THE WORK CULTURE’S IMPACT ON SERVICE DELIVERY IN QUASI GOVERNMENT ORGANISATIONS IN DEVELOPING COUNTRIES: A CASE STUDY OF ZIMBABWE MANPOWER DEVELOPMENT FUND (ZIMDEF).

BY

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DECLARATION

I, STELLA NYAMUPANDA, do hereby declare that this dissertation is a result of my own research and that all other people’s work has been fully acknowledged. I further declare that, it has not been submitted before any degree or examination in any other university.

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ACKNOWLEDGEMENTS

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DEDICATION

This dissertation is dedicated to my family.
ABSTRACT

The main aim of the study was to determine the impact of organisational culture on service delivery in quasi-governmental organisations in developing countries using a case of Zimbabwe Manpower Development Fund (ZIMDEF). The specific objectives of the study were to investigate the culture present at ZIMDEF, to determine the level of service delivery offered by ZIMDEF, to determine the type(s) of organisational culture at ZIMDEF in relation to the mission and core values of the organisation and to recommend organisational culture changes for improved service delivery at ZIMDEF. The study adopted the realism paradigm and mostly used qualitative methods. The experimental (case study) research design which is descriptive and exploratory in nature was adopted. Both qualitative and quantitative methods were used where self-administered questionnaires and telephone interviews were used as data collection instruments. The population for the study comprised ZIMDEF employees and clients. The sample size for the study was 114 and stratified random and convenient sampling techniques were used. SPSS version 20.0 software was used for analysis. Quantitative data was presented in tables and charts. The study found that ZIMDEF’s organisational culture is characterised by low chances for employee promotion and low participation of general employees in decision-making processes. The study also learnt that there is inadequate funding of the development of skilled manpower at ZIMDEF. The results also showed that there is high accountability and good service delivery at ZIMDEF. The study concluded that there is hierarchy culture therefore recommended for decentralisation of decision making. The study concluded that the overall service delivery at ZIMDEF was good although there is need for improvement. The study called for further researches to be done comparing how organisational culture’s impact on service delivery in developing countries’ quasi-governmental organisations differs from those of developed nations.
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<tr>
<td>ZIMDEF</td>
<td>Zimbabwe Manpower Development Fund</td>
</tr>
<tr>
<td>SAP</td>
<td>Systems, Application and Products</td>
</tr>
<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>TQM</td>
<td>Total Quality Management</td>
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**Organisational Culture** - is defined as the cognitive framework consisting of attitudes, values, behavioural norms and expectations shared by organisational members.

**Service delivery** - is as an activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything.
CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

This chapter introduces the research on the exploration of the different aspects of the work culture’s impact on service delivery in quasi government organisations in developing countries a case study of Zimbabwe Manpower Development Fund (ZIMDEF). The chapter gives background of the study, Statement of the Research Problem, the Research Proposition, the Research Objectives, Research Questions and Justification of the Research.

1.1 Background of the study

Interest in organisational culture has always been driven by a belief that having the right sort of culture impacts positively on organisation performance. In the early 1980s Peters and Waterman’s in Search of Excellence included many companies that scored low on well-established critical success factors such as barriers to entry, capacity to build economies of scale, or non-substitutability of products. Yet, these companies were at the time highly successful, allegedly because of their organisation culture. Organizational leaders, managers, and academic researchers are now demonstrating an increased interest in understanding the concept of organizational culture (Denhardt, 1991). While specific reasons for this increased interest vary, it is likely that the primary reason for the growing interest resides in the recognition that organizational culture is an important factor in organizational effectiveness (Denison, 1990).

Culture, in an organizational widest sense, embodies deepest beliefs about work, and guides employees’ decisions and actions. Creating changes in role and behavior is dependent on achieving a shift in values and attitudes, not by management edict, but by creating a culture of a shared vision for the future (Pattison & Williamson, 2016). According to (Kandula, 2006), the key to good performance is a strong culture. He further maintains that due to differences in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. In line it can be inferred that a positive and strong culture can make an average individual to perform and achieve brilliantly conversely a negative
and weak culture may negate the performance of an outstanding employee hence compromising on service delivery.

In addition, there is strong anecdotal evidence (Baker, 2002; Cameron and Quinn, 2011) indicating that the primary source of failure of many change projects in organisations is bad culture. In particular, where staff don’t share the same values, or if what the staff value is not what the organisation needs them to value, then the result can be a values clash. According to the VPSC report (2015:6), ‘a values clash manifests most commonly as disengagement and a loss of motivation. Discretionary effort is replaced by ‘work to rule’ or ‘clock watching’. When more outspoken individuals are involved, or where there is strength in numbers, such a clash can manifest as agitating behaviour, factionalism, or the emergence of silos and countercultures, which actively work against the best interests of the organisation as a whole, inevitably productivity and the quality of service will decrease’.

In the past 20 years, research focus has been shifting to the organization culture paradigm with a strong belief that the service delivery is attributable, at least in part, to it (Liu, Shuibo, & Meiyung, 2006). Mahmudah (2012) reports a significant relationship between organization culture and service delivery. Services account for more than two thirds of the Global economy accounting for 72% of the GDP of developed nations and a high GDP share in developing economies (The World Bank, 2007). Beyond their own dynamism services have a wider impact on economic growth providing support to other industries (Malhotra, Ulgado, Agarwal, Shainesh, & Wu, 2005). Hence, the need to study how culture impacts on service delivery of public service firms to achieve economic growth.

The organisation under study, Zimbabwe Manpower Development Fund herein referred to as ZIMDEF is a Statutory Body under the Ministry of Higher and Tertiary Education, Science and Technology Development. ZIMDEF was established under Section 23 of the Manpower Planning and Development Act, Chapter 28.02 of 1996 to collect 1% training levy from all eligible employers, with the mandate of financing the development of critical and highly skilled human resources in Zimbabwe. ZIMDEF collects the 1% training levy through Statutory Instruments (74 & 392 of 1999) and in terms of Section 53 (1) of the Manpower Planning and Development Act. ZIMDEF is vested in the minister of Higher and Tertiary Education, Science and Technology Development who is the Trustee of the Fund. The Chief Executive Officer in accordance with Trustee’s directions as advised by
the National Manpower Advisory Council (NAMACO) administers the day-to-day operations of ZIMDEF.

1.1.1 Vision
ZIMDEF’s vision is to be the hub of resource mobilization for human capital development for sustaining the Zimbabwean economy.

Mission Statement
To contribute towards national human capital development through resource mobilization, management and disbursement for the benefit of clients.

1.1.2 Core Values
Professionalism
Integrity
Transparency
Accountability
Team work
Innovativeness

1.1.3 Sources of funding
The principal source of funding for ZIMDEF is the 1% training levy, it also derives funding from interest earned from the fund’s short-term investments and from rentals of its leased properties. The Minister under the guidance of NAMACO has the authority to determine how the funds from ZIMDEF are disbursed.

1.1.4 Stakeholders
ZIMDEF’s stakeholders include employers (who indenture apprentices and those into Human Capital Development – HCD activities), state tertiary institutions (for example polytechnics, industrial training centres and universities), Ministry of Higher and Tertiary Education, Science and Technology Development, NAMACO, the government of Zimbabwe and ZIMDEF employees. The culture at ZIMDEF is influenced by the various stakeholder relationships and their expectations.

ZIMDEF’s mandate is to mobilise, manage and disburse resources for human capital development to contribute towards achieving an industrialised and modernised economy. The
organisation has been failing to meet its targets and provide good service delivery and has not been spared from scandals as it is not free from abuse by political bigwigs. There is a case of abuse of ZIMDEF funds by the former trustee which is now before the courts. This is a sign that there could be corruption in the organisation which is associated with the organisation’s cultural issues.

1.1.5 Services
ZIMDEF provides services to tertiary institutions, employers, apprentices and students from polytechnics.

1.1.6 Apprentices
There are two different types of Apprentices, those that are recruited directly by the Ministry of Higher Education, Science and Technology Development and those recruited directly by employers. ZIMDEF provides the following services to apprentices: pays tuition, boarding fees and medical aid for the 1st and 2nd year apprentices. ZIMDEF also pays the apprentices an allowance.

1.1.7 Tertiary Institutions
ZIMDEF provides the following services to tertiary institutions:
- Purchasing of training equipment and consumables
- Development of training infrastructure.
- Payment of B-Tech allowances to the B-Tech programmes lecturers.
- Purchasing of textbooks.
- Purchasing and funding of training incidentals which include awards and prizes.
- Payments of grants to non-governmental institutions involved in human capital development.

1.1.8 Services to Employers
Employers may claim rebates if they provide trade testing facilities, release their employees for part time lecturing at Ministry of Higher and Tertiary Education, Science and Technology Development training institutions and those employers who incur expenses on employees who successfully complete approved courses.

Employers are required to register with ZIMDEF so that they can remit their 1% training levy. Once a company is registered with ZIMDEF, there is a benefit of being able to claim rebates from ZIMDEF and they are also able to participate in the ZIMDEF tendering process.

1.1.9 Students from Polytechnics
ZIMDEF pays attachment allowances to students from polytechnics when they go for attachment. ZIMDEF purchases training equipment and consumables for the students.

Science, Technology, Engineering and Mathematics (STEM)

The introduction of the Science, Technology, Engineering and Mathematics (STEM) initiative by the Ministry of Higher and Tertiary Education, Science and Technology had been added to ZIMDEF mandate. ZIMDEF was paying tuition, boarding fees and examination fees for Lower and Upper Six students who were doing sciences from government schools and church run schools. The programme has since been stopped and ZIMDEF is now paying for the training of Science teachers.

The harsh economic climate has not made it any easier for ZIMDEF to realise its Vision and fulfil its Mission. The under performance of the Zimbabwean economy makes it harder for ZIMDEF to collect the 1% training levy as most companies are facing viability challenges hence are not able to remit the levy timeously and some are failing to remit totally. This has seen ZIMDEF engaging lawyers to help in collecting levy from defaulters. Some companies are scaling down their operations and some have ceased operations thus reducing the number of contributors. The current economic and political climate has also seen a decrease in the number of new businesses opening up. Most of those that are being registered are small-scale companies, which do not contribute much. Most of the small to medium enterprises and those in the informal sector are difficult to register as they do not have proper documentation. ZIMDEF requires the Certificate of Incorporation and ZIMRA clearance certificate to be able to register a company. Simmy and Zairi (2009) put forward that for any organisation to fulfil its mandate, there must be sufficient funds.

Numerous authors have examined the impact of organisational culture on service delivery. Earlier studies were conducted by Chatman and Jehn (1994), Denison and Mishra (1995), Handfield and Ghosh (1994), Kanji & Wong (1998), and Kotter and Heskett (1992). More recent investigations have been conducted in a variety of business sectors (see Huq & Martin (2001) who focused on hospitals in the US Midwest, Svensson & Klefsjö (2000) who investigated the Swedish school sector, Bedingham (2004) and Oladunmoye (2004), who focused on the construction industry, as well as Lee & Yu (2004) on high-tech manufacturing, hospitals and insurance companies in a Singaporean context, Boggs (2004) on a local church,

These studies are part of a growing body of evidence that establishes and supports the notion that organisational culture impacts on service delivery (also see Taylor in Barker & Coy, 2004:5). Studies that cover this topic in the public service fraternity are notably few and no such study exists in Zimbabwe, adding to the contributory value of this research.

1.2 Statement of the Problem

This study seeks to investigate the issue of organisational culture at ZIMDEF and how it affects service delivery as per mandate. Due to organizational changes taking place employees at ZIMDEF are facing quite a number of problems which in turn needs to be identified and examined. The organisation in response to the dynamic business environment has embarked on several changes large or small, infrastructural as well as operational. For example, the introduction of a new computer system called SAP ERP (Systems, Applications, and Products Enterprise Resource Planning). This system seeks to integrate all the business functions into one system. Despite the introduction of SAP, there has been no significant change in some business processes. For example, the billing system is not in line with current technological trends, when a client pays using external or internal transfer, the client must wait for about a week to get their receipt. The Debt department and the Levy Inspectorate department have been merged into one department Revenue. This move has resulted in one person doing the work that was previously done by two people which in turn increased workloads to one person. Although this increases as efficiency due to the reduction of repetition of work, the move was done hurriedly without proper research hence leaving the workers disgruntled. ZIMDEF has the potential to collect revenue and meet its mandate of funding the development of skilled manpower in Zimbabwe. However, this has not been possible despite all efforts to increase revenue collection. The behaviour and conduct of the employees has a bearing on the quality of service that will be offered by an organisation whereas the management is mainly concentrated on decisions making other than employee retention. The type of culture at ZIMDEF is not very clear and the culture does not seem to promote good service delivery. Therefore, this study seeks to investigate issues of organisational culture (How things are done at ZIMDEF) and how it affects service delivery.
1.3 Research Objectives

The study’s main objective is to determine the impact of organisational culture on organisational service delivery at ZIMDEF. The specific objectives are:

Specific Objectives

1) To investigate the culture present at ZIMDEF
2) To determine the level of service delivery offered by ZIMDEF.
3) To determine the type(s) of organisational culture at ZIMDEF in relation to the mission and core values of the organisation.
4) To recommend organisational culture changes for improved service delivery at ZIMDEF.

1.4 Research Questions

1) What is the impact of organisational culture and service delivery at ZIMDEF?
2) What is the present culture at ZIMDEF?
3) What is the level of service delivery offered by ZIMDEF?
4) What type of organisational culture is present at ZIMDEF/Does ZIMDEF have a strong or weak organisational culture?
5) What recommendations can be made to ZIMDEF regarding organisational culture changes for improved service delivery?

1.5 Research Assumptions

- The data collected from ZIMDEF is not only reliable, but also a true and fair reflection of the whole organisation during the period under review.
- Honest opinions will be presented by the respondents to the questionnaires and interview.
- Since the researcher will be dealing with colleagues it is assumed that respondents will cooperate.
- The researcher should be able to access confidential information because they have the authority to study.

1.6 Hypothesis

- There is a negative relationship between Organisational culture and service delivery.
1.7 Justification of the study

ZIMDEF was created to mobilise funds for human capital development in the nation of Zimbabwe, therefore, failure by ZIMDEF to collect enough funds will have a negative effect on the fulfilment of its mandate. This research seeks to determine how ZIMDEF’S organisational culture influences its service delivery. The funds collected by ZIMDEF are public funds and hence they must be used for the benefit of the stakeholders in line with the mandate. ZIMDEF accomplishes this through service delivery. At the end of the research recommendations will be made for policy and managerial implementation. This may help ZIMDEF to develop a strong organisational culture so to improve the quality of service delivery. According to Dave and Urich, (2011), organisational culture determines the rules for decision making, structure and power. It dictates the way business is done and the survival tactics for the organisation.

1.8 Significance of the study

1.8.1 Significance to the Nation

This study will benefit developing nations and other parastatals and quasi government organisations because most studies have been carried out in developed countries. The study may be of benefit to the government when they come up with policy recommendations for quasi government organisations.

1.8.2 Significance to ZIMDEF

The study is important because such a study has never been carried out on ZIMDEF and this will be an eye opener. The human resources department can use the recommendations when they are crafting the human resources strategic plan. According to Ravasi and Schultz (2006), Organisational culture is composed of shared mental assumptions that help in the interpretation and action in organisations by defining appropriate behaviour for various situations. The research will help ZIMDEF to assess its organisational culture and use the recommendations to develop a strong culture which will enhance the organisation’s service delivery.

1.8.3 Academic significance

The research will also add to the existing body of knowledge at BUSE. The study will also benefit other students who may undertake similar researches in future.
1.9 Purpose of the study

The study seeks to assess the type of organisational culture that exists at ZIMDEF and the quality of service delivery offered. The main objective of the study is to determine the impact of organisational culture on service delivery.

1.10 Delimitations

The research was carried out within ZIMDEF. ZIMDEF has branches in Harare (Head Office), Bulawayo, Gweru and Mutare and has more than 200 employees including students on attachment additionally the clients were specifically taken from Harare Polytechnic. The sample will include top management, middle management, junior management and clients from Harare Polytechnic. The literature review includes reports from ZIMDEF, the internet, library books and journals on Organisational Culture, Service Delivery and Change Management.

1.11 Limitations

**Time factor:** Considering that the researcher is employed full time and is also a parent there is a lot of pressure and time can be a limiting factor.

In order to overcome this limitation, the researcher should put in extra time in the evenings and during weekends to allow more time to complete the research. Where possible there is need to take time off from work in order to complete the research.

**Respondents:** Some of the respondents might not take the questionnaires seriously and may just answer for the sake of it. Some may not return the questionnaires on time and some may not even return them.

In order to mitigate this limitation, the researcher will take time to explain the purpose of the questionnaire to the respondents and will also give them ample time to respond to the questionnaires. Follow up will be done from time to time to ensure that respondents fill in the questionnaires.

**Access to Information:** The researcher might have difficulty in accessing confidential information from the organisation and might also face difficulties in interviewing top management. Written permission has been obtained from top management before commencing on the research.
1.12 Organization of Study

Chapter 1: Background. This chapter gives an introduction on the research on The exploration of the different aspects of the work culture’s impact on service delivery in quasi government organisations in developing countries, A case study of Zimbabwe Manpower Development Fund (ZIMDEF). The chapter also outlines the problem statement, objectives and the background of the research. Chapter 2: Literature Review. This chapter covers the theoretical and empirical reviews. Chapter 3: Methodology. This chapter gives an outline on how exactly the study was carried out. Chapter 4: Analysis. This chapter covers the interpretation and analyses of the results. Chapter 5: Recommendations. This chapter concludes the research on the exploration of the different aspects of the work culture’s impact on service delivery in quasi government organizations in developing countries: A case study of Zimbabwe Manpower Development Fund (ZIMDEF) and covers the recommendations and policy analyses.

1.13 Chapter Summary

The chapter has introduced the research on The exploration of the different aspects of the work culture’s impact on service delivery in quasi government organisations in developing countries. The background and the problem of the study have been outlined as well as the objectives, research questions and hypotheses. The chapter has also justified the purpose of the study, delimitations as well as defining key terms. The succeeding chapter presents the review of relevant literature.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews critical relevant literature on the impact of work culture on service delivery in quasi government organisations in developing countries: A case study of Zimbabwe Manpower Development Fund (ZIMDEF). Areas that were covered in this chapter include concept of organisation culture and service delivery, theoretical review, literature on research objectives and empirical studies in the field under research. The research gap is also provided and lastly the chapter summary.

2.1 Conceptual Framework

![Figure 2.1: The Conceptual Framework](source: Author self-developed)

As indicated in figure 2.1 in the conceptual framework the three variables are interrelated and there is no way they can be separated. The culture of an organisation (independent variable) determines the performance of the organisation (intervening variable) which in turn will impact on the level of service delivery (dependent variable). It is widely believed that a company with a strong organisational culture will perform better than one with a weak culture. High
performance results in a high quality of service delivery. Organizational cultural changes act as an independent variable resulting in Service delivery which is dependent because they rely on the effects of the other. However, there is an intervening variable performance on which in order for a firm to note that there is reliable service delivery organisational performance is mainly the reflector (Bahati, 2013).

2.2 Concept of organisational culture

Organisational Culture is a cognitive framework consisting of attitudes, values, behavioural norms and expectations shared by organisational members (Cameron & Quinn, 2011). Even the organisations concerned with identical activities or that provide similar products or services can be very different from one another. Organisational Culture is the system of shared beliefs and values that develops within an organisation and guides the behaviour of its members (Kropp, 2010). It can be referred to as a set of values and beliefs or a set of symbols, ceremonies and myths that communicate the underlying values and beliefs of the organisation to its employees. Culture is determined by the interaction of organisational members, their shared interpretations and the significance they attach to what occurs.

According to Kropp (2010), the term organisational culture generally is accepted as referring to the shared meanings, beliefs and understandings held by a particular group or organisation about its problems, practices and goals.” OC & OL further describe organisational culture as the accepted ways of behaviour in an organisation (overt organisational behaviour), body of common understandings (group and organisational norms) and an organisation’s way of thinking, feeling and acting (ideology and philosophy).

Some authors like Edgar Schein have used the iceberg to try and explain organisational culture (Schmiedel, Brocke & Recker, 2015). Hudrea (2006) suggested that there are visible and invisible levels of corporate culture.
When we see an iceberg, the portion that is visible above water is only a small piece of the iceberg. People often think of culture as the numerous observable characteristics that we can see with our eyes, for example, their food, dances music, greeting rituals. The reality, however, is that these are merely an external manifestation of the deeper and broader components of culture (attitudes and values). Deep below the waterline are a culture’s core values. These form ideas of what we perceive as good, right, desirable and acceptable as well as what is bad, wrong, undesirable and unacceptable (Adenan et al., 2013) Usually different groups share similar core values, for example, honesty and respect, but these are interpreted differently depending with the situation. These interpretations of our core values become visible in the form of observable values, for example, the language, the way we act, the laws and the way we communicate. Therefore, like an iceberg, there are things that we can see (conscious world) and describe easily but there are also many deeply rooted ideas (subconscious world) that we can only understand by analysing values, studying formative factors and reflecting on our own core values (Language & Culture Worldwide, 2015).
Different departments in an organisation seem to have different values although the organisation has one set of values. Usually you find that they are common traits of behaviour which are unique to each department. Some departments even regard themselves as more superior than others by the nature of their jobs. “Organisational culture is an amalgamation of employee life experiences, combined with the impact of executive influence. Other factors include, employee personal values, workplace procedures, behaviours, policies, relationships and employee expectations.” (Thought Farmer).

In his book Organisational Culture and Leadership, Edgar Schein suggests that they are three levels of culture which are Artifacts, Values and Basic Assumptions. Artifacts are the physical symbols of culture existing in the social framework environment. The artefacts include personal enactment, ceremonies and rites, stories, rituals and symbols. Personal enactment can be understood through the examination of the behaviour of the organisational members. This is the behaviour that reflects the values of the organisation. This level is the most visible part of the organisation’s culture and this is what a new employee will first notice. Artefacts also include sounds, smells, architecture behaviour, attire, language, products and ceremonies. Ceremonies and rites are important organisational activities carried out time and again, for example, long service award ceremonies. These are usually carried out to reward and recognise those employees whose behaviours are in line with the values of the organisation. Stories about the organisation and its people give a reflection of the organisation and they strengthen organisational values. Rituals are the organisational practices that are always done in the fixed time and in the same way. Whilst symbols communicate the organisational culture through images or objects.

Values bring out the deeper levels of culture as they guide individuals in what they ought to do or not to do in various situations. Values are not clearly visible to a new comer, they have to be learnt and discovered. Values reflect a person’s underlying beliefs of what should be and should not be. Values often come out in conversations and in the mission statement and annual reports of an organisation. According to Schien (2009) they are not so invisible to a newcomer and even the older employees of the organisation may not be consciously aware of the basic assumptions. They guide the behaviour and perception of members of the organisation. According to Schien (2009), an assumption is the essence of culture. Basic assumptions are developed over the history of the organisation and are also developed from the ways organisation handles different situations. As the basic assumptions are unconscious, and the
older employees find them difficult to define to newer employees, they are learned by the new comers as a result of trial and error behaviour and by watching the reactions of older employees in the diverse situations.

Organisational culture refers to the behaviour patterns and standards that bind it together. The culture determines what is right or wrong, what to believe, what not to believe and how to react (Schein, 2004). According to Farooq et al (2008), culture provides the organisation with the much needed energy to function well by ensuring as it were a proper circulation of blood through all the organs of the organisation. According to Needle (2004), organisational culture represents the collective values, beliefs and principles of organisational members. He believes that organisational culture is a product of history, product, market, technology, strategy, type of employees, management style and national culture. Culture includes the organisation’s vision, values, norms, systems, symbols, language, assumptions, beliefs and habits. Ravasi and Schultz (2006) believe that organisational culture is a set of shared assumptions that guide the way organisations operate.

An employee’s performance depends on what is and what is not proper among his or her peers, which in turn affects that individual’s behaviour and motivation to participate in and contribute to the organisational framework Asimkhan (2005). This will in turn affect the organisation’s service delivery. Organisational culture defines the way employee’s complete tasks and interact with each other in an organisation. Culture impacts on most aspects of the organisation and is concerned with the values, norms and beliefs systems within the organisation. Awad and Saad (2013) believe that the establishment of a strong organisational culture helps in improving employee performance. Organisational culture is what differentiates one firm from another.

2.2.1 Roles and functions of Organisational Culture

Culture plays important roles in the organisation, for example, culture provides a sense of identity and it also generates commitment to the organisation’s mission. Culture also outlines and reinforces standards of behaviour. The culture also influences the performance of the organisation. A company with a strong organisational culture is likely to perform better than one with a weak culture. Organisations try to match the culture with their strategic plan by carrying out cultural audits. According to Dave H. and Jean Urich, (2011), organisational culture determines the rules for decision making, structure and power. It dictates the way
business is done and the survival tactics for the organisation. Zheng et al (2010) further articulate that culture affects organisational effectiveness and there are four dimensions that are important:

Adaptability- refers to the ability of the organisation to alter its structures, behaviours and systems to adapt to changes in its environment.

Consistency- refers to the extent to which its beliefs and values are demonstrated consistently. Involvement- is the level of participation by organisation members in decision-making. Mission- a shared definition of the purpose of the organisation.

Organisational culture helps an organisation to adopt to the external environment and in the coordination of internal systems and processes. An organisation that has adapted to the external environment works with all members to build a culture that includes the +

Kerr and Slocum (1987) believe that organisational culture also determines the reward systems. Some organisational cultures considers the whole organisation as one system and hence rewards on the basis of organisational performance, whilst other organisations will reward on the basis of individual performance. Rewarding on the basis of organisational performance will help foster team work.

Most authors seem to concur that organisational culture facilitates coordination and communication, gives the organisation competitive advantage over its competitors and distinguishes successful organisations from others.

### 2.2.2 Aspects of Organisational Culture

Managerial and organisational aspects of culture prevail over the anthropological: sociological ones, when the culture is perceived in terms of the organisational dimension. Organisations are referred to as cultural settings because the accommodate people with different cultures just as society, therefore, human resources departments need to understand the impact of culture in creating an effective organisation. Sackmann 1991.133 attempts to bring out the organisational aspects of culture and gives three broad perspectives of culture that can be differentiated in the management literature as:
a) A holistic perspective – looks into culture as a one unified whole integrating cognitive, emotive and behavioural and artefact related aspects of culture. It defines corporate culture as a general constellation of beliefs, norms, customs, value systems, behavioural norms and a way of doing business that is unique to each corporation and captures well and multifaceted nature of culture.

b) The variable perspective – focuses on expressions that may be in the form of verbal and physical behaviour or practices, of artefacts and their underlying meanings. Here culture is defined as the way we do things or rather as a manifestation of behaviour. It is considered important to infer apparently shared meanings from the study of culturally expressive activities, behaviours and material artefacts.

c) The cognitive perspective – focuses on ideas, concepts, blue prints, beliefs, values or norms that form the core of culture. Here culture is referred to as to what humans learn, what is in their minds and is not concerned with what they do or make. The knowledge acquired provides guidelines for deciding what to do and how to do things. Sehein (1984) definition of organisational culture seems to concur with the cognitive perspective. Schein 1984.134 defines organisational culture as, “The pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problem of external adaptation and internal integration and that have 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”.

2.2.3 Types of Organisational Culture

Cameron and Quinn (2011) postulated that organisation culture comprises of four core culture types. The four core cultures are:

The hierarchy (control) culture

The hierarchy culture is a characteristic of bureaucracy in order to create stable, efficient, highly consistent products and services (Cameron and Quinn, 2011). This is because hierarchy culture has a clear organizational structure, standardized rules and procedures, strict control, and well defined responsibilities (Yu and Wu, 2009). This implies that the hierarchy culture can deliver efficiency, effectiveness, accountability and rule of law (criteria of performance-related pay).
The market (compete) culture

The market culture focuses on transactions with external constituencies such as suppliers, customers, and regulators, in which competitive focus, task focus, and result focus are created within the organizations (Cameron and Quinn, 2011). This reflects that the market culture can lead to effectiveness and responsiveness (customer preferences of public services).

The clan (collaborate) culture

The clan culture is to share values and goals, cohesion, participation, individuality, and a sense of ‘we-ness’, in which the organizations’ success is generated by the internal climate and employee (e.g. teamwork, participation, and consensus) (Cameron and Quinn, 2011). The clan culture tends to increase participation, consensus orientation, accountability, transparency (the clear criteria of reward allocation), and equity (fairness of reward allocation).

The adhocracy (create culture)

The adhocracy culture is ad hoc in that it refers to something temporary, specialized, and dynamic, of which the main goal is to foster adaptability, flexibility, and creativity in an uncertain atmosphere (Cameron and Quinn, 2011). Cameron and Quinn also state that this culture can produce effectiveness.

2.2.4 Dimensions of Organisational Culture

According to Kumar (2018) organisational culture has twelve dimensions.

A Humanistic/Helpful Culture – this characterises organisations that are managed in a participative and personal centred way. Members are expected to be supportive, constructive and open in their dealings with one another.

An Affiliative Culture – characterises organisations that place a high priority on constructive interpersonal relationship. Members are expected to be friendly, open and sensitive to the satisfaction of their work group.
An Approval Culture – describes organisations in which conflicts are avoided and interpersonal relationships are present superficially. Members feel that they should agree with, gain the approval of and are liked by others.

A Conventional Culture – describes organisations that are constructive, traditional and bureaucratically controlled. Members are expected to conform, follow the rules and make a good impression.

A Dependent Culture – describes organisations that are hierarchically controlled and non-participative. Decision making is centralised, hence members do only what they are told and all decisions are cleared by the superiors.

An Avoidance Culture – is characterised by organisations that fail to reward success but nevertheless punish mistakes. This neglecting reward system leads members to shift their responsibilities to others and avoid any possibility of being blamed for a mistake.

An Oppositional Culture – typical of organisations in which confrontations prevails and negativism is rewarded. Members gain status and influence by being critical and thus are reinforced to oppose the ideas of others and to make safe (but ineffectual) decisions.

A Power Culture - which describes a non-participative organisation structured on the basis of authority inherent in members’ positions. Members believe that they will be rewarded for taking charge, controlling subordinates and for being responsive to the demands of the superiors.

A Competitive Culture – winning is valued and members are rewarded for outperforming one another. People in such organisations operate in a “win-lose” situation and believe that they must work against (rather than with) their peers to be noticed.

An Achievement Culture – characterises organisations that do things well and value members who set and accomplish their goals. Members set challenging but realistic goals, establish plans to reach those goals and pursue them with enthusiasm.
A Self-Actualisation Culture – creativity is valued as well as quality versus quantity and task accomplishment and individual growth. Members in these organisations are encouraged to enjoy their work, develop themselves and embark on new and interesting activities.

2.3 Concept of service delivery

Good service delivery provides clients with an increase in value. Basically, a service is an activity done to fulfil a need in the market (Koht, Van & Merwe, 2009). A service can only be experienced but it cannot be touched or seen, meaning that it is intangible. Kotler et al, (2009) define a service as an activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything. Lovelock (2011) further defines a service as an economic activity that creates value and provides benefits for customers at specific times and places to bring about a desired change to the recipient of the service. There are general characteristics that are associated with services and these are; intangibility, irreproducibility, perishability and inseparability.

The loyalty of employees relies upon knowledge and awareness of culture that improves behaviour of the organisation. The culture of an organisation influences its service delivery positively or negatively. Good service delivery provides clients with increased value. Zeithaml et al (2009), believe that excellence in customer service is the hallmark of success in service industries as well as among manufacturers. They further describe excellent service as the ability to deliver what you promise provided that you must first determine what you can promise. ZIMDEF’s promise is determined by its vision and mission. ZIMDEF’s service delivery should be in line with its vision and mission. The organisational culture at ZIMDEF will determine the quality of service delivery offered. The customers or clients are the ones who determine whether they are getting value from the services being delivered. Customers compare their expectations with the actual service being delivered. Customer expectation represents the actual expected service and customer perception reveals the actual received service. Customer expectations are the standards against which the perceived services are checked to assess the quality of a service. This outlines what is expected and what is received. If any difference exists between the expected services and the actual service received, then that difference is called a gap. The organisation must find ways to reduce this gap. In coming up with the organisational strategies management also to come up with strategies that will help to mitigate poor service
delivery. For example, the use of Information Communication Technology (ICT) which enhances the ease of doing business.

Characteristics of quality service delivery include, reliability, responsiveness, courtesy, credibility, access and understanding the customer (Zeithaml et al., 2009).

Service delivery requires the cooperation and commitment of all the employees and the managers of an organisation. The culture of the organisation supports this by eliciting a unified response from employees that supports the quality of service offered to clients. The quality of service delivery aids the organisation in transforming from an autocratic, hierarchical system to a system of teamwork, customer orientation and continuous improvement (Chang, 200:413).

2.3.1 Quality/level of service delivery

A review of literature on the concept of service quality reveals that service quality acts as the source of a powerful competitive advantage weapon in the market place (Givarian, et al., 2013). Despite the importance of service quality, the concept is not well given attention by the organizations. (Al-Ibrahim, 2014) defined service quality as an overall attitude towards a service of an organization. Services are evaluated not only by the outcome but also by the delivery process and the service (Tsoukatos, 2011). Other literature contains similar definition and concluded that the quality of a service, as perceived by the customer, is a result of a comparison between the expectations of the customer and his real-life experiences (Chowdhary, Prakash, 2007). Givarian, et al. (2013) believes it is not easy to measure service quality. The most important standard of measurement of service quality is whether customers are satisfied. Givarian et al. (2013) further suggested general characteristics as standard used by customers to evaluate the quality of services are the five SERVICE QUALITY dimensions are:

1. **Tangibles** - Appearance of physical facilities, equipment, personnel, and communication materials,
2. **Reliability** - Ability to perform the promised service dependably and accurately,
3. **Responsiveness** - Willingness to help customers and provide prompt service,
4. **Assurance** - Knowledge and courtesy of employees and their ability to convey trust and confidence and
5. **Empathy** - Caring, individualized attention the firm provides its customers
2.3.2 Challenges in Service Delivery

Most firms face a number of challenges when it comes to quality of service delivery whereas some go undergo tremendous transformation. Some of the challenges include competition from other organisations of the same level, changes in customer diversified needs, diminishing customer loyalty, coping with regulatory reforms, technology and maintaining high quality assets.

2.3.2.1 Competition

Service delivery is affected by both foreign and domestic competition (Oduol, 2015) as some institutions are affected by technological innovation. Competition in the funding institutions is best seen as the product of two grand bargains (Tsoukatos, 2011). Whereas, the first is between successive governments and the private sector, such that the government got privilege to fund scholarships and grants by the access to availability of funds from other sectors. The second grand was between the public and government whereby the public would be seeking protection from competition from the government. Thereby these grand bargains would become a pressure in which the private, public and government will offer funding thereby creating competition which in turn reduces quality of services delivered (Tsoukatos, 2011).

2.3.2.2 Constitutional and Legal Framework

Powers and functions of lower levels of the organization must be clearly defined through an appropriate constitutional and legal framework. Through this process the organization must be willing to give up control and recognise the importance of sub-national government in service delivery (Ekpo, 2008). According to Oduol (2015) constitutional frameworks may have regulatory frameworks that restrict organizations on the way to produce goods and services which in turn affects service delivery.

2.3.2.3 Availability of Human Resources

A one of the major decisive variable of efficiency and effectiveness of services provided by organizations is the human resource or staff which it has. In this way, sufficiency and competency of that staff is very important. Where shortages of qualified and experienced persons exist, the training, retraining and opportunities for higher education must be given in
order to develop professional and technical expertise that would be help to enhance the efficiency and effectiveness of the service delivery at the sub-national levels (Ekpo, 2008).

2.4 Theoretical Framework

This section presents the theories on which the study is anchored. It specifically describes the Durkheim’s Theory of Culture which explains how organizations can use different cultural aspects to influence their service delivery quality. Since it is directly related to service deliver, the Total Quality Management (TQM) which also requires a good organisational culture is also added.

2.4.1 Durkheim’s Theory of Culture

This theory was developed by Durkheim (1890). It defines culture as an emergent web of representations, holistically encompassing the deep set value, belief, and symbolic systems of a natural collectivity, such as the tribal societies to which he gave such close attention. The theory argues that an abundance of work in organizational sociology concerns the substance of what the culture concept seems to comprise, even if it takes pains to skirt the label. It is through the culture that an organization influences the tasks and achievement of organizational objectives. Oduol (2015) citing Wuthnow and Witten (1998), since sub cultures may strengthen the integration within the whole organization, they may also present centres of disputes.

Cultural cleavages are likely to occur on occupational, status, or divisional lines. Evidence for the existence of subcultures is found in different discursive practices in organizations: in the divergent accounts workers on different organizational levels give of organizational events in specialized language that professionals in some organizations share more fully with colleagues outside the organization than those within it; and in different expressive symbols around which subgroups converge in the production of their collective sense of mission (Zheng & McLean, 2010). These cultures in return affect how employees carry themselves around while undertaking their tasks. Hence their influence on organizational performance quality of service delivery.

2.4.2 Total Quality Management (TQM)

TQM is a culture of an organization committed to increase customer satisfaction and embraces continuous improvement (Mohammad, Rad, 2006). For such a culture to exist quality
management system should be integrated into business process. Quality management system is defined as a mechanism to manage and continually improve quality of products and services and can build a strong culture, which can positively improve the organization’s competitiveness and performance (Irani et al., 2004). (Al-Ibrahim, 2014) mentioned that the lack of positive culture defeats the idea of implementing quality management systems which its main purpose is to encourage an organization to strive for continuous improvement in its operations in order to achieve customer satisfaction. The outcomes of some research works have reported that quality in the delivery of goods or services is now accepted as a critical tool to gain competitive advantage (Al-Ibrahim, 2014). TQM is a complete change in an organization’s culture and the way people behave at work, encouraging the organization to continually improve the quality of its products or services. On the other hand, organizational culture is a major interference to TQM implementation, often because of resistance to change (Mohammad, Rad, 2006).

2.4.3 Change management

Change management helps to shape organisational culture. According to Prosci (2007), change management involves the application of a structured process and the tools used to lead the people side of change to achieve a desired outcome. Change management is concerned with the people side of change and involves all the leaders of an organisation. If change management is implemented correctly, people own the change process and work collectively to achieve the objectives of the organisation. The culture of an organisation will be determined by the way change management is implemented. Authors like Skinner (2006) carried out studies on human behaviour which can be used by managers to create a strong organisational culture to enhance the organisation’s service delivery.

Skinner (2006) believed that the best way to understand human behaviour was to look at what caused an action and the consequences of that action and called this approach operant conditioning. He suggested that reinforced behaviour was more likely to be repeated (strengthened) and behaviour that was not reinforced was more likely not to be repeated (weakened). Operant conditioning according to Skinner (2006) means changing behaviour through the use of reinforcement after a desired response. The use of punishment instituted as a response to undesired behaviour tended to decrease the likelihood of that behaviour being repeated. Organisations can use operant conditioning to reinforce a strong organisational culture by encouraging good behaviour and discouraging bad behaviour among its employees.
Most organisations need to change their culture to influence the behaviour of employees and hence provide better customer service. In promoting new behaviours critical to an organisation’s objectives and improved service delivery, both formal approaches (for example, rules and new IT systems) and informal approaches (emotional side of the organisation) should be adopted.

2.4.4 MCKINSEY’S 7S MODEL

Mckinsey’s 7S model helps to describe how an organisation can improve its service delivery by identifying the key elements of any organisation and aligning them to create synergy. Successful change management will only be achieved through the optimisation of each of these 7 elements and aligning them with the goals of the organisation. Shared values are the pinnacle of this model and any organisation and they form the basis of the organisation’s culture, strategy, effectiveness and performance. A company can only be said it is performing well when it is offering high quality of service delivery. Shared values link the whole organisation, for example, how people behave, the structure, the systems, and the style. Shared values can be represented by the organisation’s mission, vision and core values as the whole organisations works towards making them a reality. The 7 elements of successful change management are grouped into hard and soft elements as illustrated below.

**Table 2.1: Hard and Soft elements**

<table>
<thead>
<tr>
<th>Hard Elements</th>
<th>Soft Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Shared Values</td>
</tr>
<tr>
<td>Structure</td>
<td>Skills</td>
</tr>
<tr>
<td>Systems</td>
<td>Staff</td>
</tr>
<tr>
<td></td>
<td>Style</td>
</tr>
</tbody>
</table>

Source: McKinsey 7s Model
The 7’s McKinsey Framework helps an organisation to be able to analyse how well it is positioned to achieve its intended objective. The seven internal aspects of an organisation should be aligned so that the performance of the company is improved hence a higher quality of service delivery. The model can also help an organisation to be able to align the organisational culture and the strategy and examine the likely effects of future changes within a company. The model can also be used to help identify what needs to be realigned to improve performance or to maintain alignment and performance. The McKinsey 7-s model comprises seven interdependent factors which are categorised as either hard or soft elements as illustrated above.

According to Jurevicius (2013), the hard elements are easier to define or identify and management can directly influence them. These are concerned with how the strategy is implemented, for example, organisation charts, reporting lines and IT systems. The soft elements are more concerned with human resources. Soft elements are more difficult to describe and are less tangible and are influenced by organisational culture. They are the foundation of the organisation and are more likely to create the sustained competitive advantage. It should be noted, that the soft elements are as important as the hard elements if the organisation is going to be successful because a change in one element affects all the other elements. Ravanfar (2015) gives a brief description of the seven elements as outlined below:
**Strategy** – is a plan developed by a firm to achieve sustained competitive advantage and successfully compete in a market. The strategy is reinforced by a strong vision, mission and values. The strategy should be well aligned with the other six elements if it is to be successful.

**Structure** – represents the way business divisions and units are organised and outlines the reporting structure within the organisation. It is basically the organisational chart of the firm. It represents the way responsibility and power are allocated within the firm. It is one of the most visible elements and can be easily changed to suit the new strategy.

**Systems** – the processes and procedures of the company, which reveal the business’ daily activities and the decision-making processes.

**Skills** – the capabilities and the competencies of the firm’s employees. During organisational change, evaluation of skills is usually carried out so that the skills are aligned to the new strategy. This will enable the organisation to offer a high quality of service delivery.

**Staff** – is concerned with the type and number of employees needed by an organisation, the recruitment process, the training, motivation and the rewarding system.

**Style** – represents the management style of the top-level managers, how they interact and their actions.

**Shared Values** – the core of McKinsey 7s model and represent the norms and standards that guide employee behaviour and company actions. Shared values basically represent the culture of the organisation.

In conclusion, the authors of the 7s model emphasise that all the seven elements should be given equal importance to achieve the best results. Any change in any of the elements will automatically affect all the other elements. According to Copus (2016) the 7s model can also help an organisation to align its culture to its performance, keeping in mind that good performance is synonymous with good service delivery.

**2.5 Organisational culture in public sector**

In a general sense, obvious differences exist between private organizations and public sector organizations (Schraeder, Tears & Jordan 2005). These differences are largely due to the
uniqueness of external environment characteristics shaping the boundaries and expectations of these organizations. Recognizing differences in the external environments is important since ample evidence supports the notion that differences in industrial characteristics impact the norms of an organization (Schraeder, Tears & Jordan 2005). Specifically, Gordon (1991, p. 404) cited in Schraeder, Tears & Jordan (2005) regards the formation of organizational culture as “... an internal reaction to external imperatives”. Today, more than ever, public sector organizations are facing tremendous pressure to adapt to significant changes in the external environment (Valle, 1999). Valle (1999) suggests that managers in public sector organizations must help their employees understand these environmental changes and the urgent need for their organizational adaptation.

Indeed, failure to modify the culture of public sector organizations to more closely match environmental exigencies could lead to a continuation or increase in management turnover within these organizations (Valle, 1999 cited in Schraeder, Tears & Jordan 2005). Failure to change may also lead to inertia that could erode public and private confidence in these organizations. This is particularly important at a time when the environment of public sector organizations is becoming more like the environment of private organizations (Valle, 1999 cited in Schraeder, Tears & Jordan 2005). This could, perhaps, explain why public organizations are facing pressures to adopt management techniques utilized by private organizations (Bradley & Parker, 2001). Despite the growing similarities between the environments of public and private sector organizations, there are still a variety of specific, fundamental differences at the operational and cultural levels of these organizations. Some of these differences are summarized in Table 2.2.
Table 2.1: Functional differences between private and public sector organisations

<table>
<thead>
<tr>
<th>Function</th>
<th>Private organizations</th>
<th>Public sector organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision making</td>
<td>Depends on organization structure, but is becoming more participatory/team oriented</td>
<td>Within department: often autocratic legislative/policy level: democratic</td>
</tr>
<tr>
<td>General policies and</td>
<td>Becoming less policy driven and more results driven</td>
<td>Very structured and rules oriented</td>
</tr>
<tr>
<td>communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel management</td>
<td>Depends on organization structure with larger organizations having certain functions centralized and others decentralized</td>
<td>Hybrid of elected officials, appointed officials and employees who are hired through traditional methods</td>
</tr>
<tr>
<td>Materials procurement</td>
<td>Most successful organizations develop strong relationships with suppliers to promote lower costs and more efficient delivery. Just-in-time supply agreements are not uncommon</td>
<td>Bids and contracts which often take longer and do not always result in the most efficient outcome</td>
</tr>
<tr>
<td>Financial management</td>
<td>Major functions are managed at corporate level with appropriate authority to make financial decisions often delegated to division or function level</td>
<td>Method may vary based on department and jurisdiction. Lack of consistency can create havoc in obtaining cross-department/cross-agency information</td>
</tr>
<tr>
<td>Marketing</td>
<td>Very competitive, prompting numerous organizations to develop competitive intelligence programs</td>
<td>The presence of few or no competitors results in sparse marketing efforts. However, public organizations do have multiple stakeholders</td>
</tr>
</tbody>
</table>

Source: Adapted from Schraeder, Tears & Jordan (2005).

In two studies of public sector organizations in a developed nation, Australia, Bradley and Parker (2006) and Parker and Bradley (2000) found that the culture of those organizations
remained bureaucratic and hierarchical and with an emphasis on control, rules, conformity and attention to detail, despite encouragement ‘to adopt a greater emphasis on change, flexibility, entrepreneurialism, outcomes, efficiency and productivity’ (Parker and Bradley, 2000: 125) and despite preferences on the part of employees for a culture other than the ‘internal process’ culture of bureaucracy and hierarchy.

While the public sector empirical findings are limited, the importance of organizational culture in driving efficiency, achievement and performance, and in enacting change and facilitating implementation of management initiatives, is evident in the literature (Harrison & Baird, 2014). The literature on the public sector suggests there might be constraints affecting the organizational culture profiles of public sector organizations, particularly with respect to the cultural factors of Outcome Orientation and Innovation. For example, Schraeder et al. (2005) noted that public sector organizations tend to have few or no competitors and, therefore, might not have any incentive to pursue or embrace an organizational culture of Outcome Orientation. Public sector organizations are also typically subject to legislative and political considerations. Schraeder et al. (2005: 496) imply that legislative requirements may dictate a structured and rule-oriented climate, typified by the example of materials procurement where issues of transparency and accountability require formal tendering and contracting procedures ‘which often take longer and do not always result in the most efficient outcome’.

Hofstede (2003) noted that in a developing country, Ghana, like most West African countries, the public sector has a culture of high power distance, low individuality, moderate to high uncertainty avoidance, masculinity, and low long-term orientation scores. The public sector organisations considered peripheral to the government’s survival are starved of the resources, skilled personnel, and leadership needed to make them effective (Dartey-Baah, Amponsah-Taiwah & Sekyere-Abankwa, 2011). Thus, they seldom attract qualified workers and simply become tools of political patronage that provide jobs for the middle class and supporters of those in power. Overtime, these organisations develop an organisational culture characterized by ineptitude and a commitment to political elites rather than professional expectations. The Ghanaian public sector is no different fifty-four years after the country gained independence on March 6th 1957 (Dartey-Baah, Amponsah-Taiwah & Sekyere-Abankwa, 2011).
Generally, low salary levels and perceived disparities in salary structure tend to create a culture of absenteeism, rent-seeking, employee involvement in alternate employment, and low productivity in poorly performing organisations, especially in the public sector (Dartey-Baah, Amponsah-Ta'iwah & Sekyere-Abankwa, 2011). On the other hand, well-performing public sector organisations in Ghana were found to have effective and motivated leadership capable of nurturing the development of a good performance culture through the recruitment practices, training and opportunities, goal setting, and imposing of sanctions when necessary (Owusu, 2006b).

2.6 Service delivery in public sector organisations

In the light of public sector service delivery issues, the concept of New Public Management (NPM) was introduced in 1982. The concept embraces many new innovations such as managerialism, market-based governance, enterpreneurialism, and reforms that are widely deem necessary to bring about effectiveness and efficiency in the delivery of welfare, social and essential services. According to Hood (1991) cited in Khalil and Salihu (2012), NPM is seen as a politically neutral movement that is concerned with improving efficiency, effectiveness and accountability, especially in the area of infrastructural development and social/welfare services. Smith (1996a) cited in Khalil and Salihu (2012) further lends credence by saying that managers had to develop new concepts, values, skills and new mindsets about public service. He went further by saying that the managers need to develop their staff, and engage them in the change processes in order to deliver efficient and effective social/welfare services to the public.

2.7 Type of organisational culture in public sector

Parker and Bradley (2000) suggest that hierarchical culture is predominant in the public sector as opposed to other types of culture, and that public sector organisations are, by nature, less market focused and more concerned with political agendas. Organisational culture in the public sector, therefore, manifests itself as more reactive than proactive - responding to political activity and policy. According to Windrum (2008), 'Politicians are charged with decision making, while public employees deliver the public services that are defined by politicians' (p14). The Christie report (2011) supports the argument that public sector organisations are reactive, claiming that outdated attitudes and approaches, a culture of professional dominance
in public bodies, has rendered them unresponsive to changing needs and risk-averse about innovation.

It has also been suggested that public sector organisations may have a strong sense of social values compared to private sector organisations, and that this can be articulated as 'public sector ethos' (Greasley, Watson and Patel, 2009). This ethos generally characterises an organisation's culture and motivates those within it, which gives weight to the argument that public sector organisations have an underlying historical culture and reflect an 'integrated' cultural perspective, where specific values, beliefs and assumptions are shared across the whole organisation. However, the complex nature of public sector organisations, and the possible existence of a number of sub-cultures, will mean processes and procedures, market focus and outcomes may vary for services, which may have implications for the type/types of culture they may need to gravitate towards.

2.8 Organisational culture and service delivery

From the above literature, we can clearly see that organisational culture plays a significant role in determining the level of service delivery of the organisation. For a company to operate efficiently and also offer quality service delivery, there is need for a better understanding of how an organisation’s culture affects its performance. The attitudes and beliefs of the employees including the management style will impact positively or negatively depending on how they are handled. Organisations with a strong culture are more likely to offer better services than those organisations with weak cultures. A strong culture makes the organisation improve its efficiency by increasing the competitive edge. (Conceptual Framework – OC & OL.94) The culture of the organisation also determines how the organisation is viewed by its various stakeholders. Usually a good image goes hand in hand with high quality of service delivery. Azhar (2003) observed that the culture prevailing in an organisation has a serious bearing on its service delivery. He goes on further by indicating that having a strong or weak culture has a serious bearing on an organisation’s performance.

Culture affects the way managers behave and the decisions they make about the organisation’s strategy. Schein (2004) further describes culture as the climate and practices that an organisation’s management develops around their handling of people, or to the espoused values and credo of an organisation. Managers will be seeking to develop the right kind of culture, that is, a culture of quality or a culture of customer service. This suggests that culture must do
with certain values that managers will be trying to inculcate in their organisations. This also seems to suggest that, there are better or worse cultures and stronger or weaker cultures and that the right kind of culture will influence the effectiveness of an organisation. Baker (2002) defines a strong culture as a coherent set of beliefs, values, assumptions and practised that are accepted by most members of the organisation. On the other hand, a weak culture is characterised by core values that are not clearly defined, communicated and are not widely accepted within the organisation. Riley (2014) adds that organisations that are said to have strong cultures, the culture is the strategy, for example, Disney.

Baker (2002) argues that a strong culture does not always result in high levels of motivation, commitment identity and solidarity because in some cases a strong culture may result in inflexibility and intransigency. In such a case the quality of service delivery is compromised. Cameron and Quinn (2011) concur that organisational culture is the most important competitive advantage for an organisation and it is also the most distinguishing factor of an organisation. They go on to cite examples of companies that have developed distinctive cultures which can be clearly identified by their employees, for example, Coca-Cola, McDonald’s, Microsoft and Toyota among others. These companies are successful because they have strong and unique organisational cultures hence can offer a high degree of service delivery. It is generally believed that organisations can only be full understood through an awareness of their culture.

Power culture will normally determine the relationship between the organization and customers in the process of service delivery and how the adoption of a particular leadership styles by managers can enhance service delivery. Although employees are considered predominantly responsible for customers’ perceptions of the service encountered during service delivery process the leaders’ plays a big role in this case (Lytle, Hom, & Mokwa, 1998). Leaders are nevertheless able to influence employees’ attitudes and behaviours to enhance service delivery (Zeithaml & Bitner, 1996). Therefore, employee’s attitudes are very important since they will determine how service is delivered to the organization and the impact of their services on the recipients. Customers’ perceptions of service are normally made up of elements such as assurance, empathy, and responsiveness and this may be difficult to achieve if power is not well exercised by the organization.
2.9 Empirical literature review

The type of organisational culture present in public sector was studied by Massaras, Sahinidis and Polychronopoulos (2014) in Greece. The study analysed organisational culture in the public sector together with worker motivation. The Competing Values Model was employed to diagnose the organizational culture in this study. The research showed that the dominant culture type in the public sector organisations is Hierarchy (Bureaucracy). The findings point to the need of a re-examination of the existing organizational culture by the local government so as to improve employee motivation and eventually service delivery.

Harrison and Baird (2014) carried out an empirical study of the organizational culture of public sector organizations in Australia. Data were collected through mail survey questionnaires. The findings show variations in culture and in cultural change across different types of public sector organizations. While some types, specifically local councils, have come to emulate the culture of private sector organizations, the results show little change having occurred in the culture of other types, specifically government departments and agencies, which continue to lag behind their private sector counterparts in the cultural factors of Outcome Orientation and Innovation.

Upon realising that the notion that organizational culture impacts on service quality, which in turn influences customer satisfaction and organizational performance, has gained widespread acceptance in both academia and organizational practices, Sukdeo (2018) carried out a study in South Africa with the impact of organisational culture on service quality. Primary data was gathered with the aid of a questionnaire. Data collected included dimensions of organizational culture (involvement, consistency, adaptability, and mission) and dimensions of service quality (Tangibles, Reliability, Responsiveness, Assurance and Empathy). The overall findings revealed that organizational culture has a strong significant impact on service quality.

2.10 Research Gap

Most of the studies above provided the gap of time whereby they were conducted more than 10 years ago (Lytle, Hom, & Mokwa, 1998; Zeithaml & Bitner, 1996; Schein, 2004 & Baker, 2002) and the gap of place where by most of them were conducted in developed countries while this study was conducted in Zimbabwe which is a developing country. Moreover, since ZIMDEF started operations, there is no evidence of any study that has been made as an assessment to find out whether organizational culture affects service delivery, therefore this
research bridged the gap of time and place by examining the impact of cultural on service delivery in Quasi Government Organisations in developing countries.

2.7 Chapter Summary

This chapter examined the relevant literature related to the research under study. Areas that were elaborated include concept of organisational culture, concept of service delivery, theoretical framework, and a review of the research. Four main types of organisational culture were analysed namely adhocracy culture, clan culture, market culture and hierarchy culture. The chapter also outline five dimensions of service quality namely tangibles, reliability, responsiveness, assurance and empathy. The chapter has also outlined the theories underpinning the study which are the Durkheim’s Theory of Culture and TQM. The reviewed literature has documented that organisational culture threatens to the success of service delivery in most developing countries. Organisational culture was identified as a common competitive advantage strategy to promote service delivery. In doing so, several scholars have identified that culture is in two parts namely strong or weak and that the right kind of culture will influence the effectiveness of an organisation. Methods that the researcher used for data collection on the research in question will be focused on in the next chapter.
CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter provides an overview on the method and research design strategies used to answer the research questions formulated for this research. It is imperative that a concise and suitable research approach is adopted for the type of the phenomenon under investigation. This chapter analysed the research methodology used in the study. The chapter concentrates on Research Paradigm/Philosophy, The Research Onion, The Research Design, Sampling, Data Collection, Data Analysis, Delimitations, Limitations, Ethics and Chapter summary.

3.1 Research Paradigm

A person’s paradigm or philosophy is the way they see things. A paradigm is “The basic belief system or world view that guides the investigator not only in choices of method but in ontology and epistemology fundamental ways,” (Guba & Lincoln 1994). Those who believe in Christianity and those who believe in tradition will have different ontological approaches. Ontology makes you aware of reality. The types of paradigms are summarised as: Positivism, Realism, Constructivism (Interpretivism) and Critical Theory (Pragmatism).

The researcher adopted more of a realism paradigm using qualitative methods to gather information. According to Guba and Lincoln (1994), realism allows the use of both quantitative and qualitative methods to form methodological triangulation. A qualitative research approach will be adopted because qualitative research seeks to answer questions about why and how people behave in the way they do. Quantitative research is used to assess objective data comprised of number. Realism approach provides in-depth information about human behaviour (Aliaga& Gunderson, 2005). This research philosophy was used because of its ability to integrate the use of both qualitative and quantitative research methods. More so, the realism philosophy advances the research in the best possible manner.
3.2 The Research Onion

Saunders et al (2011) presented the research onion model which illustrates metaphorically the way different elements involved in the research need to be examined in order to come up with a research design. The research onion provides an effective progression through which a research methodology can be designed (Saunders et al., 2011). The philosophical stance (explained above) of the research is highlighted in the research onion’s outermost layer. The research onion gives an overview of the research design whereas research philosophy is outlined followed by research approaches, research strategies, and time horizon and lastly data collection methods (Saunders et al., 2011).

3.2 Research Design

Research design refers to a comprehensive plan for data collection in order to answer research questions (Kothari, 2014). It sets out the process to be followed in answering the research
questions and fulfilling the research objectives. The study adopted the experimental (case study) research design which is descriptive and exploratory in nature. Both qualitative and quantitative methods will be used. The case study research design was used to gain knowledge to identify a problem for further, more sophisticated research. A case study is whereby the researcher conducts a study in a confined area.

According to Green (2011), a case study offers an opportunity to study a particular subject, for instance, one organisation in depth, or a group of people and usually involves gathering and analysing information that may be both qualitative and quantitative. The exploratory nature of case study research design is used to determine if organisational culture affects service delivery. Whereas with explanatory nature enables the researcher not to manipulate or exert control over the phenomenon being studied.

3.3 Research Instruments

For the purpose of the study, the researcher adopted both questionnaires and interviews to collect quantitative and qualitative data respectively. In-depth interviews with key informant have been used to draw insight on research happenings by capturing perceptions of organizational culture and service delivery.

3.3.1 Questionnaires

A questionnaire is a method of data collection in which every individual has been requested to react to the same group of questions in a predetermined sequence (Cooper & Schindler, 2014). The researcher utilised a questionnaire with open and close-ended questions.

The questionnaire was utilised by the study for several reasons which include low costs associated with questionnaires, the questionnaires’ ability to provide quantifiable answers to the research questions and ability of the questionnaires to collect objective and large amounts of information (Kothari, 2014). Semi-structured questionnaires also stored time and conserve confidentiality and more so, since they had been introduced in newspaper form, there was not any chance for interviewer bias. They also helped to decrease the biases that might have caused personal experiences and approaches (Kothari, 2014).

Closed-ended questions allowed the researcher to gather predetermined respondents' opinions regarding the occurrence under investigation. On the other hand, open-ended questions
provided the respondents with private rights to respond with their own words given that they provided pertinent information into the research. This allowed the researcher to obtain information in its variety. Contrary to in interviews, the usage of questionnaires deprived the researcher access to supplemental observational details since there was not any opportunity to disclose in general conversations.

3.3.2 Interviews

This method of collecting data was conducted through direct verbal interactions between the researcher and the respondents. The researcher used this method to obtain various data, offer opportunities to establish rapport with the interviewers and explore and understand complex issues regarding the research problem. Face to face interviews were conducted at Road Port Coach Station in Harare. The interviews targeted employees with knowledge about organisational culture within the ZIMDEF. In the field, the researcher interviewed different respondents in their sections to get clarifications on issues related to the research problem.

These interviews enabled the researcher to counter check the consistency of the responses derived from the responds. In consequence, the researcher was able to collect more data which complemented those generated from questionnaires. The interviews were also used because of their ability to explore experiences, ideas, perspectives, views and situations with a small number of relevant respondents.

3.4 Data Collection Procedures

This research was primarily based on primary data collection methods thus, questionnaires and interviews were self-administered and face to face along with telephone interviews were conducted. The self-administered questionnaires were distributed using the pick and drop method. Achievement of the objectives of a research study requires use of a well justified data collection approach and procedure. To capture and record all ideas, attitudes, perceptions and beliefs of the respondents the researcher employed questionnaires and key informant interviews. The researcher engaged an assistant researcher and offered proper training. This was done to remove personal bias of assistant researchers.

Questions from the questionnaire were both open and close ended. The questionnaire was divided into sections. The first section of the questionnaire gathered general and demographic
information of the respondents whilst the other sections encompassed all information relating to issues under investigation. The questionnaire was mainly administered through face to face interviews. The questionnaires were hand delivered to the respondents by the assistant researchers. Collection points were communicated to respondents and the researcher also took advantage of technology. As for key informant interviews, appointments were made with respondents, specifying date, time and venue.

3.5 Targeted Population

A study population is the group of all items, units or individuals of interest to a researcher (Cooper & Schindler, 2014). The study targeted employees and clients from ZIMDEF whereas the population of clients was targeted at Harare Polytechnic. The targeted population of the study comprise of 137 employees at ZIMDEF (it is estimated that between 10 and 15 are students on attachment) and 31 clients from ZIMDEF clients mainly drawn from NAMACO and Polytechnics. Thus the total targeted population is 168hhg

3.6 Sample and sampling techniques

According to Sekaran (2000), Sampling is the process of selecting a sufficient number of elements from the population. Kent (1993) indicated that there are many different techniques used in sampling that can broadly be classified into probability techniques, where each element of the population has a fixed probabilistic chance of being selected into the sample, and non-probability techniques, where selection is not based on chance but personal judgement of the researcher. According to Malhotra (1993), probability techniques can be further broken down into Simple Random, Systematic, Stratified and Cluster sampling. Non-probability techniques can also be further classified into Convenience, Judgemental, Purposive, Quota and Snowball sampling techniques.

Saunders et al. (2016) defined a sample size as a smaller representation of a study population selected by a researcher to carry out a study. The sample for this study comprised of selected employees and clients from ZIMDEF. The study adopted the stratified random sampling and the purposive sampling technique. The stratified random sampling was used to select the employees from ZIMDEF and the convenient sampling technique was used to select clients. The proportionate stratification formula was used to apportion the population into stratum samples. According to Salkind (2010) the strata sample size is determined by the formula illustrated in equation 1:
\[ n_h = \left( \frac{N_h}{N} \right) n \] (1)

Where; \( n_h \) is the sample size for stratum \( h \), \( N_h \) is the population size for stratum \( h \), \( N \) is total population size, and \( n \) is total sample size.

**Table 3.1: Population and Sample Frame**

<table>
<thead>
<tr>
<th>Response Category</th>
<th>Population Size</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Middle management</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>General employees</td>
<td>120</td>
<td>79</td>
</tr>
<tr>
<td>Clients</td>
<td>31</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>168</strong></td>
<td><strong>114</strong></td>
</tr>
</tbody>
</table>

**3.7 Data Analysis and Procedures**

The main purpose of data analysis is to organize and bring about meaning of the research information (Polit & Beck, 2010). Following the information, the fieldwork accumulated was ready for investigation which involved assessing the surveys for completeness and legibility. The quantitative data was analysed using descriptive statistics or descriptive analysis. This helped in summarising the data and finding important patterns in the data. Frequencies, means and percentages were used from the descriptive statistics. Qualitative data was analysed using content analysis which is one of the most common methods to analyse qualitative data. Data was subsequently analyzed together with the Scientific Package for Social Sciences (SPSS) version 22.0 applications along with the findings have been outlined in proportions and frequencies that were subsequently presented in graphs and tables.
3.8 Reliability and Validity

Reliability in qualitative research thrives to assess and establish the repeatability in the process of data collecting; analysis and presentation of the same conditions are provided for (Kothari, 2014). That is, by virtue of subjectivity in the nature of truth in qualitative research, there is a rather difficulty in development of adequate conditions that may trigger similar responses even with the introduction of the same instrument. However, Bawstol (2014) proposes that reliability is a control measure that assures that research strategy and delivery can produce the same findings over periods of time if the conditions are not manipulated.

Kumar (2005) validity implies the correct application of procedures in the research process to find answers to questions raised by the study. Validity was applied in the research to assess the sources and at the same time evaluates the usability of such sources and methodologies in arriving to particular conclusions about phenomenon under study. Validity was also used in this research to simulate whether information gathered was in sync with the experiences of organisational culture and service delivery at ZIMDEF.

3.9 Ethical Considerations

Ethical matters are fundamental to take into consideration while doing a study research. Cooper and Schindler (2008) characterized ethics as the standards or principles of conduct which guide moral decisions about the conduct or behaviour and our associations with other people. For data to be collected the researcher sought ethical clearance from ZIMDEF, and to conduct the research. The researcher took time to explain the importance of the research to the respondents and encouraged the respondents to respond at their own free will. The respondents were also given ample time to fill in the questionnaires so that they do not feel pressurised. The researcher also put into consideration that there was going to be some respondents who wanted to remain anonymous and their wishes were respected by telling them not to put their names on the questionnaires. Respondents were also encouraged where possible to fill in the form on the computer then print it out so that the handwriting is not recognised. Therefore, in the light of this some names were not included in the questionnaires as well as in the research without the green light from the participants. In some instance where names were used the names that were used were not real so as to protect the identities of the participants.
3.10 Chapter Summary

In this study, a case study design was used and data was collected from ZIMDEF. The research adopted both qualitative and quantitative research approach. The chapter looked into the target population, sample size, types of sampling techniques to be used in the research. Primary data research instruments like questionnaires and interviews were used. The procedure for analysing data shall involve statistical analysis. The chapter concluded by looking at the ethical considerations applied in the research.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter focuses on the presentation and analysis of the findings of the study on An exploration of the different aspects of the work culture’s impact on service delivery in quasi government organisations in developing countries. A case of Zimbabwe Manpower Development Fund (ZIMDEF). The chapter is structured as follows; firstly, presenting the demographic details of the respondents followed by the main findings. The main aim of this study was to investigate the issue of organisational culture at ZIMDEF and how it affects service delivery as per mandate. The study specifically aimed at investigating the culture present at ZIMDEF, determining the level of service delivery offered by ZIMDEF, determining the type(s) of organisational culture at ZIMDEF in relation to the mission and core values of the organisation and recommending organisational culture changes for improved service delivery at ZIMDEF.

4.1 Response Rate Analysis

The response rate obtained in the use of the research instruments is presented in Table 4.1.

<table>
<thead>
<tr>
<th>Target respondents</th>
<th>Questionnaires distributed</th>
<th>Questionnaires returned</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZIMDEF employees</td>
<td>90</td>
<td>70</td>
<td>77.8%</td>
</tr>
<tr>
<td>ZIMDEF clients</td>
<td>24</td>
<td>20</td>
<td>83.3%</td>
</tr>
<tr>
<td></td>
<td>114</td>
<td>90</td>
<td>78.9%</td>
</tr>
</tbody>
</table>

From the 90 questionnaires distributed to the employees at ZIMDEF, 70 were returned and filled in successfully. The questionnaire for employees achieved a good response rate of 78% and this is attributed to follow ups and some structured interviews over the phone where the
researcher had to ask questions and fill in the questionnaires. The response rate for the questionnaires administered to the clients of ZIMDEF was 83.3% as 20 questionnaires were successfully filled by the clients out of the 24 questionnaires administered. The overall response rate of 78.9% is adequate for the study as Mugenda and Mugenda (2003) postulated that a response rate greater than 50% is adequate for any study. In support of this, Babbie (2004) posited that a 70% response rate is very good for data analysis. Hence, data analysis of the present study is expected to produce good results with views of most of the respondents included.

4.2 Demographic Information

4.2.1 Gender of respondents

Respondents to the study were asked about their gender. Responding employees and clients of ZIMDEF were primarily males with few females. ZIMDEF employees included in the study constituted 57% males and 43% females. On the other hand, the sex composition of ZIMDEF clients comprised of 55% males and 45% females. The unequal distribution of respondents by gender reflects the dominance of males among ZIMDEF employees and clients as depicted in Figure 4.1.

ZIMDEF employees  

ZIMDEF Clients

![Figure 4.1 Percentage of respondents by gender](Image)

Source: Survey data

4.2.2 Age of respondents
Figure 4.2 shows that most of the responding ZIMDEF employees (37%) fell in the age group 30 to 40 years followed by 21% who belonged to the age group 41 to 50 years. Those who were aged below 30 years constituted 19% whilst 16% and 7% were aged from 51 to 60 years and above 60 years respectively. On the other hand, the study only involved clients who were aged less than 30 years (85%) and those who were between 30 and 40 years (15%). The general conclusion is that ZIMDEF has employees who are mostly above 30 years whilst its clients are mostly young, below the age of 30 years.

Responding ZIMDEF employees were asked about their level of education. The largest proportion of them (32%) had diplomas, followed 29% who were graduates and 23% who had reached postgraduate level. As shown in Figure 4.3 responding ZIMDEF employees with Advanced level certificates as their highest education level constituted 15% whilst. From the results below, it can be observed that employees who attained diplomas dominate the workforce of ZIMDEF. This shows that the employees involved in the study were skilled therefore the data obtained was appropriate and credible.
4.2.4 Years spent working at and receiving services from ZIMDEF

This section sought to find out the length of time the respondents had been associated with ZIMDEF. Figure 4.4 shows that 40% and 27% of responding ZIMDEF employees had been working there for 3 to 5 years and 6 to 10 years respectively. Twenty-one percent had been employed for less than 3 years and the remaining 11% had worked for ZIMDEF for more than 10 years. On the other hand, most of the responding clients (45%) had received services from ZIMDEF for less than 3 years, followed by 35% who have been receiving the services for 3 to 5 years. The remaining 20% had received ZIMDEF services for 6 to 10 years. From the results above, it stands to reason that most of the responding employees had much experience working for ZIMDEF and the responding clients had reasonable experience receiving various services from ZIMDEF. Hence, they provided responses based on their past experiences with the organisation.

Figure 4.4 Experience as employees and as clients of ZIMDEF
4.2.5 Position held by respondents

A significant proportion of responding ZIMDEF employees of 62%, reported that they were general employees, whilst 32% and 6% reported that they were managers and senior managers respectively. These results reveal that the study mainly involved general employees. There was representation of employees in different positions. Hence, the responses gathered by the study reflected information from different perspectives from the organisation’s employees. The results are presented in Figure 4.5.

![Figure 4.5 Percentage distribution of responses by position held](source)

4.2.6 Clearly outlined organisational culture

The study sought to find out whether ZIMDEF had a clearly outlined organisation culture which was implemented. Figure 4.6 shows that the largest percentage of 40% of responding ZIMDEF employees agreed that the organisation had a clearly outlined organisation culture which was implemented. Thirty-four of the respondents however argued indicating that ZIMDEF did not implement its organisational culture. The remaining 26% were however not sure whether the organisation had a clearly outlined culture. The results reveal that there was implementation of the organisation’s culture at ZIMDEF.
4.3. MAIN FINDINGS

4.3.1 The culture present at ZIMDEF

One of the study’s specific objectives was to investigate the culture present at ZIMDEF. The study respondents were first inquired to indicate their level of agreement on statements relating to the dimensions of organisational culture in the organisation.

The respondents were asked whether ZIMDEF has the ability to alter its structures, behaviours and systems to adapt to changes in its environment. As shown in Table 4.2, majority of the participants to the study amounting to 51% disagreed whilst a significant proportion of 19% neither agreed nor disagreed. On the other side, 17% and 5% agreed and strongly agreed as they supported that from their experience ZIMDEF has been able to alter its structures, behaviours and systems to adapt to changes in its environment. From these results it can be seen that ZIMDEF faces difficulties in changing its culture to cope with changes in its environment. In order for ZIMDEF to achieve its desired goals, it has to embrace change by implementing change management which involves the application of a structured process and the tools used to lead the people side of change to achieve a desired outcome as noted by Prosci (2007).

When asked whether all employees including those on attachment are highly involved in decision-making processes, the greatest proportions of 34% disagreed and 11% strongly disagreed as they indicated that from their past experiences not all employees have been
involved in decision-making processes. On the other side, 28% agreed and 8% strongly supported the statement. Although a significant proportion of 14% could not take any side, it can be alluded that decision-making process in ZIMDEF only includes employees in top positions. Zheng et al (2010) also found the same results and recommended the involvement of employees in the decision making process as it forms an important dimension of organisational culture and it affects the organisation’s effectiveness.

As presented in Table 4.2, the largest proportions of 37% of the responding ZIMDEF employees agreed and strongly agreed that there exists a shared definition of purpose of the organisation. Those who remained neutral occupied a significant proportion of 22% whilst the remaining 5% disagreed as they argued that there was no shared definition of purpose in the organisation. There was a large difference between those who agreed and those who disagreed, hence it can be alluded that ZIMDEF has a shared definition of the organisation’s purpose. The shared definition of purpose is one of Zheng’s et al (2010) four important dimensions of organisational culture. Zheng et al (2010) calls this an organisation’s mission, hence it can be alluded that ZIMDEF has a mission.

As shown in Table 4.2, the study respondents were asked whether the organisational culture considers the whole organisation as one system and reward on the basis of organisational performance. The results show that a combined proportion of 60% disagreed whilst 28% jointly agreed. A significant proportion of 12% however remained neutral as they could not tell whether ZIMDEF’s culture considers the whole organisation as one system. From the findings, it stands to reason that employees at ZIMDEF are rewarded on the basis of performance of the whole organisation, and not on a single employee’s performance basis. Kerr and Slocum (1987) also supports this and adds that rewarding on the basis of organisational performance will help foster team work. Hence the culture at ZIMDEF can be described as one that encourages team work.

The study responding ZIMDEF employees were asked whether the organisation’s culture fosters team work. Table 4.2 shows that 43% agreed and 20% strongly agreed. On the other hand, 12% disagreed and 9% strongly disagreed as they argued that there was no team work at ZIMDEF. Although 15% of the responding ZIMDEF employees neither agreed nor disagreed the researcher alludes that ZIMDEF’s culture supports team work of its employees. The results support earlier findings which showed that the culture rewards employees on the basis on organisational performance thereby fostering team work.
The study respondents who were ZIMDEF employees were asked to indicate whether employees had high chances of being promoted. As shown in Table 4.2, 37% and 19% of the responding employees disagreed and strongly disagreed. Another 19% could not pass any comment whilst on the other side, 16% agreed and 11% strongly supported that employees had high chances of being promoted. From these results it can be seen that ZIMDEF’s culture fails to offer employees chances of promotion.

Table 4.2 shows that the majority of respondents (45%) agreed that decision making is centralised, hence members do only what they are told, and all decisions are cleared by the superiors. This was followed by a significant proportion of 25% who remained neutral. On the other side, 15% disagreed whilst 6% strongly disagreed as they argued that there was decentralisation of decision making at ZIMDEF. Since most of the responding employees agreed, it can be seen that there is high bureaucracy at ZIMDEF which limits decision making power to top employees who pass orders to be taken by low level employees. In Australia’s public sector, Bradley and Parker (2006) also found that culture of the organisations remained bureaucratic and hierarchical and with an emphasis on control, rules and conformity despite encouragement to adopt a greater emphasis on change and flexibility.

How creativity is valued was also studied. Table 4.2 shows that 42% and 28% disagreed and strongly disagreed with the statement that creativity is valued as well as quality versus quantity and task accomplishment and individual growth. Those who neither agreed nor disagreed constituted 22% of the responding employees whilst on the other side 9% jointly agreed. Since majority of the responding employees disagreed, it can be alluded that ZIMDEF does not value creativity, and quantity is preferred to quality. There is low concern for task accomplishment and individual growth.
### Table 4.2: Responses relating to dimensions of organisational culture in the organisation

<table>
<thead>
<tr>
<th>Success factors</th>
<th>Percentage distribution of responses (%)</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>The organisation has the ability to alter its structures, behaviours and systems to adapt to changes in its environment.</td>
<td>9.2</td>
<td>50.8</td>
</tr>
<tr>
<td>All employees including those on attachment are highly involved in decision-making processes.</td>
<td>16.9</td>
<td>33.8</td>
</tr>
<tr>
<td>There exists a shared definition of the purpose of the organisation.</td>
<td>-</td>
<td>4.6</td>
</tr>
<tr>
<td>The organisational culture considers the whole organisation as one system and reward on the basis of organisational performance.</td>
<td>21.5</td>
<td>38.5</td>
</tr>
<tr>
<td>The organisation’s culture fosters team work.</td>
<td>20.0</td>
<td>43.1</td>
</tr>
</tbody>
</table>
Employees have high chances of being promoted.  

<table>
<thead>
<tr>
<th>employees</th>
<th>18.5</th>
<th>36.9</th>
<th>18.5</th>
<th>15.4</th>
<th>10.8</th>
<th>100</th>
</tr>
</thead>
</table>

Decision making is centralised, hence members do only what they are told, and all decisions are cleared by the superiors.  

<table>
<thead>
<tr>
<th>decision making</th>
<th>6.2</th>
<th>15.4</th>
<th>24.6</th>
<th>44.6</th>
<th>9.2</th>
<th>100</th>
</tr>
</thead>
</table>

Creativity is valued as well as quality versus quantity and task accomplishment and individual growth.  

<table>
<thead>
<tr>
<th>creativity</th>
<th>27.7</th>
<th>41.5</th>
<th>21.5</th>
<th>1.5</th>
<th>7.7</th>
<th>100</th>
</tr>
</thead>
</table>

*Source: Survey data*

### 4.3.2 How change is viewed at ZIMDEF

As shown in Figure 4.7, more responding employees (60%) indicated that change in the organisation is viewed as a challenge compared to those who indicated that change was viewed as an opportunity (40%). Since majority of the responding ZIMDEF employees alluded that change was viewed as a challenge, it stands to reason that employees at ZIMDEF fear change and hence there is limited flexibility of the culture to adapt to changes in the environment.
4.3.3 Extent to which beliefs and values are demonstrated consistently

The extent to which the beliefs and values of the organisation demonstrated consistently was also studied. Majority of the respondents (51%) indicated that the beliefs and values were consistently demonstrated to a moderate extent, followed by 26% who indicated to a large extent. Fifteen percent indicated to a very large extent. On the other side, 5% were of the view that beliefs and values were consistently demonstrated to a little extent whilst 3% indicated that there was no consistency in demonstration of organisational beliefs and values. The findings in Figure 4.8 show that although there is demonstration of beliefs and values of the organisation there is still need for improvement to ensure consistent demonstration of the beliefs. The conclusion receives support from Zheng et al (2010) who highlighted that consistency is a very important dimension of culture.
4.3.4 Level of employee participation in decision making process

The study respondents indicated the level of employee participation in the decision-making process in the organisation (Figure 4.9). Majority of the study’s responding employees (37%) indicated that the level of employee participation was low whilst 28% indicated an average level of employee participation. This was followed by 25% who indicated a very low level of participation. On the other side, 6% indicated that the level was high and 5% argued that there was a very high employee participation level. These results show that there is a low level of employee participation in the decision-making process of ZIMDEF. The results support earlier findings which showed that there is centralisation of decision making at ZIMDEF.
4.4 Determining the level of service delivery offered by ZIMDEF

This part sought to determine ZIMDEF’s level of service delivery. The section contains responses from both employees and clients who receive services from ZIMDEF.

The employees included in the sample were asked whether systems have been put in place to ensure credibility at ZIMDEF. Table 4.3 shows that most of the responding employees (57%) disagreed whilst 15% were not sure whether ZIMDEF had systems in place to ensure credibility. On the other side, small proportions of 9% and 8% agreed and strongly agreed as they supported that the organisation put systems that ensure credibility. Since most of the respondents disagreed, it be alluded that there is low credibility at ZIMDEF due to lack of systems to ensure credible operations. Chang (2000) notes that credibility forms quality service delivery and this reveals low quality service delivery at ZIMDEF.

The study respondents indicated how they agreed to whether the organisation put much effort in understanding the customer (Table 4.3). Majority of the study respondents (43%) disagreed whilst 25% strongly disagreed as they argued that ZIMDEF did not put much effort in understanding the people it served. On the other side, a combined proportion of 25% agreed. However, 8% neither agreed nor disagreed. In line with Zeithaml’s et al (2009) findings, these results show that not much effort has been made by ZIMDEF to understand the needs of its clients. The results are in line with those of Zeithaml et al (2009).
As shown in Table 4.3, more than half of the responding employees (52%) agreed followed by 17% who neither agreed nor disagreed that Service delivery is done in a transparent manner. On the other side, 14% disagreed and 12 strongly disagreed as they argued that there was no transparency in service delivery. Since most of the respondents agreed the researcher alludes that service delivery in ZIMDEF is done in a transparent manner indicating that all the stakeholders have access to all relevant information.

Table 4.3 Responses from employees on level of service delivery

<table>
<thead>
<tr>
<th>Success factors</th>
<th>Percentage distribution of responses (%)</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>Systems have been put in place to ensure credibility at ZIMDEF</td>
<td>10.8</td>
<td>56.9</td>
</tr>
<tr>
<td>The organisation put much effort in understanding the customer</td>
<td>24.6</td>
<td>43.1</td>
</tr>
<tr>
<td>Service delivery is done in a transparent manner</td>
<td>12.3</td>
<td>13.8</td>
</tr>
</tbody>
</table>

Source: Survey data

The clients that were included in the sample were also required to indicate whether ZIMDEF has been able to provide services of great value to its clients. As shown in Figure 4.10, majority of the responding clients (45%) indicated that they were not sure. Those who indicated yes constituted 30% whilst 25% alluded that ZIMDEF has been unable to provide services of great value to its clients. From these results it remains unclear whether the organisation has successfully provided services of great value. However, the fact that still stands is that there is need for improvement in the organisation’s service delivery.
Responding clients were further inquired to indicate their level of agreement to statements regarding service delivery at ZIMDEF. As shown in Table 4.4, more than half of the responding clients (60%) disagreed with the statement that ZIMDEF adequately funds the development of skilled manpower in Zimbabwe. Twenty-five percent remained neutral whilst 10% agreed. Since most of the responding ZIMDEF clients disagreed, it can be alluded that there is inadequate funding of the development of skilled manpower in Zimbabwe from the organisation.

Table 4.4 shows that 55% strongly disagreed whilst a combined proportion of 30% agreed that there is quick response to queries of clients by ZIMDEF. Fifteen percent of the respondents however neither agreed nor disagreed to the statement. The researcher alludes that ZIMDEF slowly responds to queries from its clients thus compromising service delivery.

As shown in Table 4.4, the largest proportion of respondents (45%) disagreed whilst a significant proportion of 30% strongly disagreed with the statement that employers are timeously granted rebates if they provide trade testing facilities or release their employees for part time lecturing at training institutions. Although 25% remained neutral, it can be alluded that there are delays in granting of rebates to employers who provide testing facilities.

The study sought to establish whether ZIMDEF has been able to adequately provide training equipment to tertiary institutions. Table 4.4 shows that majority of the respondents (35%)
disagreed as 30% strongly disagreed. Another 30% remained neutral as they were not sure. Although 5% agreed, the results show that there has been inadequate provision of training equipment to tertiary institutions by ZIMDEF. This calls for the organisation to make efforts to ensure that there is enough training equipment in training institutions.

As shown in Table 4.4, 30% disagreed whilst 25% agreed that government institutions involved in human capital development have received sufficient grants from ZIMDEF. Twenty percent of the responding clients strongly disagreed whilst 10% strongly agreed. However, the remaining 15% neither agreed nor disagreed. The results show that ZIMDEF has not provided sufficient funds to government institutions that take part in human capital development programmes.

The study also sought to find out whether ZIMDEF has been able to pay tuition and allowances to all eligible apprentices. Table 4.4 shows that a combined proportion of 60% agreed whilst 20% jointly disagreed with the statement that ZIMDEF has been able to pay tuition and allowances to all eligible apprentices. The remaining 20% however remained neutral. It can therefore be alluded that ZIMDEF has been successful in paying tuition and allowances to eligible apprentices in Zimbabwe.

Table 4.4 Responses from ZIMDEF clients on level of service delivery

<table>
<thead>
<tr>
<th>Success factors</th>
<th>Percentage distribution of responses (%)</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>The organisation adequately funds the development of skilled manpower in Zimbabwe</td>
<td>5.0</td>
<td>60.0</td>
</tr>
<tr>
<td>There is quick response to queries of clients by ZIMDEF</td>
<td>55.0</td>
<td>15.0</td>
</tr>
</tbody>
</table>
Employers are timeously granted rebates if they provide trade testing facilities or release their employees for part time lecturing at training institutions

<table>
<thead>
<tr>
<th></th>
<th>30.0</th>
<th>45.0</th>
<th>25.0</th>
<th>100</th>
</tr>
</thead>
</table>

ZIMDEF has been able to adequately provide training equipment to tertiary institutions

<table>
<thead>
<tr>
<th></th>
<th>30.0</th>
<th>35.0</th>
<th>30.0</th>
<th>5.0</th>
<th>100</th>
</tr>
</thead>
</table>

Government institutions involved in human capital development have received sufficient grants

<table>
<thead>
<tr>
<th></th>
<th>20.0</th>
<th>30.0</th>
<th>15.0</th>
<th>25.0</th>
<th>10.0</th>
<th>100</th>
</tr>
</thead>
</table>

ZIMDEF has been able to pay tuition and allowances to all eligible apprentices

<table>
<thead>
<tr>
<th></th>
<th>5.0</th>
<th>15.0</th>
<th>20.0</th>
<th>45.0</th>
<th>15.0</th>
<th>100</th>
</tr>
</thead>
</table>

Source: Survey data

### 4.4.1 Overall service delivery of ZIMDEF

Responding ZIMDEF clients were asked to rate the overall service delivery of ZIMDEF (Figure 4.11). Service delivery was rated as good by majority of the clients (45%). This was followed by 35% who rated it very good and 10% who indicated that the service delivery was excellent. On the other hand, 5% each indicated that the service delivery was bad and very bad. The study alludes that ZIMDEF’s service delivery is good. These results from responses by
ZIMDEF clients answer the question on level of service delivery at ZIMDEF which most of the responding employees failed to answer.

Figure 4.11: Ratings of ZIMDEF’s overall service delivery
Source: Survey data

4.5 Types of organisational culture at ZIMDEF in relation to the mission and core values of the organisation

The study also sought to determine the type of organisational culture at ZIMDEF in relation to the mission and core values of the organisation. The responding ZIMDEF employees were inquired to indicate the extent to which the organisation practiced various types of organisational culture shown in Table 4.5.

As shown in Table 4.5, the largest proportion of respondents (55%) indicated that the organisation practiced the clan culture to a little extent, followed by 17% who indicated that the culture was not practiced at all. On the other side, 9% indicated to a large extent and 11% indicted to a very large extent. The results reveal that ZIMDEF practices clan culture to a little extent hence the working environment is not a friendly one because of limited employee involvement in making important decisions.

The responding ZIMDEF employees were also inquired to indicate the extent to which adhocracy culture was implemented in the organisation. Table 4.5 depicts that 48%, 26% and 19% indicated that adhocracy culture in the organisation was practiced to a little, moderate and large extent respectively. A small proportion of 5% however noted that the culture was never
practiced in the organisation. The results show that there is limited innovation which is a characteristic of adhocracy culture.

As shown in Table 4.5, majority of the responding ZIMDEF employees (42%) alluded that the market culture was practiced to a little extent in the organisation. Those who indicated to a large extent constituted 20% whilst 17% indicated to a moderate extent. Fourteen percent of the respondents argued that there was no sign of market culture in the organisation. Since most of the respondents indicated to a little extent, it can be alluded that there is less emphasis on competition in the organisation.

The results on the use of hierarchy culture show high use of the culture at ZIMDEF (Table 4.5). Majority of the responding employees (40%) indicated that the culture was practiced to a very large extent, followed by a significant proportion of 39% who indicated to a large extent. Twelve percent and 6% indicate to a moderate and little extent respectively. It can be seen from the results that ZIMDEF’s work culture is largely characterised by formalized and structured work environment whereby procedures determine what employees should do. The organisation is kept together by formal rules and policy. Similar results were found in a study done by Massaras, Sahinidis and Polychronopoulos (2014) in Greece in which they concluded that the dominant culture type in the public sector organisations is Hierarchy (Bureaucracy).

Table 4.5: Types of organisational culture

<table>
<thead>
<tr>
<th>Success factors</th>
<th>Percentage distribution of responses (%)</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not at all</td>
<td>Little extent</td>
</tr>
<tr>
<td>Clan culture</td>
<td>16.9</td>
<td>55.4</td>
</tr>
<tr>
<td>Adhocracy culture</td>
<td>4.6</td>
<td>47.7</td>
</tr>
<tr>
<td>Market culture</td>
<td>13.8</td>
<td>41.5</td>
</tr>
<tr>
<td>Hierarchy culture</td>
<td>3.1</td>
<td>6.2</td>
</tr>
</tbody>
</table>
Source: Survey data

The employees were asked to highlight how the cultures assisted the organisation in contributing towards national human capital development which is one of the organisation’s goals. The following responses came from some of the responding employees:

“The organisation follows work procedures, and this has made it possible for the organisation to provide training assistance to eligible students. There is limited corruption due to the organisation’s work culture which emphasises the following of set rules and procedures.”

“The organisational culture is inflexible hence the organisation fails to quickly adapt to changing environment. For example, the world has now become technology driven and human development needs state of the art training tools and machinery. Although ZIMDEF has adopted SAP ERP (Systems Application Enterprise Resource Network) in an effort to computerise most of its operations. Most of its functions are still manual, for example most managers require their subordinates to prepare manual whereas most of the reports can be accessed from the system. Clients also complain at the time that it takes for them to receive their receipts from ZIMDEF after transferring their money into ZIMDEF Account. It usually takes 2 or more days for a client to receive their receipt and usually they have to come and collect the receipt or get a scanned copy through e-mail. Clients are not able to access their ZIMDEF accounts from their offices. ZIMDEF has also been slow to equip training institutions with the modern training equipment.”

“The organisation’s culture has not been able to facilitate innovation since the work environment is such that employees only take orders from their superiors and they have low representation in decision making processes.”

The responses show that ZIMDEF’s culture has to some extent assisted the organisation in contributing towards national human capital development. Problems of corruption in terms of who receives training assistance have been limited due to the hierarchy culture which favours following set rules and procedures. However, the contribution of the culture towards national human capital development has not been so large because of inflexibility of the hierarchy
culture which is mostly practiced. The organisation has been unable to quickly adapt to the changing environment.

The study went on to inquire from the respondents whether the work culture has been able to maintain the organisation’s core values of professionalism, integrity, transparency, accountability, teamwork and innovativeness. Figure 4.11 shows that majority of the responding ZIMDEF employees (45%) indicated no whilst 17% indicated yes. However, a significant proportion of 29% were not sure whether the culture has maintained the organisation’s core values. From these results, it can be seen that the culture has failed to keep the organisation in line with its core values.

![Figure 4.11: Whether the organisation has maintained core values](source: survey data)

Responding ZIMDEF employees were also asked to highlight whether the organisation’s culture has been able to maintain ZIMDEF’s core values of professionalism, integrity, transparency, accountability, teamwork and innovativeness. The following responses came from some of the respondents:

“The safe reporting culture in the organisation created by the set rules and procedures that must be followed by every employee has resulted in high accountability. There is the Act that governs ZIMDEF’s operations and employees have a code of conduct that they must follow. This is so because the set procedures are closely followed in ZIMDEF.”
“The organisational culture is such that there is little room for discretion in the organisation, hence there is high transparency and limited corruption.”

“The culture at ZIMDEF has failed to maintain innovativeness which is one of the core values. This is so because it is rare for top level management to take up ideas from low level employees.”

The results show that accountability is high at ZIMDEF because of safe reporting culture which is prevalent in the organisation. More so, transparency is high which shows there is low corruption due to limited room for discretionary decision-making. However, it can also be seen that some core values such as innovativeness are low at ZIMDEF because employees are not encouraged to come up with new ideas.

4.5 Recommending organisational culture changes for improved service delivery

The responding ZIMDEF employees were asked to highlight measures that have been taken in channelling work culture towards improved service delivery. Some of the respondents had the following to say:

“Upon realising that there was lack of coordination among various departments, the organisation introduced computer systems such as the SAP ERP. This has helped in allowing departmental coordination and reducing duplication of work.”

“The organisation’s top-management has encouraged employees in various departments to cooperate with each other. However, the organisation has failed to motivate the employees to be committed to work due to the rules and procedures which act as barriers to employee motivation.”

“ZIMDEF has moved employees within different departments to improve transparency and reduces corruption and reduce employee boredom of doing the same work repeatedly. This has however resulted in failure of the organisation’s culture to elicit a unified response from employees that supports the quality of service offered to clients.”

From these responses, it can be seen that the organisation has succeeded in coordinating employees from different departments to achieve improved service delivery. However, it has failed in other areas such as employee cooperation since there was low employee motivation.
due to strict rules and procedures. Asimkhan (2005) also note that employee motivation affects organisation’s service delivery. It can be seen in this study that service delivery has been adversely affected by lack of employee motivation in its culture.

The responding ZIMDEF employees were also asked to provide other measures that can be taken by the organisation in changing its culture to improve service delivery. Some of the respondents provided the following responses:

“There is high power and command from the organisation’s top leadership. This power culture ought to be replaced by a culture that make the top leaders approachable by low level employees who could be having innovative ideas to improve service delivery. The lower level employees are of great importance because they are closer to operational activities that occur on a daily basis compared to the top leaders.”

“The power to make certain decisions is implicit within the system of delegation. The organisation needs to decentralise certain decisions to ensure effectiveness and faster decision-making. ZIMDEF should establish a system which allows employees to provide inputs and suggestions where possible. This area needs improvement and further work.”

“The organisation should create an innovative and creative space within the organisation which allows staff to workshop ideas in a neutral space and encourages creative thinking. Instead of punishing staff for finding innovative and creative solutions, the ZIMDEF should reward them instead. This will allow the organisation to move away from a culture of malicious compliance.”

“ZIMDEF can introduce a reward and recognition system which staff members have agreed to or are satisfied with to ensure that the desired level of performance is achieved. One example could be acknowledgement as ‘employee of the month’. Increased recognition will help improve the level of commitment to the organisation.”

Among the measures suggested by the responding ZIMDEF employees, decentralisation of decision making was the measure recommended by most of the respondents. They advocated for employee participation to allow for circulation of innovative ideas within the organisation which results in improved service delivery. This receives support from Zheng et al (2010) who
note that high participation by organisational members in decision-making improves organisational effectiveness and in the case of ZIMDEF, improved participation of its members would result in improved service delivery.

4.6 Interview responses

Interviews were held with some of the employees from ZIMDEF and NAMACO. The key informants were asked how they would describe the culture of the organisation (ZIMDEF).

“ZIMDEF has an internal process culture which focuses on internal issues within the organisation and has an orientation towards control rather than flexibility. The organisation is hierarchical in nature with an emphasis on the enforcement of rules, conformity, and attention to technical matters.”

“There is high bureaucracy and the administration relies on formal rules and procedures as control mechanisms. The organisation has a weak emphasis on trust or participation through teamwork.”

“You cannot view the organisation as having innovative leaders with a visionary focus on the external environment or a risk-taking approach to management. Thus, the organisation does not have a strong development culture.”

“Employees are not rewarded for hard work. Thus, the reward system is not performance related and the culture is characterised by slim chances of being promoted.”

The responses show that the organisation’s culture has emphasis on formal rules and procedures and there is high bureaucracy. There is limited flexibility of the culture as there is focus on enforcement of rules, conformity and attention to technical matters. There may be developmental goals in the organisation but there is lack of a strong development culture as noted by one of the key informants.

The key informants were also asked whether they had experienced any cultural change in the organisation in recent years. The following responses came from some of them:
“ZIMDEF’s code of conduct has been altered to govern the behaviour of employees. The culture is now a strict one, whereby employees are punished for bad conduct…”

“Cooperation among the organisations has been implemented through the introduction of a new computer system called SAP ERP which seeks to integrate all the business functions into one system. This has changed how people work and has seen high cooperation levels across employees in all departments.”

“The organisation has made efforts to improve employee motivation through job rotation. Employees are moved from one department to another and very few employees perform the same task over and over again.”

These results reveal that not much has been done in terms of improving the organisation’s culture to achieve quality service delivery. A few changes have been made such as coordinating departments and altering the code of conduct. There is still a hierarchy culture whereby there is limited participation of all employees in decision making and therefore there is less innovation in the organisation.

Key informants were also asked to indicate the extent to which culture plays in getting positive results of implemented policies and organisational goals. Some of the key informants said:

“The culture has reasonably assisted in achieving the organisation’s goals of providing good public service delivery in terms of national human capital development. The coordination across departments has helped in improving efficiency in the organisation.”

“There is a strong organisational culture which punishes bad behaviour of employees. Hence employees have behaved and worked in the best interest of the organisation and this has greatly contributed to success of the implemented policies.”

“The culture at ZIMDEF has supported professionalism and has limited the use of discretionary decision-making processes. In effect corruption has been significantly reduced thereby allowing the organisation to achieve its goals.”
“ZIMDEF’s culture has promoted corruption in some of ZIMDEF’s top officials. There has been misuse of funds and this has resulted in shortage of funding for training programmes and institutions.”

It can be seen from these results that organisational culture provides direction to the organisation in terms of how employees behave and work towards achievement of set goals. ZIMDEF’s culture which supports departmental coordination and encourages employees to work in the organisation’s best interest. Thus, the organisation is able to work towards achievement of its mission and vision. However, it has also been noted that the hierarchy culture has promoted misuse of funds and fraud involving big political figures and investigations are still underway as published in The Herald of 23 May 2018.

The study went further and inquired the key informants to highlight areas of service delivery which ZIMDEF should improve. Quite a number of areas were mentioned in the following responses:

“There is need for intensive auditing in the procurement department as there have been reports of corruption in tendering. The procurement procedures of the organisation should be followed by all employees to ensure improved service delivery.”

“Polytechnic colleges are struggling with funds for equipment, resulting in lectures being more theoretical than practical. The organisation needs to improve on provision of training equipment.”

“Currently Zimbabwe Manpower Development Fund is not paying industrial attachment for university students. The organisation should ensure collection of adequate revenue in order to improve in this area.”

“ZIMDEF needs to be open to and accommodate donor funding to sufficiently equip institutions of higher learning with modern training equipment. Accountability and transparency need to be improved if the organisation is to acquire such donations.”

From these responses, it can be seen that ZIMDEF ought to improve service delivery through improved training levy collection, improved audits into the procurement processes as well as
sourcing of more funding from donors and non-governmental organisations who also stand to benefit from the trained workforce.

The key informants were asked what changes are necessary in the organisation’s culture to assist improvement in service delivery. The following responses were provided by some of the key informants:

“*The organisations should increase its emphasis on trust, participation, loyalty and consensus. As employees, we would prefer a culture with a greater orientation towards the fostering of cohesion and employee morale.*”

“*ZIMDEF should become more flexible and externally oriented to improve on service delivery. This should be characterised by risk taking, an emphasis on individual initiative and a readiness for change.*”

“*Culture change is needed. However, it is a slow and incremental process. It is important for ZIMDEF to keep the changes small, and reward people for their successes because even small changes add up.*”

“*More emphasis should be placed on human relations. A workplace which is more considerate of workers’ needs, values loyalty and have a greater emphasis on employee development is preferable. This would also have the effect of improving individual’s job satisfaction and service delivery of the whole organisation.*”

“*The leaders need to start paying attention to workers’ needs and allocate resources effectively and efficiently. The criteria by which people are selected, promoted and excommunicated has a significant influence on the culture. Hence these should all be done in a fair and transparent manner.*”

These responses show that there is need for improved employee participation, trust and loyalty as the employees prefer a culture with a greater orientation towards the fostering of cohesion and employee morale. This was also supported by another key informant who indicated that more emphasis should be placed on human relations. More so flexibility should be fostered in the organisation to allow it to adapt to changes in the environment. It is noteworthy that the
change in culture should not be rushed as it is a process that may take long with small changes that add up.

4.7 Chapter Summary

This Chapter presents analysis and interpretation of findings. Firstly, demographic and general information of the respondents was presented followed by presentation of the main study findings. The findings were presented, analysed and interpreted in line with the study objectives. Both quantitative data and qualitative data from the questionnaire and the key informant interviews respectively was presented, analysed and interpreted. The next chapter, Chapter Five provides the summary of the findings, conclusions and recommendations.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary and conclusions drawn from the major findings of the study on an exploration of the different aspects of the work culture’s impact on service delivery in quasi government organisations in developing countries. A case of Zimbabwe Manpower Development Fund (ZIMDEF). The summary is presented in line with the study’s objectives. In addition, this chapter highlights some recommendations suggested in respect of the study’s findings as well as recommendations for further research.

5.1 Summary

The study sought to determine the impact of organisational culture on organisational service delivery at ZIMDEF. The specific objectives were to investigate the culture present at ZIMDEF, to determine the level of service delivery offered by the organisation, to determine the types of organisational culture in relation to the mission and core values of the organisation and to recommend organisational culture changes for improved service delivery.

The study commenced by introducing the subject matter and presenting the problem statement in Chapter One. The study’s objectives which are presented in Chapter One were used to formulate the research questions. These research questions were then used in Chapter two as the basis of literature review. The main aim of the literature review was to highlight extant gaps in literature from seminal and current scholars in order to guide the study’s direction regarding formulation of the research instruments. Presentation as well as justification of research methods which were used in the research was done in Chapter Three. Thereafter, Chapter Four provided presentation, discussion and analysis of the research findings prior to the discussion, conclusion and suggestion of study recommendations in Chapter Five.
5.2 Summary of findings

5.2.1 Culture at ZIMDEF

After an investigation of the culture present at ZIMDEF, the study found that the organisation’s culture is characterised by low chances for employee promotion and low participation of general employees in decision-making processes which also implies high centralisation in decision making and lack of organisational innovativeness. It was also established that there is limited flexibility of the culture to adapt to changes in the environment as change is largely viewed as a challenge rather than an opportunity. The culture of the organisation also has a positive side as there exists a shared definition of the organisation’s purpose and there is support of teamwork since employees are rewarded on the basis of organisational performance as opposed to individual performance.

5.2.2 Level of service delivery offered by ZIMDEF

In determining the level of service delivery at ZIMDEF, results from responses from both employees and clients were used. These results show that not much effort has been made by ZIMDEF to understand the needs of its clients and there is slow response to queries from the organisation’s clients as evidenced by delays in granting of rebates to employers who provide testing facilities. The study also learnt that there is inadequate funding of the development of skilled manpower in Zimbabwe from ZIMDEF and this is seen through shortage of training equipment in tertiary institutions. However, it was also established that ZIMDEF has been successful in paying tuition and allowances to eligible apprentices and service delivery in organisation is done in a transparent manner as all stakeholders have access to relevant information. Although there is need for improvement in service delivery, the study found that overall the service delivery provided by ZIMDEF is good.

5.2.3 Culture in relation to ZIMDEF’s mission and core values

In determining the types of organisational culture at ZIMDEF in relation to the mission and core values of the organisation, the study found that the work culture is largely characterised by formalized and structured work environment whereby procedures determine what employees should do. The results showed that accountability is high at ZIMDEF because of safe reporting culture which is prevalent in the organisation. It was also shown that
accountability is high at ZIMDEF because of safe reporting culture which is prevalent in the organisation. However, it was also revealed that some core values such as innovativeness are low at ZIMDEF because employees are not encouraged to come up with new ideas.

5.2.4 Organisational culture changes needed for improved service delivery

Recommendations for organisational culture changes to improve service delivery at ZIMDEF were also established by the study. The organisation has succeeded in coordinating employees from different departments to achieve improved service delivery. However, the study found that it has failed in other areas such as employee cooperation since there was low employee motivation due to strict rules and procedures. Among the measures suggested by the responding ZIMDEF employees, decentralisation of decision making was the most recommended measure. The organisation was called upon to place more emphasis on human relations. More so, it was shown that flexibility should be fostered in the organisation to allow it to adapt to changes in the environment.

5.3 Conclusion of findings

5.3.1 Culture present at ZIMDEF

The study concludes that there is hierarchy culture with formalized and structured work environment whereby procedures determine what employees should do. ZIMDEF has a culture characterised by high bureaucracy which limits decision making power to top employees who pass orders to be taken by low level employees. The culture which involves beliefs and values is consistently demonstrated at ZIMDEF although there is still need for improvement.

5.3.2 Level of service delivery at ZIMDEF

In terms of service delivery, the study concludes that the overall service delivery at ZIMDEF is good although there is need for improvement. The response to queries from clients at ZIMDEF is slow and there are delays in granting of rebates to employers who provide testing facilities. However, transparency is high, and all the stakeholders have access to all relevant information. More so, the organisation has been successful in paying tuition and allowances to eligible apprentices in Zimbabwe.

5.3.3 Culture in relation to ZIMDEF’s mission and core values
The hierarchy culture is mostly practiced by ZIMDEF. The contribution of the culture towards national human capital development has not been so large because of inflexibility hence it has been unable to quickly adapt to changes in the environment. More so, the culture has failed to keep the organisation in line with its core values. The study concludes that the hierarchy culture is mostly practiced in Zimbabwe’s public service organisations and this has limited their ability to improve on service delivery.

5.3.4 Organisational culture changes needed for improved service delivery

The study concludes that ZIMDEF’s culture has not allowed it to cope with changes in its environment and in order for the organisation to achieve its desired goals, it has to embrace change by implementing change management which involves the application of a structured process and the tools used to lead the people side of change to achieve a desired outcome as noted by Prosci (2007). The study also concludes that coordinating employees from different departments as what was done by ZIMDEF could result in improved service delivery. However, this could only occur if there is high employee motivation as also supported by Asimkhan (2005). ZIMDEF’s employees’ motivation has been adversely affected by presence of strict rules and procedures in the organisation.

5.4 Recommendations for policy makers and management

The emphasis on the hierarchy culture which is present at ZIMDEF is appropriate for the more traditional public sector objectives. However, it constrains the achievement of the objectives which rely on greater flexibility, and greater orientation toward the external environment. It is therefore suggested that some of the rules and regulations which constrain behaviour are examined and replaced where possible with more flexible policies. The study recommends that ZIMDEF management adopt and implement a culture that has greater flexibility.

Since response to queries from clients at ZIMDEF is slow and there are delays in granting of rebates to employers who provide testing facilities, the management is called upon to prioritise responding to customer queries and granting of rebates. Strict policies must be put in place to ensure clients are served on time and rebates are promptly granted to employers providing testing facilities.
It has been noted that ZIMDEF may be unable to preserve its core values and mission due to the everchanging environment which renders the hierarchy culture useless. ZIMDEF management should create an innovative and creative space within the organisation which allows staff to workshop ideas in a neutral space and encourages creative thinking. Policies that promote rewarding of innovative and creative workers should be designed, thus discouraging the punishing staff for finding innovative and creative solutions. This will allow the organisation to move away from a culture of malicious compliance and work towards its mission and preservation of core values.

The culture at ZIMDEF should change to one that allows employee participation. To encourage employee participation, the public service organisation should introduce a mechanism which allows lower-level staff to view senior leaders as “real people” whom they can relate to and showcases senior leaders as being approachable. One way in which this could be done is by sending weekly newsletters from various senior leaders. The organisation could also implement an open-door policy once a week, which allows staff to have access to senior leaders within the organisation. It is also recommended that the management decentralise decision making as far as possible to allow certain decisions to be made faster. The system of delegation would need to be amended in this regard. The problem of not meeting the targets for revenue collection can be addressed by involving all employees in decision making processes thus allowing for sharing of ideas that could help in coming up with solutions to the problem and improve service delivery.

5.5 Recommendations for further research

The study only included one Quasi Government Organisation which is ZIMDEF. Future studies can include more than one case study to provide better generalisations to the effect of organisational culture on service delivery in Quasi Government Organisations of developing countries. More so, a study could be done comparing how organisational culture’s impact on service delivery in developing countries’ Quasi Government Organisations differs from those of developed nations.

5.6 Chapter Summary

The chapter concluded the study on The exploration of the different aspects of the work culture’s impact on service delivery in quasi government organisations in developing countries. A case study of ZIMDEF. The main objective of the study was to determine the impact of
organisational culture on organisational service delivery at ZIMDEF. Questionnaires and interviews were used to collect data for the research. The main findings of the study was that ZIMDEF’s culture was hierarchical in nature and did not allow it to adapt to changes quickly. Conclusions of the study were also provided in this chapter. These were followed by recommendations for management at ZIMDEF as well as for policy makers. It was highly recommended that there was need for a change in ZIMDEF’s culture so that it is more adaptive to the changes in the business world and hence improve its service delivery. Lastly, recommendations for further research were provided.
REFERENCES


Using the 7s model to increase the chance of successful change. http://www.educational-business-articles.com/7s-model/. Accessed [15 November 2016]
APPENDICES

Appendix I: Questionnaire for ZIMDEF employees

INTRODUCTORY LETTER

Dear Sir / Madam

I am a Masters student at Bindura University of Science Education. As part of my academic program, I am conducting a research on Organisational Culture and Service Delivery at Zimbabwe Manpower Development Fund (ZIMDEF). You have been identified as a potential respondent in this study. Kindly respond to all the questions, using your best estimates. Your participation in answering these questions is very much appreciated. Your responses will be COMPLETELY CONFIDENTIAL.

Yours Faithfully

******

Instructions to respondents:

Please answer each question as thoughtfully and frankly as possible for this questionnaire to be helpful

- Do not write your name.
- Choose only one answer where choices are provided.
- Kindly answer all the questions by ticking (√) where appropriate
QUESTIONNAIRE

SECTION I: DEMOGRAPHIC INFORMATION

1. Gender

<table>
<thead>
<tr>
<th>Male</th>
<th></th>
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<tbody>
<tr>
<td>Female</td>
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2. Age

<table>
<thead>
<tr>
<th>Less than 30 years</th>
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<tbody>
<tr>
<td>30 – 40 years</td>
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<tr>
<td>41 – 50 years</td>
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<td>51 – 60 years</td>
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<tr>
<td>Above 60 years</td>
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</table>

3. Highest level of education attained

<table>
<thead>
<tr>
<th>Ordinary Level</th>
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</thead>
<tbody>
<tr>
<td>Advanced Level</td>
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</tr>
<tr>
<td>Diploma Level</td>
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<tr>
<td>Graduate</td>
<td></td>
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<tr>
<td>Postgraduate</td>
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</table>
4. **How long have you been working at the firm?**

<table>
<thead>
<tr>
<th>Duration</th>
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<tbody>
<tr>
<td>Less than 3 years</td>
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<td>3– 5 years</td>
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<td>6–10 years</td>
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<tr>
<td>Above 10 years</td>
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</table>

5. **What is your current occupation in this firm?**

<table>
<thead>
<tr>
<th>Occupation</th>
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</thead>
<tbody>
<tr>
<td>Employee</td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td></td>
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<tr>
<td>Attachee</td>
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</tbody>
</table>

6. Does your organisation have a clearly outlined organisation culture which is implemented?

<table>
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<tr>
<th>Option</th>
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<tbody>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
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</tbody>
</table>

**SECTION II: To investigate the culture present at ZIMDEF**

7. The following statements relate to the dimensions of organisational culture? *Please indicate your level of agreement to the statements using the scale; 1=Strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= Strongly agree*

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation has the ability to alter its structures, behaviors and systems to adapt to changes in its environment.</td>
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</tr>
</tbody>
</table>
All employees including those on attachment are highly involved in decision-making processes.

There exists a shared definition of the purpose of the organisation.

The organisational culture considers the whole organisation as one system and reward on the basis of organisational performance.

The organisation’s culture fosters team work.

Employees have high chances of being promoted.

Decision making is centralised, hence members do only what they are told, and all decisions are cleared by the superiors.

Creativity is valued as well as quality versus quantity and task accomplishment and individual growth.

8. Indicate whether change in your organisation is viewed as a challenge or an opportunity.

Challenge ( ) Opportunity ( )

9. To what extent are the beliefs and values of the organisation demonstrated consistently?

Not at all [ ] Little extent [ ] Moderate extent [ ] Large extent [ ] Very large extent [ ]

10. Indicate the level of employee participation in the decision-making process in the organisation

Very low [ ] Low [ ] Average [ ] High [ ] Very high [ ]
SECTION III: To determine the level of service delivery offered by ZIMDEF

11. Indicate the extent to which you agree with the following statements regarding service delivery of the organisation. Please rate using the scale; 1=Strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Systems have been put in place to ensure credibility at ZIMDEF</td>
<td></td>
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<tr>
<td>The organisation put much effort in understanding the customer</td>
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<tr>
<td>Compensatory role that can be played by major shareholders who are not the largest individual shareholder.</td>
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</tbody>
</table>

SECTION IV: To determine the type(s) of organisational culture at ZIMDEF in relation to the mission and core values of the organisation

12. To what extent does your organisation practice the following cultures? Please rate using the scale; 1=Not at all, 2=Little extent, 3= Moderate extent, 4= Large extent and 5= Very large extent

<table>
<thead>
<tr>
<th>Culture</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clan culture</td>
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<td></td>
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<tr>
<td>Adhocracy culture</td>
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<td></td>
<td></td>
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<tr>
<td>Market culture</td>
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<td></td>
</tr>
<tr>
<td>Hierarchy culture</td>
<td></td>
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</table>
13. Explain how have the cultures assisted the organisation in contributing towards national human capital development?

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14. Have the organisation’s culture been able to maintain the organisation’s core values of professionalism, integrity, transparency, accountability, team work and innovativeness?

Yes [ ] No [ ] Not sure [ ]

15. Provide an explanation to your answer ironing out how the culture has helped the organisation maintain some of the core values.

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SECTION V: To recommend organisational culture changes for improved service delivery at ZIMDEF

16. What measures have been taken by the organisation in channelling work culture towards improved service delivery?

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87
17. What other measures can be taken by the organisation in changing its culture to improve service delivery?
Appendix II: Questionnaire for ZIMDEF clients

INTRODUCTORY LETTER

Dear Sir / Madam

I am a Masters student at Bindura University of Science Education. As part of my academic program, I am conducting a research on Organisational Culture and Service Delivery at Zimbabwe Manpower Development Fund (ZIMDEF). You have been identified as a potential respondent in this study. Kindly respond to all the questions, using your best estimates. Your participation in answering these questions is very much appreciated. Your responses will be COMPLETELY CONFIDENTIAL.

Yours Faithfully

Stella Nyamupanda

Instructions to respondents:

Please answer each question as thoughtfully and frankly as possible for this questionnaire to be helpful

- Do not write your name.
- Choose only one answer where choices are provided.
- Kindly answer all the questions by ticking (√) where appropriate.
QUESTIONNAIRE

SECTION I: DEMOGRAPHIC AND GENERAL INFORMATION

1. *Gender*

<table>
<thead>
<tr>
<th>Option</th>
<th>Blank</th>
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</thead>
<tbody>
<tr>
<td>Male</td>
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<tr>
<td>Female</td>
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</table>

2. *Age*

<table>
<thead>
<tr>
<th>Option</th>
<th>Blank</th>
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<tbody>
<tr>
<td>Less than 30 years</td>
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<td>30 – 40 years</td>
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<td>41 – 50 years</td>
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<td>51 – 60 years</td>
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<tr>
<td>Above 60 years</td>
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</table>

3. *For how long have you been receiving services from ZIMDEF?*

<table>
<thead>
<tr>
<th>Option</th>
<th>Blank</th>
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</thead>
<tbody>
<tr>
<td>Less than 3 years</td>
<td></td>
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<tr>
<td>3– 5 years</td>
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<tr>
<td>6–10 years</td>
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<tr>
<td>Above 10 years</td>
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</table>

4. What kind of service do you get from ZIMDEF?
SECTION II: To determine the level of service delivery offered by ZIMDEF

5. Has ZIMDEF been able to provide services of great value to its clients?
   Yes ( )     No ( )       Not sure ( )

6. Indicate the extent to which you agree with the following statements regarding service delivery of the organisation. Please rate using the scale: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation adequately funds the development of skilled manpower in Zimbabwe</td>
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<tr>
<td>There is quick response to queries of clients by ZIMDEF</td>
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<tr>
<td>Employers are timeously granted rebates if they provide trade testing facilities or release their employees for part time lecturing at training institutions</td>
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<tr>
<td>ZIMDEF has been able to adequately provide training equipment to tertiary institutions</td>
<td></td>
<td></td>
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<tr>
<td>Non-governmental institutions involved in human capital development have received sufficient grants</td>
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<tr>
<td>ZIMDEF has been able to pay tuition and allowances to all eligible apprentices</td>
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</table>

Other (specify)..............................................................................................................................

7. How do you rate the overall service delivery of ZIMDEF?
   Very bad ( )    Bad ( )    Good ( )   Very good ( )   Excellent ( )
Appendix III: Interview

1. How do you describe the culture of your organisation?

2. Have you experienced any cultural change in your organisation in recent years?

3. To what extent does culture play a role in getting the results (success) of implemented policies or the organisational goals?

4. If there are any, which areas of service delivery should ZIMDEF improve?

5. What changes are necessary in the organisation’s culture to assist improvement in service delivery?