THE EFFECTS OF CORPORATE CULTURE ON HUMAN RESOURCES PERFORMANCE IN MEDIA ORGANISATIONS: A CASE OF NEW ZIANA PRIVATE LIMITED.

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DECLARATION

I Vengeline Zure do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the Acknowledgements, Bibliography and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

____________________  ___________________
STUDENT SIGNATURE       DATE
DEDICATION

This dissertation is dedicated to my daughter, Mufaro Zure who was deprived of her time with her mother during my studies and to my late brother Dr W.N Zure who always encouraged me to be better through learning. Her continuous love, support and compassion remains my source of inspiration. Thank you Mufaro and God bless you.
ACKNOWLEDGEMENTS

My greatest thanks go to God almighty who was faithful throughout my studies. It was not an easy road but I, we made. To my daughter Mufaro Zure, who has been there for me from day one and never gave up on me thank you, I am humbled by your dedication. My family and friends thank you for your understanding and support during the period of my studies.

To Kelman Taruvinga, my brother-in-law and study partner thank you for the moral support and fellow students thank you for the motivation and inspiration, we made it.

To my Supervisor Dr Rusike thank you for critiquing the document and for all your contribution and time to come up with a finer document. To the university thank you for awarding me an opportunity to embark on this study and to all my lecturers’ thank you for all your enlightening input to my studies over the past two years and in this dissertation.

The New ZIANA staff and management thank you for participating and giving me the opportunity to carry out this research at the organisation.

If I have seen further it is because I have stood on the shoulder of giants. ~Sir Isaac Newport~
God Bless you all.
ABSTRACT

The purpose of this research project was to investigate the effects of corporate culture on human resources performance at New ZIANA. The objectives were; to study the dominant corporate culture at New ZIANA, to explore how current corporate culture is influencing human resources performance at New ZIANA, to evaluate the influence of leadership on corporate culture and human resources performance at New ZIANA and finally to find out how corporate culture can be used to leverage high performance at New ZIANA. The study utilised both secondary and primary data through document analyses and literature review. The research strategy was a case study and the researcher used abductive approach to collect and analyse data. The sample size was forty-one, which was established by first clustering the population into subgroups based on SUBs and departments. Krejcie and Morgan sample size determination table was used to determine the sample size of a population of forty-six and finally judgemental sampling was used to choose respondents to administer questionnaires and conduct face-to-face interviews with. The findings were analysed using descriptive statistics for the aspects of the questionnaire and SPSS was used to determine the frequencies and percentages of collected data. Qualitative analysis was done using thematic content analysis, scanning for potential themes that could emerge. Where relevant direct quotations were used. The presentation for quantitative analyses was done using pie charts, bar chart and frequency distribution tables, while the presentation for qualitative analyses was done using content themes and direct quotations. The researcher’s findings and conclusions from the study were that the dominant culture at New ZIANA is a hierarchy and weak culture. Weak corporate culture influenced human resources performance adversely and in a significant way at New ZIANA. The researcher also established that the leadership’s impact on both corporate culture and human resources performance was negative. Finally, it was that corporate culture can be used at New ZIANA to leverage high human resources performance by more formalised planning systems, employee capacitation and continual efforts to embrace technology. The researcher recommends that New ZIANA and policy makers in the media industry must adopt a strong corporate culture that encourages learning among employees for effective and efficient human resources performance. New ZIANA leadership must take full responsibility of the role to lead by embrace a more participatory approach to personnel management that involves everyone in decisions that affect them and establish a shared vision. Finally New ZIANA must invest and embrace new technologies.
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LIST OF ACRONYMS/ABBREVIATIONS

1. ZIANA (PVT) LTD  Zimbabwe Inter Africa News Agency Private Limited
2. GOZ  Government of Zimbabwe
3. SOEs  State Owned Enterprises
4. TSP  The Transitional Stabilisation Programme
5. GDP  Gross Domestic Product
6. ZMC  Zimbabwe Media Commission
7. ADMA  Advertising Media Association
8. ZAMPS  Zimbabwe All Media Products Survey
9. ZARF  Zimbabwe Advertising Research Foundation
10. SAPA  South Africa Press Association
11. ZMMT  Zimbabwe Mass Media Trust
12. IANA  Inter Africa News Agency
13. SBU  Strategic Business Units
14. CNP  Community Newspaper Publishing
15. BOPA  Botswana Press Agency
16. Zimpapers  Zimbabwe Newspapers Group of companies
17. BBC  British Broadcasting Corporation
18. CNN  Cable News Network
19. SHRM  Strategic Human Resource Management
20. HRM  Human Resource Management
21. A/CEO  Acting Chief Executive officer
CHAPTER ONE
INTRODUCTION AND BACKGROUND

1.0 Introduction
This chapter introduces the study on the effects of corporate culture on the human resources performance in media organisations, centring on New ZIANA Private (PVT) Limited (LTD). The chapter discusses the background to the study and clarifies the problem statement, research objectives, research questions and research proposition. It also provides the justification of the research, assumptions, significance, delimitations, limitations and the structure of the research.

1.1 Background to the Study
Media at first referred to print media but now it encompasses television, radio, and internet among other things (Roy, 2015). Although a lot has changed in media operations and technology, media still plays its traditional role that is to inform, educate and entertain, a medium to reach and address a large target audience (Roy, 2015). Society is influenced by media in so many ways. It is the media that helps people to get information, form opinions and make judgments regarding various issues. It keeps them updated and knowledgeable about what is happening around them and the world and it has become crucial for humanity as a source of news and information (Karachi, 2010). The media plays an outstanding role in creating and shaping of not only public opinion, it is even shaping organisational cultures and human resources issues as evidenced by the landmark ruling in the case of Don Nyamande and Another vs Zuva Petroleum (Private) Limited: SC43/15(Supreme Court of Zimbabwe, 2015), where thousands of employees lost their jobs as employers took advantage of the legal effect of the judgment (Mavhondo, 2017).

The vision and core values of the current Government of Zimbabwe (GOZ) is rebuilding and transforming Zimbabwe to become an Upper-Middle Income Economy by 2030, under the theme “towards an upper-middle income economy by 2030” (GOZ, 2018). Also the former GOZ had also been consistent in emphasizing the critical contribution expected from the State Owned Enterprises (SOEs) sector towards the revival of Zimbabwe’s economic fortunes and had been pursuing a programme of SOEs reform designed to enhance performance and improve service delivery to the sector as a whole (Chaparadza, 2018), New ZIANA included. The Transitional Stabilisation
Programme (TSP) blueprint present a perfect opportunity for media in general and New ZIANA, in particular, to contribute effectively in branding the Second Republic, as the new dispensation provides an opportunity for reconstruction and transformation of the economy (GOZ, 2018)

The decentralised structure of New ZIANA resonates well with the devolution thrust being spearheaded by the current administration, delivering and communicating to its customers reliable news and information on devolution programme at provincial level. The organisation is in the strategic position to sell the Zimbabwean brand to the world under the banner “Zimbabwe is Open for Business”, as a global multimedia source of news and information from a pan-Africanist Zimbabwean perspective that celebrates Zimbabwean identity and values.

New ZIANA can only achieve its vision of being the preferred global multimedia source of news and information from a pan-Africanist Zimbabwean perspective through human resources. It is the employees that give the organisation a competitive edge based on their commitment and capabilities. Human resources are the lifeblood of the organisation, the ones who drive performance and are part of the business offering just like product/service (Anusha, 2016). The interaction the customer has with the employees transforms organisational values into customer experience that influences business performance and corporate culture can be used to guide employees towards a desirable outcome, since their behaviour is a manifestation of a culture that defines the firm's success or failure. Corporate culture is a potent influence in any organisation (Cottle, 2003), including media organisations. It can act as a powerful constraint and can also be a motivator, an enabler and/or a liberator of organisational energy. Hence it requires attention to be nurtured into the most valuable asset of inimitable competitive advantage (Cottle, 2003). Culture makes the difference between an organization’s success or failure, it impacts a business’s bottom line. A positive company culture creates high levels of employee loyalty, satisfaction, and productivity resulting in customer satisfaction and loyalty, profit and revenue growth for the company as well as contributing to the Gross Domestic Product (GDP) of the nation (Aperianglobal.com, 2018). The determinant of a company’s success in today’s competitive global environment is the human resources and the aptitude to motivate and guide them, reaping the full benefits of their knowledge, abilities, and effort, through a positive workplace culture (Chee, et al, 2002). Without a positive culture employees struggle to perform to their optimum level (Kohil, 2018).
1.1.1 Origins of corporate culture

Originally culture described the rituals, myths, languages, values, beliefs, and practices of people (Tharp, 2009). The investigation on organisations in terms of culture began around the 1930s with studies like the Hawthorne experiment which focused on the work environment. In the 1970s the Americans triggered by the success of the Japanese in many industries, were curious about the role of corporate culture in Japanese’s superior performance (Tharp, 2009). And indeed corporate culture was cited as the source of the differences in productivity among American firms and Japanese companies (Peters, 1982). Then study of corporate culture could no longer be ignored since it was discovered to be an asset that could be managed to improve business performance (Tharp, 2009).

1.1.2 What is Human Resources?

Human resources are the workforce that exist within a firm to fulfil organisational goals with their competencies (Dunford, et al, 2001). They are considered the most important ingredient in production, hence they are referred to as human capital or human assets (Deloitte, 2016). Wright, (1994), defines human resources as the pool of human capital under the firm's control through employment. They are valuable resources that are vital for attaining business objectives, employees are the resources that create value that cannot be created by machines on their own (Deloitte, 2016; Ganesan, 2014; Berber 2014; Geet, et al, 2009; Agarwala, 2007). As such corporate culture in media organisation depends on human resources to be effective.

1.1.3 Media

Media at first referred to print media but now it encompasses television, radio, and internet among other things (Roy, 2015). Although a lot has changed in media operations and technology, media still plays its traditional role that is to inform, educate and entertain. It is a medium to reach and address a large target audience (Roy, 2015). It is the media that helps people to get information, form opinions and make judgments regarding various issues, it keeps them updated and knowledgeable about what is happening around them and the world (Karachi, 2010). The media may play an outstanding role in creating and shaping not only public opinion, it may even shape organisational cultures and human resources issues as evidenced by the publication of the landmark ruling in the Don Nyamande and Another vs Zuva Petroleum (Private) Limited case:
The publicity of the case on different media platforms caused thousands of employees to lose their jobs as employers took advantage of the legal effect of the judgment (Mavhondo, 2017). If not for the media, probably the case would not have had such a deranging impact magnitude neither were there going to be labour law adjustments.

The media can be a powerful tool to drive the vision and core values of the current Government of Zimbabwe (GOZ) in rebuilding and transforming Zimbabwe to become an Upper-Middle class Income Economy by 2030, under the theme “towards an upper-middle income economy by 2030” (GOZ, 2018). The former GOZ had also been consistent in emphasizing the critical contribution expected from the State Owned Enterprises (SOEs) towards the revival of Zimbabwe’s economic fortunes. It had been pursuing a programme of SOEs reform designed to enhance performance and improve service delivery to the economy (Chaparadza, 2018).

1.1.4 New ZIANA’s background

New ZIANA Private (PVT) Limited (LTD) is an SOE that falls under the Ministry of Information, Media and Broadcasting Services and is governed by the Zimbabwe Media Commission (ZMC) which recommends the enactment of legal instruments to deal with access to information, regulation of the media and discipline of journalists. Some of the associations that influence the industry are the Advertising Media Association (ADMA) and Zimbabwe Advertising Research Foundation (ZARF).

New Zimbabwe Inter Africa News Agency (ZIANA), formerly (Inter Africa News Agency) IANA, was established in 1962. It was a news agency under South Africa Press Association (SAPA) and its role was to provide Southern Rhodesia news to SAPA. After attaining independence in 1980 Zimbabwe Mass Media Trust (ZMMT) was established and took over IANA from SAPA and renamed it ZIANA. In 2000 ZIANA was rebranded to New ZIANA Private Limited and commercialized by Professor Jonathan Moyo the then Minister of Information and Publicity. He unbundled three Strategic Business Units (SBUs) namely the News Agency, the Electronic unit and Community Newspapers (CNP) as outlined in Figure 1.1 on the next page.
New ZIANA CNP represents community media that is driven by social objectives to empower people and is responsible for sustainable development approaches to its communities (Fuller, 2007). This resonates well with the devolution thrust being spearheaded by the current administration. Its decentralisation physical structure is vital in delivering and communicating reliable news and information on the devolution programme at provincial level. As a global multimedia source of news, from a pan-Africanist Zimbabwean perspective that celebrates Zimbabwean identity and values. The organisation, through its New Agency is also in a strategic position to sell the Zimbabwean brand to the world under the banner “Zimbabwe is Open for Business”. And its electronic division, preserves Zimbabwean history on the road to independence, through chimurenga files a documentary that captures the highlights of liberating struggle. The three Strategic Business Units (SBUs) are outlined in Figure 1.1 above.

To achieve the vision for the civil service there must be significant change to how work is done in the civil service, New ZIANA included (O’Riordan, 2015). New ZIANA can only achieve its vision
through human resources, it is the employees that give the organisation a competitive edge based on their commitment and capabilities. Human resources are the lifeblood of the organisation and a critical determinant of a company’s success, they drive performance and are part of the business offering just like product and service (Anusha, 2016). Human resources transforms organisational values into customer experience and the way they interact with customers determines business performance. And one of the major challenges cited by Nsingo, (2018) for the dismal performance of SOEs is lack of skilled manpower and inability to attract and retain replacements due to poor salaries.

These challenges among others are what the study will examine and explore how they can be mitigated to meet the “2030” national goal. Since corporate culture can be used to guide employees towards a desirable outcome, their behaviour is a manifestation of a culture that defines customers’ experience with the organisation. Corporate culture marks the difference between an organization’s success or failure and it impacts a business’s bottom line and without a positive culture employees struggle to perform to their optimum level (Kohil, 2018).

1.1.5 Analysis of New ZIANA Environment

The media landscape changes constantly with significant effects on those media houses which do not adapt both large and small (Berman, 2019). Media companies that adapt to changes in the competitive environment will succeed, whilst those that do not, will fail (Shameem, 2012). To survive in this volatile environment New ZIANA has to continually do an environmental scrutiny, adapt, re-examine existing business models and be innovative as it maximises on its capabilities and core strengths. In media, business’s survival depends on the swift adaptiveness to the ever changing business environment (Agarwala, 2007). PESTLEG analysis help the organisation adapt through assessing the external environment and be able to identify opportunities and mitigate threats, build on strengthen factors for success and/or diagnose factors for failure (Hitt, et al, 2011).

I. Political environment

To understand the media, there is need to understand the political environment in which they operate. The government of a country has a strong political influence on firms. As a result, there is political influence into the governance structure or firms’ mechanism (Hawley, 1996). New
ZIANA (Pvt) Ltd is a SOE media organization which makes it more politically subjective, making its news less objective but inclined to promote government programmes and agenda in the rural areas. It is dependent on government subsidies for its survival which makes it less innovative as to be able to finance itself. On the other hand, the grant from the government gives New ZIANA less financial stress since they receives free funding for business growth and buying of new equipment among other financial obligations. Most of its business especially advertising comes from ministries in support of SOEs and political and national campaigns.

II. Economic environment
The economic factors like inflation, cash shortages, three tier pricing system that is the bond, Real Time Gross Settlement (RTGS) and United States Dollar (USD) affect New ZIANA just like any other business, making it difficult to plan or budget. It is also difficult for New ZIANA to hire skilled, educated and competent personal since it cannot remunerate them according to the market rate. The workforce is demotivated because what they are getting is not enough for their basic needs. Even the advertisers have reduced their advertising budget and are now looking for value for money. Also, the targeted reader the low income market cannot afford to buy a copy of CNP due to these prevailing economic constraints.

III. Social and cultural environment
As shown in Tables 1.1 and 1.2 the most read section in the weeklies community newspapers is the local News. CNP newspapers are strategically positioned, they are in the communities and can relate well with the socio-cultural issues in each province. But most of the CNP newspapers are not in the native language of the province they represent as to be more appealing to the readers in the community they are serving. There are also no corporate social responsibility activities to give back to the communities and enhance the organisation’s reputation through such community activities (Cottle, 2003).

Table 1.1 Mirror Weeklies - section most drawn to

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>92%</td>
<td>2%</td>
<td>4%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: ZAMPS 2018 Second Half Report
Table 1.2 WEEKLIES - section most drawn to

<table>
<thead>
<tr>
<th></th>
<th>Local New</th>
<th>Entertainment</th>
<th>Sports</th>
<th>Business</th>
<th>Classified</th>
<th>Regional News</th>
<th>International News</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>60%</td>
<td>26%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>5%</td>
<td>-</td>
</tr>
<tr>
<td>2016</td>
<td>72%</td>
<td>24%</td>
<td>10%</td>
<td>20%</td>
<td>14%</td>
<td>8%</td>
<td>1%</td>
</tr>
<tr>
<td>2015</td>
<td>62%</td>
<td>20%</td>
<td>12%</td>
<td>10%</td>
<td>13%</td>
<td>6%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: ZAMPS 2015-2018 Report

NB: the percentage is over hundred (100) per section for example table 1.1 local news is 92% over 100

IV. Technological environment
New ZIANA is still lagging behind in terms of technological advancement and has been affected by the effects of disruptive innovation. The world is going digital but the organisation still leaves a lot to be desired even in terms of the printing equipment. It is currently subcontracting a printer with an old analog printing machine, which is costly to produce newspapers in terms of time, logistics and money. Also, there is no system that links the departments creating a loophole for the abuse of resources since there are no internal control systems. It does not have a website, mobile news and social media platforms among other trending digital platforms that reach wider and global markets hence missing out on other sources of advertising revenue.

V. Legal and regulatory environment
The licensing of radio and Television (TV) stations has posed a challenge for the organisation since there are now more upcoming community radios, newspapers, online newspapers and TV stations creating competition. The introduction of devolution as a statutory makes New ZIANA a suitable government strategic partner as the most relevant vehicle to use to promote this cause. CNP is the medium not only to be used by the government and public companies but also the private entities intending to do business with this rural populace. New ZIANA has to abide with the laws, regulations, and ethics that govern the printing and publication of stories as stipulated by ZMC to avoid lawsuits and manage the business in a responsible manner.

VI. Environment
Most of New ZIANA products are environment-friendly. The newspapers are reusable after they have been read and the printing waste is sold as scrap material. The organisation has also adopted the clean-up campaign on the first Friday of every month as a way of environmental management. It, however, does not have environment rehabilitation programme like tree planting projects as a commitment to continue to preserve the environment for every tree used to make newsprint.

VII. Global environment
With Zimbabwe being open for business, New ZIANA has more likely uncontested opportunities for global partnership to exchange news with other nations’ news agencies strengthening its content and exchanging skills among other issues. The global environment also poses a new and more challenging competition where the entry barriers have been eliminated by technology. Most of the international news media houses now have their own correspondents locally and the local news and information viewed is as being less factual and pro-government.

1.1.6 New ZIANA Internal/SWOT Analysis
This section is concerned with the assessment of the internal factors, focusing on the strengths and weaknesses of New ZIANA and what the firm can do to take advantage of the opportunities and mitigate threats as exposed by the external environment. The firm identifies which aspects it can build its future success on and on which aspects it should work to improve. As shown by figure 1.2 the organisation leverages on its resources and capabilities to create core competence which translates to competitive advantage.

![Figure 1.2 Creation of competitive advantage](image)

**Source:** Hitt (2011).

The strength of New ZIANA is in its strong brand name New ZIANA and the financial support from the government putting less financial stress on the business. Its weakness is characterise by high cost of production due to current economic situation in the nation. It faces the threat of
disruptive technologies contributing to competitive product and a new strategy of competition like mobile news, social media, and internet. While on the other hand technology pose an opportunity of new cheaper advanced technological distribution channels, news gathering and slowing down market due to economic constraints. (Berman, 2019).

1.1.7 New ZIANA Industry Analysis

Potter’s five force model is used for industry analysis to help in assessing the attractiveness and profitability of the industry. The industry is defined as a group of companies offering products or services that are close substitutes for each other, that is, products or services that satisfy the same basic customer needs (Hitt, et al, 2011).

a) Rivalry among Competitors

The industry is dominated by six main media houses, namely; Zimpapers, ZBC, ANZ, Alpha Media, ABC communications and New ZIANA. New ZIANA, Zimpapers, and ZBC are SOEs. The direct competitors for CNP can be divided into three that is Print, TV and Radio and they are:

- **Print**: Mirror, a community newspaper leading paper in Masvingo and Midlands, Manicapost, a paper dominant in Manicaland, while Kwayedza, a national paper targeting the rural community and is doing well in the market, Umthunya, a Matebeleland paper and TellZim among others may be competing at the same level with New ZIANACNP.
- **TV**: ZBC, Kwese, Digital Satellite Television (DSTV) and Free View among other.
- **Community radio**: Sky Metro, kulumani Fm and Breeze Fm for Matabeleland, National Radio and Radio Zimbabwe are national radio that are popular among the rural populace, YaFm for Midlands and Masvingo, Nyaminyami for Mashonaland West, Hevoi Fm for Masvingo, 98.4 Fm for Midlands and Diamond radio for Manicaland among others. As Show by ZAMPS results for 2018 table 1.4 below radio and daily newspapers are more dominate in rural than CNP in the first half, but in the second half radio is the major completion that CNP is face with.

The media industry is measured on two parameters, circulation/online visits and/or readership/viewership/listenership, mostly these statistics are provided by ZARF and ZAMPS as presented below by ZAMPS results for 2018.
The results includes physical and online readership/viewership/listenership for both weekly and daily newspapers, TV and radio.

Table 1.4 ZAMPS Results 2018

<table>
<thead>
<tr>
<th></th>
<th>WEEKLY NEWSPAPER READERSHIP</th>
<th>OVERALL DAILY NEWSPAPER READERSHIP</th>
<th>TELEVISION VIEWERSHIP 201</th>
<th>OVERALL RADIO LISTENERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>First Half</td>
<td>Second Half</td>
<td>First Half</td>
<td>Second Half</td>
</tr>
<tr>
<td>National</td>
<td>28%</td>
<td>16%</td>
<td>32%</td>
<td>22%</td>
</tr>
<tr>
<td>Urban</td>
<td>42%</td>
<td>26%</td>
<td>65%</td>
<td>87%</td>
</tr>
<tr>
<td>Rural</td>
<td>16%</td>
<td>8%</td>
<td>61%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Source ZAMPS 2018 Second Half Report

ZAMPS 2018 Second Half Report reveals that CNP is not only faced with weekly community newspapers which has 8% of rural readership as a competitor but also the daily newspapers with 13% rural readership, TV 33% viewership and Radio 58% listenership.

New ZIANA market size is not clear statistically since it is not registered with ZAMPS for market survey but CNPs are said to be dominant in the rural while New Agency has an international focus and Chimurenga Files focus is national.

b) Threats of substitutes

The emerging of community radio, television, e-papers, door to door campaigns, exhibitions, and pamphlet distribution among others are a threat of substitute to New ZIANA and have emerged as real substitutes to reading newspapers. The internet companies are also ensuring that more and more advertising moves to the World Wide Web (www), at the cost of print (Aperianglobal.com, 2018).

c) Bargaining power of customers

Today’s customers know what they want and are looking for value for money both the advertisers and readers. They are looking for objective news content, reliable news and large distribution network for newspapers circulation to reach a larger audiences among other issues.
d) Bargaining power of Suppliers

New ZIANA is using analog printing equipment and the suppliers are very few, hence the suppliers have more power to charge high prices increasing cost of business.

Table 1.5 New ZIANA Financial Statement (2014-2017)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Revenue</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>9.4%</td>
<td>9.1%</td>
<td>8.5%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>90.6%</td>
<td>90.9%</td>
<td>91.5%</td>
<td>91.5%</td>
</tr>
<tr>
<td>Employment Cost</td>
<td>64.2%</td>
<td>62.6%</td>
<td>87.5%</td>
<td>68.8%</td>
</tr>
<tr>
<td>Other operating Cost</td>
<td>32.7%</td>
<td>27%</td>
<td>49.6%</td>
<td>45%</td>
</tr>
<tr>
<td>Net Profit</td>
<td>(6.3%)</td>
<td>1.3%</td>
<td>(45.6%)</td>
<td>(22.1%)</td>
</tr>
</tbody>
</table>


The company has been making losses except for 2016. Although the company has a favourable gross profit margin, generally the performance of the company is not favourable, more than 60% on average is going towards employment costs.

1.1.8 Revenue Generation

New ZIANA generates its income through selling newspapers and advertising space, renting out of properties and the grant from the government.

1.2 Problem Statement

The research problem is that New Ziana is underperforming, and had captured the headlines of 2018 in the media. “Strategically as a ministry we are mulling how we can make New Ziana fit for purpose in line with expectations of the new Republic," Mr. Mangwana (The Permanent Secretary for Ministry of Information, Media and broadcasting services) said in the newspaper. He further stated that there could be opportunities that could be leveraged on within New Ziana (Machivenyika,
2018). Most of the SOEs are underperforming according to the Minister of Finance's statement (Chaparadza, 2018). Like other SOEs in Zimbabwe, New Ziana has been struggling despite the introduction of the Public Entities Corporate Governance Bill, 2017 Published in the Government Gazette, with the aim to improve performance in SOEs (GOZ, 2017). Zimbabwean SOEs are said to have a similar culture of lack of capitalisation, political influence, bureaucracy and low employee motivation among other issues that does not promote productivity, but ineffective application of business strategies, (Musanzikwa, et al, 2018). Therefore there is a need to find out if corporate culture could be influencing the human resources performance at New Ziana since cultural variables can and may have direct influence on the behaviour of human resources and company’s bottom-line.

1.3 Research Objectives
The prime objective of the study was to find out the effects of corporate culture on human resources performance in media organisation focusing on New ZIANA.
1.3.1 To study the dominant corporate culture at New ZIANA.
1.3.2 To explore how current corporate culture is influencing human resources performance at New ZIANA.
1.3.3 To evaluate the influence of leadership on corporate culture and human resources performance at New ZIANA.
1.3.4 To find out how corporate culture can be used to leverage high human resources performance at New ZIANA.

1.4 Research Questions
The prime research question was, what are the effects of corporate culture on human resources performance at New ZIANA?
1.4.1 What is the dominant corporate culture at New ZIANA?
1.4.2 How is current corporate culture influencing human resources performance at New ZIANA?
1.4.3 What influence does leadership have on corporate culture and human resources performance at New ZIANA?
1.4.4 How can corporate culture be used to leverage high human resources performance at New ZIANA?
1.5 Research Proposition
Corporate culture influences human resources performance in the media organisation.

1.6 Justification of the study
Organisational culture is an area where a lot of research has been undertaken but there is still room for further studies (Ukessays.com, 2016). Theoretical and empirical studies do not give sufficient attention to corporate culture as a possible factor influencing underperformance and poor corporate governance in media organisations, yet the two variables, corporate culture and human resources are increasingly becoming the pillars of business’ success, pivoting on people and the way things are done within an organisation ((Wei, et al, 2008; Deloitte, 2016).

Other literature on Zimbabwean SOEs media focus on the issues to do with corporate governance and its influence on SOEs performance as a whole and little is on media. Focusing on corporate governance alone failed to ensure effectiveness, efficiency and better operational performance in SOEs and New ZIANA in particular. As Strenger, (2005) stated corporate governance is an issue of culture, focusing on corporate governance without profoundly looking into corporate culture issues will continue to yield the same results. It is no longer about just compliance, there is a need to find out if corporate culture could be influencing the poor human resources performance at New ZIANA.

In comparison with Zimpapers, also a SOEs media organisation, Zimpapers is the market leader in the industry, listed on the stock exchange market of Zimbabwe and publishes its financial statements. It is adapting to the changing technological environment, as evidenced by its venture into TV and Radio, mobile and online news among other things. Zimpapers is growing and maintaining its position which is currently not happening at New ZIANA. The differences in performance could be due to corporate culture hence the need to examine it (ZAMPS, 2018). Therefore there is need to identify the culture at New ZIANA and establish how it impacts on human resources performance.
1.7 Assumptions
The researcher assumes that nothing will change at New ZIANA during the time of the study and that the participants will answer the interview questions in an honest and candid manner.

1.8 Significance

1.8.1 To New ZIANA
This study suggested how corporate culture may be used to leverage high performing human resources at New ZIANA so that all stakeholders can benefit through its growth and increased revenue. A positive corporate culture creates a high level of employee’s loyalty and a satisfied employee is productive, resulting in customer satisfaction which then translates into profit and revenue growth and contributing to the Gross Domestic Product (GDP) of the nation (Aperianglobal.com, 2018).

1.8.2 To the Ministry
The Ministry of Information, Media and Broadcasting Services may get insights from the study and formulate competitive policies for not only New ZIANA but the media sector as a whole.

1.8.3 To the researchers
It equips the researcher and relevant stakeholders with insights into the effects of corporate culture on human resource performance. In addition, it perfects the researcher’s research skills and enhances the understanding of research processes and procedures for both academic and business career purposes.

1.8.4 To the body of knowledge
The research findings would also contribute to the body of knowledge within the context of corporate culture and human resource performance. It would benefit other researchers, since few studies have been done on effects of corporate culture on human resources on media organisations in Zimbabwe.
1.9 Delimitations of Study
The study focused on the effects of corporate culture on human resources performance at Zimbabwe: New ZIANA (Pvt) Ltd. The research was carried out in Harare, (New ZIANA`s Head office) and eight provinces namely; Midlands, Masvingo, Mashonaland East, Mashonaland Central, Manicaland, Matebeleland South, Matebeleland North and Mashonaland West where New ZIANA is operating its provincial offices. The study was a cross-sectional and was carried out within a short period of four months.

1.10 Limitations
The study was a cross-sectional research, and gives no indication of a sequence of events neither does it reveal historical trends that can highlight some events where the culture was effective and where it actually began to fail. Hence the study provided a snapshot of the current situation at New ZIANA that can lay a foundation for longitudinal studies. Since the study was a case study of New ZIANA, the organisation may have withhold important information. The researcher sought for a mutual understanding with the organisation for the study to be completed. Financial and time constraints posed a challenge, but the researcher sought the assistance of the organisation in terms of logistics and necessary help needed for the study. The researcher also used economic and time serving research methodology, like cluster and judgmental sampling methods among other issues.

1.11 Structure of the Research

1.11.1 Chapter One: Introduction and Background
This chapter presents the background of the study and of the organisation being used as the case study. It makes known the problem statement, objectives and research questions. The justification and significance of the research among other issues were also specified in this chapter.

1.11.2 Chapter Two: Literature Review
This chapter focuses on the literature review. It outlines some of the work that has been carried out by other researchers. It encompasses conceptual and theoretical frameworks and empirical studies on the subject matter that will help determine the research gap in the study area.
1.11.3 Chapter Three: Methodology
This chapter focuses on the research methodology used in carrying out the study, explaining in
detail the research design and method applied in conducting the research and analysing the findings.

1.11.4 Chapter Four: Data Presentation, Analysis and interpretation
The chapter looks at data analysis and discusses the findings, applying the empirical studies,
conceptual and theoretical frameworks from Chapter 2 to the case study and explaining the results
obtained from the collected data. Within this chapter, the research questions in chapter one are
answered.

1.11.5 Chapter Five: Summary, Conclusions and Recommendations
This chapter subjects the proposition to validation and incorporates the conclusions and
recommendations based on the findings of the study.

1.12 Chapter summary
This chapter expounded on the background of study and the main purpose of the study which was
“To find out the effects of corporate culture on human resources performance at New ZIANA”.
The problem statement was stated and research objectives and questions were drawn to guide the
study. The research proposition to be either confirmed or rejected in chapter four was also specified.
The vital significance and justification of the research were discussed as well as assumptions and
limitations. Delimitations outlined the area of study and the structure of the research gave a preview
of what encompassed the study. The next Chapter will review literature pertinent to the area of
study.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter presents literature on the contributions of other scholars on the effects of corporate culture on human resources performance. It discusses the theoretical foundation, empirical studies and develops the conceptual framework related to the study’s research objectives. Hence literature review will be centred on views to do with corporate culture typologies and its influence on human resources performance. It will also centre on the influence of leadership on both corporate culture and human resources performance and how corporate culture can be leveraged for high human resources performance in media organisations. The chapter concludes with a chapter summary.

2.1 Theoretical Review
Theoretical review is done to establish lack of appropriate theories in explaining emerging research problems (Anthea, 2016).

2.2 What is Corporate Culture?
Corporate culture means different things to different people, hence so many different definitions (Graham, 2015). Corporate culture can be conceptualised in the way we do things around here or the way an organisation operates (Odor, 2018). But Hofstede, (1991) argues that the term “the way we do things around here”, is ambiguous and difficult to grasp in describing corporate culture. Schein, (2009) agrees, stating that defining culture as “the way we do things around here” oversimplifies it. Others defines corporate culture as shared values, beliefs and myths, among other things that then translate into behaviours and customs (Juneja, 2019; Szczepańska, 2016; Schein 2010; Geertz 1973). Corporate culture has also been described as the glue that holds the organisation together, providing a compass that illuminates a direction towards organisational goals (Tharp, 2009; Schwartz, 1981). It guides activity through shared assumptions and group norms.

Though corporate culture is said to be an elusive lever and much of it is anchored on unspoken behaviours, mind-sets, and social patterns, it is both tangible and intangible (Schein, 2009). Corporate culture is also adaptive in that it can and does change in response to various influences...
and conditions (Tharp, 2009), although it can face resistance within the internal environment (Ileana, 2017).

2.3 Culture models

Corporate cultures are classified according to numerous criteria that creates many corporate culture typologies (Kosiorek, 2016). The following models will help explain different types of cultures that can exist within an organisation, media included.

2.3.1 Schein’s corporate culture model (1980)

Corporate culture manifests in the rituals of an organisation based on its beliefs, values and assumptions (Odor, 2018). It is embedded and constructed within the deeper organisational cultural fabric of the beliefs, values and underlying assumptions as shown in Figure 2.1.

![Figure 2.1 Schein’s corporate culture model](source: Mulder, (2013))

Outward expressions of culture that are exhibited in the structures and visible elements in the organization

Standards, values and rules of conduct

Deeply embedded in the organizational culture and operate unconsciously through members of the organisation
2.3.2 Johnson and Scholes The cultural web model (1992)

Johnson, (2018) identified seven inter-related elements as the key factors of culture in the cultural web model. As shown in Table 2.1, there are six elements from the cultural web model, juxtaposed against Schein’s three elements of corporate culture.

Table 2.1 Two approaches to understanding organisational culture

<table>
<thead>
<tr>
<th>Johnson Model</th>
<th>Schein model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Symbols and titles</td>
<td>The visual representation of the organisation</td>
</tr>
<tr>
<td>Power relations</td>
<td>Those with the greatest influence over decisions, operations and strategic direction</td>
</tr>
<tr>
<td>Organisational structure</td>
<td>Both formal and informal lines of power and influence</td>
</tr>
<tr>
<td>Control systems</td>
<td>Governance, how behaviour and performance is directed and controlled</td>
</tr>
<tr>
<td>Rituals and routines</td>
<td>The daily behaviour and actions of people that signal acceptable behaviour</td>
</tr>
<tr>
<td>Myths and stories</td>
<td>The status of folklore that people have gained the within the organisation, and the basis on which they have gained this status</td>
</tr>
<tr>
<td>The paradigm</td>
<td>The organisation’s purpose, function, mission and goals</td>
</tr>
</tbody>
</table>

Source: O’Riordan, (2015)

I. Artefacts

Artefacts are the observable behaviour and written rules and procedures that signal and reveal how an organisation wishes to be perceived by others (Johnson, 2017: Schein, 2010).
II. Espoused beliefs and values
Espoused beliefs and values is where the mission, values and goals of the organisation are showcased and expressed in the form of strategies that guide behaviour (Schein 2010; Holbeche, 2005).

III. Underlying assumptions
Underlying assumptions, determining behaviour and perception and are often difficult to identify and explain (Johnson, 2017; Schein 2010; Holbeche, 2005).

2.3.3 The Cameron and Quinn culture model (1999)
The Cameron and Quinn culture model, is one of the most influential and extensively used models in the area of corporate culture research (Yu, 2009). The model was developed in correspondence with four competing values that are consistent with the model of the Competing Values Framework. The model define four corporate cultures namely;

I. Adhocracy
II. Clan
III. Market
IV. Hierarchy

The model has four quadrants corresponding with the four organizational cultures that differ deeply on two dimensions, that is;

I. Internal focus and integration vs. External focus and differentiation and
II. Stability and control vs. Flexibility and discretion.
The hierarchy and clan describe the corporate cultures for organizations that are internally centred to factors like “the way we do things”, while market and adhocracy are externally focused to the issues that affect the organisation from the outside. Clan and adhocracy organizations are flexible and adaptive to change, while hierarchy and market represent the organizations that values stability and control as shown by the table 2.2 below (Ocai.wordpress.com, 2010).

**Table 2.2 The Competing Values Framework**

<table>
<thead>
<tr>
<th></th>
<th>Stability / Control</th>
<th>Change / Flexibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal focus / Integration</td>
<td>Hierarchy</td>
<td>Clan</td>
</tr>
<tr>
<td>External focus / Differentiation</td>
<td>Market</td>
<td>Adhocracy</td>
</tr>
</tbody>
</table>

*Source: O’Riordan, (2015)*

### 2.3.4 The Herb Stokes and Roger Harrison culture model (1992)

Harrison and Stokes (1992), in their development of organizational culture diagnosis, they identified four types of orientation with different characteristics that represent four types of corporate cultures as follows;

I. Power
II. Role
III. Achievement
IV. Support

From the Cameron and Quinn and the Stokes and Harrison culture model, the type of the corporate culture determines the human resources model as their particular characteristics are closely related with Strategic Human Resource Management (SHRM) (Dubkevics, 2010). For instance, quantitative personnel strategies are supported by a power or a market culture that are characterised by a tough and demanding leadership in a competitive workplace. Qualitative strategies attracts people or clan culture, which is a friendly workplace that pursues team work development and stronger commitment through leadership. Defensive personnel strategies favour a role or hierarchy culture, which is characterised by formalised duties and a bureaucratic system. Offensive personnel strategies shadows a task or adhocracy culture that signify a dynamic workplace with leaders that
stimulate creativeness and innovativeness as they encourage and value freedom and initiative (Kosiorek, 2016; Quinn, 2011; Sheridan, 2007; Stokes, 1992).

2.3.5 **Strong corporate culture**

A strong corporate culture is associated with the founders or early leaders who articulate it as the vision or business strategy and/or philosophy (Deloitte, 2016). In strong culture organisations members agree and follow the established pattern of behaviour. Roles and responsibilities are accepted willingly and employees adjust well, respecting the organisation’s policies and adhering to the guidelines (Odor, 2018). Employees in a strong, positive corporate culture organisation are satisfied, return to and perform their best at work, while the organisation improves its performance. Work is enjoyable and assignments are a learning opportunity (Kohil, 2018; Munteanu, et al, 2017) and the strength of the corporate culture will determine the level of trust a company has towards its employees, trusted employees are given independence and autonomy to be entrepreneurial and come up with concepts to make the companies better (Fermin, 2015; Deloitte, 2014). But a strong culture that encourages pushing the limits can be a powerful force in shaping unethical behaviour (Odor, 2018). For example in the media organisations, management may be tough and demanding and set very high targets for the marketing and sales department in an economy that is not conducive. This may encourage a culture of manipulating and lying and to clients among the marketing and sales team, just to meet the set target and at the same time negatively impacting the brand image of the whole organisation.

2.3.6 **Weak corporate culture**

In an organisation with a weak culture, employees only adhere to organisational rules and regulations because of fear of the consequences of their inactions. Responsibilities are only accepted out of fear of superiors and harsh policies (Odor, 2018). There is no intrinsic satisfaction derived from their jobs and performance is more on the basis of compulsion. The organisation is nothing more than just a mere source of income hence there is no attachment to the organisation (Dubkevics, 2010). There is very low levels of employee loyalty in weak cultures exhibited by high human resources turnover (Aperianglobal.com, 2018). A weak organisational culture also indicates weak Human Resource Management (HRM) and is characterized by a high level of energy wasted
on non-productive activities by employees (Barbars, et al, 2010; Barets, 2008). Deal and Kennedy, (1982) suggested five major signs of a weak corporate culture as follows:

I. Value system not properly defined.

II. No internal consent on how and what instruments to use in order to achieve organisational goals.

III. Subcultures have different views from the corporate culture.

IV. Disorienting, ineffective and inconsistent leadership.

While every organisation has a culture, not every corporate culture is healthy (Odor, 2018; Ahmed, 2012; Barets, 2008). Strong corporate cultures are more successful than weak corporate cultures in achieving organisational goals (Odor, 2018). It is believed that employees from strong organisational cultures experience a sense of belonging and engagement and they are committed towards achieving organisational goals (Embee.co.in, 2019). Which is not exhibited in weak corporate cultures.

2.4 Factors that shapes corporate culture?

What really drives culture is the learned, shared and tacit assumptions on which people base their view of reality (Schein, 2009). But, Holbdeche, (2005) says it develops during social interaction and is shaped by many factors. These factors may include the following:

2.4.1 Leadership

The absence of good leadership will result in corporate culture drift and detachment as employees will fail to visualise what leaders want and cannot identify the key priorities of the organisation. Hence corporate culture and leadership are inextricably linked for the success of any organisation, media included (Collins, 2014; Dubkevics, 2010). Corporate culture can act as a powerful constraint or a motivator that enables the liberation of organisational energy. Therefore it requires attention of top management to be nurtured into the most valuable asset of inimitable competitive advantage (Cottle, 2003). Leaders have a critical role to play in shaping corporate culture and the choices they make are powerful to impact company’s overall performance (Greesonbach, 2019), they needs to go beyond the rhetoric of values statements and corporate social responsibility.
policies to embarking on walking the talk in leading employees to good corporate culture (Holbeche, 2005). VanRooij, (2018) argue that corporate culture should not be left for the top management only, because any desired cultural change has to be done through the employees and by the employees. It is the employees, who chose to or not embrace and improve a particular culture within the organisation (Dawson, 2010). Hence it is vital for employees to be involved in defining and building the right culture for the organisation, media included (McLaren, 2018; Amah, 2013).

2.4.2 Industry
Organisations within a field tend to share a common business environment like technology, regulation, education and training and incline and adhere around common norms and values. The assumptions and behaviours of the industry influence the assumptions and behaviours of both the individuals within an organisation and that of the organisation as a whole (Johnson, 2005). Hence one’s behaviour may be termed, “he/she works for the media, hence such behaviour”.

2.4.3 Business strategy
When corporate culture is aligned with strategy and leadership, it forms a strong culture that drives positive organisational outcomes (Aperianglobal.com, 2018). The impact of strategy extends far beyond employees’ happiness to improved productivity, performance and customer experience (Price, 2017; Deloitte, 2016; Dubkevs, et al, 2010). Strategy guides behaviour while corporate culture is the link between strategy and outcomes, hence it very important to align strategy and culture and manage that alignment, if not leaders may lay out detailed, thoughtful plans for strategy and execution, but their plans may not be achieved as culture trumps strategy (CultureIQ, 2018; O’Riordan, 2015; Moreland, 2015). When the organisational mission and values are in alignment it is easy for human resources to align with the company’s mission and values. Therefore cultural traits that truly match and support the organisation’s strategy should be identified and fostered (CultureIQ, 2018).

2.4.4 Human resources policies
Human resources policies must enable the motivation of employees and guide them so as to reap the full benefits of their knowledge, abilities, and effort, through a positive workplace culture (Chee, et al, 2002). Corporate culture shapes the way employees interact at their workplace through
predefined human resources policies which guide and give a sense of direction at the workplace (Embee.co.in, 2019). From the Cameron and Quinn and the Stokes and Harrison culture model (1992), the type of corporate culture in an organisation determines the human resources model as corporate culture characteristics are closely related with Strategic Human Resource Management (SHRM) in place (Dubkevics, 2010). It is therefore important to keep human resources motivated as they are responsible for converting brand promise into brand experiences. Motivated and satisfied employees promoting a healthy culture as opposed to a demotivated employees, hence these human resources policies must be conducive for employees to enjoy what they do and for them to deliver their level best towards organisational goals (Juneja, 2019).

Also a balanced and positive psychological contract will increase employee`s loyalty that will translate into high productivity (Stevenson, 2018), but without good human resources policies, this psychological contract can be breached as the employees begin to perceive that the firm has failed to deliver on what they thought was promised (Deloitte. 2016; Scholar, 2013). When this psychological contract is breached, it results in weak corporate culture through reduced employee loyalty and more compliance than commitment (Holbeche, 2005).

2.4.5 Shadow cultures

Shadow cultures are unofficial cultural values represented in the informal system (Holbeche, 2005). They also cultivate when an organisation grows and matures as personnel develop their own informal cultures (Schein, 2009). Shadow cultures are not bad, but need to be understood within the context of the culture of each organisation and monitored such that they do not become toxic or overshadow the formal culture (Renando, 2014). If not managed, these shadow cultures will impact negatively on the organisation as noted by VanRooij, (2018), if deeply embedded corporate wrongdoings are not addressed shadow culture will develop into toxic culture.

2.5 HRM Model

HRM enables better human relations management, it is concerned with the management of people working in an organisation. It ensures the strategic placement of capable workforce and effective and efficient use of their talent for attaining organisational goals (Costello, 2018; Agarwala, 2007). These HRM models are integrated with a firm`s corporate culture (Dubkevics, 2010).
2.5.1 The John Storey model (1989)

The model inclines more to the humane approach of HRM. Storey, (1989) cites commitment of the human capital as what differentiates an organisation hence employees must be treated with importance. The model consists of four components as follows:

2.5.1.1 Beliefs and Assumptions

The model states that HRM is based on a set of beliefs and assumptions that people are the most important factors of production and success is based on their commitment and capabilities (Storey, 1989). They are the life blood of an organisation and a source of competitive advantage (Anusha, 2016), If fully developed, this model will follow a clan or people oriented culture that adopts the unitarist approach to HRM, which is founded on the belief that people in organisations share the same goals and work as members of one team (Dunford, et al, 2001).

2.5.1.2 Strategic Qualities

The model states that since human resources are the most important source of competitive advantage, HRM deserves the attention of top executives (Price, 2017). One would therefore expect a significant difference between an organisation with a human resources practitioner at a strategic level and one with a human resources manager or officer operating at a non-strategic level (Agarwala, 2007). As such media organisations with SHRM may have a strong corporate culture and are high performers.

2.5.1.3 Role of Line Managers

The way managers operate a business is demonstrated in employees, but once employees begin to doubt their leaders, achieving best practices becomes very difficult (Lauren, 2015). They drive the strategic objectives of the organisation and their role is to identify and manage factors that influence good corporate culture and motivate employees. They are also part of the organisational culture and they play a significant role in implementation of the HRM policies because of their direct contact with employees. There is a strong link that exists between them and their respective subordinates such that if that link becomes negative the employee might leave a job because of a manager even if the job is still satisfying (Valentina, 2017).
2.5.1.4 Key Levers
This element recognizes that corporate culture management is the key to unlocking consensus, flexibility and commitment aspects in the organisation. It is strongly believed that culture management is more important than managing procedures and systems as it brings coherence on the organisation’s overall values, beliefs and assumptions (Berber, 2014). Culture also offers an alternative dispute resolution mechanism at the work place as it recognizes the need to engage in dialogue for consensus based review of employment matters thereby increasing understanding and unity (Berber, 2014).

2.6 Human resources are a cost
The manner in which human resources are managed determines their value as an asset (Agarwala, 2007). If they are regarded as cost just like any other factors of production, then the relationship between the organisation and its employees becomes an exchange of mutual investment and the way this relationship is maintained will affects employee performance (Tomas, 2016). When employees are taken care of, they will take care of the customers and if the customers are ecstatic, business also grows (Gorman, 2015).

But employees’ value as an asset can depreciate in value especially, when their psychological contract has been breached (Agarwala, 2007). Hence they require management’s time and attention to be nurtured as a valuable asset and not to be treated as a cost (Anusha, 2016; Gorman, 2015). As such, when media organisation treats its employees as a cost they forgo their intrinsic commitment and work will only be a business transaction.

2.7 Influence corporate culture on human resources performance
With all the recent scandals, corporations and banks, media included, have started to appreciate the impact of corporate culture on business performance (VanRooij, 2018). Given its magnitude, today’s corporate culture cannot be delegated or be left to chance, rather, it must be proactively developed, led, managed, and reviewed (Bague, 2015). Some of the factors that make corporate culture significant in business, media organisations included are as follows;
2.7.1 Business performance

Corporate cultures can have a significant impact on a firm’s long-term economic performance. The role played by organisational culture in business success has been growing since the 1980s. Firms with a unified corporate culture outperform other firms by a huge margin (Holbeche, 2005). The culture of an organisation, even in media, to a very large extent determines the performance of employees and the organisational performance (Odor, 2018). As indicated by Table 2.3 below, there is a direct correlation between a great workplace culture and strong financial performance. With strong corporate culture, firms do not just survive, they draw the best in the industry (Gorman, 2015).

Table 2.3 Analysis of firms with and without enhanced culture

<table>
<thead>
<tr>
<th></th>
<th>FIRMS WITH ENHANCED CULTURE</th>
<th>FIRMS WITHOUT ENHANCED CULTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Growth</td>
<td>682%</td>
<td>166%</td>
</tr>
<tr>
<td>Employment Growth</td>
<td>282%</td>
<td>36%</td>
</tr>
<tr>
<td>Stock Price Growth</td>
<td>901%</td>
<td>74%</td>
</tr>
<tr>
<td>Net Income Growth</td>
<td>756%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: Gorman, (2015)

2.7.2 Source and foundation of work methods

Corporate culture is viewed as a source and foundation for work methods (CultureIQ, 2018; Kosiorek, 2016; Mowat, 2002). It guides goals that should be pursued and standards of behaviour that should be maintained by employees (Amah, 2013). However, corporate culture includes all the behaviours that may or may not improve business performance, it is vital then to evaluate corporate culture and find out what best works for the organisation and ensure a positive set of guidelines for the employees to work accordingly (Juneja, 2019; Bague, 2015; Fermin, 2015).
2.7.3 The immune system and health of an organisation

The significance of a healthy culture cannot be overemphasized (Amah, 2013). Huffington, (2017) describes corporate culture as a company's immune system and the health of the organisation depends on it. A healthy culture motivates employees not only to do their best work in order to stay there, but encourages creativeness and innovativeness which are vital variables in media organisation`s growth and survival (Holbeche, 2005).

2.7.4 Human resources performance

The manner in which an organisation uses its human capital depends partly on its corporate culture (Kosiorek, 2016). HRM serves to attract, retain and use human capital while corporate culture leverages resources to achieve a company`s goals (Kosiorek, 2016; Guiso, et al, 2013). The two are inseparable and connected to each other in many ways including ensuring employee retention and continued effort to achieve business objectives (Aperianglobal.com, 2018; Bitsani, 2013). Therefore, having valuable human capital but without positive corporate culture will result in mismanagement of people and poor performance (Dunford, et al, 2001).

2.8 Culture as a barrier to human resources performance

Culture becomes a barrier when leadership has been unmindful of organisational culture, or have unintentionally created a wrong culture to support strategy that results in toxic corporate culture (Dawson, 2010; Holbeche, 2005). Toxic culture is the convergence of several core processes that are not necessarily illegal, neither do they directly promote rule-breaking, but they enable violations that undermine the authority of the law and make compliance harder (VanRooij, 2018). Agnew, (2009) also state that crime originates in distress from the environment, the distress may result from ineffective responses to errors as the organisation denies that errors can and do occur, hence fostering unethical behaviour (VanRooij, 2018).

This toxic culture can also be described as the alignment gap that is the disconnection between what the company expresses as its values and the actual day to day practices (VanRooij, 2018). The gap may also result due to unmanaged shadow culture, lack of leadership, lack of shared values and inappropriate systems (Deal, 1982). This gap will translate into underperformance as
employees have no sense of direction, hence the need for culture alignment (VanRooij, 2018; Kaminsky, 2015; Holbeche, 2005)

2.9 Culture alignment
Culture aligned to goals is fundamental to an organisation’s ability to deliver on its strategic goals (Bague, 2015). If an organisation’s goals are about achieving high performance and the corporate culture is not conducive to high performance practice, alignment is necessary (Holbeche, 2005).

2.9.1 Corporate culture knowhow
The first stage in culture alignment is corporate culture knowhow, what is less understood is exactly what corporate culture is. So when corporations do not clearly know what their corporate culture is and its effects, they cannot measure and assess its own corporate culture nor can they align it for better performance (VanRooij, 2018). On the other hand an unguarded target lacking a capable guardian will increase crime, and the same applies to corporate culture offending. When an organisation lack corporate culture knowhow, its culture may produce organisational structures, values, and practices that provide members with easier opportunities to break the law (VanRooij, 2018). Same applies to media organisations, when rule-breaking is normally condoned, considering that companies do not respond strongly to soliciting bribes when it occurs, such rule-breaking itself becomes normalised.

2.9.2 Aligning the tangibles with the intangibles
Corporate culture alignment involves addressing the structures, values, and practices that enable toxic culture within an organisation (VanRooij, 2018). When cultural alignment solely focuses on tangible aspects like changing the structures or leadership, it might not eradicate negative behaviour, especially those structures that have become embedded in the deeper values and intangible practices of the corporation (VanRooij, 2018; Renando, 2010). Table 2.4 shows some of the structural elements and the cultural barriers the alignment addresses.
Table 2.4 Cultural alignment of key structural elements

<table>
<thead>
<tr>
<th>Structural element to be aligned</th>
<th>The alignment</th>
<th>Cultural barrier the alignment addresses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision and values</td>
<td>They must be embodied in corporate culture, describing what is important within the organisation and guide behaviour towards desired goals (Moreland, 2015)</td>
<td>Lack of shared value</td>
</tr>
<tr>
<td>Mission and strategy</td>
<td>The mission outlines why the organisation exists and what is to be done, while strategy describes how it will be achieved (O’Riordan, 2015; Moreland, 2015)</td>
<td>Lack of leadership</td>
</tr>
<tr>
<td>Business performance metrics</td>
<td>The metrics illustrate how success is measured within the organisation and provide tangible evidence of performance (O’Riordan, 2015; Moreland, 2015)</td>
<td>Poor performance</td>
</tr>
<tr>
<td>An operating model</td>
<td>It will define how the organisation is structured and how organisational functions will work together (Moreland, 2015).</td>
<td>Inappropriate systems</td>
</tr>
</tbody>
</table>


2.9.3 Leadership alignment

Corporate culture is founded in the leadership of the organisation, they are part of the culture and their own values and beliefs should be reconsidered and analysed to assess whether their own behaviours still reinforce the desired corporate culture (VanRooij, 2018; Ileana, 2017). It is also the role of leaders to create alignment between values and behaviour and focus on building learning organisations. That is, if delivering news is a core value in media, leaders have to implement
mechanisms to measure that core value and reward employees for exceptional results on that core value (Gupta, 2017).

These leaders must be flexible to align themselves with the changing environment. Corporate culture from founders defined them, but as the organisation runs into adaptive difficulties and as its environment changes, the current leadership has to redefine corporate culture so as to adapt to the volatile business environment (Schein, 2004). Stepping outside the culture that created them and embark on evolutionary change processes (Schein, 2004), reshaping culture originally created by the founder with changing times (O’Riordan, 2015).

2.10 Empirical Review
The issues facing media companies now and in the medium-term future are no different (Shameem & Khan, 2012).

2.10.1 Küng-Shankleman, (2013) Organisational Culture inside the British Broadcasting Corporation (BBC) and Cable News Network (CNN)
Studies of similar nature in the media industry were conducted in other nations. In Britain and America a study was done by Kung –Shankleman, focusing on culture in media organisations. The research objective was to determine the unique role corporate culture plays in media organisations. The study provided a prevue inside two of the world's leading media organisations BBC and CNN. It cited corporate culture as the emotional engines of both media houses’ strategic successes. Both BBC and CNN have four core common assumptions that describes their cultures.

2.10.2 The BBC's culture in its own words
The BBC's culture has four core assumptions as outlined below and in Figure 2.2 on the next page. A belief that:

i. Public funding makes the BBC special, different and important.

ii. BBC is the best in the business given appropriate resource, scope and opportunity.

iii. BBC serves a unique national role and is part of the British fabric.

iv. Those working at the BBC are custodians of a unique and important broadcasting heritage.
Because of the public funding, BBC excluded it from commercial pressures and gave it a strategic opportunity to be creative and focus on developing skills of broadcasting. Producing the best output in the industry was core at BBC, which gave them a strong coherence between the organisation's culture and its prime strategic goal, “the production of innovative quality programming”. Employees were committed and motivated by the sense of acting on behalf of the nation. This national obligation was more important than those of management, it was their drive as they believed they were contributing to the great good of the nation. Although this was a powerful and unifying culture, it was a constraining force on strategic thinking, its employees would not think outside the box and change would be considered something that runs against the true BBC interests which the employees represented.

2.10.3 CNN's culture in its own words

CNN's culture also has four basic beliefs as outlined below and in Figure 2.2. A belief that;

i. News lies at the heart of CNN, “CNN is the news”.

ii. Viewers pay the bills, and unless they watch, the organisation can't function.
iii. CNN is a pioneer and dissident, it has redrawn the rules of news broadcasting

iv. CNN views itself as the underdog and outsider of US broadcasting, and that its unorthodox beginnings has given it a competitive edge that it cannot afford to lose.

![CNN's assumption and attitude map](image)

**Figure 2.3 CNN's assumption and attitude map**

Source: Kung –Shankleman, (2013)

CNN believed in a theory of making news as attractive as possible thereby maximising audiences and revenues. Customers were at the heart of CNN and programmes were to suite their taste even if it did not reflect the tastes of broadcasting professionals. Given its financial constraint, and unpleasant beginnings of being too small and an outsider of American broadcasting, CNN developed a pioneering culture of exploring new ways of broadcasting, defying odds and setting the trends of the industry. Its unique culture was characterised by risk taking, failure was part of the learning process which encouraged creativeness and innovativeness. Its competitive edge was in the understanding that its strategic direction was shaped by the dynamics in the environment more than its formal strategic planning. Its culture and environment were in alignment and it was easy for it to be adapt to environmental changes and its employees had confidence in the future, such that although the organisation was extremely cost-conscious, CCN’s employees motivation
was intrinsic and they were willing to go the extra mile. There was openess about the available resources and a consensus on how these resources were to be used for a cutting edge solution.

2.10.4 Four lessons that can be drawn from the BBC and CNN corporate culture analysis

i. Firstly, the culture established by the founders of the two media giants are pervasive and long-lasting within the two media houses even long after their departure. Other authors agree with the findings, the imprinted values and assumptions of founders persist for decades and become deeply embedded in the company as corporate culture (CultureIQ, 2018; Price, 2017; Wei, 2008; Schein, 2004; 2009). McLaren, (2018) states that corporate culture is the founder’s philosophy, imposed on employees (Holbeche, 2005). They set the tone of what is acceptable within a company (Greensonbach, 2019), therefore it is very important for these leaders to set a culture that provides a worthwhile direction for the organisation, as they are the ones who define, shape and manage corporate culture through their conscious and unconscious actions.

ii. Secondly, the two media houses identified with their national culture and there were strong similarities between the culture of an organisation and that of its host nation. CNN's culture reflects American’s culture strong values and its attitude to change and improvement echoes that of the America as a whole. Also Chinese customs, tradition and Confucianism are said to shown in Taiwan media corporation (Mai, 2004)

iii. Thirdly, cultures differentiate how audience needs are defined, both BBC’s and CNN’s mission was to serve the public but interpreted in different ways. For BBC serving the public meant stimulating an appetite for its programming and for CNN, serving the public meant giving the public what they want. Therefore in media industry, corporate culture can also be shaped by the competitive strategies used in pursuing above-average returns, such that what works for one media organisation may not work for the other (Hitt, 2011), especially with factors like target markets (Lauren, 2015; Holbeche, 2005; Lees, 2001). For example New ZIANA publishes CNPs while Zimpapers publishes national newspapers, the difference in
target markets will influence the difference in strategy, corporate culture and human resources performance, although the two media houses are in the same media industry.

iv. Lastly, their core products, capabilities and competitive strengths were deeply rooted in their cultures that were common to their human resources. It can be said that they had shared values, which indicate a strong culture according to Amah, (2013) who states that shared values creates shared expectations among group members and it directs the way things should be done.

2.11 Mai, (2004) Overall Media Cultures in Taiwan

Another research was done in Taiwan by Mai to study the characteristics of overall Taiwan media cultures. The findings provided important information for the understanding of media cultures and indicate that the type of media, ownership structures, company background and historical factors may affect cultural characteristics. Mai outlined six orientations that comprised Taiwanese media cultures as follows:

I. Leadership and management

Leadership and management was based on trust, responsibilities, and democratic leadership styles. Leaders took responsibility for subordinates and empower them by taking into account good ideas.

II. Institution and rule

Institution and rule is the standard of how to manage, reward and promote employees. These rules and policies are very clear and important in medium organisations, and affect Taiwan media cultures.

III. Values and beliefs

Values and beliefs are main ideas of these media organisations that was to generate profit and identification.

IV. Company symbols

Company symbols are needed characteristics of media workers that include working hard, having good social relationships and a professional approach.

V. Working climate

Working climate in medium sized media companies is very oppressive and there is pressure to perform due to competition among employees and work overloads.
VI. Rites and rituals

Chinese customs, such as giving and accepting gifts, sexual discrimination and Confucianism are shown in Taiwan media.

The study found that the characteristics of overall media cultures can be divided into two levels, the media industry and employees. Employee level emphasises the importance of employees’ collaboration and co-ordination abilities, professional skills and working hard. Media industry reflects the commercial orientation of Taiwanese media and the importance of professionalism and rules, indicating that operation and management are important for media. It emphasises on operating ideologies, attach importance to costs and market trends, evaluate benefits, and establish and follow salary scales, retirement and promotional policies among other issues.

2.12 The Research Gap

The story may be different for African media organisations. Even after fifty years of independence, most of the African countries’ media landscape remains weak globally (MahtarBa, 2017), especially when compared to Asia and America. Also the theoretical and empirical studies are limited to the effects of corporate culture on human resources performance in media organisations in Africa. The study done on BBC, CNN and Taiwan media did not address the issue of how corporate culture affects human resources performance. It looked at the unique role corporate culture plays in general, while the Taiwan media study identified characteristics of overall cultures in the Taiwan media industry. Hence the need of this research to explore these factors in the media industry in Zimbabwe.

2.13 Conceptual framework

Having gone through literature review the researcher has developed the following conceptual framework as shown in Figure 2.4 on next page. A strong corporate culture will positively influence human resources performance which translates into exceptional customer experience and high human resources performance. Factors like shadow culture, leadership, national culture, business strategy, the industry the business operates in and the HRM models at play are moderator variables that affect the effectiveness of corporate culture on human resources performance.
2.14 Chapter summary

This chapter discussed the effects of corporate culture on human resources performance from literature and it has indicated that every organisation has a culture, but not every corporate culture is healthy. It highlighted that the study of corporate culture cannot be ignored and empirical review indicated that corporate culture has a role to play in media organisations. Literature was limited on the effects of corporate culture on human resources performance in media organisations. Finally, from what the researcher has deduced from the literature review, both theoretical and empirical studies, a conceptual framework was developed. The next chapter covers research methods.
CHAPTER THREE
METHODOLOGY

3.0 Introduction
This chapter outlines the methods used in finding out “The effects of corporate culture on human resources performance at New ZIANA”. It also provides a framework of how the data was collected and analysed, describing actions taken to investigate a research problem and highlighting what the researcher did, how the researcher did it and why the researcher did it that way in order to answer the research question (Saunders, 2009; Kallet, 2004). This chapter incorporates research design, research instruments, population, sampling methods, data collection and analysis and ethical considerations.

3.1 Research Philosophy
A research philosophy is a set of common beliefs shared by researchers regarding how problems should be understood and addressed (Edirisingha, 2012). The researcher followed the pragmatist philosophy, which is a combination of the positivism and interpretivism philosophies (Saunders, 2009). The objective was to capture different dimensions of the same phenomenon, since a single method was limited in adequately shedding light on the effects of corporate culture on human resources performance. The use of multiple methods helped to increase confidence in the findings and confirmation of the proposition (Kennedy, 2009; Cohen, 2006). Positivism was used to gain factual knowledge and allowed the researcher to use consistently rational and logical approaches to the study. Interpretivist philosophy was appropriate as the study was seeking to understand a specific context in relation to the effects of corporate culture on human resources performance. It allowed the researcher to use flexible research approaches to understand and interpret the meanings in human behaviour (Edirisingha, 2012).

3.2 Research Approach
The researcher used abductive approach, which is a combination of quantitative approach and qualitative approach, The use of two independent measures provided a more comprehensive picture of the results than each approach could do alone since the study was examining real-life contextual understandings, multi-level perspectives and cultural influences. Deductive reasoning in
quantitative approach alone could not reveal an understanding of the different meanings that people place on their experiences. Quantitative research in conjunction with inductive reasoning in qualitative approach, helped to interpret and give a better understanding of the complex reality (Cooper, 2014; Lincoln, 2005; Heinrich, 2016). Although this study was more qualitative the two approaches complemented each other, where one was weak the other was strong (Wilson, 2008).

3.2.1 Quantitative research
Quantitative research is the process of determining the relationship between an independent and dependant variables in a selected population. It intends to establish facts or causes of any social phenomena in a systematic way (Hopkins, 2001). It attempts to measure variables such as behaviour, knowledge, opinions and attitudes precisely, its measurement is valid and can be generalised (Cooper, 2014).

3.2.2 Qualitative research
While Qualitative research is a holistic approach that encompasses techniques that attempt to gain an understanding of the existing attitudes and opinions (Bradley, 2003; White, 2000).

3.3 Research design
The researcher used descripto-explanatory research design to examine, connect and to understand the effects of corporate culture on human resources performance. Descripto-explanatory research is a combination of descriptive research that was helpful in portraying an accurate profile of the current situation at New ZIANA and explanatory research that established relationships between corporate culture and human resources performance variables (Saunders, 2009). The study also used cross-sectional design that provided a 'snapshot' of the current events at New ZIANA.

3.4 Research Strategy
To gain an in-depth understanding of the dynamics at play with regards to the relationship between culture and human resources performance, the researcher adopted a single case study strategy (Saunders, 2009), a case of New ZIANA. The case study strategy allowed the researcher to apply a variety of methods to investigate the research problem. A case study was more appropriate to again a better understanding of the study considering the fact that culture is unique (Mills, 2015).
3.5 Population
In this study the population size was forty-six New ZIANA employees, composed of management and non-managerial personnel. Management included personnel at the ministry, board of directors, A/CEO, Heads of department and the editors responsible for the operations of the CNPs. Non-managerial personnel were those who were responsible for their individual operational tasks.

3.6 Sampling methods
The researcher used both probability and nonprobability sampling methods, probability sampling was a controlled procedure that assured that each population element was given a known chance of selection. Sampling error was estimated at five percent. There was minimal sampling bias and a substantial confidence that the sample is representative of the population from which it is drawn. Nonprobability sampling was uninformed and subjective, allowing the researcher to choose sample elements “at random”, as the researcher wished and each member of the population did not have a known chance of being included (Cooper, 2014).

3.7 Sample
A sample is a portion of a population, the selected smaller set from a larger group to become the basis for estimating or predicting an outcome of the study (Bineham, 2006). In this research a sample size of forty-one was selected from the employees of New ZIANA. The selected respondents provided data representative of the population and was selected as follows:

3.7.1 Cluster probability sampling for questionnaire
The researcher divided the population into various geographic subgroups, based on each CNP, SBUs and departments using the cluster sampling method. This was done to ensure that all members of the population had a chance of being selected, then the Krejcie and Morgan statistical model (1970) was used to determine the sample size for the study.

3.7.2 Krejcie and Morgan (1970) sample size determination Table
Krejcie and Morgan’s (1970) sample size determination table is one of the constructed tables that given a population size, a specific margin of error, and a desired confidence interval a representative sample size can be calculated. According to Krejcie and Morgan’s (1970) sample
size determination table for a known population size of forty-six, the sample size should be between 40 and 44. The study used a sample size of 41 as shown in Table 3.1.

**Table 3.1 Sample size**

<table>
<thead>
<tr>
<th>Description</th>
<th>Population</th>
<th>Sample size @ 95% confidence level and a margin of error (degree of accuracy) of 0.05%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stratum 1</td>
<td>Non-management</td>
<td>35</td>
</tr>
<tr>
<td>Stratum 2</td>
<td>Management</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>46</td>
</tr>
</tbody>
</table>

Source: Researcher (2019)

3.7.3 Judgmental non-probability sampling for interviews

Finally, nonprobability judgmental sampling was used based on the researcher’s own judgment in selecting the respondents for the interviews and the questionnaire. This was because the research strategy was a case study with a small sample and it was essential to select a sample that was particularly informative and could best answer the research questions. The selection focused on the availability and ability of the respondent to give informative answers to the research questions and meet the study objectives.

Ten managers were selected for the interview, one senior official from the ministry and one member board of directors, to give an overview of corporate culture at New ZIANA and advise what can be done to leverage high performance. Three departmental managers and five editors were selected including the A/CEO to give the researcher an overview of the company in relation to corporate culture and human resources performance at New ZIANA. Thirty-one non-management employees were selected for the questionnaire and the sample was representative of the entire population.

3.8 Research instruments

In this study, the research instrument was a pre-tested questionnaire for quantitative data collection and for qualitative data a semi-structured and open-ended questions interview guide was used.
3.8.1 Interview guide
The interview guide was used because it had questions and topics in a well-structured manner which reduce variation in the data. The first question was to make sure respondent understood what culture was. To elicit responses, methods such as open-ended interview questions were used to explore opinions and give an indication of the dominant feeling (Bradley, 2013; White, 2000).

3.8.2 Questionnaire
The researcher chose a questionnaire as a data collection tool to measure variables such as strengths and weaknesses of the current culture and leadership influence on corporate culture and performance. The administered questionnaire had both open and closed-ended questions. Closed questions of five-point Likert scale rating were used for easier analysis of the data.

3.8.3 Pre-Test of both the interview guide and the questionnaire
Three people independent from the study were used to pre-test both the interview guide and the questionnaire and all adjustments were taken into account. Some of the corrections were the separation of double-barrelled questions to avoid distorted answers and shortening the instruments particularly the questionnaire. Also it was toned down to simple English for easy of understanding by the target respondents and addition of options to choose from making data analysis easy. After the adjustments both the interview guide and the questionnaire were tested using the three people who participated in the first pre-test and two new people also independent from the study to get a fresh opinion. The questionnaire was shorten again and instruments were good to be administered.

3.9 Data collection techniques
The researcher used both the analysis of secondary data and collection of primary data in combination with both qualitative (non-statistical) and quantitative (statistical) approaches as follows:

3.9.1 Face-to-face interviews
The researcher opted for face-to-face interviews with six managers to achieve an exhaustive understanding of the interviewee’s point of view through probing in cases where answers were vague and follow-up questions were used for clarification of facts and to explore the meaning of
the constructs. The face-to-face interview was helpful in assessing the effectiveness of corporate culture on human resources performance through truthful reporting of actual conversations from management. The interviews were carried out in the comfort of the respondent`s offices. The responses were immediate, enabling the researcher to read non-verbal responses and get immediate conclusions to the research questions. Observation was also used to gain a deep and rich description of the phenomenon apart from the word of the respondents.

3.9.2 Questionnaire administration

The questionnaire was administered to twenty-eight non-managerial personnel and six CNP heads including the production manager located in Gweru. The sample for the questionnaire included a representative from each SBU and department. The questionnaire was administered to CNP staff in the eight provinces including the editors through email and hand delivered at head office in Harare. Respondents had one week to give well thought-out answers, free from the bias of the researcher who had no direct contact with the respondent. The reliability of the data depended much on the frankness of the respondent`s responses.

3.9.3 Document analysis

Document analysis as a source of secondary data, played an important role in providing a description of the dynamics at play. Documents analysed included the following:

a. Vision and mission statement
b. Core values
c. Policy and procedures documents
d. Financial statements (audited and unaudited)

All the above documents were reviewed in chronological sequence, and analysed and interpreted according to the researcher`s understanding in relation to corporate culture and human resources performance at New ZIANA.

3.10 Ethical considerations

This research involved participation of human beings hence it was imperative for ethical issues to be addressed. The researcher safeguarded and served the interests and rights of anyone affected by the study, maintaining confidentiality and gaining the consent of respondents on data collection.
and publication. The researcher considered significant ethical issues that included the principles of the Belmont Report research (Miracle, 2016) as follows;

3.10.1 The right to privacy
The researcher conducted the study in the natural setting hence there was no intrusion of privacy. Confidentiality of information provided was assured through verbal consent and was safely guarded as no name was attached to recorded tapes, notes or transcriptions (Makau, 2016).

3.10.2 Principle of benevolence
The principle underscores the need by the researcher not to harm or exploit participants (Makau, 2016). The natural setting environment at New ZIANA and customers and suppliers offices did not predispose respondents to psychological and physical harm.

3.10.3 Right to full disclosure
Full disclosure is when the researcher has explicitly explained the aim and purpose of the research and the participant’s right to accept or refuse participation in the study (Hungler, 2001). In this study, the researcher explained the nature of the research, its aim and how it was going to be done, to the participants.

3.10.4 Right to self-determination
The selected participants were not forced to participate in the study and had full rights to decide whether to participate or not (Hungler, 2001). To avoid breach of their rights, the researcher informed the respondents that it was voluntary and no remunerations were offered, that they had a right to withdraw from the study if they felt their rights had been infringed and individuals who refused to participate were not forced neither were they prejudiced.

3.11 Data Analysis and Write-up
Data analysis procedure followed was done by cleaning, reduction, differentiation and explanation of the data. It was done by going through all the questions from the interview guide and questionnaire to detecting errors, established common themes, patterns and relationships (Miles, 1994). All the information gathered was analysed against the research objectives and pertinent
literature. Quantitative data was analysed using descriptive statistics. A Statistical Package for the Social Sciences (SPSS) was used to determine the frequencies and percentages of the collected data for the easy interpretation and analysis of collected data. Qualitative data was analysed using thematic content analysis by scanning for potential themes that could emerge. The frequency count of the responses under each theme was expressed as a percentage of the total responses in order to facilitate better presentation of the results, also were relevant direct quotation were used to stress a point for quantitative date. The presentation for quantitative analyses was done using pie charts, bar chart and frequency distribution tables, while the presentation for qualitative analyses was done using content themes and direct quotations. A final analysis was done using the McKinsey 7s Model (1980) to give an overview of how the misalignment of the seven elements of business is affecting human resources performance at New ZIANA.

3.12 Chapter Summary
This chapter described the methodology used by the researcher. Triangulation of methods was used to optimise valid research answers to the questions. Data was collected through both qualitative and quantitative approaches using both administration of the questionnaires, face-to-face interviewing and document analyses. Also this chapter clarified and justified the researcher’s choices regarding research philosophy, research design, and target population, sample size, sampling methods, data sources and research instruments. The data collection challenges, ethical considerations and data analysis and presentation procedures were highlighted. The next chapter will focus on data presentation, discusses and analyses the results and findings.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction
The prime objective of the study was to find out the effects of corporate culture on human resources performance in media organisations focusing on New ZIANA (Pvt) Ltd. This chapter presents and analyses the findings of the study. Tabulated results were discussed based on their implications and relationship to literature. Quantitative data was presented in the form of Tables and graphs, while qualitative data was categorized and analysed according to the study themes. This chapter is composed of demographic characteristics presentation, interpretations and findings.

4.1 Research Objectives Revisited
The research objectives from chapter one were as follows:

a. To study the dominant corporate culture at New ZIANA.
b. To explore how current corporate culture is influencing human resources performance at New ZIANA.
c. To evaluate the influence of leadership on corporate culture and human resources performance at New ZIANA.
d. To find out how corporate culture can be used to leverage high performance at New ZIANA.

4.2 Revenue Generation (secondary data analysis)
New ZIANA`s revenue was generated through newspapers and advertising space sales, renting out of properties and government grant. As indicate in Figure 4.1 on the next page the grant constitutes the highest percent (85%) of New ZIANA`s revenue, while sales revenue was only contributing 10% and income from the rentals was at 5%. Also much of the grant was going towards salaries as shown by the 2014-2017 financial reports, which were presented in Table 4.1 on the next page. The Table indicated that although the company had a favourable gross profit margin, more than 60% of the company’s revenue was going towards employment cost. This was quite different for BBC, an SOE media house for Britain just like New ZIANA. BBC was doing exceptional through the government grant, which gave it space to be creative and innovative (Kung –Shankleman, 2013).
**Figure 4.1 New ZIANA revenue sources**

*Source: New ZIANA Annual Statements, (2017)*

**Table 4.1 New ZIANA Financial Statement (2014-2017)**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Revenue</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>9.4%</td>
<td>9.1%</td>
<td>8.5%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>90.6%</td>
<td>90.9%</td>
<td>91.5%</td>
<td>91.5%</td>
</tr>
<tr>
<td>Employment Cost</td>
<td>64.2%</td>
<td>62.6%</td>
<td>87.5%</td>
<td>68.8%</td>
</tr>
<tr>
<td>Other operating Cost</td>
<td>32.7%</td>
<td>27%</td>
<td>49.6%</td>
<td>45%</td>
</tr>
<tr>
<td>Net Profit</td>
<td>(6.3%)</td>
<td>1.3%</td>
<td>(45.6%)</td>
<td>(22.1%)</td>
</tr>
</tbody>
</table>


The Table 4.1 also showed that New ZIANA had been making losses except for 2016, according to Gorman, (2015) New ZIANA `s corporate culture was poor hence resulting in a very weak bottom-line. His findings stated that there is a direct correlation between a great workplace culture and strong financial performance. On the other hand, Mai, (2004) `s finding was that Taiwan media organisation emphasised more on profit generating which was not currently happening at New ZIANA as indicated in Table 4.1 and Figure 4.1 on previous page.
4.3 Interviews Response Rate

Face-to-face interviews were set for ten managers and only eight availed time to answer the interview questions hence the response rate for face-to-face interviews was 80% as shown in Table 4.2.

Table 4.2: Interview Response Rate

<table>
<thead>
<tr>
<th>Target category</th>
<th>Targeted</th>
<th>Interviewed</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>10</td>
<td>8</td>
<td>80.0%</td>
</tr>
</tbody>
</table>

Source: Researcher, (2019)

4.4 Questionnaire Response Rate

Thirty-one questionnaires were distributed to non-management employees and twenty-eight were completed and returned giving a response rate of 90.3%, as shown in Table 4.3.

Table 4.3 Questionnaire Response Rate

<table>
<thead>
<tr>
<th>Target category</th>
<th>Targeted response</th>
<th>Actual response</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-manageral employees</td>
<td>31</td>
<td>28</td>
<td>90.3%</td>
</tr>
</tbody>
</table>

Source: Researcher, (2019)

The response rate for both the interviews and questionnaire was 87.8% and it showed high cooperation from the respondents.

4.4 Demographic Information of Respondents

4.4.1 Gender of respondents

As shown in Figure 4.2 on the next page, the respondents were male dominated (68%) against 32% females which denoted male dominance at New ZIANA. Indicating that there is no gender balance at New ZIANA. It may have been that either the women were less qualified for the post available in media industry or the work environment was not women friendly hence deterring more women to join the organisation.
Figure 4.2: Gender of respondents  
Source: Researcher, (2019)

4.4.2 Age of respondents  
As illustrated by Figure 4.3 on the next page (52), the majority of respondents were aged between 29 and 50 years which represented 71.5% of the sample size. Although Figure 4.3 on next page indicates dominance of mature personnel, the organisation was low on fresh blood in the range of 18-28 year (7.1%) of the sample size. This group is normally ambitious with energy to drive the organisation to the next level. This can be attributed to the one of the reasons why New ZIANA is less innovative.

Figure 4.3 Age distribution of the respondents  
Source: Researcher, (2019)
4.4.3 Departments of respondents

The triangulation of departments as presented in Figure 4.4 below, provided different perspectives of corporate culture at New ZIANA. Majority of the respondents were from Marketing (37%) and Newsroom (30%) and these are the corporate culture ambassadors because of their interaction with the external world. 14% were from the accounts department and administration was represented by 11%, while those who did not specify their department represented 8%.

![Figure 4.4 Departments of the respondents](image)

**Figure 4.4 Departments of the respondents**

Source: Researcher, (2019)

4.4.4 Work experience of respondents at New ZIANA

Figure 4.5 on the next page demonstrated that majority of the employees had been with the organisation for less than ten years (75%), indicating a high labour turnover.

![Figure 4.5 Work experience of respondents at New ZIANA](image)

**Figure 4.5 Work experience of respondents at New ZIANA**

Source: Researcher, (2019)
Figure 4.5 on previous page also suggests that the respondents had less understanding of the foundations of New ZIANA’s corporate culture from when it was first established in 1962 as IANA, then in 1980 as ZIANA and 2000 as New ZIANA.

4.4.5 Level of education of respondents

Figure 4.6 on the below illustrates that a significant proportion (85.7%) of the workforce had at least a certificate or diploma, while 14.3% had only attained education up to high school level. Only 21.4 had a first degree and above

![Level of education of respondents](image)

**Figure 4.6 Level of education of respondents**

*Source: Researcher, (2019)*

Figure 4.6 above indicated that employees involved in this study were capable and could understand matters relating to the effects of corporate culture on human resources performance, making the data obtained credible. But the level of education at New ZIANA was worrisome and very minimal for competitiveness in the industry, as note by Nsing, (2018) who cited that one of the major challenges for the dismal performance in SOEs was lack of skilled manpower and inability to attract and retain replacements due to poor salaries. But around the world other media houses like BBC were focused on skill development of its employees in relation with its objectives (Kung – Shankleman, 2013). Even the Taiwan media place importance on media professionalism (Mai, 2004)
4.5 Dominant culture

4.5.1 Ascertaining the level of understanding of what corporate culture is

Respondents were asked if they understood the term corporate culture and as shown by Figure 4.7 below showed that 85.7% knew what corporate culture was. This indicated that the majority of the respondents understood what corporate culture was and could answer the research questions, making their responses valid. Although 14.3% were not sure what corporate culture was, they could relate to it, and referred to it as “dressing”, “corporate colours” and the “outward expressions of the organisation”. According to literature these can be referred to as artefacts of corporate culture (Schein, 2010).

![Figure 4.7 Knowledge of corporate culture by respondents](image)

Source: Researcher, (2019)

4.5.2 Describing corporate culture at New ZIANA

Respondents were asked how they would describe current corporate culture at in New ZIANA, 85% from both the interviews and questionnaire regarded it as weak as shown Figure 4.8 on the next page. Interviewees were also asked to explain why they regarded the culture as weak, and one of the respondents said “Employees are very demotivated and have no sense of pride in the organisation”. Hence the culture at New ZIANA was weak as stated by Embee, (2019) states that employees from weak corporate cultures do not experience a sense of belonging.
4.5.3 Findings of the study on the current position of New ZIANA`s corporate culture

Respondents to the questionnaire were given options to choose what best described the current position of New ZIANA`'s corporate culture. The majority (57.2%) as illustrated in Figure 4.9 on the next page, said New ZIANA`'s corporate culture needed substantial overhaul, while 35.7% suggested that the culture needed considerable refurbishing to get where it should be. The current corporate culture at New ZIANA was not what it must be and needs to change.

From the interviews, the respondents were asked if New ZIANA`'s culture is exactly where it should be or if it needed a substantial overhaul. All the interviewees agreed that it needed substantial overhaul. Respondents were asked to explain and poor corporate governance and a bureaucratic structure that results in delayed decision making were cited as some of the causes of not being
adaptive to the changing market trends. This echoes Dininni, (2017)’s findings, who described most parastatals’ culture as characterised by bureaucracy, delays in decision-making, strict procedures, narrowly defined roles and precisely delineated powers, therefore the culture at New ZIANA was Hierarchy and Role culture.

4.5.4 Discovering the way things are done at New ZIANA

Category were provided with four variables to rate according to the way they thought things were done at New ZIANA. From Table 4.4 below the level of trust was at 17.9%, and Fermin, (2015) suggests, the strength of the corporate culture determines the level of trust a company has towards its employees. Hence the way things are done at New ZIANA reflected a weak corporate culture.

Table 4.4 How things are done at New ZIANA

<table>
<thead>
<tr>
<th>Here</th>
<th>Percentage of questionnaire respondents (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree 1</td>
</tr>
<tr>
<td>People trust one another</td>
<td>42.9</td>
</tr>
<tr>
<td>Time and punctuality is highly valued</td>
<td>32.1</td>
</tr>
<tr>
<td>Employees are well informed on matters of importance</td>
<td>80.7</td>
</tr>
</tbody>
</table>

Source: Researcher, (2019)

There was a high level of wasted productive time and lack of punctuality as showcased by 75% of the respondents. Some authors attribute this to a “Weak corporate culture” which is said to be characterized by a high level of wasted energy on non-productive activities by employees (Barbars, et al, 2010; Barets, 2008).

71.5% of respondents cited that change is not being embraced as the approach to doing business is very consistent and predictable, which indicates the hierarchy culture where stability and control is valued (Ocai, 2010).
Employees are not well informed on matters of importance as indicated by 92.2% of the questionnaire respondents and this agrees with one of the direct quotes from the interview when asked why New ZIANA’s corporate culture needed a substantial overhaul, the respondent said, “There is poor communication, employees are not informed of what is happening in the organisation. Even us as managers rely on the hearsay for information”. This was different from the Taiwan media where it was said to have a free flow of communication within the organization (Mai, 2004). Hence a weak corporate culture was the reason for poor performance at New ZIANA, which evident what Musanzikwa, (2018) stated as one of the reasons for underperformance in public sector institutions around the world.

4.6 Human resources performance

4.6.1 Establishing the atmosphere of work environment at New ZIANA
Employee respondents were asked if they were happy at work. As indicated in Figure 4.10 on the next page only 3.6 were happy at work, indicating New ZIANA was not promoting a healthy culture for effective and efficient utilisation of its human resources hence it was underperforming since unhappy work atmosphere translated into customer’s experience. Anusah, (2016) agrees and states that human resources are the ones who drive performance and are part of the business offering.

![Pie Chart](image.png)

**Figure 4.10 Atmosphere of work environment at New ZIANA**
Source: Researcher (2019)
4.6.2 Determining the relationship between corporate culture and human resources performance at New ZIANA

Respondents from both the questionnaire and interview were asked if they thought corporate culture influences human resources performance at New ZIANA and as specified in Figure 4.11 below. 88.4% submitted that yes, corporate culture influenced performance at New ZIANA. One of the explanations from the interviews in direct quote was, “There are no formal systems guiding employees on how things must be done. Literature review showed that without shared values and appropriate systems employees have no sense of direction (VanRooij, 2018; Kaminsky, 2015; Holbeche, 2005), hence the poor performance at New ZIANA.

![Figure 4.11](image.png)

**Figure 4.11 Relationship between corporate culture and human resources performance**

*Source: Researcher 2019*

4.6.3 To find out how corporate culture was influencing human resources performance at New ZIANA

Respondents were provided with four variables to rate in reference to New ZIANA`s performance and results were tabulated in Table 4.5 on the next page.
Table 4.5 How corporate culture is influencing human resources at New ZIANA

<table>
<thead>
<tr>
<th>In this organisation</th>
<th>Percentage of the questionnaire respondents (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree 1</td>
</tr>
<tr>
<td>There is willingness to fix problems as they emerge</td>
<td>46.5</td>
</tr>
<tr>
<td>There is continuous investment in the skills development of employees</td>
<td>57.1</td>
</tr>
<tr>
<td>The organisation is interested in my welfare</td>
<td>49.3</td>
</tr>
</tbody>
</table>

Source: Researcher, 2019

46.5% of the questionnaire respondents indicated they strongly disagreed that there is willingness to fix problems as they emerge at New ZIANA. This reflected the findings by VanRooij, (2018), that states ineffective responses leads to an unhealthy culture as employees will be seeking an alternative to deal with the unresolved challenges.

96.4% of respondents (57.1 strongly disagreed + 39.3 disagree) indicated that there is no investment in the skills development of employees and they are treated as a cost not as an asset as indicated by the one of the responses from the interview when asked to classify New ZIANA employees. The respondent said, “Though employees are supposed to be an asset, at New ZIANA employees are a cost. Draining the government fiscus while producing nothing.”

87.9% (49.3 strongly disagreed + 38.6 disagree) of questionnaire respondents specified that the organisation is not interested in its employees’ welfare. Respondents from interviews were also asked if the organisation was listening and responding to the concerns of its employees. Here are some of the responses in direct quotation; “it is not concerned”, the other said “not at all” and another one said “to some extent they do”. Agarwala, (2007) states that the manner in which human resources are managed determines their value. Hence the poor performance at New ZIANA
4.7 Leadership

4.7.1 To ascertain how leadership at New ZIANA was impacting both corporate culture and human resources performance

Table 4.6 Impact of leadership on corporate culture and human resources performance

<table>
<thead>
<tr>
<th>Management</th>
<th>Percentage of respondents (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree 1</td>
</tr>
<tr>
<td>Has the knowledge and training to be good leaders</td>
<td>42.9</td>
</tr>
<tr>
<td>Is tough and demanding</td>
<td>-</td>
</tr>
<tr>
<td>Values new ideas and implements them quickly</td>
<td>53.6</td>
</tr>
</tbody>
</table>

Source: Researcher, (2019)

Employees were given four variables in reference to the influence of leadership on corporate culture and human resources performance. Results were presented in Table 4.6 as follows; 72.2% either strongly disagreed or disagreed that management had the knowledge and training to be good leaders. The absence of good leadership resulted in corporate culture drift and detachment as employees failed to visualise what leaders wanted and cannot identify the key priorities of the organisation and without a clear vision the employees do not have a sense of direction and are not aware of what needs to be achieved as echoed by VanRooij, (2018)`s findings.

89.9% of the questionnaire respondents indicated that New ZIANA`s management is tough and demanding. Odor, (2018) states, that a strong culture that encourages pushing to the limits can be a powerful force in shaping unethical behaviour, but to reap the full benefits of employee knowledge, abilities, and effort employees must be motivated through a positive workplace culture (Chee, et al, 2002).
92% of the respondents stated that new ideas were not being implemented. There is no room for creativeness and innovativeness at New ZIANA. It was also highlighted by one respondent in the interviews when asked what role management was playing in shaping organisational culture. But a healthy culture must motivate employees and encourage creativeness and innovativeness which are vital variables in a media organisation`s growth and survival (Holbeche, 2005). Mai`s, (2004) findings also agree, leadership must takes responsibility for subordinates and empower them by taking into account good ideas. There by encouraging innovativeness and creativity, which was not happening at New ZIANA.

4.8 Leverage high performance

4.8.1 To determine how New ZIANA can use corporate culture to leverage high human resources performance

Respondents were given three variables to award 100 marks in reference to how New ZIANA can use corporate culture to leverage high human resources performance. As revealed in Figure 4.12 on next page. To improve human resources performance at New ZIANA there should be more formalised planning systems (45%) and 45% indicated continually embracing technology to be relevant in this day and age, and 10% stated that employees must be capacitated through skills development.

Figure 4.12 Factor that can drive necessary change at New ZIANA
Source: Researcher, (2019)
4.9 Chapter Summary

This chapter explored the effects of corporate culture on human resources performance at New ZIANA. It focused on the presentation and analysis of the findings of the study. The findings were analysed in reference to the study objectives and literature. The study identified the dominant corporate culture at New ZIANA and analysed it. The relationship between current corporate culture and human resources performance at New ZIANA was investigated. The study also evaluated the influence of leadership on corporate culture and human resources performance at New ZIANA. Finally, the study found out how corporate culture could be used to leverage high performance at New ZIANA.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
The main objective of the study was to find out the effects of corporate culture on human resources performance in media organisations focusing on New ZIANA. The chapter provides the summary, conclusions, recommendations on the findings and areas for future research.

5.1 Summary
The study began by presenting the introduction and background to the study. Statement of the problem, research objectives and proposition were formulated and presented in Chapter one. The objectives guided the literature review in Chapter two, evaluating literature pertaining to the effects of corporate culture on human resources performance and existing gaps in literature were identified. Chapter three presented choices and justification of research methods for data collection and analysis. Chapter four then discussed and analysed the study findings presented in tabular and charts form.

5.2 Summary Findings
The study was guided by objectives to find out the effects of corporate culture on human resources performance at New ZIANA. The objectives formed the bases for the findings.

The first objective sought to study the dominant corporate culture at New ZIANA and the researcher established that the dominant culture at New ZIANA was a hierarchy culture and a weak culture.

The next objective explored how current corporate culture is influencing human resources performance at New ZIANA and the researcher found out that corporate culture influenced human resources performance in a significant way and adversely at New ZIANA.

Followed by the evaluation of the influence of leadership on corporate culture and human resources performance at New ZIANA, the researcher discovered that leadership at New ZIANA had a significant and a negative influence on both corporate culture and human resources performance.
Lastly the researcher sought to find out how corporate culture can be used to leverage high performance at New ZIANA and the researcher learnt that corporate culture can be used to leverage high human resources performance by facilitating:

a. More formalised planning systems,

b. Employee capacitation and

c. Continual efforts to embrace technology.

5.3 Conclusions

The researcher came up with the following conclusions;

5.3.1 To study the dominant corporate culture at New ZIANA. The researcher concluded that corporate culture at New ZIANA was a combination of a hierarchy culture and a weak culture.

5.3.2 To explore how current corporate culture is influencing human resources performance at New ZIANA. The researcher conclusions that the culture at New ZIANA impeded human resources performance significantly.

5.3.3 To evaluate the influence of leadership on corporate culture and human resources performance at New ZIANA. The researcher further concluded that leadership impacted human resources performance in a negative way.

5.3.4 To find out how corporate culture can be used to leverage high performance at New ZIANA. The researcher concluded that there are a number of ways which corporate culture could be used at New ZIANA to bring about superior human resources performance by facilitating:

a. More formalised planning systems,

b. Employee capacitation and

c. Continual efforts to embrace technology

5.4 Proposition

The research proposition was as propounded in chapter one; “Corporate culture influences human resources performance in media organisations”. In light of this study’s findings, it can be confirmed that in this particular study, corporate culture has largely influenced human resources performance in a negative way at New ZIANA.
5.5 Recommendations

The researcher recommends that:

5.5.1 New ZIANA HR must formulate policies for employee learning and development. They must giving student loans to initiate and build a learning organisation, these loans must be cancelled when employees passes their studies. For those employees who funded themselves the must be refunded after their studies. High performers must be celebrated in both academicals and in business performance to encourage a learning organisation. Finally HR must continuously revise the minimum qualification as to make sure that origination remain competitive and relevant to the market.

5.5.2 New ZIANA leadership must take stakeholders approach in strategy formulation and clarifying these strategies to employees. This will involves everyone in decisions making. The leadership must also implement mechanisms to measure performance that is clear to every employee, on how performance will be measured and reward employees for exceptional performance.

5.5.3 New ZIANA management must invest in and embrace new technologies and make its product more attractive and relevant to the market it is serving. It can start by investing in website, social media platforms and mobile news among other issues that does not require huge investments. It has to make its news relevant to its target market putting more local news in the CNP, it has to consider the editorial in the native language of the community they are serving in each province for their customers to feel they are part of the product as it will be identifying with them and their cultures. For the News agency New ZIANA has to consider a 24/7 new channel or radio station, with news on the go as it happens, This will help New ZIANA to gain more than its former glory when it was known of informing the nation when and as it happens, by partnering with the government not only to invest in salaries but in an income generating project such that it does not continue to drain the fiscus of the government. The electronic department must venture into other documentaries like exploring Zimbabwe, from either business, nature or hospitality perspective rather than just one documentary.

5.6 Recommendations for further studies
The researcher recommends that:

5.6.1 In this research the researcher focused on a single case of New ZIANA and it was only a snapshot of New ZIANA`s current corporate culture. It is therefore recommended that a more encompassing study must be done involving three or more major media organisations to give an in-depth understanding of the effects of different corporate cultures on different media organisations in the Zimbabwean context. Similar studies must be done in some other African countries to illuminate the role of corporate culture on human resources performance from an African perspective.

5.6.2 As highlighted by the study one of the causes of poor performance is the incompetence of both the organisation and employees who have low level of education. There is need for further studies in how to build a learning organisation for high human resource performance in media organisations.

5.6.3 The analysis and results of the study also established that leadership has a crucial role in shaping and managing corporate culture. This is therefore an important area for future studies. To find out the impact of different leadership style on both corporate culture and human resources performance.

5.7 Chapter Summary

The chapter presented s summary of findings and conclusions on the findings of the research. Recommendations were outlined in line with research objectives and also recommendations for future research were presented in this chapter.

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APPENDIX 1: QUESTIONNAIRE TO EMPLOYEES

Introduction
My name is Vengeline Zure. I am a student at Bindura University of Science Education (BUSE). This questionnaire is aimed at gathering information on the effects of corporate culture on human resource performance at New ZIANA. The purpose of this questionnaire is for academic research only and the information obtained will be used for that purpose.
The data collected through this questionnaire will be kept confidential and will not be revealed to anybody.
Please give your honest opinion to each question. There are no wrong or right answers, your honest opinion is what is important.

SECTION A: EMPLOYEE PROFILE

Please tick against the response of your choice for each question and write the appropriate answer in the spaces provided.

1. Gender (Please tick appropriate box)  Male ☐  Female ☐

2. Which of the following category best describes your age?

<table>
<thead>
<tr>
<th>Years</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 28</td>
<td></td>
</tr>
<tr>
<td>29 - 39</td>
<td></td>
</tr>
<tr>
<td>40 - 50</td>
<td></td>
</tr>
<tr>
<td>50 +</td>
<td></td>
</tr>
</tbody>
</table>

3. Which department?

<table>
<thead>
<tr>
<th>Department</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>Accounts</td>
<td></td>
</tr>
<tr>
<td>Newsroom</td>
<td></td>
</tr>
</tbody>
</table>
4. How long have you been working for new ZIANA?

<table>
<thead>
<tr>
<th>Years</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td></td>
</tr>
<tr>
<td>5- 9</td>
<td></td>
</tr>
<tr>
<td>10 - 14</td>
<td></td>
</tr>
<tr>
<td>15+</td>
<td></td>
</tr>
</tbody>
</table>

5. What is your level of education?

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>School level</td>
<td></td>
</tr>
<tr>
<td>Certificate</td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td></td>
</tr>
</tbody>
</table>

Other (Specify) __________________________________________________________

SECTION B: THE DOMINANT CORPORATE CULTURE AT NEW ZIANA.

6. Have you ever heard about the term corporate culture? *(Please tick appropriate box)*

Yes [ ] No [ ]

7. From the list below, what word best describes the current corporate culture at New ZIANA?

<table>
<thead>
<tr>
<th>Word</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong culture</td>
<td></td>
</tr>
<tr>
<td>Weak Culture</td>
<td></td>
</tr>
</tbody>
</table>

8. New ZIANA's corporate culture: *(circle best option)*

a. Is exactly where it should be.
b. Needs some work but is close to where it should be.
c. Needs considerable work to get to where it should be.
d. Needs a substantial overhaul.
9. Please indicate the extent to which you agree or disagree with the following in reference to how things are done at New ZIANA by ticking in the appropriate space SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree and SD-Strongly Disagree

<table>
<thead>
<tr>
<th>People trust one another</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time and punctuality is highly valued</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCALE</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees are well informed on matters of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCALE</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

Section C: INFLUENCE OF CORPORATE CULTURE ON HUMAN RESOURCES PERFORMANCE AT NEW ZIANA

10. On a scale of 1 to 5, how happy are you at work? [  ] (1 not happy - 5 Very happy)

11. Do you think corporate culture influences employee performance at New ZIANA? (Please tick appropriate box) Yes [ ] No [ ]

12. Please indicate the extent to which you agree or disagree with the following in reference to New ZIANA performance by ticking in the appropriate space SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree and SD-Strongly Disagree

<table>
<thead>
<tr>
<th>In this organisation</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>
SECTION D: INFLUENCE OF LEADERSHIP ON CORPORATE CULTURE AND HUMAN RESOURCES PERFORMANCE.

14. Please indicate the extent to which you agree or disagree with the following in reference to the influence of leadership on corporate culture and human resources performance by ticking in the appropriate space **SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree and SD-Strongly Disagree**

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is willingness to fix problems as they emerge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is continuous investment in the skills development of employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organisation is interested in my welfare</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Management

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the knowledge and training to be good leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is tough and demanding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Values new ideas and implements them quickly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION E: HOW CORPORATE CULTURE CAN BE USED TO LEVERAGE HIGH PERFORMANCE AT NEW ZIANA.
15. Rank the list below according to what is preventing New ZIANA`s culture from being exactly where it should be? (1 Most Preventing, 2 Less Preventing, 3 Not Preventing)

a) Informal cultures
b) Leadership style
c) Influence of the national culture
d) No clear Business Strategy
e) Competition in the industry
f) The way employees are treated

16. What recommendations can you give to management in regards to using corporate culture as source competitive advantage?

________________________________________________________________________
________________________________________________________________________

17. Please award **100 marks** on three things listed below **according to significance** of what must be done to improve New ZIANA`s Corporate Culture and Human resources performance

<table>
<thead>
<tr>
<th>Item</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>More formalised planning systems</td>
<td></td>
</tr>
<tr>
<td>Employee capacitation</td>
<td></td>
</tr>
<tr>
<td>Continual efforts to embrace technology</td>
<td></td>
</tr>
</tbody>
</table>

18. Lastly is there anything you would want to add that was not asked but you feel is useful?

___________________________________________________________________________
___________________________________________________________________________

**THE END.**

Your cooperation and time in filling out this questionnaire is appreciated.
Thank you.
APPENDIX 2: MANAGEMENT AND SUPERVISORS INTERVIEW GUIDE

SECTION A: EMPLOYEE PROFILE

Please tick against the response of your choice for each question and write the appropriate answer in the spaces provided.

1. Gender (Please tick appropriate box)  Male  Female

2. Which of the following category best describes your age?

<table>
<thead>
<tr>
<th>Years</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 28</td>
<td></td>
</tr>
<tr>
<td>29 - 38</td>
<td></td>
</tr>
<tr>
<td>39 - 49</td>
<td></td>
</tr>
<tr>
<td>50 +</td>
<td></td>
</tr>
</tbody>
</table>

3. Which department

<table>
<thead>
<tr>
<th>Department</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>Accounts</td>
<td></td>
</tr>
</tbody>
</table>
4. How long have you been working for new ZIANA

<table>
<thead>
<tr>
<th>Years</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td></td>
</tr>
<tr>
<td>5 - 9</td>
<td></td>
</tr>
<tr>
<td>10 - 14</td>
<td></td>
</tr>
<tr>
<td>15+</td>
<td></td>
</tr>
</tbody>
</table>

5. What is your level of education?

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td></td>
</tr>
<tr>
<td>Masters</td>
<td></td>
</tr>
<tr>
<td>Other (Specify)</td>
<td></td>
</tr>
</tbody>
</table>

SECTION B: THE DOMINANT CORPORATE CULTURE AT NEW ZIANA.

6. What is corporate culture?

7. How would you describe current corporate culture at New ZIANA?

<table>
<thead>
<tr>
<th>Word</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong culture</td>
<td></td>
</tr>
<tr>
<td>Weak Culture</td>
<td></td>
</tr>
</tbody>
</table>

Why? ____________________________________________

________________________________________________
8. Can we safely say that New ZIANA’s corporate culture is exactly where it should be? Or it needs a substantial overhaul?
Explain

SECTION C: INFLUENCE OF CORPORATE CULTURE ON HUMAN RESOURCES PERFORMANCE AT NEW ZIANA

9. Does New ZIANA classify its employees as cost or asset?

10. Do you think corporate culture influences employee’s performance at New ZIANA? (Please tick appropriate box) Yes No
Explain

11. How is performance measured?

12. Is the organisation listening and responding to the concerns of its employees or it is doing “what has always worked for them” regardless of what the employees want?

SECTION D: INFLUENCE OF LEADERSHIP ON CORPORATE CULTURE AND HUMAN RESOURCES PERFORMANCE.

13. What role are you playing as management in shaping New ZIANA’s corporate culture?
14. Is building and sustaining a high-performance culture part of the formal written business strategy? 

________________________________________________________________________

15. What is the vision of New ZIANA?

________________________________________________________________________

Is this being achieved? (Please tick appropriate box) Yes ☐ No ☐

Why? ____________________________________________________________________

________________________________________________________________________

SECTION E: HOW CORPORATE CULTURE CAN BE USED TO LEVERAGE HIGH PERFORMANCE AT NEW ZIANA.

16. What are the behaviours within New ZIANA that can be classified as an obstacle to high performance culture?

________________________________________________________________________

________________________________________________________________________

17. What recommendations can you give to New ZIANA in regards to using corporate culture as a source of competitive advantage?

________________________________________________________________________

________________________________________________________________________

18. Lastly, is there anything you would want to add that was not asked but you feel is useful?

________________________________________________________________________

________________________________________________________________________

THE END.

Thank you for your time and cooperation.
APPENDIX 3: SAMPLE SIZE CHART

SampleSize-web.xls
<table>
<thead>
<tr>
<th>N</th>
<th>S</th>
<th>N</th>
<th>S</th>
<th>N</th>
<th>S</th>
<th>N</th>
<th>S</th>
<th>N</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>10</td>
<td>100</td>
<td>80</td>
<td>280</td>
<td>162</td>
<td>800</td>
<td>260</td>
<td>2800</td>
<td>338</td>
</tr>
<tr>
<td>15</td>
<td>14</td>
<td>110</td>
<td>86</td>
<td>290</td>
<td>163</td>
<td>850</td>
<td>265</td>
<td>3000</td>
<td>341</td>
</tr>
<tr>
<td>20</td>
<td>19</td>
<td>120</td>
<td>92</td>
<td>300</td>
<td>169</td>
<td>900</td>
<td>269</td>
<td>3500</td>
<td>346</td>
</tr>
<tr>
<td>25</td>
<td>24</td>
<td>130</td>
<td>97</td>
<td>320</td>
<td>175</td>
<td>950</td>
<td>274</td>
<td>4000</td>
<td>351</td>
</tr>
<tr>
<td>30</td>
<td>28</td>
<td>140</td>
<td>103</td>
<td>340</td>
<td>181</td>
<td>1000</td>
<td>278</td>
<td>4500</td>
<td>354</td>
</tr>
<tr>
<td>35</td>
<td>32</td>
<td>150</td>
<td>108</td>
<td>360</td>
<td>186</td>
<td>1100</td>
<td>285</td>
<td>5000</td>
<td>357</td>
</tr>
<tr>
<td>40</td>
<td>36</td>
<td>160</td>
<td>113</td>
<td>380</td>
<td>191</td>
<td>1200</td>
<td>291</td>
<td>6000</td>
<td>361</td>
</tr>
<tr>
<td>45</td>
<td>40</td>
<td>170</td>
<td>118</td>
<td>400</td>
<td>196</td>
<td>1300</td>
<td>297</td>
<td>7000</td>
<td>364</td>
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<tr>
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<td>420</td>
<td>201</td>
<td>1400</td>
<td>302</td>
<td>8000</td>
<td>367</td>
</tr>
<tr>
<td>55</td>
<td>48</td>
<td>190</td>
<td>127</td>
<td>440</td>
<td>205</td>
<td>1500</td>
<td>306</td>
<td>9000</td>
<td>368</td>
</tr>
<tr>
<td>60</td>
<td>52</td>
<td>200</td>
<td>132</td>
<td>460</td>
<td>210</td>
<td>1600</td>
<td>310</td>
<td>10000</td>
<td>370</td>
</tr>
<tr>
<td>65</td>
<td>56</td>
<td>210</td>
<td>136</td>
<td>480</td>
<td>214</td>
<td>1700</td>
<td>313</td>
<td>15000</td>
<td>375</td>
</tr>
<tr>
<td>70</td>
<td>59</td>
<td>220</td>
<td>140</td>
<td>500</td>
<td>217</td>
<td>1800</td>
<td>317</td>
<td>20000</td>
<td>377</td>
</tr>
<tr>
<td>75</td>
<td>63</td>
<td>230</td>
<td>144</td>
<td>550</td>
<td>226</td>
<td>1900</td>
<td>320</td>
<td>30000</td>
<td>379</td>
</tr>
<tr>
<td>80</td>
<td>66</td>
<td>240</td>
<td>148</td>
<td>600</td>
<td>234</td>
<td>2000</td>
<td>322</td>
<td>40000</td>
<td>380</td>
</tr>
<tr>
<td>85</td>
<td>70</td>
<td>250</td>
<td>152</td>
<td>650</td>
<td>242</td>
<td>2200</td>
<td>327</td>
<td>50000</td>
<td>381</td>
</tr>
<tr>
<td>90</td>
<td>73</td>
<td>260</td>
<td>155</td>
<td>700</td>
<td>248</td>
<td>2400</td>
<td>331</td>
<td>75000</td>
<td>382</td>
</tr>
<tr>
<td>95</td>
<td>76</td>
<td>270</td>
<td>159</td>
<td>750</td>
<td>254</td>
<td>2600</td>
<td>335</td>
<td>100000</td>
<td>384</td>
</tr>
</tbody>
</table>

Note: N is Population Size; S is Sample Size  
Source: Krejcie & Morgan, 1970