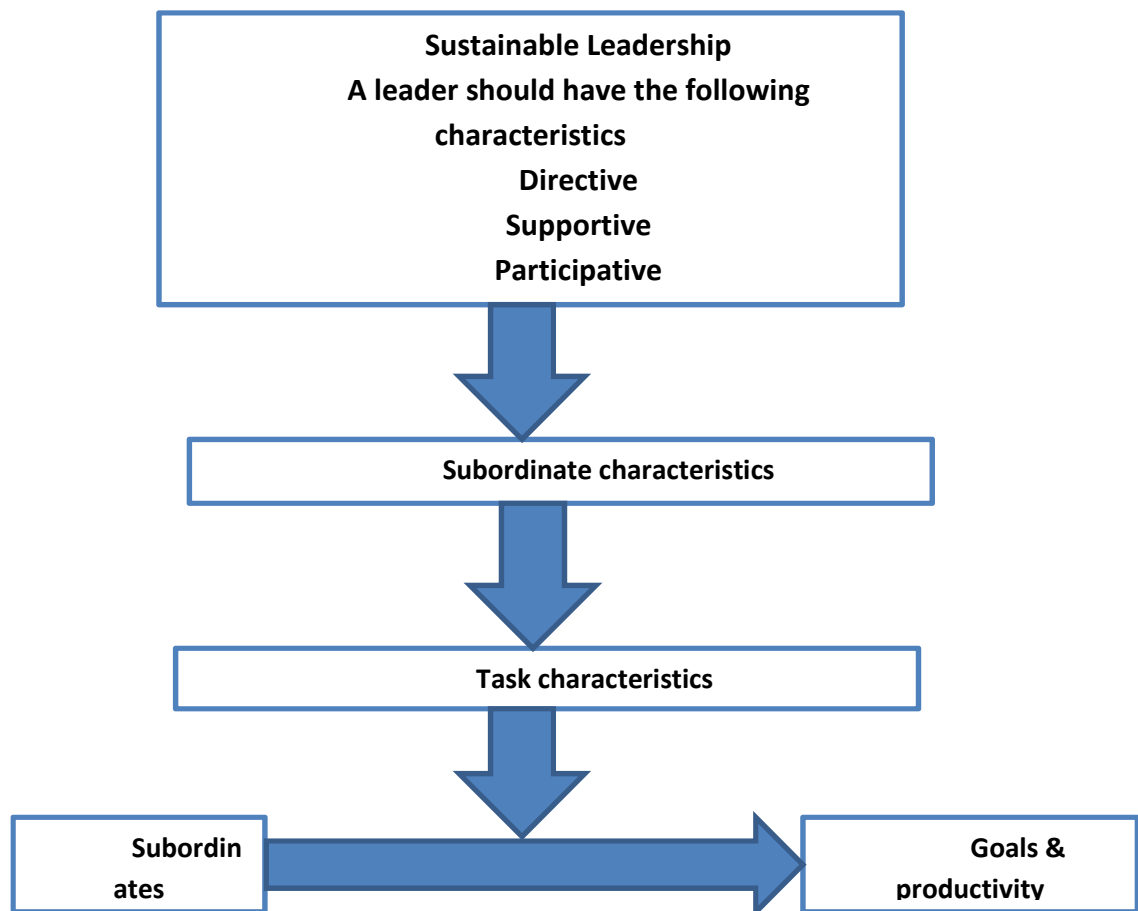


Figure 2.3 show that a leader should possess characteristics that motivate employees towards a goal and successful productivity results. A leader should always look at ways to motivate employees, and should be able to be logical while at the same time be inspiring so as to keep a subordinate involved to facilitate positive end results.

The very nature of culture and how it evolves creates a resistance to change. In other words, in order for GIPF to be effective, the company management needs to evaluate current company policies and procedures that are working and strive to enhance on them while looking into new areas of improvement that can take the company to the next level. To facilitate success, GIPF can then take steps to

implement methods or processes to change culture to meet the established goals

which may include sustainable leadership capacity.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

In this chapter the following are discussed: research design, population, sampling procedures, research instruments, data collecting procedures, and data analysis. In addition methods and practices for changing culture at GIPF appear to be based on identifying what culture exists and also defining the desired culture. Devising methods and structures, in which the leadership of GIPF can reinforce and lead GIPF to successful accomplishment of established goals and strategic plans, are covered.

#### **3.2. Research design**

According to Welman *et al.*, (2005), a research design is the plan according to which we obtain research participants (subjects) and collect information from them. In this study the research method comprised an easy to read structured questionnaire (Annexure one). A combination of theoretical, documentary and field study research, comprising both qualitative and quantitative data, was used. For the purposes of this research two key indicators were used. Qualitative research was undertaken to address the research objectives and to establish an understanding of GIPF philosophy on organisational culture and its impact on sustainable leadership. Given the fact that human race is complex and every person interprets events differently, the qualitative methodology was used to examine attitudes, opinions and feelings among the respondents at GIPF Head Office. The word “impact” as

referenced on the title and in the content of this study was viewed as the effect or rather the influence that organizational culture has on sustainable leadership within GIPF what was measured through the questions that provided the understanding, the opinions and feelings of the different individuals interviews for the study.

### **3.2.1. Qualitative data method**

Data were collected from fifty (50) employees. A total of five (5) employees from each department were invited to participate in the study. The potential respondents were drawn from various levels across the organisation: from management to the lower level of staff. This was done so that the research sample would give an accurate picture for the study. Purposive sampling was utilised to reflect the target population (see 3.3). A structured questionnaire was used for data collection (Annexure one).

### **3.2.2. Quantitative data method**

Cameron and Quinn (2006) provide a survey technique which is referred to as the organisational culture assessment instrument (OCAI). This instrument provides a number of quantitative methods for evaluating culture. By using this method the researcher looked at all the outcomes received from the various departments and carefully read and interpreted the graph formats of the results. Data were collected from 50 GIPF staff members based at its head office. Data collection was done to examine their views on the organisational culture and the services rendered by GIPF. The research sought their input on: areas of improvement, their views of GIPF as an organisation as a whole, and what their knowledge was of the company.

### **3.3. The population of the study**

A population is defined as a study object that consists of individuals, groups, human products and events, or the conditions to which they are exposed (Welman *et al.*, 2005). The targeted population included managers, employees, and customers of GIPF.

### **3.4. Sampling procedure and sample sizes**

A sample can be described as a subset of items drawn from a population. Due to the fact that the population for this study is large, a sample of 50 employees, from different department within the GIPF, was drawn to ensure that all sections were included in the study. The researcher used purposeful sampling: only those individuals who had some understanding of the subject under discussion were selected. Leedy and Ormrad (2005) explain the meaning behind purposeful sampling as simply choosing people, or a unit, for a particular purpose. To ensure that the researcher had a sample of 50 participants, a total of 65 questionnaires were sent out via email. Hardcopies were also personally delivered. Fifty-three (n=53) completed questionnaires were received. Three of them were out of topic forcing the researcher to disregard their contents. Purposeful sampling was used in the interest of time as well as providing constructive feedback toward the study.

#### **3.4.1 Sample**

The sample comprised 50 participants (staff) from each organisation. They were requested to complete a questionnaire and to identify the linkage between HRM and business objectives and areas of improvement.

### **3.5. Data collection instrument**

A questionnaire was the instrument used to collect data in a survey based study (Welman *et al.*, 2005). This instrument was considered an appropriate measuring tool for this study because it allowed the researcher to collect all the necessary information needed for insightful results of the research.

#### **3.5.1. The advantages of using questionnaires**

- Questionnaires are familiar to most people.
- Questionnaires are inexpensive when compared to other methods such as interviews.
- The use of a questionnaire is less time consuming.
- A questionnaire is fast to complete.
- Employees are able to enlighten the organization in specific issues.
- Employees are more willing to put their thoughts to paper.
- Questionnaires are easy to analyse.

### **3.6. Administration of the questionnaire**

As outlined above, by using purposeful sampling the administration of the questionnaires was carried out on selected members of staff who had a keen interest in the study matter. These respondents were in positions to offer positive feedback to this study. The completed questionnaires were analysed. The results are presented in the next chapter.

### **3.7. Data analysis**

This is the process of organizing and evaluating data using analytical and logical reasoning to examine the data for insights they may provide on a problem

and/or situation being studied. The data collected were analysed using different techniques such as tables, charts and graphs, and descriptive narrations. As indicated earlier 50 employees, out of approximately 167 GIPF employees who contributed to the wide range of services and supports systems were approached to complete the questionnaire.

### **3.8. Conclusion**

This chapter provided an explanation of the research methodology used in this study. The research population, sample, and sampling procedures, were described. A questionnaire was used as the instrument for collecting data.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND RESULTS**

#### **4.1. Introduction**

In this chapter the findings of the study are presented in a range of formats. An analysis of data, presented in tables, descriptive narrations, charts and graphs, is covered. GIPF employs approximately 167 staff who contribute to the wide range of services and support systems that keep the processes operational. Ninety staff members are based at GIPF's head office in Windhoek. Fifty employees from across the organisational different departments completed the questionnaire to give a fair outline for this study by giving an above 50% representative view. The findings from the data collected are presented below. The findings give a clear indication of what GIPF entails when it comes to sustainable leadership and the influence organisational culture has on top leadership within the organisation from the respondent point of view and not GIPF as a whole.

It is worthwhile to note that 88% number of respondents was high as expected and gave the researcher sufficient confidence in the findings, however, the researcher could only trust that the respondents were honest and truthful in their quest to answer the questions posed. Through the interactions, the respondent were assured of their anonymity and guaranteed confidentiality, but in the end the researcher could only work with the information provided.



## 4.2. Demographic and percentage representation

Figure 4.1: Respondents by gender: GIPF's head office staff

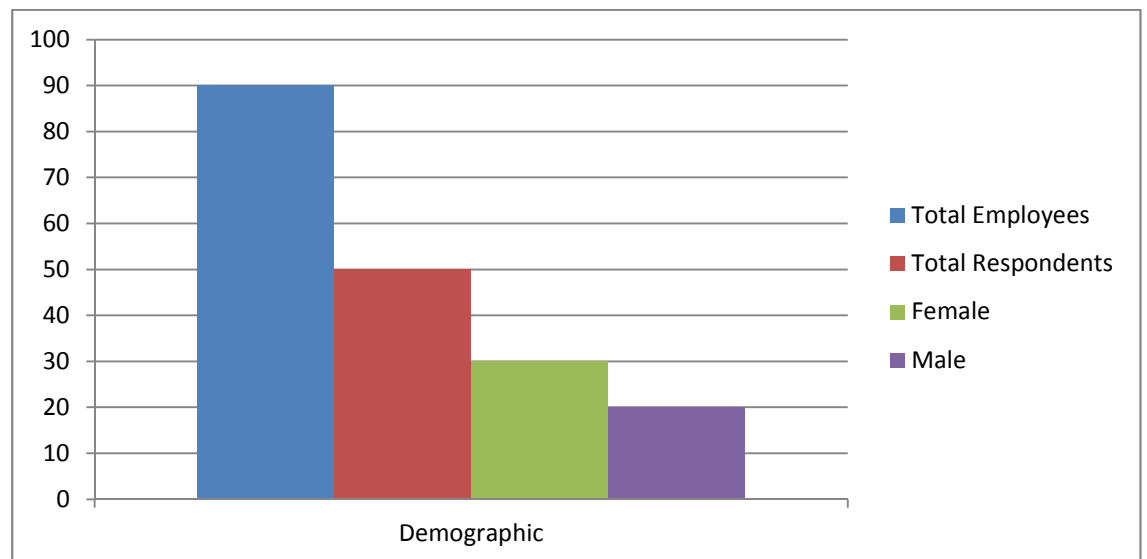


Figure 4.1 above shows the demographics of the respondents based at GIPF's head office where the research tool was distributed. The study focussed on the head office due to time constraints and the large number of executive management and leaders available. The study engaged 56% of the employees. The respondents comprised 60% females and 40% males. This sampling number was chosen to enable the study to have an accurate representation of results.

### 4.3. Knowledge of organisational culture

Figure 4.2: Knowledge of organisational culture

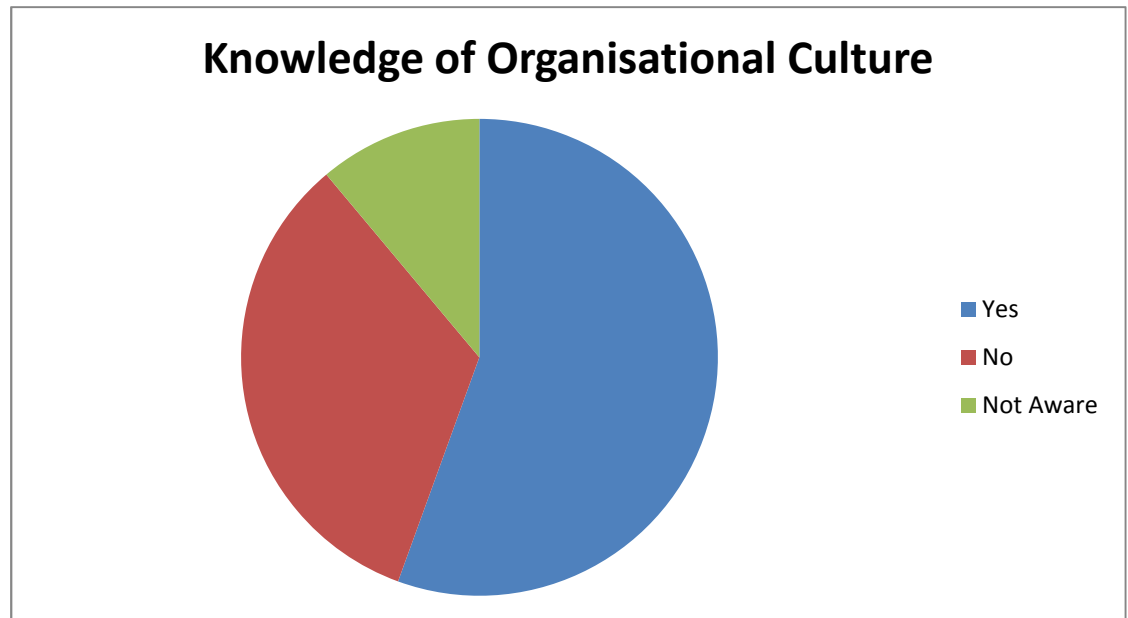


Figure 4.2 above is a graphical presentation of the employees' knowledge of GIPF's overall organisational culture that exists within the company. The results indicate that 50% of the respondents were aware of the existence of the organisational culture and what it entails. Responses to further questions of what was their understanding of GIPF's culture indicated that everyone had a separate opinion or view of what it is and its influence on both sustainable leadership and on their day-to-day workings.

Sustainable leadership capabilities include the utilisation of business knowledge to facilitate HR issues, the ability to initiate changes or help employees to plan for changes, and the capability to coordinate redirection corresponding to the strategic changes of the GIPF. One critical question comes to mind. How would GIPF achieve its objective of working with integrity translating to honestly, fairness,

transparency and trustworthy for their employees if they do not have long term sustainable leadership capabilities in place? Rainey (2009) answers this question. According to him leadership necessitates openness, inclusiveness, innovativeness, and fair mindedness in order to create an extraordinary vision and to fulfil their mission, vision and objectives to develop, support, and promote the extended enterprises and the market spaces served by their businesses.

#### 4.4. Influence of organisational culture on day-to-day activities

**Figure 4.3:** Influence of organisational culture

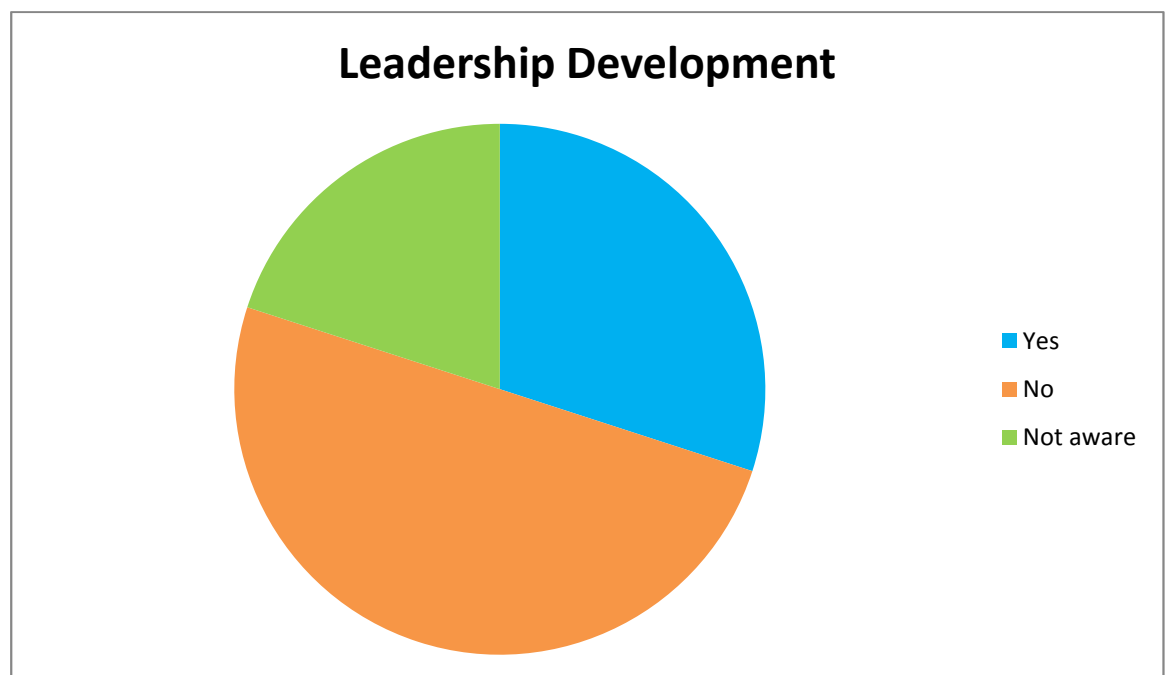


When asked how much organisational culture influences their day-to-day work activities, the respondents stated that culture, percentage wise, has a fairly large influence on how they carry out their duties as depicted in Figure 4.3 above. Half (50%) of them said that organisational culture has a greater influence on how they conduct their daily business and carry out their duties. Most of the day-to-day duties that they carry out are not based on written processes or descriptions, but

from practices and actions passed down from their predecessors. This supports what Schultz (1995) said about organisational culture. He stated that it influences and emphasises the ways in which shared systems of meaning interpret events, make sense of reality, assign meaning to experience, and create common understandings of situations. This is in concert with the opinion of Harrison and Strokes (1992). As discussed in chapter two they stated that culture has a great influence on most facets of an organisation: it prescribes how the decision-making process occurs and how the organisation is influenced by the environment in which it exists.

#### 4.5. Awareness of plans for leadership development

**Figure 4.4:** Awareness of leadership development plans

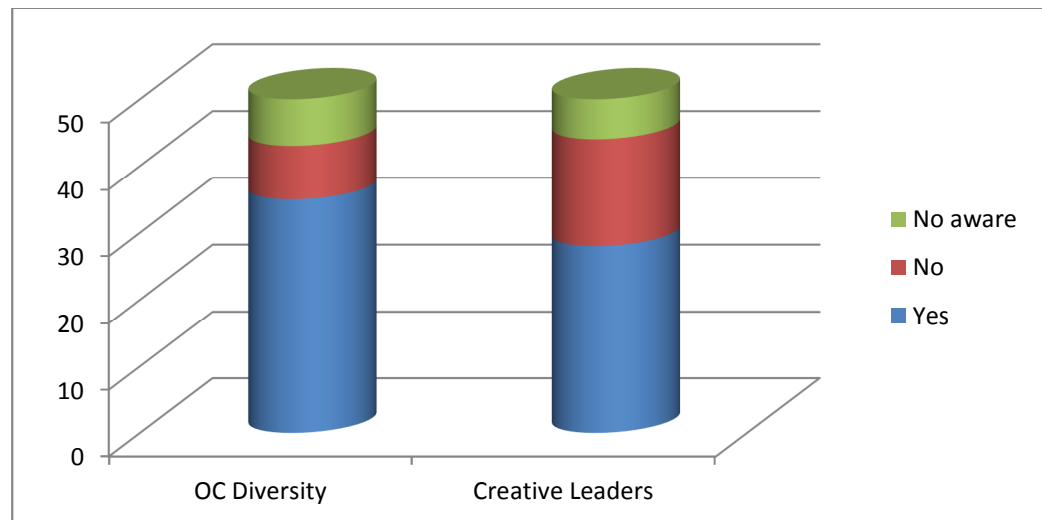


In our effort to establish whether GIPF has outlined plans that are well known by all employees in terms of long-term sustainable leadership development, only 30% of the respondents, who incidentally were in management, were able to give positive feedback on the plans in place. Half (50%) of respondents said that there

was no initiative in place; while 20% said they were not aware of such an initiative or measures being in place. It is clear that the respondents in management are aware of the initiatives in place due to their constant training development programme that they have access to. However, communication regarding such initiatives was found to be lacking for the rest of the staff. Half (50%) of the respondents claimed they did not know of the existence of such an important initiative. This perhaps points to, or is the reason behind, the high turnover of employees. If one is not aware of any plans to develop personal skills to the next level over a period of time, it takes away the security blanket. The result then is that employees resign, leaving GIPF vulnerable in terms of incurring high budget costs on employees' training only to lose the staff again. Day (2001) better explains what leadership development entails. It is concerned with the development of the collective leadership capacity of the organisation. "In this way, each person is considered a leader, and leadership is conceptualised as an effect rather than a cause. Leadership is therefore an emergent property of effective systems design. Leadership development from this perspective would consist of using social relational systems to help build commitments among members of an organisation." Hence leader development can be considered primarily as an investment in human capital through cooperation and collaboration within and between employees and GIPF.

#### **4.6. Creativity of leaders in promoting organisational culture diversity**

**Figure 4.5:** Creativity of leaders in organisational culture diversity



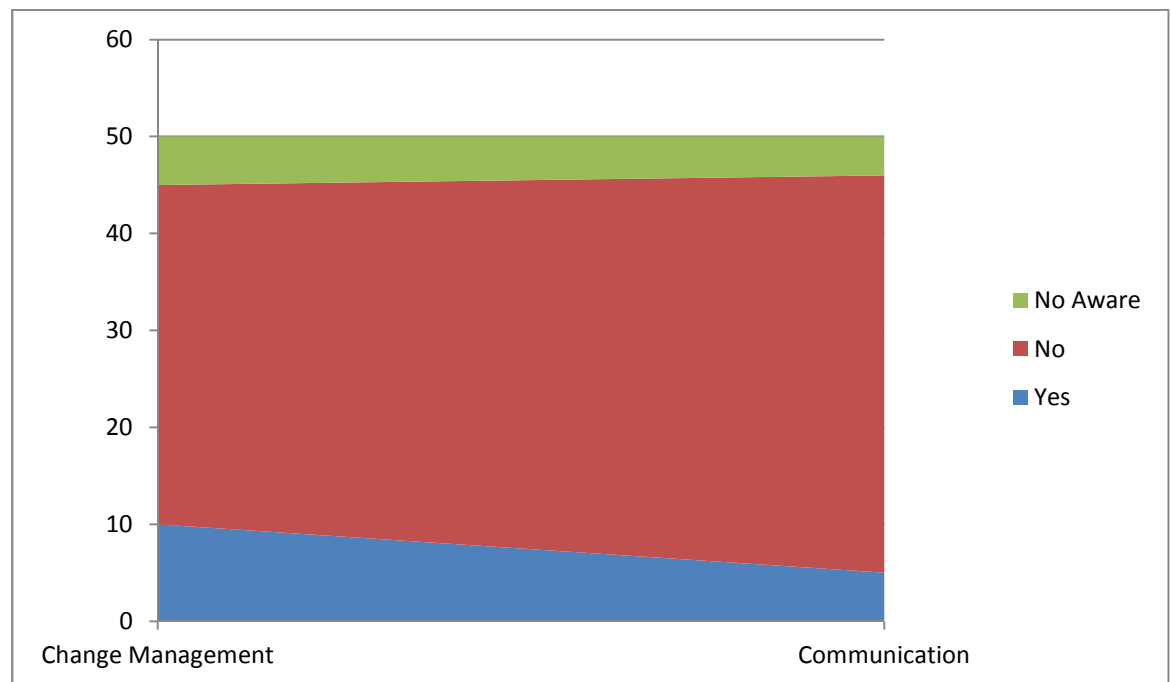
The question “are the leaders within GIPF creative when it comes to organisational culture diversity” sparked a lot of discussion and questions from people who believed that although the leaders were creative in some aspects of their duties they were also seen to be lacking in a lot of them. The creative aspects of the leaders, as pointed out, was mostly initiatives to change the organisation for better, and encouragement of innovative flexible leaders. However, lack of employees’ involvement in developing GIPF’s strategic plans and core business directives means that leadership takes decisions and imposes them on employees: this impacts on service excellence and teamwork initiatives.

It was then decided to split the question into two segments to offer a reasonable picture of the results. An overwhelming majority of respondents (70%) agree that organisational culture diversity does exist within GIPF. The number seemed to be lower (56%) when it came to the creative leaders. The results showed that some employees were aware of GIPF organisational culture and the effect it has on their duties, but they were not fully convinced that the leaders are creative. However, it is important to note that just over half of the participants (56%) have

confidence in GIPF's leadership team. To fully address this split in opinion and to bring organisational culture diversity and creative leaders component together, Burgoyne, Hirsh and Williams (2004) conclude that to get the full benefit of leadership development requires the design of appropriate approaches for specific situations rather than the adoption of a universal model of best practice. GIPF needs to create and design an on-going process for skills development by considering the respective benefits and limitations of previous in-house experiences.

#### 4.7. Managing change to minimise resistance

Figure 4.6: Managing change to minimise resistance



The question on how management manages change, to minimise resistance, could not be answered without including the communication aspect of conducting business which, as indicated in the graph above, is the key to most of the failures within GIPF. It is evident that 20% of the respondents confirmed that there are plans in place for change management; while 70% clearly pointed out that there are no plans in place. This was attributed to some leaders' failure to take ownership of core business values within GIPF.

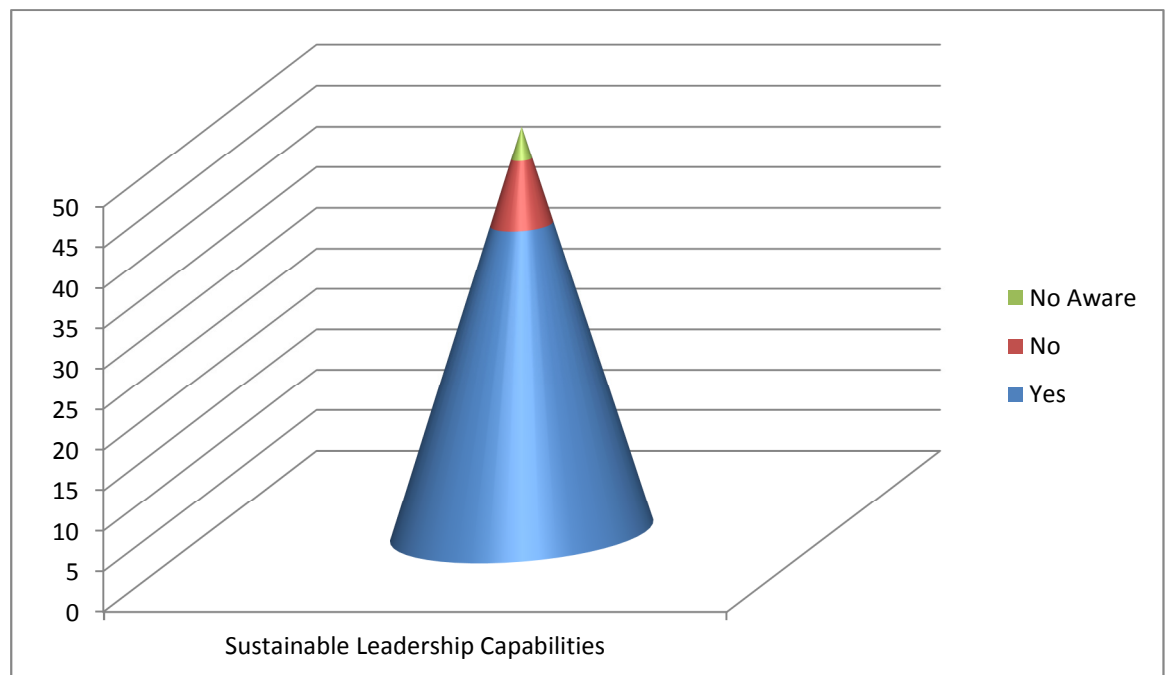
The discussion moved to the communication mechanism used by GIPF from emails to internal mail communication to the intranet, which is all well and good, but when it came to communicating strategic plans and ownership thereof, it was found to be lacking in a big way. Only 10% of the respondents agreed that there was an effective communication system in place, whereas 82% said that making decisions



without involving the employees and imposing these decisions on them is not communication. It is the researcher's conclusion that lack of effective communication systems has led to the overall failure of the strategic plan to meet its deadline as set out in the past. Had the communication been open with employee involvement from the conceptualisation of the strategic plans to them taking place, ownership would have been possible. Meeting the set goal and timeframe would have been possible. In conclusion, information is key and communications pays in the end. Open lines of communications need to be established, bottom-up and top-bottom communication should be established for the betterment of GIPF.

#### **4.8. Sustainable leadership capabilities**

**Figure 4.7:** Sustainable leadership capabilities



Surprisingly an overwhelming majority ( 76%) of the respondents said that GIPF does have sustainable leadership capabilities in place because it offers

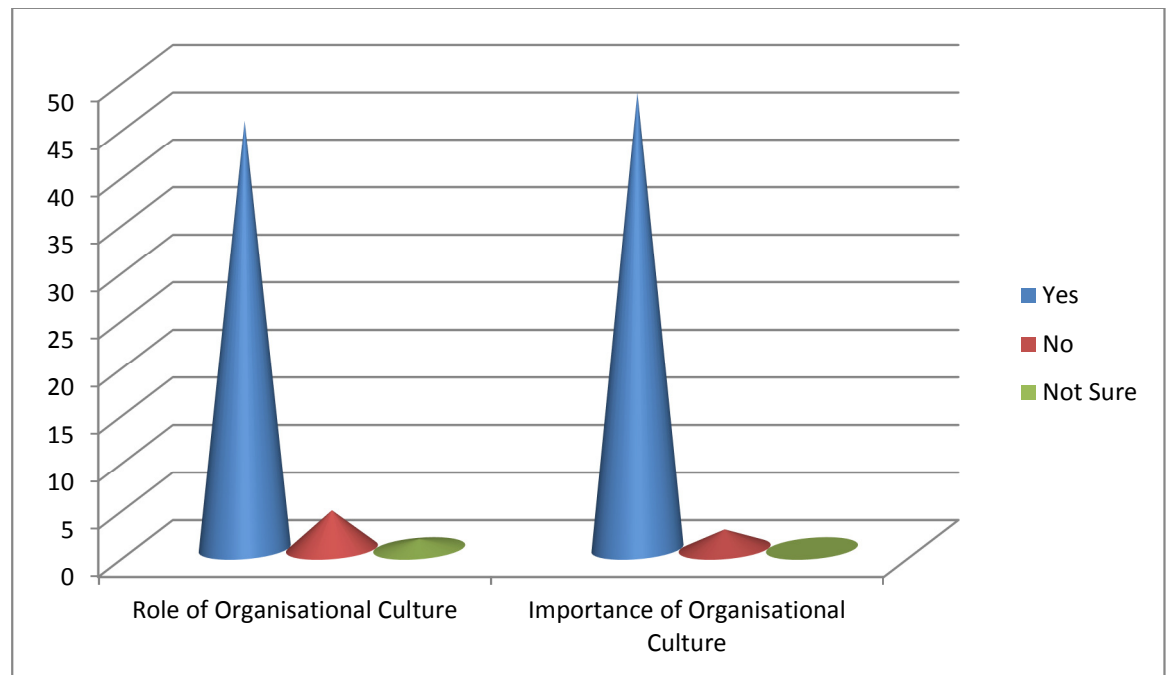
employees study loans to pursue studies in fields which are related to their work and, in some cases, outside their work objectives.

It is worthwhile to note that this is not management training as much as it is development training for individuals' development. Management training should be an initiative by GIPF to train capable individuals to take up management position. This currently is not happening at GIPF. The respondents found such an incentive to be refreshing.

It is GIPF's way of ensuring that there are sustainable leadership capabilities for all that are interested. There was however consensus that these loans should be scholarship incentives from the company; employees should be asked to repay the loans by continuing to work for GIPF for a number of years as opposed to making financial repayments.

#### **4.9. Leadership development: role and importance of organisational culture**

**Figure 4.8:** Organisational culture and leadership development



There was consensus with respect to the question about the role of the organisational culture when it refers to the leadership development. The vast majority (90%) agreed that organisational culture does influence a large percentage of the activities that take place within GIPF. This is due to the fact that more than any other factor, organisational culture dictates an organisational ability to survive. The reason for this statement is that it is based on Schein's (1992) clear definition of organisational culture. It is as a pattern of shared basic assumptions that any group learns as it solves problems of internal and external adaptation that work well and are then considered to be valid. This cohesively means that organisational culture is linked to performance. If an organisational culture aims to provide service excellence and teamwork it will yield positive results in the end.

The respondents agreed that it is very important to acknowledge the role of organisational culture and the importance it plays in GIPF. They agreed that the successful application of organisational culture depends mostly on leadership, and

that there is indeed a relationship between the two aspects. The respondents were content with a culture of confidence and financial stability, even when the company is plagued by financial outrage due to poor investments. GIPF is never undermined and continues to hold a firm financial position.

#### **4.10. Organisational Culture Assessment Instruments (OCAI)**

In today world of business and to earn a competitive advantage, employees want development, a good work climate and the shareholders demand positive results and return on investment. These are some of the areas that GIPF need to improve on and adapt to the dynamic expectations. High-performing organizations often have an organizational culture that fits in with their market and development capabilities. Research shows that culture has a powerful effect on the performance and long-term effectiveness of the organisation.

Developed by Professors Robert Quinn and Kim Cameron, OCAI is a workable tool for diagnosing organizational culture, the key to successful culture.

**Figure 4.9: GIPF Culture Assessment Tool**

Internal Control and Integration	Flexibility& Discretion		External Positioning and Differentiation
	The Family/Clan Culture	The Adhocracy Culture	
	<ul style="list-style-type: none"> <li>• It is empowering and family oriented.</li> <li>• Employees share a lot among themselves</li> <li>• Provides additional benefits to all employees</li> <li>• Teamwork and employee commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Creates new standards</li> <li>• Hold it place in the Market place</li> <li>• Has an assets value of over 50 billion</li> <li>• Provides continuous employment</li> </ul>	
	The Hierarchy Culture	The Market Culture	
<ul style="list-style-type: none"> <li>• Poor investments calls</li> <li>• Poor communication system</li> <li>• Lacks internal processes and procedures</li> <li>• Lacks problem solving systems</li> <li>• Success is based on the news market trends</li> <li>• Product leader and innovation lack</li> </ul>	<ul style="list-style-type: none"> <li>• Poor investment calls at times</li> <li>• Manages to stay in line with competing organisation</li> <li>• Involves customer and stakeholders</li> <li>• Improves productivity and maintain a competitive edge on the market related environment</li> </ul>		

	sustainability capabilities <ul style="list-style-type: none"> <li>No long term leadership sustainability development initiatives in place.</li> </ul>	<ul style="list-style-type: none"> <li>Committed to innovation and cutting edge system</li> </ul>	
Stability and Control			

Organisational culture and leadership capabilities are highly dependent on how well GIPF conducts its business. In this respect, the study did reveal that employees are inspired to be part of the GIPF family. This is a great advantage and in the long run proves that employees are happy and somehow content with some aspects of what GIPF entails. The significant of the findings of this study is that GIPF continues to be a leading pension fund provider, with assets valued just over 50 billion. It is an inspiring company to work for it was rated to be among the top best employers in Namibia.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter integrates the results of the study in order to make recommendations for the way forward by GIPF. The findings of the study are linked to past research presented in the literature. Organisational culture is one of many situational moderators now considered essential in determining leadership effectiveness (Bass, 2008). Leaders are recognized as exerting a dominant influence on the emergence and direction of cultural norms, values, and basic assumptions in institutional settings (Schein, 2004). Yet, culture is ultimately held and maintained collectively by all members of an organization. It acts as a moderating variable with respect to the implementation of sustainable leadership development.

#### **5.2. Overview of the study**

The study looked at the impact of organisational culture on GIPF's effort to sustainable leadership development. A survey was conducted on fifty employees at GIPF's head office in Windhoek. A structured questionnaire consisting of nine (9) questions was sent to potential respondents who were identified through a purposeful sampling method. Sixty (n=60) questionnaires were sent out, and 53 (88%) completed questionnaires were received. However, three of the completed questionnaires were disregarded as they were off the topic and lacked relevance to the study. The sample population thus consisted of fifty respondents (n=50) from all levels of the GIPF hierarchy. The sample population was limited to five (5) respondents from each department. GIPF has five (5) executive managers. For this study only one of them completed the structured questionnaire. This meant there

was a 20% representative sample of executive management. There are ninety employees situated at GIPF's head office. Out of these employees there were fifty (n=50) who completed the questionnaire. In other words the respondents in this study represented 55% of head office employees' views and overall assessment of what GIPF entails.

The primary objective of the study was to identify how various factors pertaining to the organisation's factors hamper, limit and extend the implementation of leadership capabilities and successful functionality of GIPF.

Furthermore the study aimed to identify, evaluate, and assess GIPF's current organisational culture, and sub-cultures that exist, by relating them to sustaining operational/managerial leadership capabilities. A quantitative analysis method was used to compile the results to determine whether GIPF does have plans in place. The analysis also addressed the impact organisational culture has on the GIPF leadership. The questionnaire aimed to establish whether there are different perceptions of leadership development initiatives and, if so, then how do they affect the relationship between management and staff.

The respondents were assured of anonymity and confidentiality. It was assumed therefore that they would provide honest answers. Research ethics pertaining to anonymity and confidentiality were adhered to in terms of ensuring the ethical integrity of the study. Respondents were not forced to participate in the study. Participation in the study was voluntarily. It should be noted that the researcher distributed 60 questionnaires and that 53 completed questionnaires

were returned. Three of which were not included in the study as the information provided was not relevant to the study.

Due to time constraints and other commitments, the study was limited to GIPF's head office employees. The other eight regional offices in the country were not included in the study. Therefore, the findings and conclusions/recommendations in this study are drawn exclusively from the views of the employees at head office.

### **5.3. Lessons**

The first set of questions was on GIPF organisational culture and beliefs. These questions sought to investigate the respondents' general knowledge as well as their understanding of organisational change and sustainable leadership at GIPF. The questions were linked to the respondents' opinions of the impact of these two factors in terms of their duties and responsibilities. The study showed that lack of staff involvement and communication in the planning phase played a major role in the failure of some of the implemented projects within GIPF. Most of the respondents indicated that organisational culture does indeed influence the way they carry out their duties. This is in accord with Hatch's (2006) view that leaders have the potential to affect organisational culture. Members of an organization, however, also hold power to determine the extent to which that potential is realized. Understanding how cultural dynamics both influence, and are influenced by efforts to implement organisational culture, has thus become an essential leadership competency.

It was evident from the findings that GIPF's leadership helm needs to understand the role that organisational culture plays, as well as the power and



influence the employees have towards the overall company objectives. As Schein (2005) confirmed, when elements of a culture are no longer conducive to the collective objective, it is then a leader's responsibility to speed up cultural change. In other words, leadership styles work with a variety of culture communication mechanisms to conform to organisational values and culture. Most of the respondents were in agreement that there were missing capabilities of their leaders, namely those who showed to be less creative in their roles.

Next, the issues of sustainable leadership development initiatives were addressed. It is important to note from the study that there was consensus on sustainable leadership development being part of GIPF organisational culture. For example, employees were given soft loans to further their studies. This is important for the organisation's survival and is in agreement with the position of Burke and Cooper (2006): decisive leadership not only gives attention to the effectiveness of the organisation but also to its very survival. This is done when the leadership of an organisation correctly predicts the need for essential changes and through training of staff creates the required capability and commitment for employees to understand and adopt these changes successfully with minimum resistance.

However, it should be noted that 50% of the respondents complained that there are no plans in place for a leadership development initiative. This is important for the leadership component of the study. It was observed that there is a tendency within GIPF to send management to short-term workshops and courses to develop their leadership capabilities. The feeling on the ground though is that such

opportunities for training may be too few and far between, and/or that not all who should actually get the opportunity get included.

#### **5.4. Conclusion**

The researcher attempted to outline the manner in which leadership sustainability and organisational culture are connected. GIPF needs to consider the two elements as part of a process that can be utilised to enhance the integration and consistency of successful approaches to sustainable development within GIPF.

The conclusion is based on the information provided and is based on the outcome of the findings from the questionnaires. It gives an overview of the actions taken throughout this study giving analysis of the outcome and responses obtained from the respondents.

It is necessary to remember the collected data did provide the researcher with important information as well as providing an insightful look at GIPF organisational culture and leadership capabilities. It should be borne in mind that the findings pertain to this study are only the views of the respondents does not necessarily reflect those of all GIPF employees. Different factors, such as the respondents need to remain neutral meant their opinions could have differed from those of the researcher.

The underlining objective was to identify the role and impact of organisational culture on GIPF's efforts at developing sustainable leadership capabilities. It is apparent from the results that to some extent GIPF's organisational culture does promote leadership development. There was some level of satisfaction

among GIPF employees in this regard. However, in view of dissenting voices, GIPF should clearly communicate to all employees about its road map that charts the process of implementing sustainable leadership development. Awareness of such sustainable leadership development programme would motivate workers, reduce dissatisfaction, and would result in low employee turnover. If the latter occurs then this would mean better returns on investment in staff development.

Finally, GIPF needs to put in place some process and procedures after implementing the above guidelines in order to meet their business directives. It would then be important for their leadership to adopt ownership which in return will facilitate future success. As Collins (2001) outlined leaders come in a variety of shapes and sizes: good leaders know that it is the performance of the staff under their supervisions that determines how great a leader they are. Leaders in successful roles should be promoters. He further emphasised that leaders provide opportunities for employees to utilize their talents and strengths, and to encourage them to do so. They foster greatness, not for personal gain, but for the good of the people they lead.

GIPF leadership needs to have the unique combination to fiercely resolve problems and challenges while applying humility. They need to develop humility, ask for help, take responsibility, develop discipline and lead with passion.

### **5.5. Recommendations**

Based on the literature review and the data provided by the respondents, there is no doubt of the impact and challenges that organisational culture has for leaders. This study discussed many different factors, such as lack of communication,

lack of ownership, the absence of encouragement for innovative ideas, the need to take GIPF to the next level and long-term achievements as opposed to short term goals. Such factors that are linked organisational culture were missing at GIPF. These factors are linked to sustainable leadership capabilities and its effectiveness to development successful initiatives at GIPF. It can also be concluded that honesty, integrity, trustworthiness and transparency, which are some of the aspects clearly outlined in GIPF core values, are missing and hence the contributing factor to overall low employees moral. It is, therefore, advisable for GIPF leadership to be constantly mindful of the role organisational culture plays and the effect it will have on leadership sustainability and to continually adjust for its unanticipated influence.

Communication somehow made it way to this study although not one of the component under the study, the researcher could not in all good conscience leave it out after a number of respondent raised the fact that there is poor communication that contributes to lack or hampers the successful implementation of sustainable capabilities. It is important to note that information is key to many successful organisations. Having said that, a need for communication improvement is imperative within GIPF, top down communication should involve feedback, encouragement and the passion to take GIPF to greater heights. Currently communication only comprises instructions of what needs to be done after decision-making has taken place. Dynamic two-way communication on the other hand would involve employees' effective and efficient contributions from the conception stage of any project undertaking. This would give the employees an opportunity to feel like

they are part of the process and in so doing would take ownership which then ensures success.

GIPF's developing leaders should take the view that it is important to develop all of these skills with an appropriate appreciation of the organisational cultural. When considering leadership development, the primary emphasis should be on enabling people to think beyond the apparent restrictions of their current role and to develop critical capabilities to move between operational and strategic modes when and if required. Leaders within GIPF need to balance an attention for detail with an understanding of the bigger picture. Leadership development should develop the necessary skills and integrity in line with GIPF's business directives that enhance a broad intelligence to exercise the power instilled upon them.

Below are some guidelines which, if followed, should be able to direct the road map and the successful implementation of some initiatives for sustainable leadership development outlined in the research.

- a. Assess GIPF's current position in terms of formalised training programmes then consider designing a programme to develop existing staff regardless of the positions they hold. Undertake an audit to determine and evaluate existing training options and additional training needs.
- b. GIPF should analyse its workforce and project future needs. Succession planning is an important part of ensuring strong key leadership.
- c. It is advisable that each training and development opportunity should meet specific objectives that can be measured and evaluated for both the benefit of GIPF and the employees being trained.

- d. Determine existing skills levels through standardized testing instruments, questionnaires.
- e. Align leadership development training with GIPF's strategic plan. The key is not to just do something it rather is to match the needs of the GIPF to the interests and skills of staff in leadership positions.
- f. GIPF needs to develop individual development plans for key employees based on their existing skills level and interests of GIPF.
- g. Identify training opportunities based on the categories and topics GIPF development.
- h. In line with organisational culture, it is advisable the GIPF should recognise that employees also have some responsibility for their own training and development.
- i. GIPF should develop the employees' self-training and development to tie to its objectives.
- j. GIPF needs to provide feedback and implement open lines of communications to employees in terms of their future with the company and need for development.
- k. GIPF needs to recognise that leadership development is an ongoing process, not a one-time or annual event.

Finally, sustainable leadership development should become not only an effective developmental tool for leaders, but an important part of the organisational culture of GIPF. It should raise self-reflective awareness of unconscious dimensions

of organisational life and, in so doing, provide a drive for resolving culturally embedded immunity.

## **CHAPTER SIX**

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## ANNEXURE ONE

### Questionnaire

GIPF sustainable leadership capabilities initiatives and the impact thereof.

1. Do you have an understanding of the existence of GIPF organisation culture?
  - Yes
  - No

2. What would you say in your own words does GIPF organisational culture?

Briefly explain

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3. What percentage of the organisational culture influence the way you do your work as opposed to your job description?

- 0 – 25%
- 26 – 60%
- 61 – 80%
- Other (Please specify)

4. Do GIPF have plans to develop leader's capabilities?

- Yes
- No
- Other (Please specify)

5. Are the leaders within GIPF creative when it comes to organisational culture diversity?

- Yes
- No
- Other (Please specify)

6. Do the management manage change to minimise resistance?

- Yes
- No
- Other (Please specify)

7. What are sustainable leadership capabilities?

- Yes
- No
- Other(Please specify)

8. Do you believe that organisational culture plays an important role when it comes to leadership development?

- Yes
- No
- Other (Please specify) Other(Please specify)

9. What steps would you recommend that GIPF take in their efforts to enhance leadership capabilities?

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