



cogta

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

ORGANISATIONAL CLIMATE SURVEY

2017

REPORT

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MESSAGE FROM THE DEPARTMENT

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PREFACE

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GLOSSARY OF TERMS

<i>Change management:</i>	A systematic approach to dealing with change both from the perspective of an organisation and the individual.
<i>Cronbach`s Alpha:</i>	The measurement tool used to measure internal reliability and consistency of a response in a survey questionnaire that form a scale.
<i>Empowerment :</i>	Regular participation of employees in deciding how their work is done and making suggestions for improvement.
<i>Formalisation:</i>	It is about whether rules and procedures are adhered to at the workplace
<i>Job Satisfaction</i>	Employee feelings in relation to one`s supervisors, reward, co-workers and the job.
<i>Innovation and flexibility</i>	A process of translating an idea into a good service. and flexibility refers to how quickly can an employer change to meet customer requirements.
<i>Integration</i>	Working relationships between different chief directorates.
<i>Leadership</i>	The relationship an employee has with his/her leader.
<i>Likert Scale</i>	A psychometric attitude measurement instrument used in research that employs questionnaires to scale responses of participants in a survey research.
<i>Organisational Climate</i>	How members of an organization experience the culture of the organization.
<i>Organisational Culture</i>	A system of shared assumptions, values and beliefs that govern people behavior in an organization.
<i>Organisational Citizenship Behaviour</i>	How employees go beyond the call of duty including assisting one another at the workplace.
<i>Organisational Climate Measure</i>	A scientific measurement model and tool used to measure the climate in an organization.
<i>Security and Fairness</i>	Perceptions about job security and fairness in how an employee is treated at work

<i>Service delivery dimension:</i>	The degree of satisfaction provided by the goods or services of an organization.
<i>Silo Mentality:</i>	Alignment of practices and performance of business units for a common cause resulting in the achievement of the core objectives and the mandate of the department
<i>Supervisory Support</i>	The extent to which employees experience support and understanding from their immediate supervisors.
<i>Training</i>	Preparation for performing a job that is typically provided to a staff member.
<i>Welfare</i>	How an organization values and treats its employees.

LIST OF ACRONYMS

CDW	Community Development Workers
CERDE	Centre for Entrepreneurial Research and Development
CoGTA	Cooperative Governance and Traditional Affairs
HCD	Human Capital Development
OCM	Organisational Climate Measurement
OCMI	Organisational Climate Measuring Instrument
OCS	Organisational Climate Survey
OC	Organisational Climate
SM	Silo Mentality
SPSS	Statistical Package for Social Sciences

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EXECUTIVE SUMMARY

This report outlines the survey outcomes of an Organisational Climate study conducted at the KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs (CoGTA). The study was done using the Organisational Climate Measure (OCM) both as a theoretical model and methodological tool adapted from Patterson; West; Shackleton; Dawson; Lawthom; Maitlis; Wallace (2005). A sample of 1800 employees were invited to participate in the survey however due to the challenges highlighted under limitations section below only 774 questionnaires were distributed. Of the 774 physically disseminated only 351 questionnaires were returned by the respondents, which accounted for 19.5% response rate and 46.73% response rate of the distributed instruments. In terms of methodology, both the qualitative and quantitative approaches were used to elicit data and during the processing and analysis phase. Each questionnaire constituted of questions based on the 13 dimensions of the survey as units of analysis. Additionally, to the five point likert scale responses, respondents were also afforded an opportunity to write narratives about their responses on each dimension. The 13 dimensions in the questionnaire had acceptable levels of reliability. Reliability was established using measures of Cronbach's alpha instrument including all the items above 0.07.

This type of measure offered the researchers a relatively comprehensive and flexible approach to the assessment of organisational members' experience and perceptions applied and theoretical benefits. The responses of the participants varied according to each dimension in most cases showing a balance of views and in some a pattern of polarized views ranging from strongly disagree to strongly agree. The major finding of the survey was that respondents disagreed with welfare, empowerment and leadership items within the various dimensions. Further the results also revealed issues that need urgent attention especially in relation to the organisation culture, job satisfaction dimensions. Also on the basis on the narratives provided by individual respondents, serious concerns ranging from employee-management relationships, consultation of employees in decision making and equal access to professional development opportunities were flagged as critically needing attention. The survey revealed a skewed picture of an organisational culture and climate that is in need of rethinking and re-strategising for its effectiveness and positive impact on employer-employee relationships, performance and the work environment at KZN CoGTA. Finally, in its recommendations the report emphasized the need for change management as a strategy to address the challenges highlighted by the survey findings while enhancing all the positive elements per dimension according to the favourable responses of the participants.

1. INTRODUCTION

In June 2017, the Department of Cooperative Governance and Traditional Affairs (CoGTA) KwaZulu-Natal appointed an independent research agency to conduct an organisational climate survey (OCS) among all its staff. This document reports on the 2017 organisational climate survey and addresses issues covered in the terms of reference and contract with Center for Entrepreneurial Research and Development (CERDE), the independent consultant agency. The brief to the consultant agency was to conduct an organisational climate survey and produce a report on various aspects of Organisational Climate including a report on but not limited to:

- Assessment of the restructuring process and its impact
- Silo Mentality: Alignment of the practices / performance of Business Units with the Strategic Plan bringing about synergy between Business Units for the common cause resulting in the achievement of the core objectives and the mandate of the department.
- Presentation of a full the report and change Management recommendations to Departmental Management structures.

2. LIMITATIONS

Some of the major limitations pertaining to the survey roll out process have been communication including information dissemination, participation levels by task team members and respondents, population size, data collection methods and location of CoGTA offices for access. These limiting factors are highlighted in this report solely because they have impacted negatively on the objectives of the survey. As a post-cautionary measure the discussion on recommendations includes suggestions on how these can be avoided in future similar projects.

3. COMMUNICATION AND PARTICIPATION

The lack of proper communication about the survey with employees and the dissemination of project process information to the potential respondents about their participation (a responsibility allocated to team managers as decided upon at project inception phase) posed a huge challenge with participation of CoGTA employees. Participation patterns were either poor or characterized by reluctance to participate or lack of participation due to the

communication gap. Most respondents were not aware of the survey and therefore lacked willingness to participate whilst some refused to participate on the grounds of not having enough information about the survey and its objectives. This situation impacted negatively on the respondent targets of the survey.

4. POPULATION SIZE

For every research project, it is important for the researcher to define the population before going to the field and collect data. According to Rohilla (2010:115) a population is defined as a group of individual's persons, objectives, or items from which samples are taken for measurement. At CoGTA there is a population of 1800 employees drawn from several types of employment namely permanent employees, fixed contract employees, temporary employees and those in probation. The population excluded the employees who are in an internship programme. At CoGTA employment levels range from level 3 until 16. It is worth mentioning that from level 13 to 16 the response rate fell decimally. Initial population numbers of 1 800 employees posed problems during field work as it became evident that about 423 people of the 1 800 were community development workers who were not office bound employees of CoGTA, consequently this reduced the number of questionnaires returned to 351 out of the 774 questionnaires disseminated to respondents. Thus the returned questionnaires amounted to only 46% of the total sample for the survey.

5. DATA COLLECTION METHOD

The questionnaire was self-administered by the research team. The data collection phase started on the 3 July 2017 and the cut-off date was on the 4 August 2017. The challenges during data collection phase were reported accordingly in the progress report number three, which was submitted to the department. High level of sensitivity around anonymity in COGTA resulted to the data collection method to be confined to face to face or personal administration of questionnaires to the respondents. This method proved a limitation in that some respondents could not be reached using the face to face method but could have been accessed had other methods such as online questionnaires and telephonic data collection and administration been used by researchers. Face to face only contact also affected the target numbers of respondents planned to be reached. A mixed approach that included all three methods would have yielded a much bigger response and reach from the target respondents.

5.1 Location of COGTA Offices

CoGTA offices are scattered and quite far in terms of distance and convenience for the survey project making it difficult to almost impossible to reach potential respondents who were mostly not even aware of the survey. As a result of distance some respondents claimed that there has been no communication with them regarding the survey and therefore they were not willing to participate in a project they were not fully informed about, some did not want to commit to the survey because they were unsure of their role in the project. The resulting secondary challenges from these problems were that the majority of responses from the few respondents who participated were neutral and not committal, implying a lack of adequate interest in the survey exercise.

5.2 Cooperation from the Task Team

There were evident challenges with the commitment of some CoGTA Task Team members who were supposed to work in a coordinated way with the consultant agency in the Organisational Climate survey project. Task Team meetings often did not quorate because there was poor attendance. This challenge has been flagged in the recommendations as an area that needs urgent attention and improvement for the success of future projects. On the other end the survey started on the second quarter and the task team expected the final survey report on the same quarter. Looking at the population size of 1800 that was not possible due to unanticipated challenges during data collection process.

6. METHODOLOGY

The research method consists of two phases i.e. the literature review, and the empirical study. In the methodology, the two phases were created as the basis of the methodology to be followed during the entire study.

Phase 1: Literature review

- **Step 1** – Literature review about organisational climate surveys broadly
- **Step 2** – Relevant literature on assessment of the restructuring process and its impact at CoGTA (ARPI).
- **Step 3** – Assessment of Silo Mentality (SM) and other organisational climate dimensions.

Phase 2: Empirical study

- **Step 1** – Population and sampling (1800 employees)
- **Step 2** – Selection of the Organisational Climate Measuring instrument
- **Step 3** – Pilot of the instrument
- **Step 4** – Data collection
- **Step 5** – Data processing (Excel and SPSS i.e. Statistical Package for Social Sciences)

- **Step 6 – Reporting and interpretation of results**

The research design used in this study was exploratory in nature. This is the most useful (and appropriate) research design for those projects that are addressing a subject about which there are high levels of uncertainty and when the problem is not very well understood (Kraut, 1996).

6.1 Evaluation scope

The evaluation scope was informed by and restricted to the 13 dimensions identified at project inception as significant units of analysis for the survey. It was on the basis on the participant responses to the questionnaire on the dimensions that the evaluation findings were based.

6.2 Evaluation population

The survey sample for evaluation was randomly selected from a population of 1800 CoGTA employees targeted as respondents. The sampling process itself was not stratified according to any sample features or characteristics but every random selected respondent in the sample was ensured an equal chance to participate in the survey. Thus the generalisation of the findings is based on the data collected only from respondents who participated.

7. LITERATURE REVIEW

Literature review for the survey included the organisational climate, assessment of the restructuring process with a focus on its impact; and silo mentality.

7.1 Organisational climate

The main aim of this research was to conceptualise the notion of organisational climate as a key concept in the survey and further outline its crucial aspects and dimensions. However, various sources from the literature were consulted in attempt to clearly distinguish the organisational climate from the organisational culture. Stetzer, Morgeson, and Anderson (1997) argued that climate focuses on the functioning of the organisations while culture is concerned about how they function in a certain way. Nevertheless, Glick (1985) mentioned that other scholars have indicated that such dissimilarities are artificial and that the “concepts are more similar than different.” To be direct, Denison (1996) recommended that climate and culture congregate on a number of key points. Therefore, the different accredited sources of organisational climate were analysed, including:

- the dimensions of organisational climate
- a model of organisational climate and;
- the importance of organisational climate.

For purposes of the organisational climate survey at CoGTA, we adopted the views of Denison (1996) and considered climate and culture to be “organisational-level work contexts constructs, defined as the multi-dimensional quality of an organisations’ internal environment, resulting from behaviours engaged in and policy developed by executive management” (Roberts, Hulin, & Rousseau, 1978, p. 32).

7.2 Dimensions of organisational climate

According to Patterson et al. (2005) there was a strong belief from the beginning in theory and research that in organisational climate area there are limited number of dimensions that could characterise social environments. Other scholars believed that, organisational climate dimensions are “individual autonomy; degree of structure imposed on the situation; reward orientation; and consideration, warmth, and support” (Campbell, Dunnette, Lawler, & Weick, 1970). However, there is a disagreement in literature as to how many dimensions constitute the organisational climate. These disagreements are alluded by Steers (1977) that organisational climate is a researched in many various situations, to name a few in schools, public sector, private businesses and other operations. However, Patterson et al. (2005) argued that over the years many other organisational climate dimensions has proliferated. Therefore, instead of focusing on the global and domain specific approaches to organisational climate as contradictory, it is good to look both as the starting point for the investigation of work environment perceptions. In this survey 13 dimensions from Patterson et al. (2005) were tested at CoGTA (see Appendix A).

7.3 Dimensions of organisational climate under evaluation at CoGTA

The scope of organisational climate evaluation at CoGTA was limited to 13 dimensions identified at the inception phase of the survey project- these are namely; *organisation culture, job satisfaction, security and fairness, leadership, integration, empowerment, supervisory support, training, formalisation, innovation, organisation citizenship and service delivery*. These dimension were used to organise and code the responses of the participants in the questionnaires. Over and above these there were other critical aspects to be covered by the surveys such as Silo mentality, Human Relations, Organisational Structure and Change Management.

7.4 Evidence from the piloting of the questionnaire

The research process started after the piloting of the chosen organisational climate measuring instrument (OCM). The pilot report was issued and it outlined the results of the Organisational Climate pilot survey conducted at the KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs (CoGTA). The pilot study was conducted using the Organisational Climate Measure (OCM), adapted from Patterson et al. (2005). A sample of 30 employees from Level 4 to Level 16 completed the questionnaire, with a response rate of 67%.

The research approach was both quantitative and qualitative, and respondents were given an opportunity to write narratives about each dimension. The 13 dimensions in the questionnaire had acceptable levels of reliability. Reliability was established using measures of Cronbach's alpha, and all the items above 0.07. The measure offered the researchers a relatively comprehensive and flexible approach to the assessment of organisational members' experience and perceptions applied and theoretical benefits. The pilot major lesson was that the respondents understood the items on the questionnaire and it took them on average 25 minutes to complete. The major finding was that the respondents disagreed with welfare, empowerment and leadership items. Respondents also wrote their narratives in terms of how they experienced welfare, empowerment and leadership at CoGTA. The report included narratives from the respondents, which were recorded underneath each question. Since the instrument items were reliable, and the pilot was based on a small sample size, it was envisaged that through the second phase, the data to be collected will be more representative and will empower CoGTA management to come up with appropriate interventions to create an organisational climate that will assist it to deliver an excellent service due to having employees who are happy.

8. ORGANISATIONAL CLIMATE SURVEY AT CoGTA

8.1 Response rate and the demographics

In general, the response rates are calculated by dividing the number of usable responses returned by the total number eligible participants in the selected sample. However, Mitchell (1989) argues, in line with the documentation from other scholars, that the survey response rate should be calculated as the number of returned questionnaires divided by the total sample who were sent the survey. Others subtract the number of undeliverable

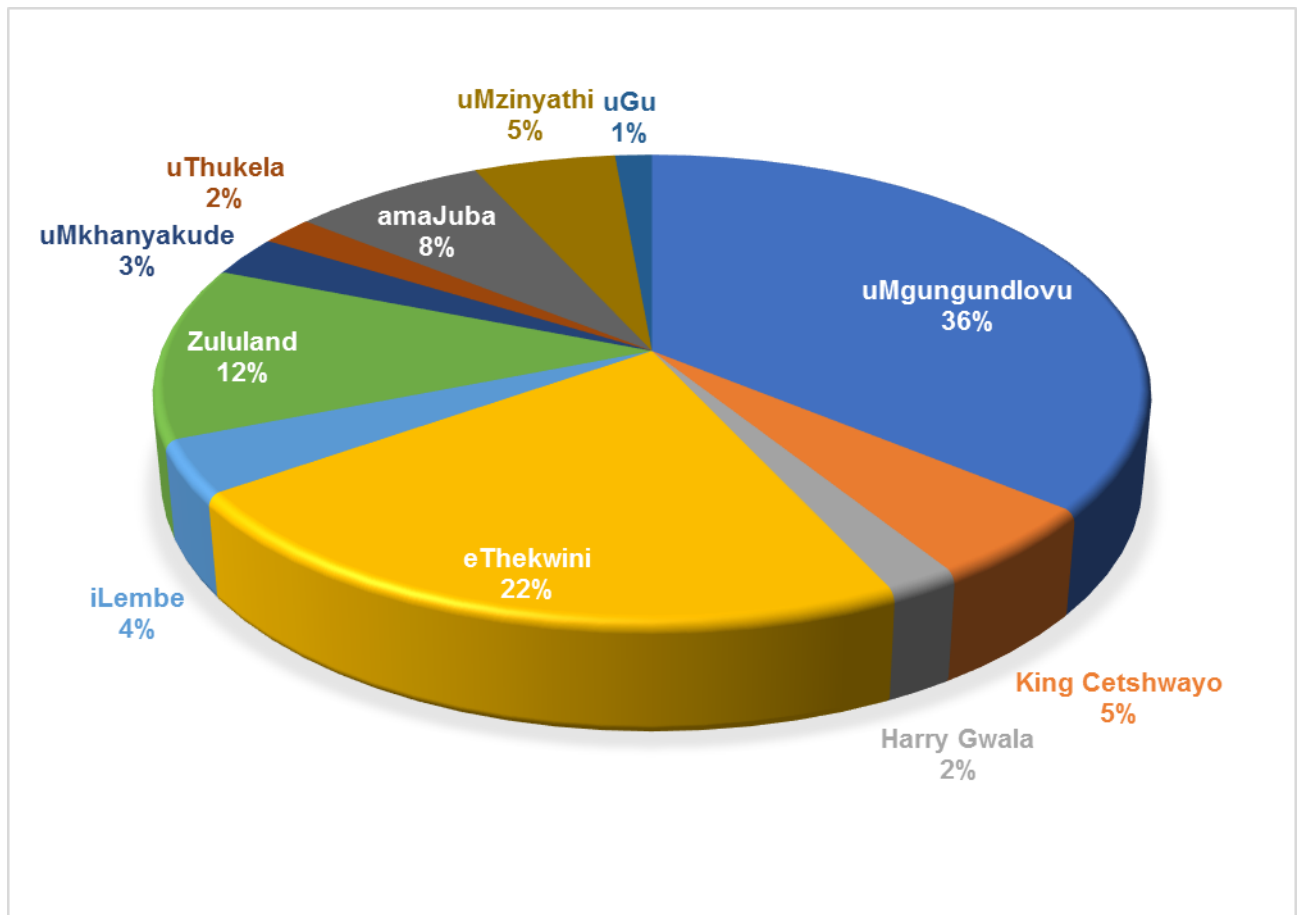
questionnaires from the initial sample to obtain the denominator. Nevertheless, Mitchell (1989) argued that this calculation only determines the questionnaires' success in inducing respondents to return to the survey, and masks a potential large sample selection bias for the instrument used. The literature further showed that, the questionnaires can be either telephoned, administered in person, mailed only, emailed only, or online mediated only, or a combination of these. In the case of the CoGTA (OCS) survey, questionnaires were administered in person. But, Sheehan (2001) mentioned that response rates to email surveys have declined overtime since the late 1980s. However, Yun and Trumbo (2000:6) indicated that email response rates may only approximate 25% to 30% without follow up email and reinforcements.

Nevertheless, the response rate as indicated above is 774 distributed questionnaires and 351 returned questionnaires which makes it 46.73%. However, taking the entire population into consideration i.e. 351 respondents divided by 1800 (total population), the respond rate is 19.5% which falls within the required rate to generalise the results which is above the normal 10% response rate (Bless, Higson-Smith, & Sithole, 2013). The section below will provide the results according to the demographics at CoGTA.

8.2 Demographics at CoGTA

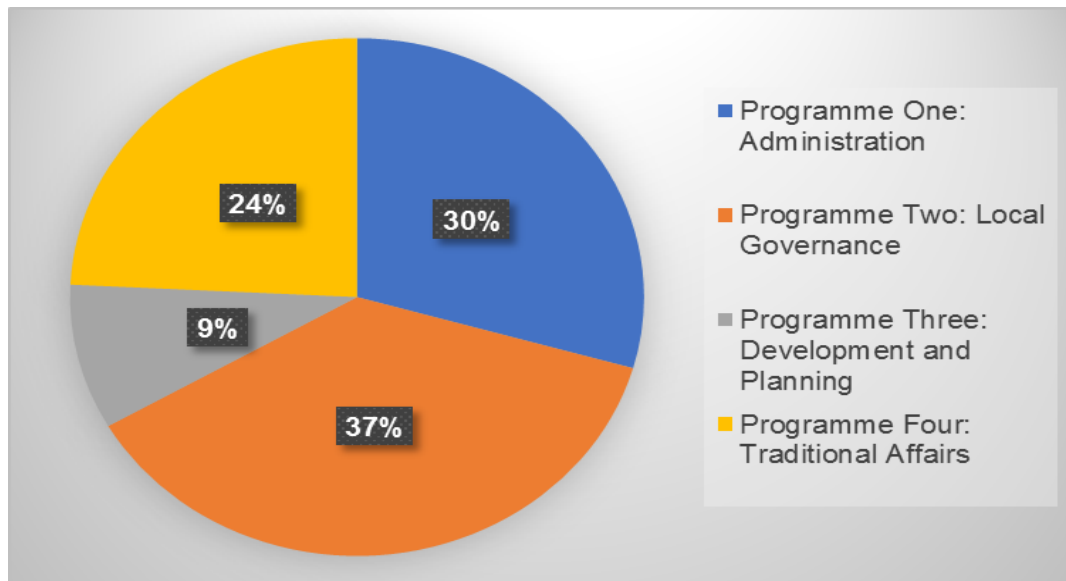
CoGTA has offices in eleven districts namely Umgungudlovu, eThekwini (the first two districts being the Head Office), King Cetshwayo, Harry Gwala, iLembe, uMkhanyakude, uThukela, uMzinyathi and uGu. The graph below indicates the total percentages of all the respondents who participated in the survey per district.

Figure 1: Departmental districts



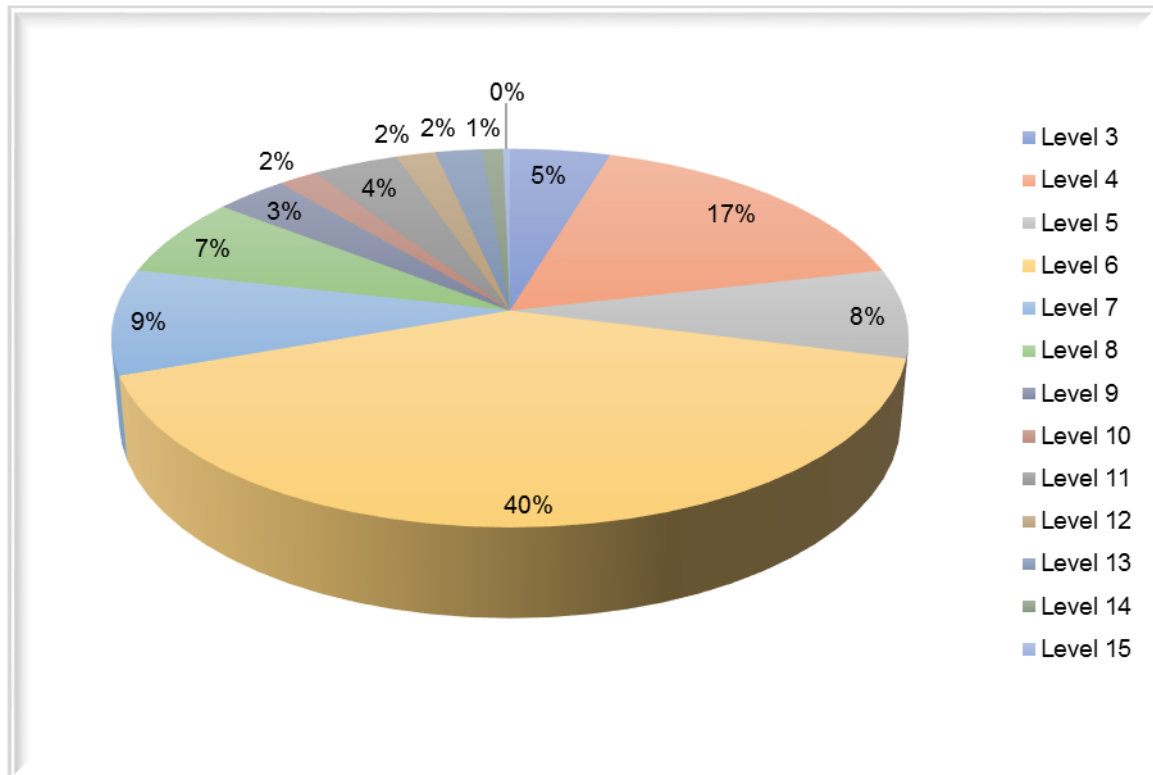
According to figure 1 most of the respondents that constituted 38% of the survey sample were based in uMgungundlovu district as demonstrated above. This percentage is not surprising because this district alone has several CoGTA offices i.e. Natalia building, Wadley, Southern Life Plaza, Whitbey Lodge, Redlands, and uMkhondeni offices. Other district offices combined accounted for 64% response rate.

Figure 2: Programmes



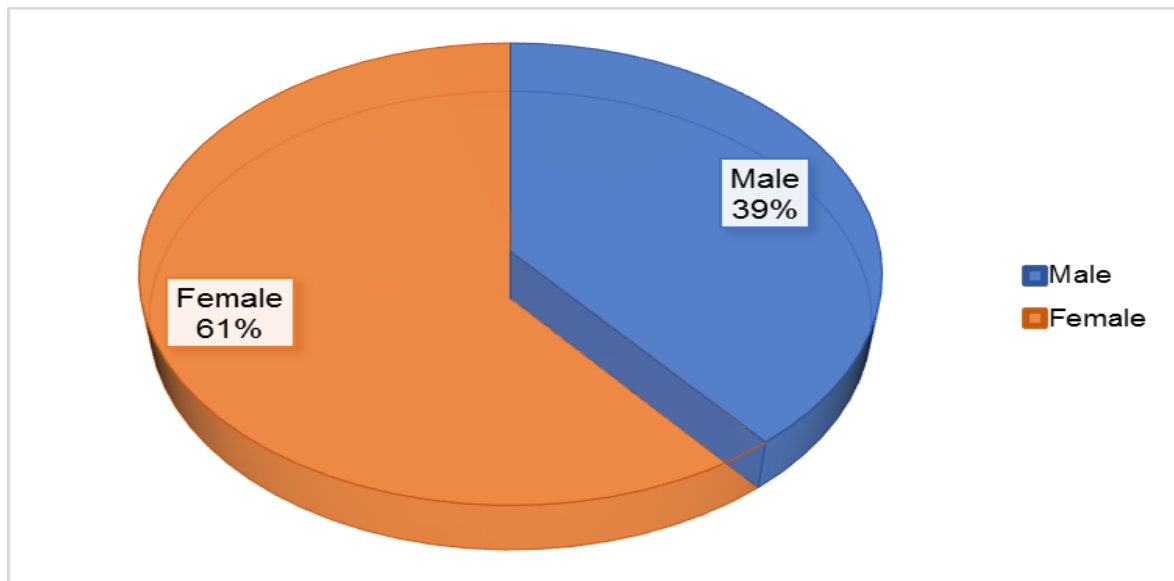
COGTA consist of four Programmes as indicated in figure 2 above namely; Programme one, Programme two, Programme three and Programme four. According to figure 2 the majority of the respondents are from Programme two which deals with local governance. Development and planning programme accounted for only 9% of the respondents.

Figure 3: Occupational levels



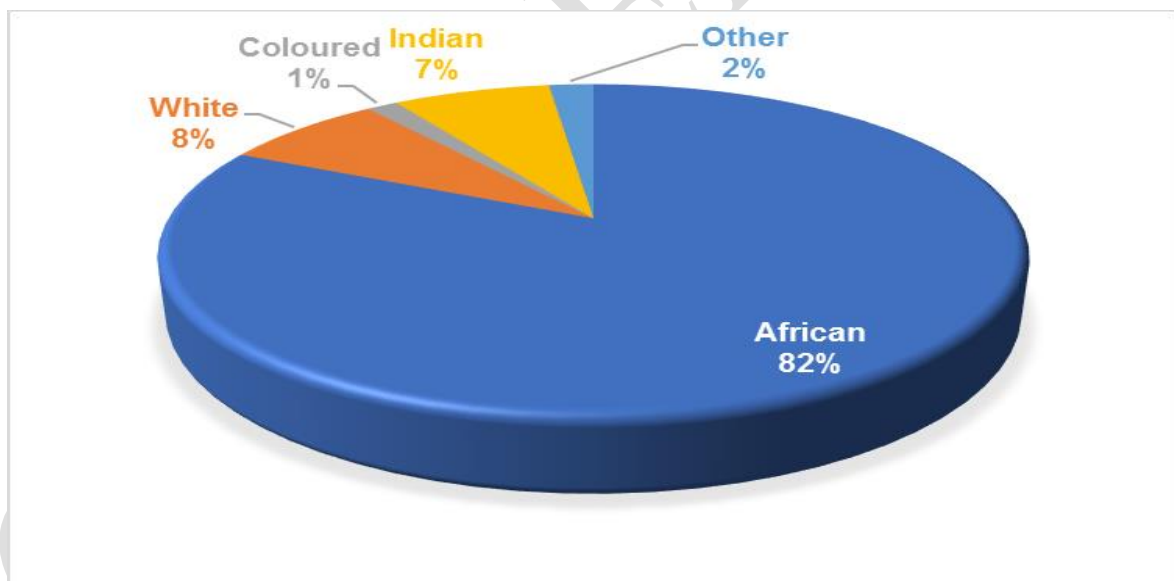
According to the data received from CoGTA the occupational levels range from level 4 until level 16. However, during data collection it emerged that some respondents are between level 2 and 3. Respondents from level 2 refused to participate in the survey as they felt they were not part of the research since their levels were not printed in the questionnaire. However, in figure 3 above, is the distribution of respondents according to the survey.

Figure 4: Gender distribution



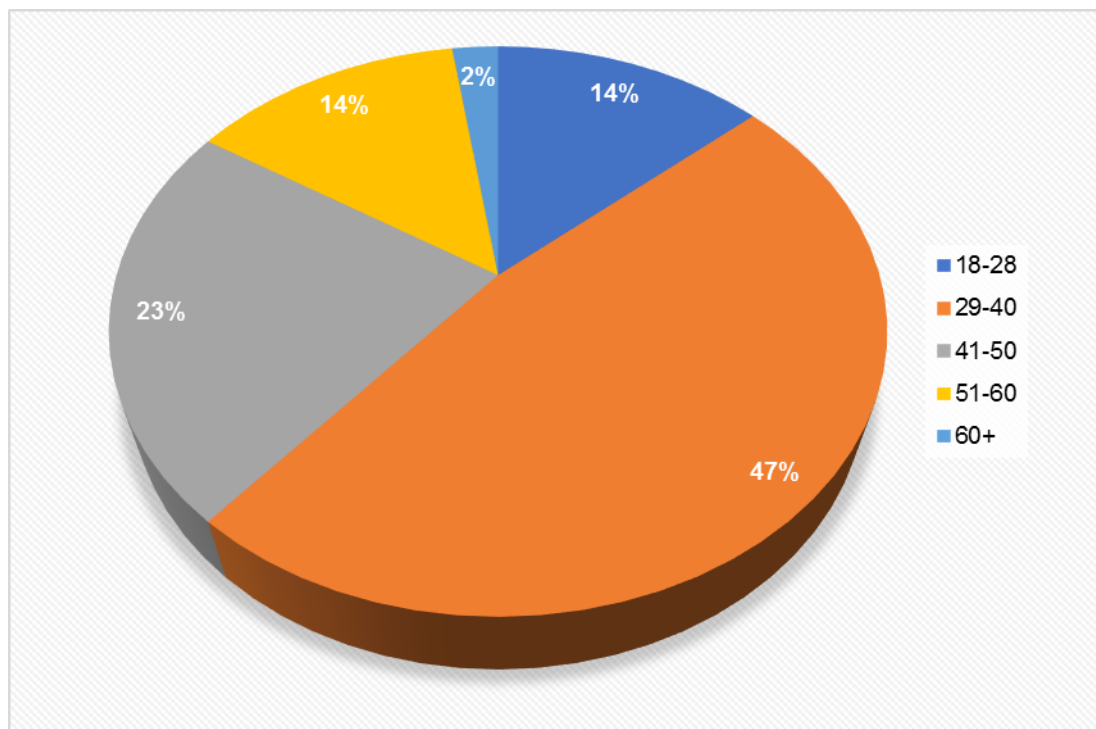
According to figure 4, 61% of the respondents were female. Male respondents accounted only for 39%.

Figure 5: Race groups



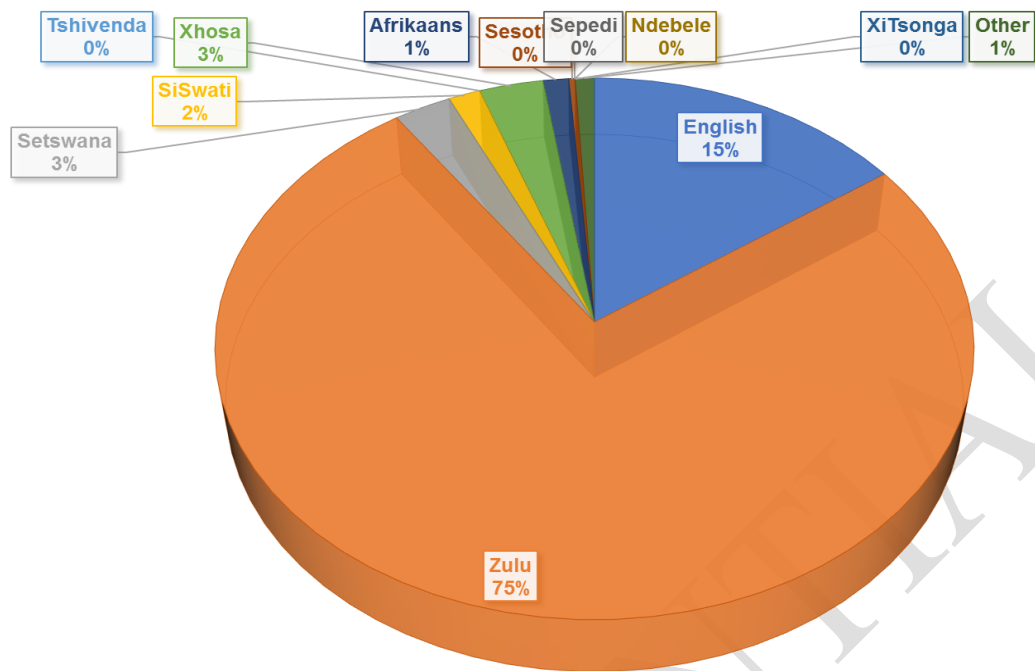
According to census 2011 the dominant race groups were Black African at 80%. It is normal even in this survey to notice that Africans are dominating other race groups and accounted for 82% of the respondents. The other race groups combined accounted for 18% as it can be seen in figure 5 above.

Figure 6: Age



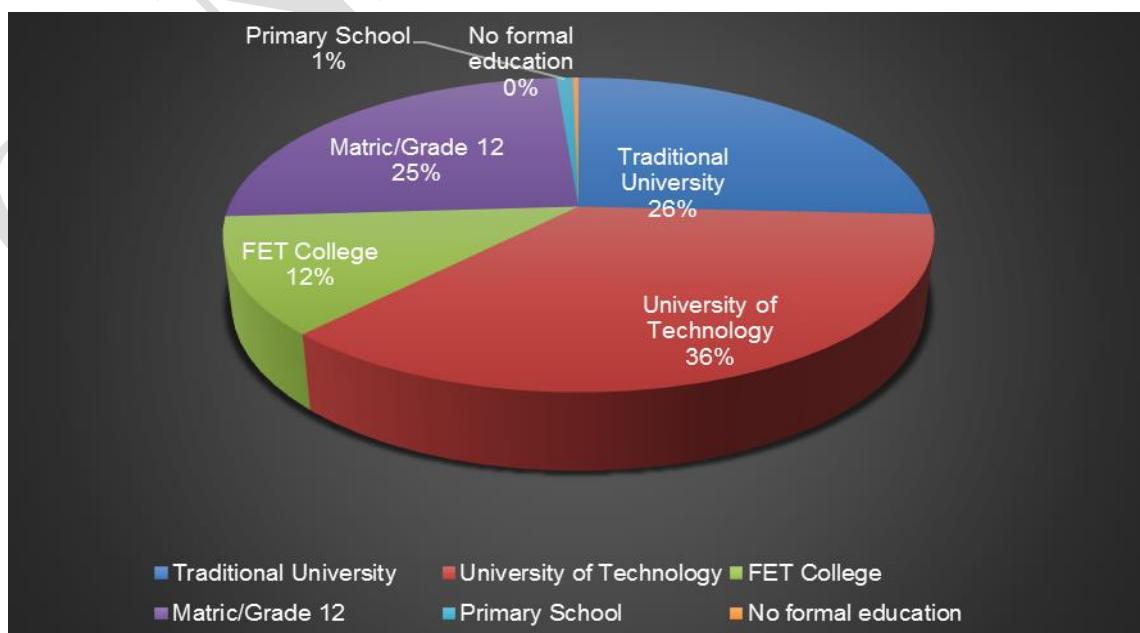
Most of COGTA officials participated in this study are aged between 29 and 40 years old. This group of employees accounted for 47% whilst 2% of employees are nearing their retirement age. On the other end 23% of the employees are in their middle age. The youth employees and those aged between 51-60 years are at 14% simultaneously.

Figure 7: Home Language



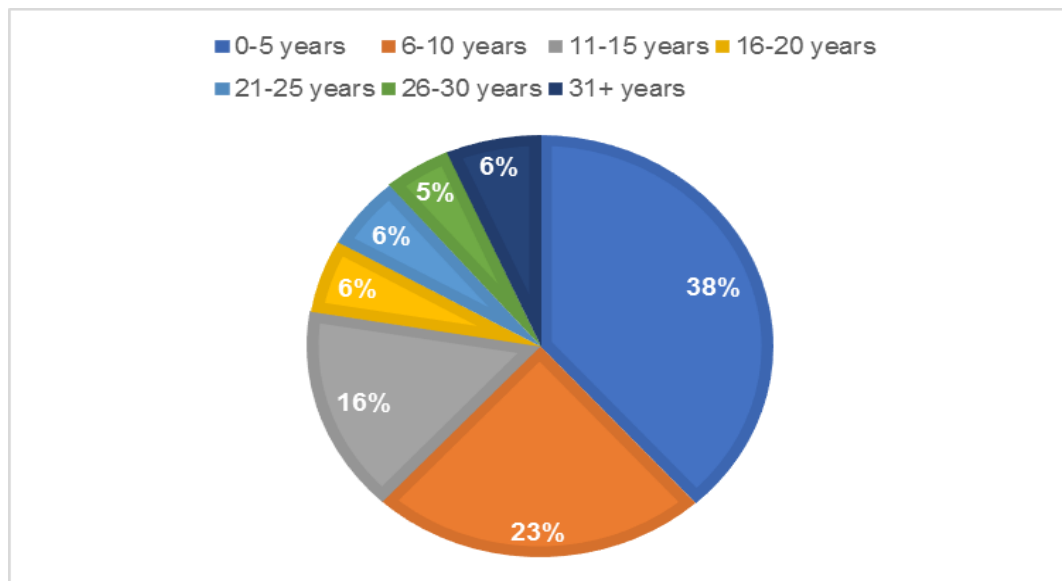
In South Africa, there are eleven official languages. These diverse languages are dominating according to specific demographics. It is not surprising to note that IsiZulu participants has a higher percentage than all the languages at CoGTA because of CoGTA's footprint within the province where the language is mostly spoken. Other Nguni languages like TshiVenda, XiTsonga, SePedi, Ndebele and SeSotho accounted for 0%. Although these languages are at 0% but are dominating in their respective provinces.

Figure 8: Educational level



Majority of the participants in this study have studied at the universities of technology (36%). Only 1% of the respondents attended only primary school. Employees from traditional universities (i.e. University of Zululand, UCT, Wits etc.) accounted for 26% which is a 1% difference with the employees having grade 12 (25%).

Figure 9: Tenure



As it can be observed from figure 9 above, 38% of the respondents have been in the organisation for 0-5 years, while other respondents who have been in the organisation for 6-10 years also accounted for 23%. The respondents who have been in the organisation for 11-15 years accounted for 16%. Employees between 16-20; 21-25 and 31 years and above all accounted for 6%. Finally, respondents with 26-30 years of experience accounted for 5%.

Figure 10: Type of Employment

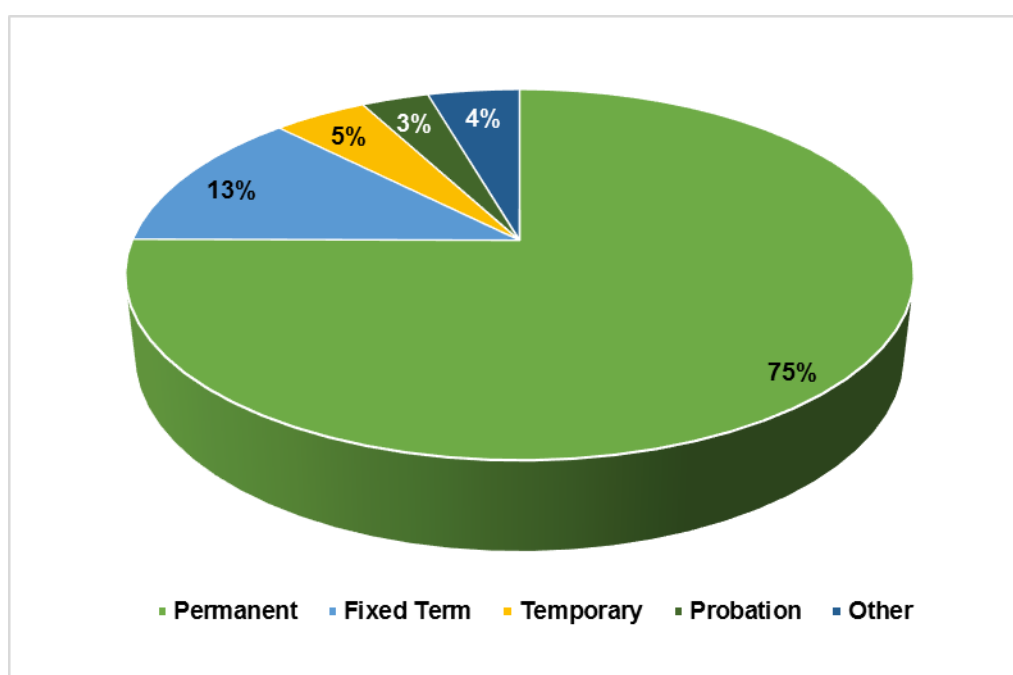


Figure 10 shows that 75% permanent employees participated in this study whilst only 3% of CoGTA's employees is on probation while 5% is employed on temporarily basis. The other 13% of the respondents are employed on a fixed term contract.

9. ORGANISATIONAL CLIMATE DIMENSIONS at CoGTA

According to Patterson et al. (2005:392), organisational climate has the following quadrants: human relations, internal process and open systems. In this report, rational goals (i.e. efficiency, pressure to produce, and quality performance) were not covered, because the task team and service provider agreed to test only human relations and internal processes. The results presented here also include some of the narratives as recorded by the respondents. Following is the presentation of the results according to different dimensions which were covered in the survey.

9.1 Data processing and analysis

A data set of quantitative data was created using an Excel spreadsheet and was then exported to Statistical Package of Social Sciences (SPSS) for analysis. The qualitative data was also captured in a spreadsheet and each narrative was matched accordingly to the relevant dimension under review.

9.2 Reliability and validity of the questionnaire

All items in the questionnaire from Patterson et al. (2005) were tested for reliability. Reliability analysis refers to the fact that a scale should consistently reflect the construct it is measuring. The measurement used to measure the reliability is called Cronbach's alpha. Cronbach's alpha is a measure of internal consistency ("reliability"). It is used when you have multiple Likert scale questions in a survey/questionnaire and you wish to determine if the scale is reliable – as in this case of the OC survey. The reliability scale was 86.7% (see Appendix C for reliability results) and reflects an elevated level of internal consistency. Therefore, conclusions and deductions made on the data collected from CoGTA can be relied upon to arrive at sound decisions.

10. RESULTS AND FINDINGS OF THE CoGTA OCS

This section presents all the results of the organisational climate survey conducted at CoGTA. The results are presented in graphs and summary of tables.

10.1 Survey options in the instrument

The survey instrument (Likert scale) had five options to choose from i.e. strongly disagree, disagree, neutral, agree and strongly agree. In these options, this report will explain the “neutral option” as follows:

- According to Feick (1989) respondents will choose a “neutral” option if they are not fully certain about the meaning of the question.
- Secondly, the respondents tend to pick this option to avoid thinking too much or committing themselves in the item asked (Oppenheimer, 1992);
- Lastly, when the survey supersedes the motivation of the respondents or their ability, the neutral option becomes the default choice of respondents (Krosnick, 1991).

However, during the pilot of the Patterson et al. (2005) instrument, it emerged that the respondents understood all the reliable items of the instrument. Therefore, the first explanation about the neutral respondents to the CoGTA OCS will fall away and the latter two will remain. Furthermore, during data collection phase the fieldworkers explained the questionnaire to the respondents to clear any misunderstandings where it existed.

10.2 Organisational culture

In the questionnaire, organisational culture was described as: “Informal customs or values at CoGTA.” The organisational culture dimension had five items and the respondents were requested to rate their perceptions according to the Likert scale provided and at the end of

the dimension there was an open-ended question provided for the respondents to state their views. All the narratives were analysed and recorded under each relevant item. Below in figures or graphs provided are the results of the organisational culture dimension.

Figure 11: There is mutual respect by employees at CoGTA



According to figure 11 above, 27.6% of the respondents agreed that there is mutual respect among employees at CoGTA, but the same number of respondents remained neutral at 27.6% about the same item. However, 20.6% of the respondents disagreed about mutual respect among the employees at CoGTA. Although 9% strongly agreed that there is mutual respect at CoGTA by employees, 15.2% disagreed.

In total 36.7% supported the notion that there is mutual respect at CoGTA by employees. However, another 35.8% of the respondents disagreed that employees respect each other at CoGTA. Therefore, in conclusion CoGTA is at risk of having employees who do not respect each other. Team buildings should be encouraged to increase good working relationships.

Figure 12: The culture of cooperation at CoGTA assist me in achieving my work objectives



Regarding the culture of cooperation at CoGTA whereby colleagues assist each other to achieve work objectives, the respondents who are agreed and those who were neutral shared the same perceptions both at 29%. Only 13.9% of the respondents strongly disagreed with this notion whilst 8.8% strongly agreed that the culture of working together at CoGTA is practised.

The empirical evidence suggests that there is collaboration among employees at CoGTA. Almost 38% of the respondents agreed that culture of cooperation assisted them in achieving their work objectives.

Figure 13: I am free to express my views at CoGTA

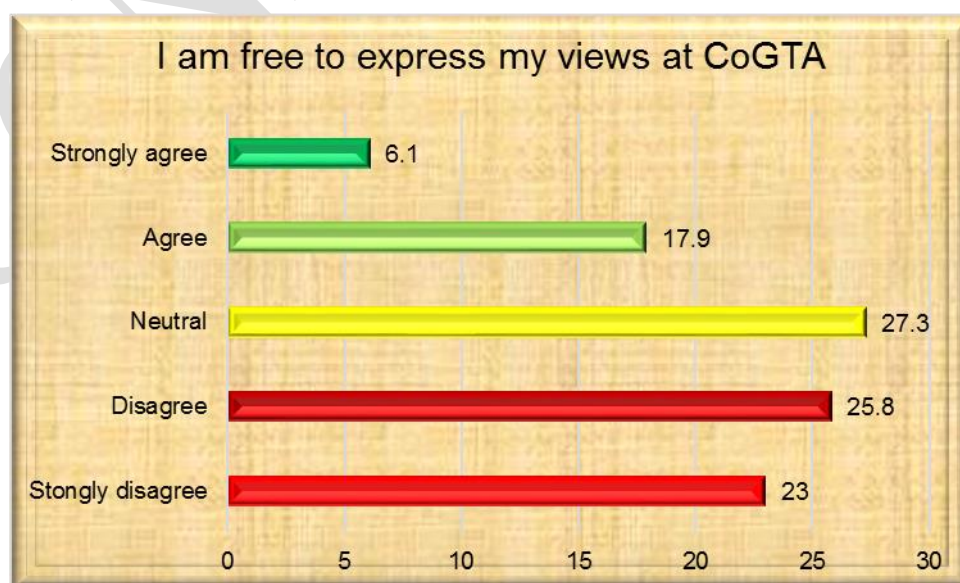


Figure 13 above indicates that 27.3% of the respondents remained neutral about the freedom of expression at CoGTA. However, 25.8% of the respondents disagreed and another 23% strongly disagreed that there is a freedom of expression at CoGTA. Only 17.9% and 6.1% of the respondents moderately agreed that employees are free to express their views at CoGTA.

In total close to 50% of the employees strongly disagreed that, they are free to express their views at CoGTA. Therefore, the data in this item indicates that, there is no freedom of expression at CoGTA. CoGTA should create an environment whereby employees can express themselves without fear.

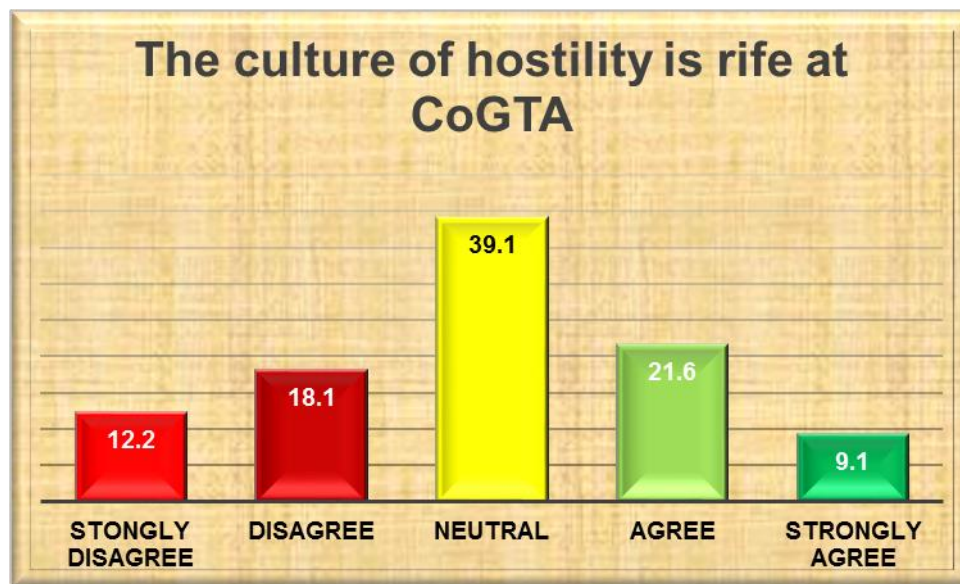
Table 1: Summary of occupational levels that needs attention

I am free to express my views at CoGTA.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	3	2.04%	4.30%
Level 4	31	21.09%	15.40%
Level 5	8	5.44%	8.00%
Level 6	61	41.50%	37.30%
Level 7	15	10.20%	8.30%
Level 8	10	6.80%	6.30%
Level 9	6	4.08%	3.10%
Level 10	2	1.36%	1.00%
Level 11	9	6.12%	3.70%
Level 12	2	1.36%	1.70%
	147		

Table 2: Summary of programmes that needs attention

I am free to express my views at CoGTA.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	35	31.25%	4.30%
Programme Two	40	35.71%	15.40%
Programme Three	12	10.71%	8.00%
Programme Four	25	22.32%	37.30%
	112		

Figure 14: The culture of hostility is rife at CoGTA



39.1% of the respondents remain neutral in this item. However, 21.6% of the respondents agreed that the culture of hostility is rife at CoGTA, whilst 9.1% of the respondents strongly agreed that hostile culture is noticeable at CoGTA. At the end, 30.3% of the respondents disputed that hostile culture is rife at CoGTA.

The data above suggested that, there is a balance of opinions about the hostile culture at CoGTA. So the implication is that the culture does exist though not dominant, but it remains CoGTA's responsibility to create a conducive working environment for all.

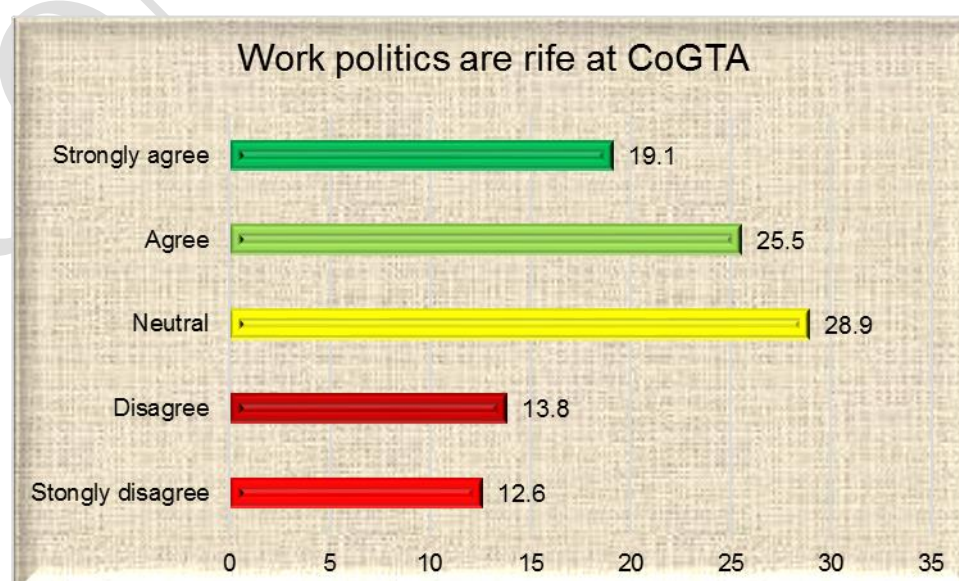
Table 3: Summary of occupational level that needs attention

The culture of hostility is rife at CoGTA.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	7	8.05%	4.30%
Level 4	16	18.39%	15.40%
Level 5	5	5.75%	8.00%
Level 6	31	35.63%	37.30%
Level 7	9	10.34%	8.30%
Level 8	3	3.45%	6.30%
Level 9	3	3.45%	3.10%
Level 10	1	1.15%	1.00%
Level 11	6	6.90%	3.70%
Level 12	3	3.45%	1.70%
Level 13	2	2.30%	1.70%
Level 14	1	1.15%	1.70%
	87		

Table 4: Summaries of occupational levels that needs attention

The culture of hostility is rife at CoGTA.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	22	30.56%	4.30%
Programme Two	27	37.50%	15.40%
Programme Three	8	11.11%	8.00%
Programme Four	15	20.83%	37.30%
	72		

Figure 15: Work politics are rife at CoGTA



The statistics above does indicate that work politics are rife at CoGTA. Almost 44.6% respondents in total agreed that the environment is political. While 12.6% of the respondents disagreed with the notion, 28.9% chose to remain neutral on the issue.

Almost, 45% of the respondents agreed that the environment is too political. Therefore, in conclusion it is evident that, CoGTA environment is dominated by politics. In some of the narratives employees felt that political affiliation and to associate with certain connected individuals would make one to thrive at CoGTA.

Table 5: Summary of Occupational level that needs attention

Work politics are rife at CoGTA.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 1	6	4.32%	4.30%
Level 2	30	21.58%	15.40%
Level 3	12	8.63%	8.00%
Level 4	47	33.81%	37.30%
Level 5	13	9.35%	8.30%
Level 6	11	7.91%	6.30%
Level 7	6	4.32%	3.10%
Level 8	2	1.44%	1.00%
Level 9	6	4.32%	3.70%
Level 10	4	2.88%	1.70%
Level 12	2	1.44%	1.70%
	139		

Table 6: Summary of programmes that needs attention

Work politics are rife at CoGTA.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	31	30.39%	4.30%
Programme Two	37	36.27%	15.40%
Programme Three	9	8.82%	8.00%
Programme Four	25	24.51%	37.30%
	102		

At the end of the dimension the following question was asked: “How would you describe the organisational culture at CoGTA? Below are the narratives from the open ended question.

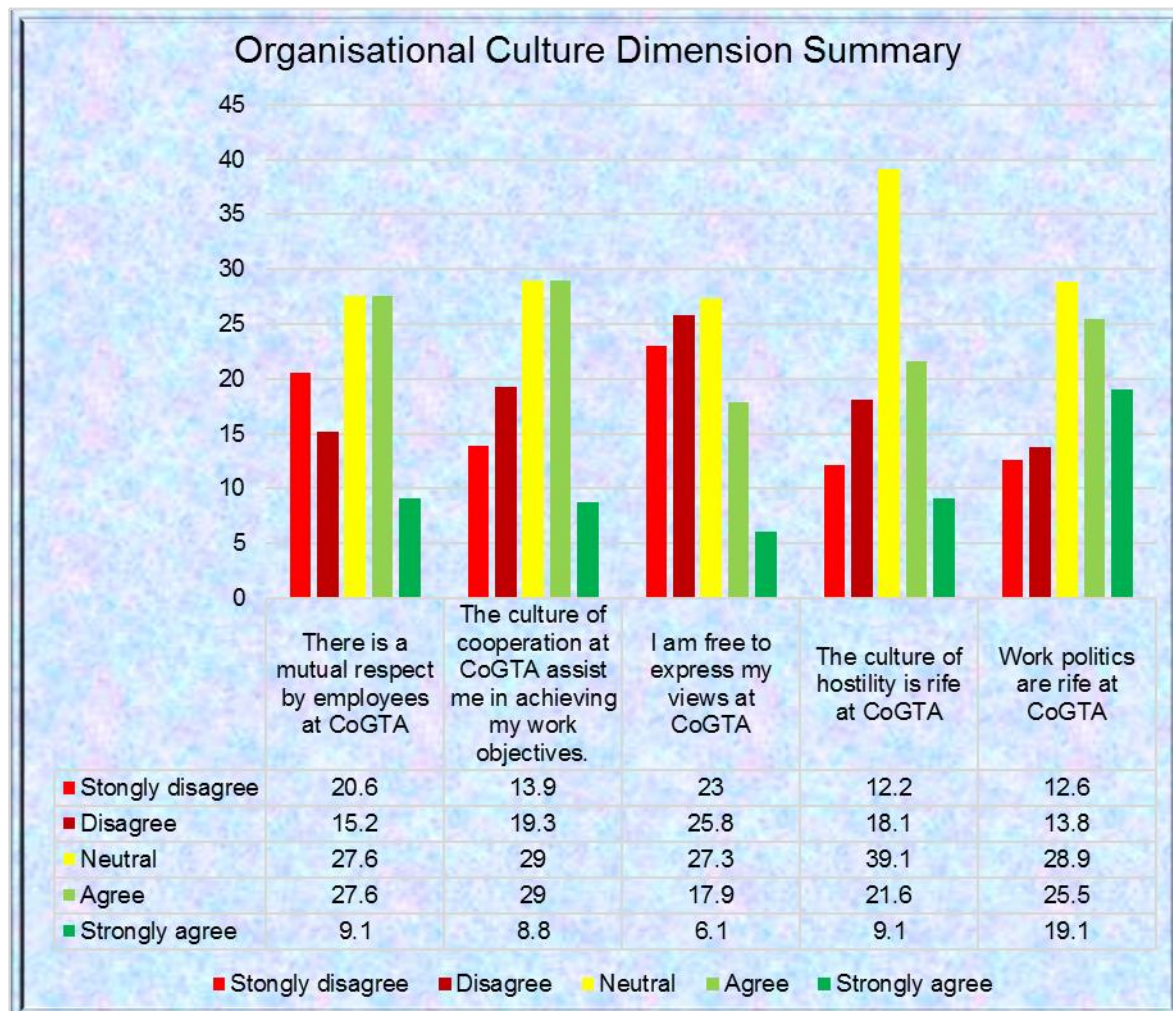
The narratives are summarised as follows:

The respondents felt that it is impossible to hold a management position at CoGTA if you are not politically connected. The opportunities to grow in one's current position are limited, even if one is educationally sound. However, occasionally employees do experience some hospitality from their managers. These respondents felt that the prevalent management style is simply autocratic to junior employee and that there is no consistency in the way the junior employee is treated. Some respondents raised issues of job security which is under threat and certain managers would keep on reminding them that they are employed on a contractual basis. In reality the employees felt that, if one is not connected one is on his/her own. One respondent said "I believe the organisational culture is very hostile and lacks compassion. It is neither correct nor kind or fair to employees when employers remind you daily that you are a contract employee and your contract can easily be terminated. Not good at all, and you wish you can leave the CoGTA as soon as possible or they must change management". In their responses it was also noted that in some cases employees experience same challenges. These challenges revolve around nepotism. Further one respondent indicated as follows: "in this department there is a culture of treating people differently. For us who don't have families or relatives the future is not looking good for us who are on contract, the organisational culture in this department is close to zero. People are treated unfairly every single day. Everything depends on who you know in this department".

Another respondent expressed unhappiness about an issue concerning the general attitude of managers and employees: "Managers and employees in general are mostly too full of themselves. It depends on who is closer to top leadership and people often use that to undermine the integrity of other people". As far as culture is portrayed in the responses it can be deduced that the majority of respondents felt the issue of political connections was too rife at CoGTA. However, another perception was that "employees respect each other and there is good support structure amongst one another. However, there are discrepancies in understanding between workers and managers". Another opinion expressed was that organisational culture at CoGTA is "non-existent, self-serving, rebellious and unethical". Another respondent reported that the predominant management style at CoGTA is authoritative and characterised by dictatorship whilst another respondent lamented the culture of cooperation and its' fairness, claiming saying that: "if we do not have useful resources of work, take time to get them, and all of the sudden they expect good work from the CDWs, how will that happen if there is no proper support structure?". One respondent complained that "since 1998 I am at the same level". No matter how educated I could be but without connections you will go nowhere'. Although another respondent agreed that they are treated fairly well, respecting each other's cultures/beliefs, however, the respondents went

on say: “It is a very toxic environment, each unit operates in Silos. Information is kept within each unit and unable to share and work as a team. The respondents complained that too much focus is on chasing APP targets rather than doing the real job in supporting ailing municipalities”.

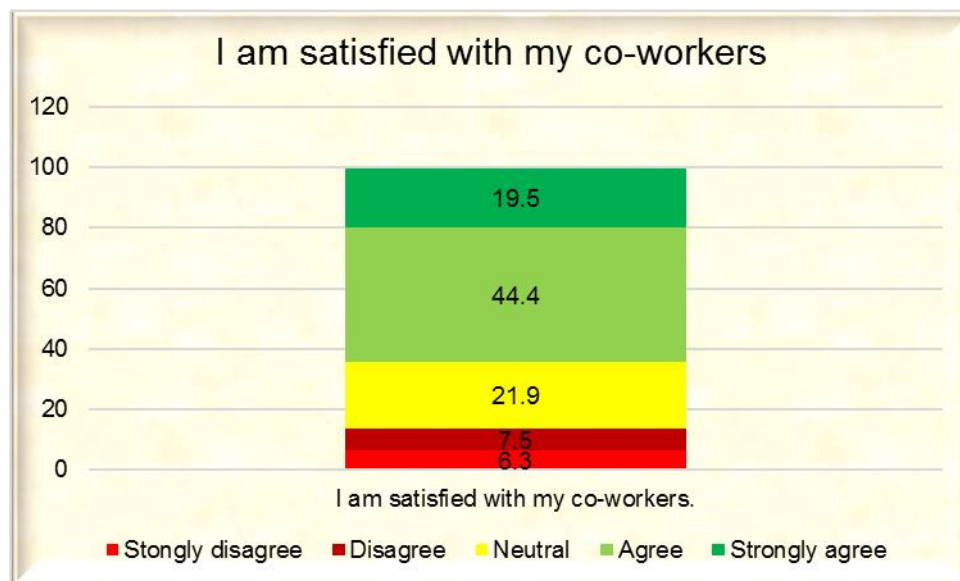
Figure 16: Summary of Organisational culture’s dimension



10.3 Job satisfaction

In the questionnaire, job satisfaction was described as follows: “It is your feelings in relation to your supervisors, rewards, co-workers, and the job.” All the indicators of job satisfaction are cited below:

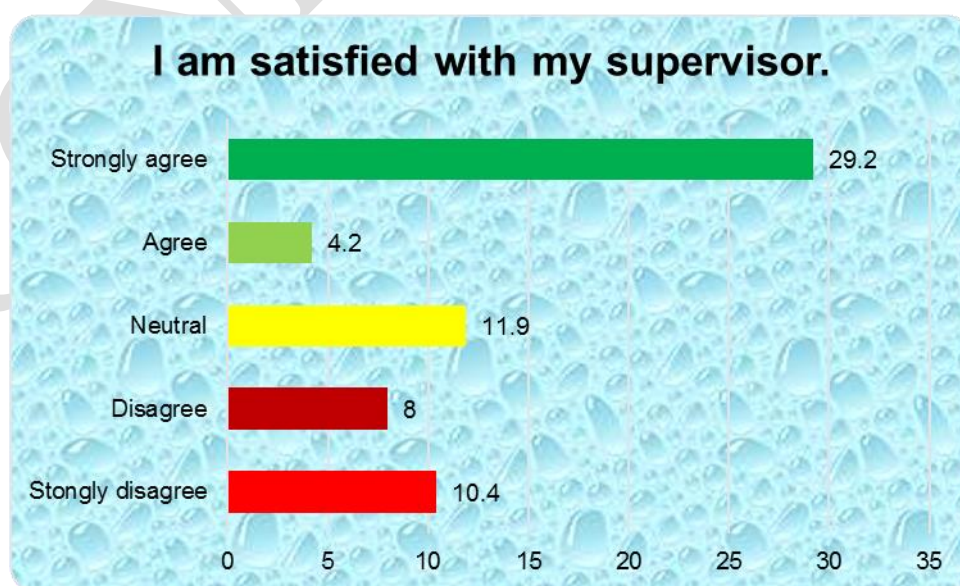
Figure 17: I am satisfied with my co-workers



According to figure 16, 44.4% of the respondents were satisfied with their colleagues and 19.5% strongly agreed that there are satisfied with working relationships with their co-workers and only 6.3% of the respondents were dissatisfied with their co-workers and had strongly disagreed with this item. While 21.9% remained neutral about this item only 7.5% decided to disagree with the item at hand.

In general, CoGTA employees get along with each at professional level. Almost 64% of the respondents agreed that, they are satisfied with their co-workers.

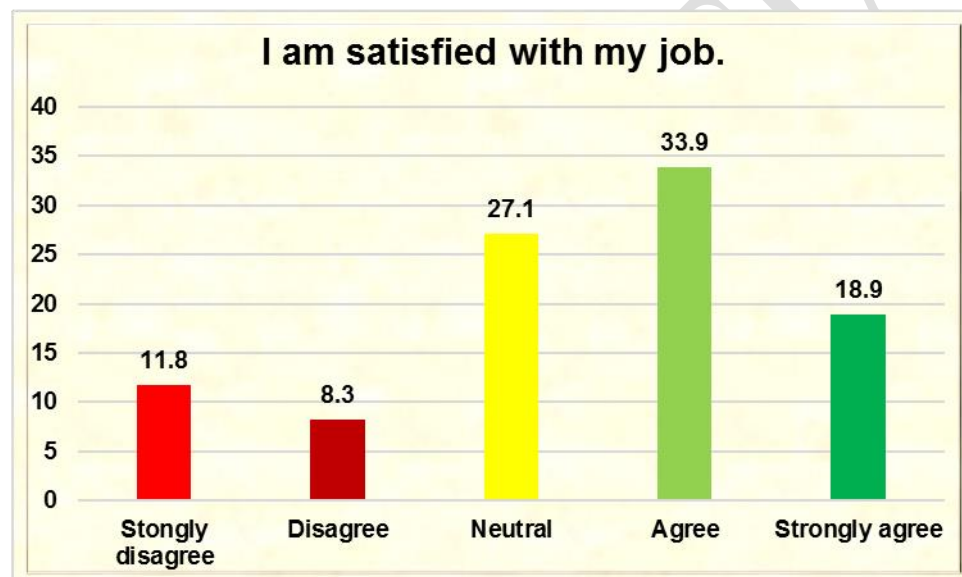
Figure 18: I am satisfied with my supervisor



Most of the respondents were satisfied with their supervisors. These respondents accounted for 29.2% of those who strongly agreed with this item at hand. Only 10.4% seemed to have a challenging relationship with their supervisors. Although 11.9% decided to remain neutral another 4.4% agreed that they are satisfied with their supervisors and the remaining 8% disagreed that they are satisfied with their supervisors.

The data above suggests that employees at CoGTA are satisfied with their supervisors. There is better working relationship between employees and their supervisors. In total 33.6% of the respondents were positive about their supervisors as compared to 18.4% who had a challenging relationship with their supervisors.

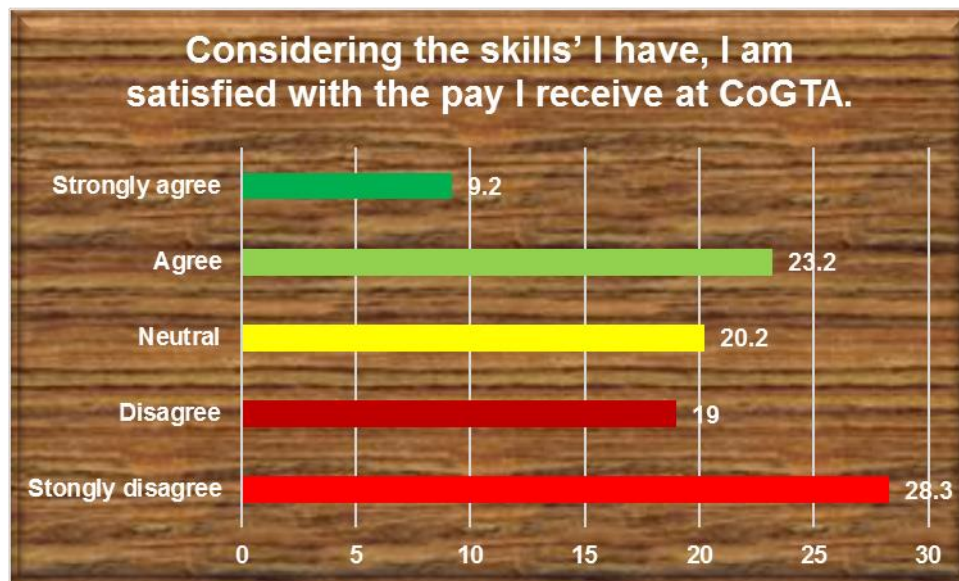
Figure 19: I am satisfied with my job



According to figure 18 above, 33.9% of the respondents agreed that they are satisfied with their job and another 18.9% strongly agreed that they are also happy with their current occupation. Only 11.8% and 8.3% respondents disagreed with the item being tested.

The data above suggested that 52.8% of the respondents are satisfied with their job. This could be prompted by the fact that 75% of the respondents are permanently employed at CoGTA. Those who are dissatisfied could be from other employment types like probation, fixed term contract etc.

Figure 20: I am satisfied with the pay I receive at CoGTA



28.3% of the respondents are not satisfied with the remuneration they are receiving at CoGTA irrespective of their skills on the job. And another 19% person disagreed with the notion that they are satisfied with their payments. However, 23.2% of the respondents and another 9.2% seemed satisfied with their pay and the effort they are putting in their jobs. Nevertheless, 20.2% decided to be silent about the issues around their satisfaction with the pay they got from CoGTA.

The data presented above suggest that 47.3% of the respondents are not satisfied with the pay they receive at CoGTA irrespective of their skills on the job.

Table 7: Summary of occupational level that needs attention

Considering the skills' I have, I am satisfied with the pay I receive at CoGTA.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	2	2.78%	4.30%
Level 4	14	19.44%	15.40%
Level 5	8	11.11%	8.00%
Level 6	23	31.94%	37.30%
Level 7	9	12.50%	8.30%
Level 8	7	9.72%	6.30%
Level 9	2	2.78%	3.10%
Level 10	2	2.78%	1.00%
Level 11	1	1.39%	3.70%
Level 12	2	2.78%	1.70%
Level 13	2	2.78%	1.70%
	72		

Table 8: Summary of the programmes that needs attention

Considering the skills' I have, I am satisfied with the pay I receive at CoGTA			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	22	33.85%	4.30%
Programme Two	19	29.23%	15.40%
Programme Three	9	13.85%	8.00%
Programme Four	15	23.08%	37.30%
	65		

Figure 21: I am satisfied with the progress I have made in my job



In figure 20 above 34.9% of the respondents agreed that they are satisfied with their job progress and another 21.7% strongly agreed that they are totally satisfied with the progress they have made on their jobs. Only 13.9% of the respondents indicated that they are dissatisfied with their job progress whilst 19.3% remained neutral.

This item suggests that almost 57% of the respondents are happy with the progress they have made in their jobs.

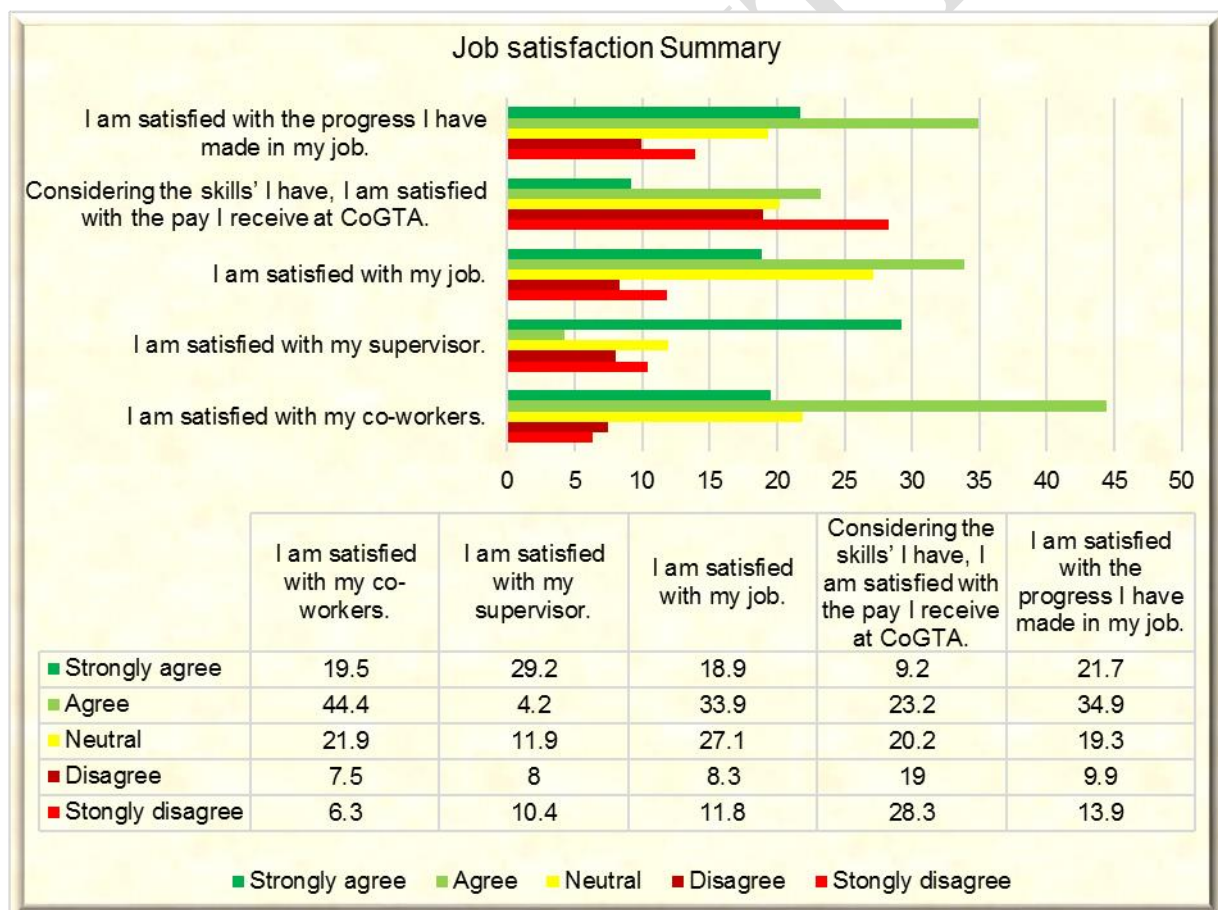
At the narrative question of the based on the same dimension was asked: "What are the factors that will enhance your job satisfaction?" The narratives are recorded below:

The narratives are as follows:

In their narratives the respondents expressed their concerns, complaints and dissatisfaction on a number of personal issues relation to type of work, conditions at work, training opportunities et. Some respondents suggested a reduction in the numerous reporting and monitoring tools. That there should be less impulse activities that impact upon a day's planning. Some wanted more personnel enhancement and job security of staff, a better living wage and to be part of decision making regarding their work. Contract workers wanted to be considered for permanent employment in the acting positions they are currently in. Some wanted to get more training without being asked if they really need the training and that all employees should be allowed to go for training and workshops not just being told by other employees.

Most of the complaints expressed were about the fact that there is no room for growth. Short courses are approved by HCD unit but when the workers apply for courses they don't get approval or that the application documents submitted have been lost and consequently the workers have to re-apply. Workers also expressed concerns that only 1 employee in the unit attends the courses maybe 4 times in a year and the rest of the workers are told there are no funds - they complain that there is favouritism. Employees complained that their skills need to be considered and recognised. There should be equal treatment of all employees. Freedom to be innovative and to be recognised for good work done and understand that Rome was not built in 1 day. Full complimentary of staff. There is no proper communication because we are criticized when we are wrong.

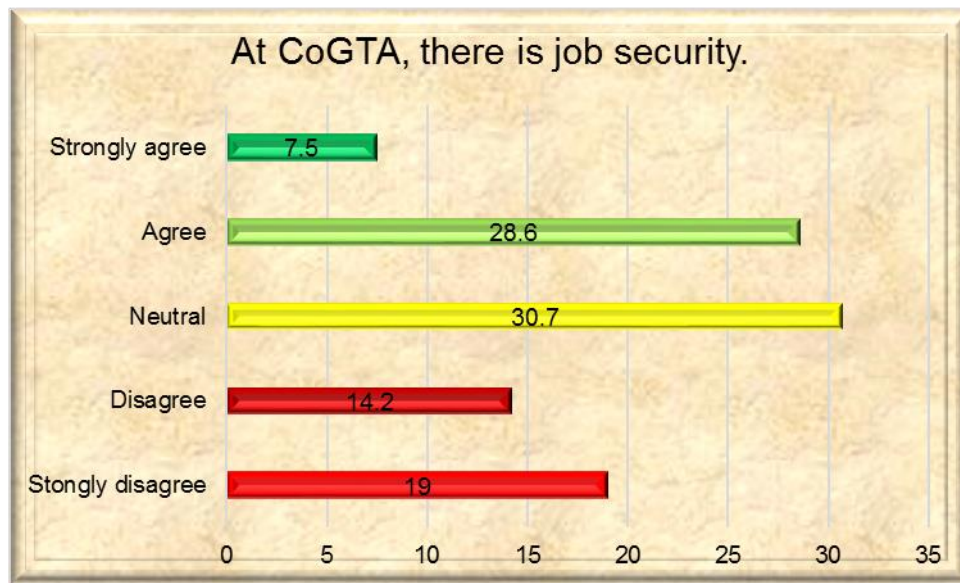
Figure 22: Summary of Job Satisfaction' dimension



10.4 Security and fairness

In the questionnaire, security and fairness were described as follows: "Security entails how you perceive job security and fairness in how you are treated at CoGTA." The results below indicate how the employees perceived security and fairness at CoGTA.

Figure 23: At CoGTA, there is job security



According to figure 21, 28.6% of the respondents indicated that there is job security at CoGTA, maybe it is because more than 70% of CoGTA's employees are employed permanently (see Figure 10 above). However, 30.7% of the respondents remained neutral on the issue of job security another 7.5% strongly agreed that there is job security at CoGTA. Only 33.2% respondents in total disagreed that there is job security at CoGTA.

The data suggests that almost 36.1% of the respondents agree that, there is job security at CoGTA. It can be assumed that the majority of the respondents are permanently employed at CoGTA (see figure 10 above, 75% of the respondents are permanently employed).

Figure 24: There are employees who receive special treatment because they are friendly with their supervisors



As reflected in fig 24 a majority of the respondents made up of 29.1% remained neutral about other employees receiving special treatment at CoGTA. However, another 27.3% strongly agree that there are elements of biasness towards other employees, and were supported by another 14.8% of the respondents. Only 28.7% respondents disputed the fact that there are employees receiving special treatment from their supervisors.

In total 42.1% of the respondents suggested that there are those employees who are treated differently from others because they are friends with supervisors. CoGTA need to address this issue as it can affect other managerial aspects e.g. during performance appraisal such supervisors are forced to be biased to their friends.

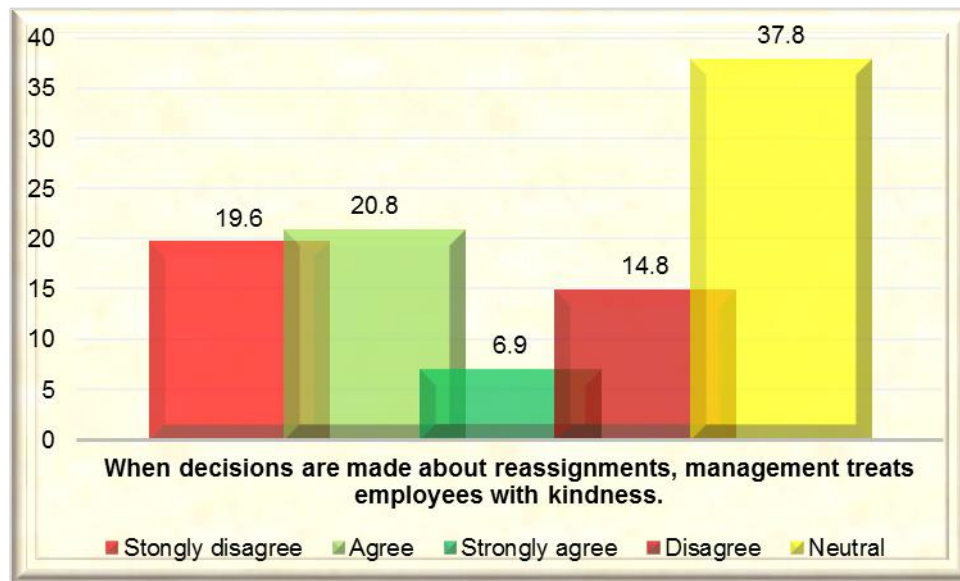
Table 9: Summary of occupational level that needs attention

There are employees who receive special treatment because they are friendly with their supervisors.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	0	0.00%	4.30%
Level 4	14	20.29%	15.40%
Level 5	6	8.70%	8.00%
Level 6	23	33.33%	37.30%
Level 7	10	14.49%	8.30%
Level 8	9	13.04%	6.30%
Level 9	2	2.90%	3.10%
Level 10	0	0.00%	1.00%
Level 11	2	2.90%	3.70%
Level 12	1	1.45%	1.70%
Level 13	2	2.90%	1.70%
	69		

Table 10: Summary of programmes that needs attention

There are employees who receive special treatment because they are friendly with their supervisors.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	20	36.36%	4.30%
Programme Two	17	30.91%	15.40%
Programme Three	5	9.09%	8.00%
Programme Four	13	23.64%	37.30%
	55		

Figure 25: When decisions are made about reassignments, management treats employees with kindness



According to figure 25 above 37.8% of the respondents chose to remain neutral about treatment, they are receiving from the management when the decisions are made. Only 20.8% agreed that management treat employees with kindness when the decisions are made at CoGTA. About 19.6% of the respondents strongly disagreed that there is kindness from the management during the decision making about the reassignments. Another 14.8% of the respondents rejected the notion that, there is kindness from the management when the decisions are made during the reassignments, although 6.9% agreed and 14,8% disagreed.

The data above suggest that majority of the employees decided to remain neutral about the issue. The fact that 34.3% of the respondents did not agree that employees are treated with kindness by management during decision making and re-assignment raises issues of dissatisfaction with treatment and these impact negatively on trust between employees and management.

Table 11: Summary of Occupational level that needs attention

When decisions are made about reassignments, management treats employees with kindness.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	1	0.92%	4.30%
Level 4	23	21.10%	15.40%
Level 5	5	4.59%	8.00%
Level 6	42	38.53%	37.30%
Level 7	14	12.84%	8.30%
Level 8	7	6.42%	6.30%
Level 9	6	5.50%	3.10%
Level 10	2	1.83%	1.00%
Level 11	8	7.34%	3.70%
Level 12	0	0.00%	1.70%
Level 13	0	0.00%	1.70%
Level 14	0	0.00%	1.70%
Level 15	1	0.92%	1.70%
	109		

Table 12: Summary of programmes that needs attention

When decisions are made about reassignments, management treats employees with kindness.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	27	33.75%	4.30%
Programme Two	26	32.50%	15.40%
Programme Three	10	12.50%	8.00%
Programme Four	17	21.25%	37.30%
	80		

Figure 26: when decisions are made about reassignments, management offers explanations that made sense

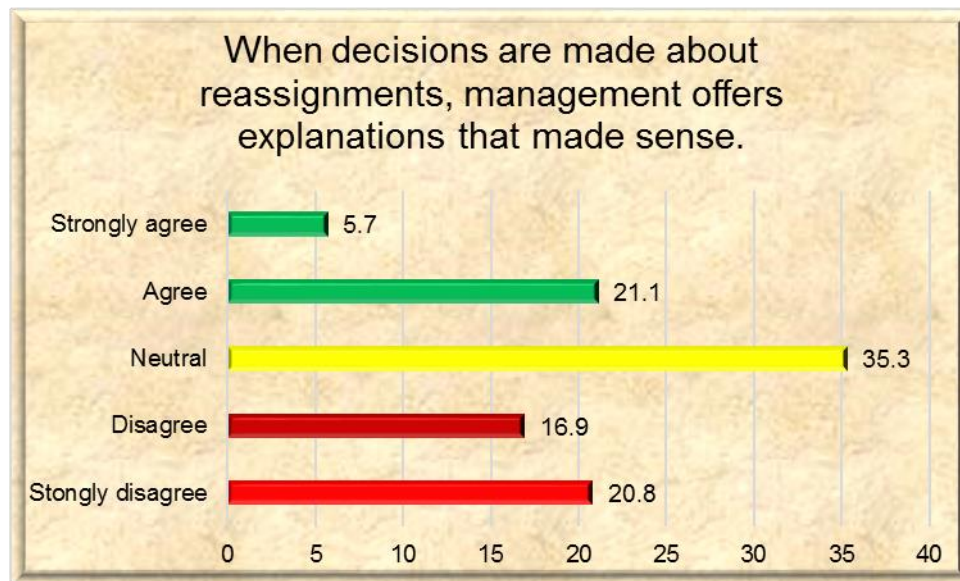


Figure 26 above demonstrates the various views expressed by employees under the dimension of security and fairness at work. When asked whether the decisions made by management about reassignments, management offered explanations that made sense, 35% of the respondents remained neutral, 21.1% agreed, 5.7% strongly agreed and 16.9% disagreed. However, 20.8% of the respondents strongly disagreed that such explanations about reassignments made sense to them.

The data above suggests that majority of the respondents (37.7%) felt that during the reassignments, management is failing to convince them why are they reassigned particular tasks. There is an issue of communication breakdown during the reassignments.

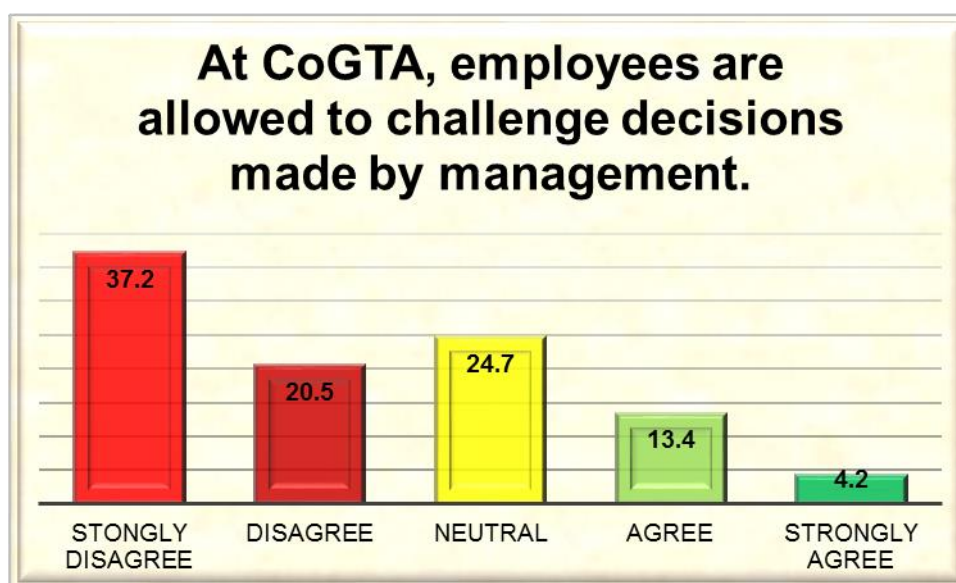
Table 13: Summary of Occupational level that needs attention

When decisions are made about reassignments, management offers explanations that made sense.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	1	0.85%	4.30%
Level 4	24	20.34%	15.40%
Level 5	4	3.39%	8.00%
Level 6	45	38.14%	37.30%
Level 7	12	10.17%	8.30%
Level 8	10	8.47%	6.30%
Level 9	5	4.24%	3.10%
Level 10	1	0.85%	1.00%
Level 11	7	5.93%	3.70%
Level 12	2	1.69%	1.70%
Level 13	4	3.39%	1.70%
Level 14	2	1.69%	1.70%
Level 15	1	0.85%	1.70%
	118		

Table 14: Summary of programmes that needs attention

When decisions are made about reassignments, management offers explanations that made sense.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	32	35.16%	4.30%
Programme Two	32	35.16%	15.40%
Programme Three	8	8.79%	8.00%
Programme Four	19	20.88%	37.30%
	91		

Figure 27: At CoGTA, employees are allowed to challenge decisions made by management



According to figure 25 above, 37.2% strongly disagreed that at CoGTA, there is liberty to challenge management decisions. Another 20.5% also disagreed that employees can challenge decisions made by management. Only, 13.4% and 4.2% agreed that employees are employees can challenge decisions made by management.

The evidence above suggests that almost 57.7% of the respondents do not agree that management decisions can be freely challenged. This notion is supported by narratives under organisational culture, e.g. one respondent indicated that, there is “authoritative and autocratic management style”. (See narratives under organisational culture above).

Table 15: Summary of Occupational levels that needs attention

At CoGTA, employees are allowed to challenge decisions made by management.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	3	1.63%	4.30%
Level 4	31	16.85%	15.40%
Level 5	12	6.52%	8.00%
Level 6	74	40.22%	37.30%
Level 7	20	10.87%	8.30%
Level 8	11	5.98%	6.30%
Level 9	9	4.89%	3.10%
Level 10	5	2.72%	1.00%
Level 11	9	4.89%	3.70%
Level 12	2	1.09%	1.70%
Level 13	5	2.72%	1.70%
Level 14	2	1.09%	1.70%
Level 15	1	0.54%	1.70%
	184		

Table 16: Summary of programmes that needs attention

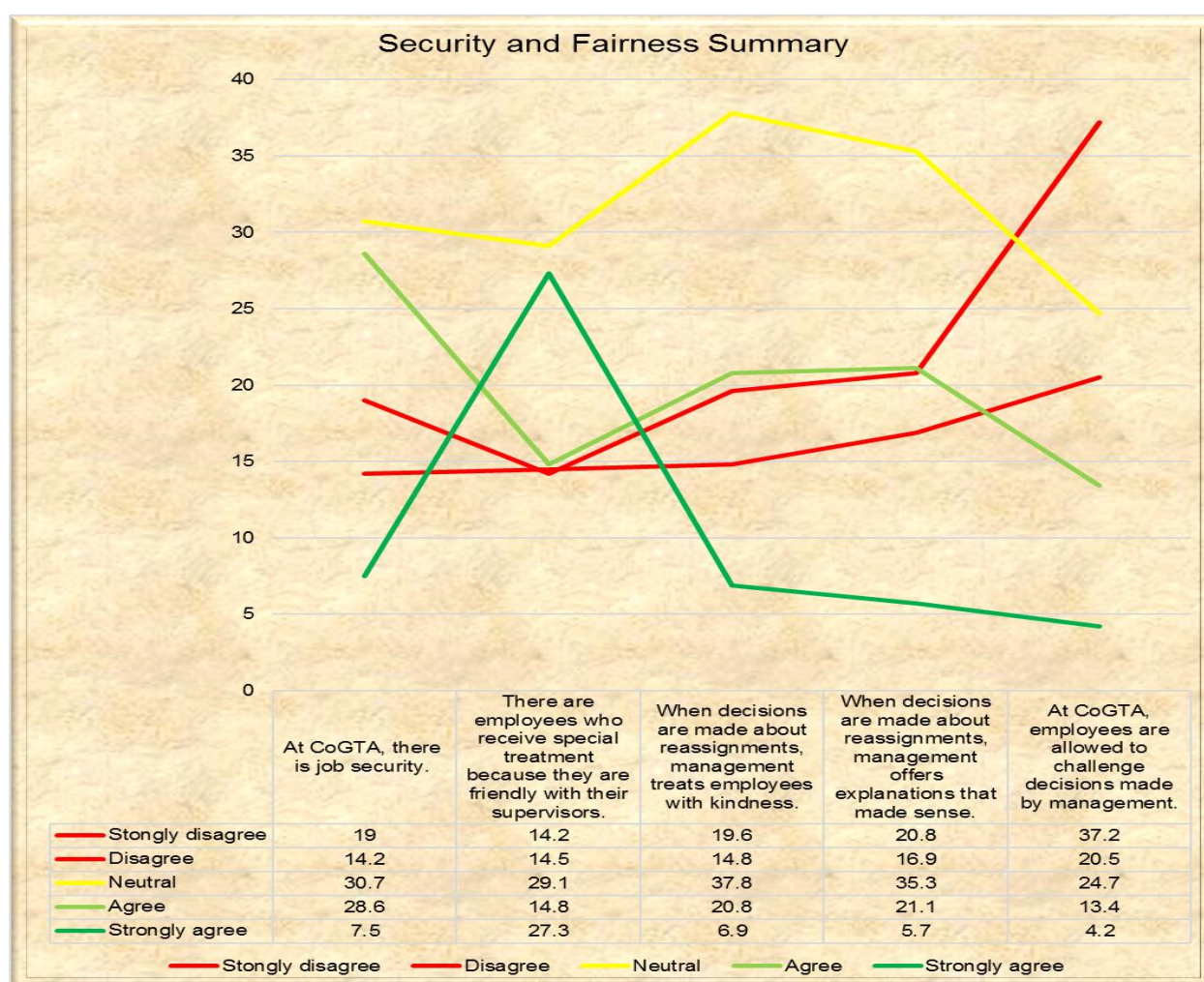
At CoGTA, employees are allowed to challenge decisions made by management.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	43	31.85%	4.30%
Programme Two	48	35.56%	15.40%
Programme Three	16	11.85%	8.00%
Programme Four	28	20.74%	37.30%

Below the security and fairness dimension the following question was asked: “In your view how would you describe job security and fairness?” The narratives are recorded below:

The narratives are as follows:

Some respondents felt they must know at least 3 months prior to the expiry of their contracts, if they will be renewed or not. Long distance travel and non-payment of travel claims must be addressed. Perfect. The state of knowing that one’s job is secure and that one is unlikely to be dismissed or made redundant. I am a contract worker, therefore, I cannot freely express my views due to the fear of being victimised. We are told what to do, our opinions do not matter. Employees are only told the decisions taken without giving them the opportunity to raise their concerns and contribute ideas. Contract workers are always threatened by telling them about termination of their contracts. There are no CCTV and surveillance cameras and no security checks at the entrances. There is no fairness in the department as certain employees get special treatment from management because when we are all given tasks to do, others will not do them and as a result the same work is pushed to us to do. Special treatment is shown to others because they can take 2-3 hours’ lunch but no action is taken against the said employees. Unfair recruitment process should stop as this breeds corruption. The employees have an attitude that what I do the management cannot see or know. Job security is lacking. I have been on a 6 months’ contract for 5 years and this is disappointing and discouraging and it seems that management doesn’t care about contract workers at all. As a result, it is a daily struggle just to keep my job as I am always reminded that I can be replaced at any time. Often times, I have to justify my presence at the organisation and why I deserve to be remunerated fairly. No job security at all because when we do wrong we are criticized and threatened with a written warning.

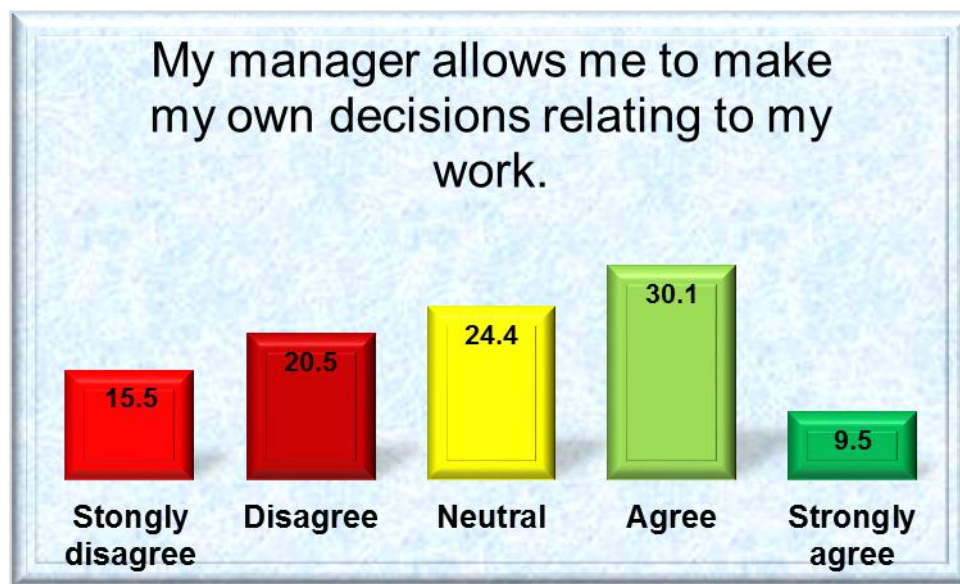
Figure 28: Summary of Security and fairness dimensions'



10.5 Leadership

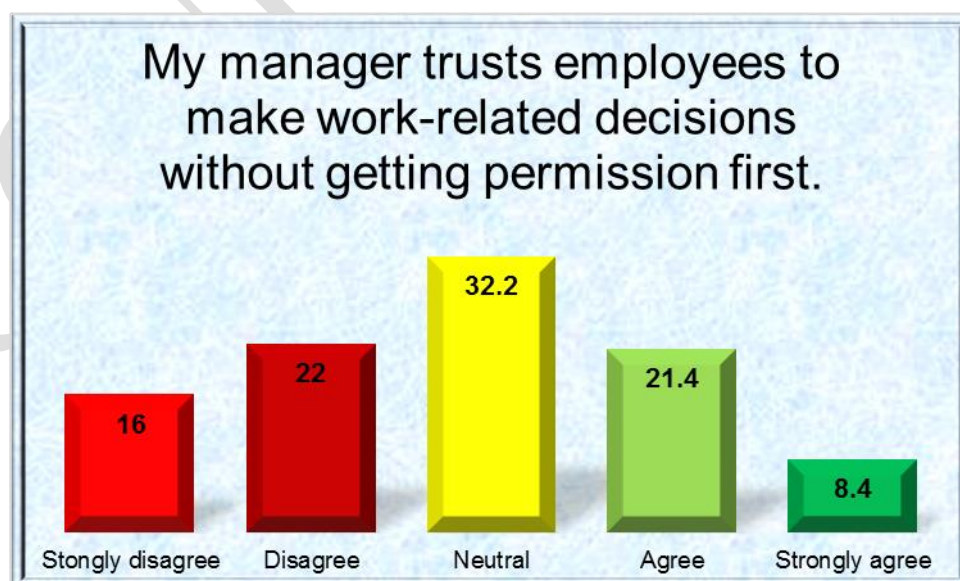
In the questionnaire, leadership was described as follows: "It is about how you relate with your leader or manager at CoGTA." The following results are distributed according to the respondents' perception about leadership at CoGTA.

Figure 29: My manager allows me to make my own decisions relating to my work



According to figure 26 above, 30.1% of the respondents agreed that their managers allowed them to make their own decisions relating to their work. Another 9.5% of the respondents strongly agreed that there is autonomy in their work. However, 24.4% of the respondents remained neutral at 24.4%. However, 20.5% of the respondents disagreed that they are given room to make their own decisions relating to their work whilst 15.5% strongly disagreed.

Figure 30: My manager trusts employees to make work-related decisions without getting permission first



Most of the employees remained neutral at 32.2% about the manager-employee trust when the decisions are made relating to their work without getting permission first. Although 21.4%

agreed that managers trust them another 22% disagreed that there is trust between the managers and their employees. Only 8.4% strongly agreed that there is trust between managers and their subordinates and 16% of the respondents refuted such claims.

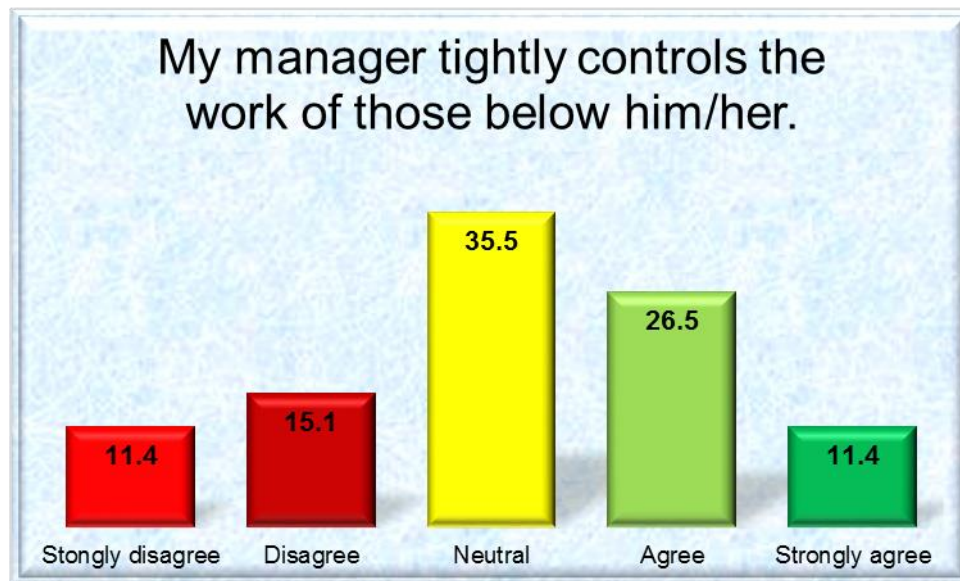
Table 17: Summary of Occupational levels that needs attention

My manager trusts employees to make work-related decisions without getting permission first.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	2	1.68%	4.30%
Level 4	25	21.01%	15.40%
Level 5	8	6.72%	8.00%
Level 6	51	42.86%	37.30%
Level 7	13	10.92%	8.30%
Level 8	6	5.04%	6.30%
Level 9	5	4.20%	3.10%
Level 10	2	1.68%	1.00%
Level 11	3	2.52%	3.70%
Level 12	1	0.84%	1.70%
Level 13	2	1.68%	1.70%
Level 14	0	0.00%	1.70%
Level 15	1	0.84%	1.70%
	119		

Table 18: Summary of programmes that needs attention

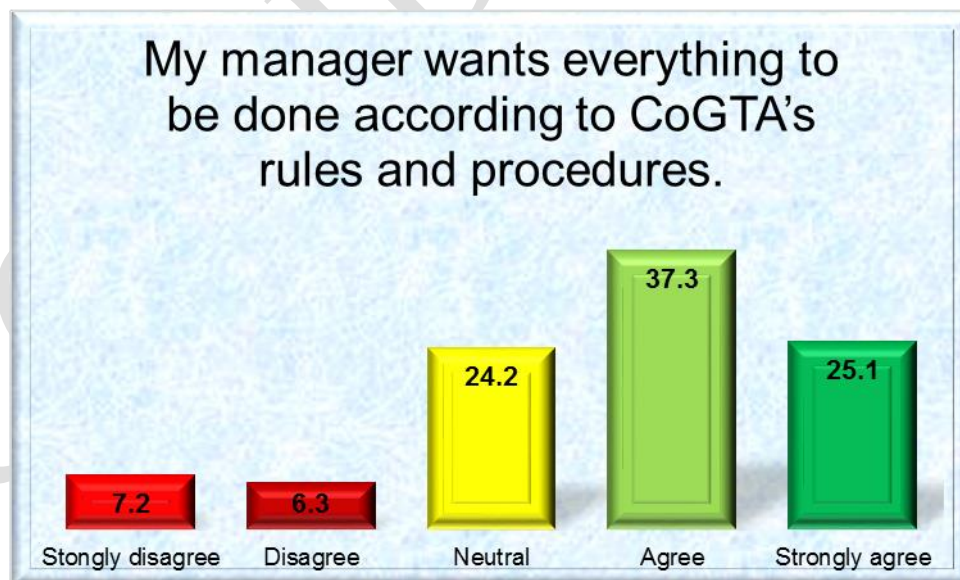
My manager trusts employees to make work-related decisions without getting permission first.			
Programme One	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme Two	21	27.63%	4.30%
Programme Three	33	43.42%	15.40%
Programme Four	7	9.21%	8.00%
Programme Four	15	19.74%	37.30%
	76		

Figure 31: My manger tightly controls the work of those below him/her



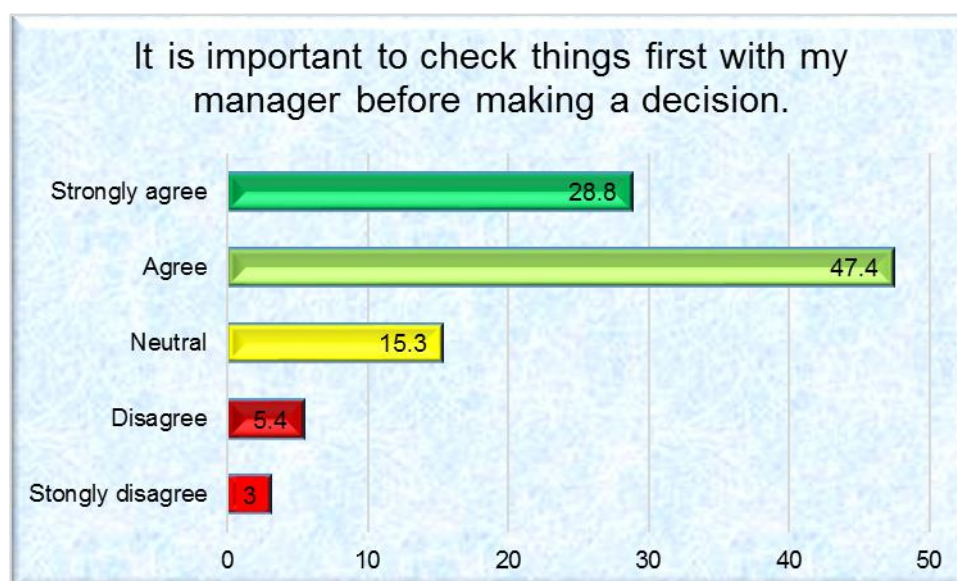
In figure 28 above 35.5% of the respondents remained neutral about controlled systems applied by their managers. Only 26.5% agreed that their managers tightly control the work of those reporting to them whilst 15.1% of the respondents disagreed with the item above. However, 11.4% of the respondents strongly agreed that their managers are controlling their work, 11.4% of the respondents disagreed.

Figure 32: My manager wants everything to be done according to CoGTA's rules and procedures



About 37.3% of the respondents agreed that their managers encourage that everything work related should be done according to CoGTA's rules and procedures. Another 25.1% strongly agree that their work should adhere to rules and procedures at CoGTA. Only 7.2% and 6.3% differed while 24.2% decided to remain neutral.

Figure 33: It is important to check things first with my manager before making a decision.



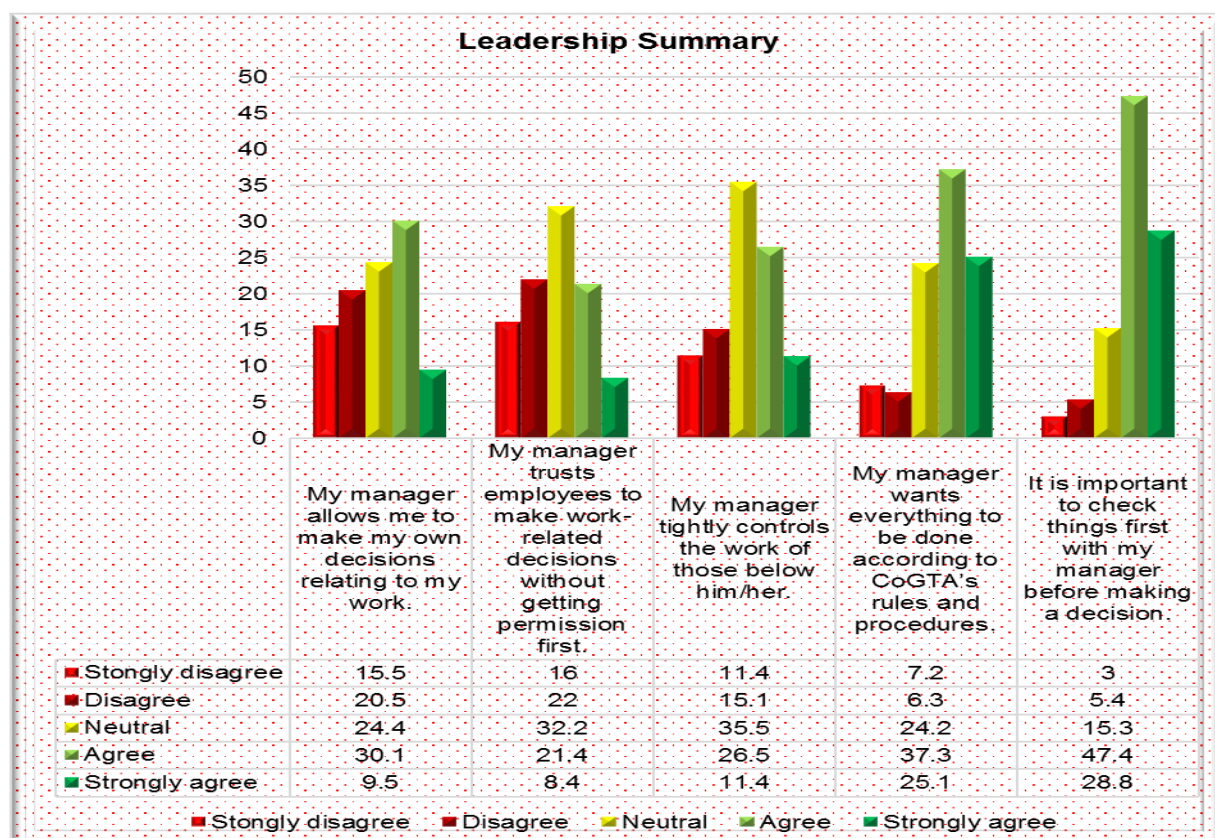
In figure 30 above, 47.4% respondents and 28.8% agreed that “it is important to check things first with their managers before making a decision”, Only 15.3% remained neutral while 3% strongly disagreed and another 5.4% did not see the necessity to receive authorisation from their managers before they make decisions.

The narratives are as follows:

Below the leadership dimension the following question was asked: “In your view are you given the autonomy by your leader to execute your duties on your own? If yes/no, please expand.

Targets are developed and plans to deliver them are put in place. Micro management is not exonerated by senior management which indicate that there is no good working relationship. Involvement is not encouraged and our different views are not accommodated. My unit is based on community work and decisions are taken promptly and hastily. My job requires a teamwork approach and achievement is credited to a collective effort. We are working by the book according to the supervisor’s instructions, creativity is not encouraged. My manager is a fair, complex person and she stands for the truth. A while back I was questioned by Labour Authorities and she helped me to produce evidence that was required. There is no flexibility. Management give us instruction verbally and they refuse to present it in a printed format because when you ask to be sent an email they don’t comply.

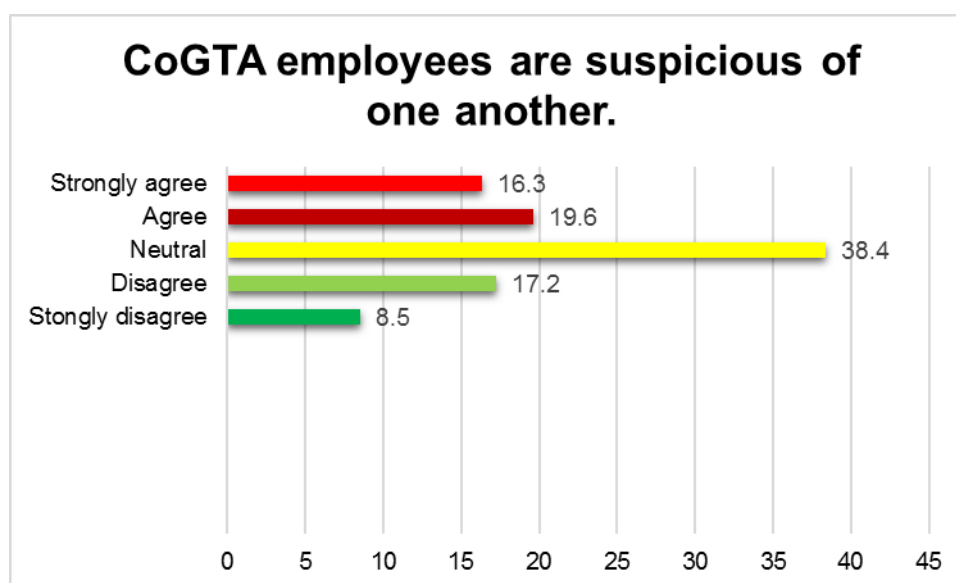
Figure 34: Summary of leadership dimension



10.6 Integration

In the questionnaire, integration was described as “working relationships between chief directorates / directorates”. The respondents were requested to rate five items. The graphs below indicate how the responses were distributed among the respondents.

Figure 35: CoGTA employees are suspicious of one another



According to figure 31 above. 38.4% of the respondents remained neutral about the issues of mistrust among the employees at CoGTA. However, 19% and 16.3% of the respondents agreed that CoGTA employees are suspicious of each other. Although 17.2% disagreed that employees are always watching their backs, 8.5% strongly disagreed that employees at CoGTA are suspicious of each other.

The data above indicates that, there is no trust among the employees at CoGTA.

Table 19: Summary of Occupational level that needs attention

CoGTA employees are suspicious of one another.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	4	3.57%	4.30%
Level 4	23	20.54%	15.40%
Level 5	6	5.36%	8.00%
Level 6	37	33.04%	37.30%
Level 7	14	12.50%	8.30%
Level 8	10	8.93%	6.30%
Level 9	7	6.25%	3.10%
Level 10	2	1.79%	1.00%
Level 11	6	5.36%	3.70%
Level 12	0	0.00%	1.70%
Level 13	2	1.79%	1.70%
Level 14	0	0.00%	1.70%
Level 15	1	0.89%	1.70%
	112		

Table 20: Summary of programmes that needs attention

CoGTA employees are suspicious of one another.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	35	38.04%	4.30%
Programme Two	30	32.61%	15.40%
Programme Three	9	9.78%	8.00%
Programme Four	18	19.57%	37.30%
	92		

Figure 36: There is very little conflict between directorates at CoGTA



When asked about the conflict between the directorates at CoGTA, 39.5% of the respondents remained neutral, while 16.7% and 6.7% respondents agreed that “there is very little conflict between directorates at CoGTA. But, 21% and 16.1% of the respondents disputed that there is a little conflict between the directorates.

The data above shows that, there is a noticeable conflict between directorates.

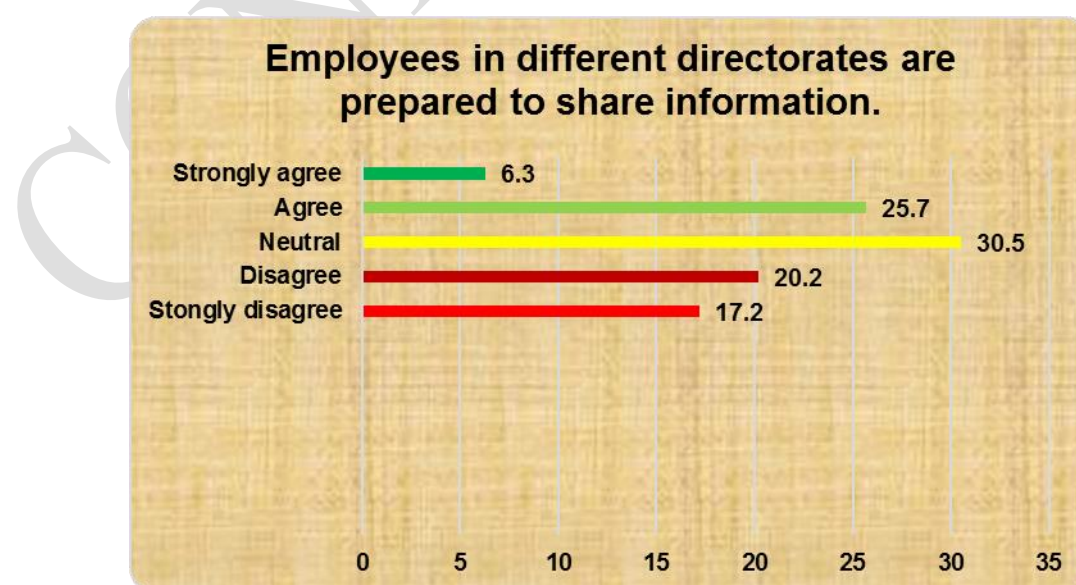
Table 21: Summary of Occupational level that needs attention

There is very little conflict between directorates.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	4	3.48%	4.30%
Level 4	23	20.00%	15.40%
Level 5	7	6.09%	8.00%
Level 6	38	33.04%	37.30%
Level 7	18	15.65%	8.30%
Level 8	5	4.35%	6.30%
Level 9	5	4.35%	3.10%
Level 10	2	1.74%	1.00%
Level 11	8	6.96%	3.70%
Level 12	1	0.87%	1.70%
Level 13	2	1.74%	1.70%
Level 14	1	0.87%	1.70%
Level 15	1	0.87%	1.70%
	115		

Table 22: Summary of programmes that needs attention

There is very little conflict between directorates.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	25	28.74%	4.30%
Programme Two	33	37.93%	15.40%
Programme Three	9	10.34%	8.00%
Programme Four	20	22.99%	37.30%
	87		

Figure 37: Employees in different directorates are prepared to share information



Regarding the information sharing between the directorates 30.5% of the respondents remained neutral whilst 25.7% agreed that there is information sharing in different directorates. However, another 6.3% agreed that there is information sharing but 20.2% and 17.2% disagreed about the existence of information sharing between the employees in different directorates respectively.

The data indicates that, employees are willing to share data in different directorates.

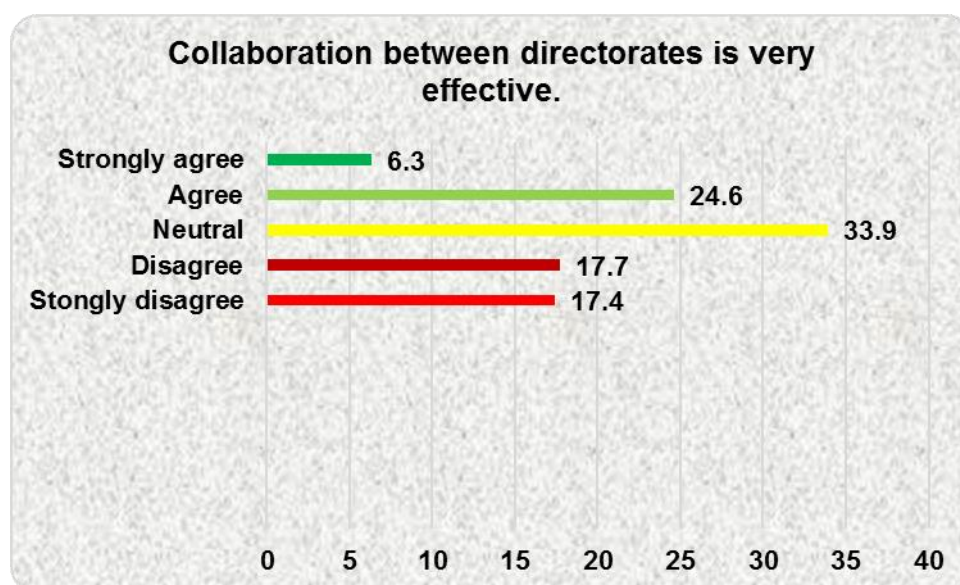
Table 23: Summary of Occupational level that needs attention

Employees in different directorates are prepared to share information.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	1	0.84%	4.30%
Level 4	21	17.65%	15.40%
Level 5	8	6.72%	8.00%
Level 6	42	35.29%	37.30%
Level 7	12	10.08%	8.30%
Level 8	10	8.40%	6.30%
Level 9	7	5.88%	3.10%
Level 10	2	1.68%	1.00%
Level 11	7	5.88%	3.70%
Level 12	2	1.68%	1.70%
Level 13	4	3.36%	1.70%
Level 14	3	2.52%	1.70%
Level 15	0	0.00%	1.70%
	119		

Table 24: Summary of programmes that needs attention

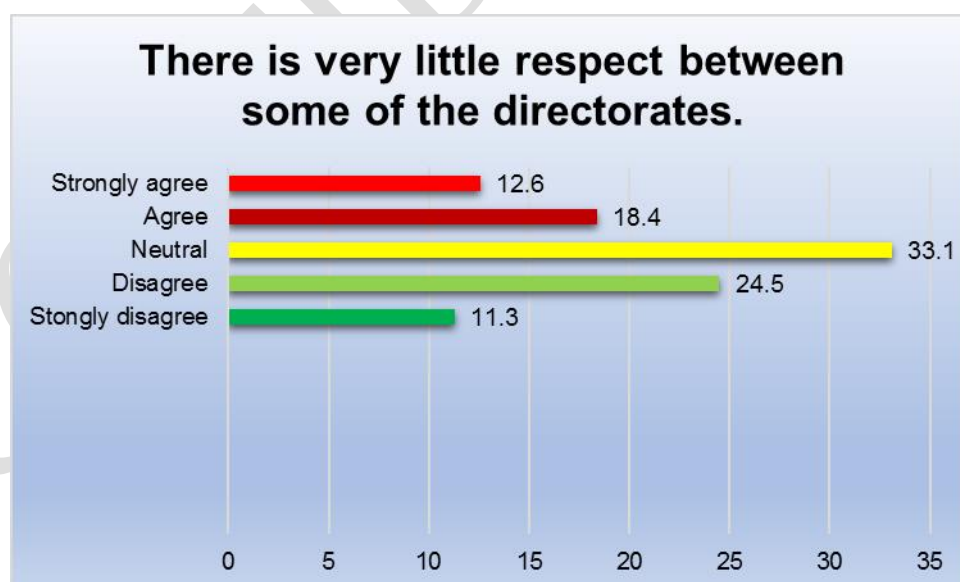
Employees in different directorates are prepared to share information.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	25	28.74%	4.30%
Programme Two	31	35.63%	15.40%
Programme Three	12	13.79%	8.00%
Programme Four	19	21.84%	37.30%
	87		

Figure 38: Collaboration between directorates is very effective



When asked about the collaboration between directorates whether is very effective, 33.9% of the respondents remained neutral. Only 24.6% and 6.3% agreed that the collaboration between directorates is very effective. On the contrary, 17.4% respondents disagreed that collaboration is very effective between the directorates and another 17.4% dismissed the claims that, there is efficient collaboration between the directorates.

Figure 39: There is very little respect between some of the directorates



Concerning respect between the directorates 33.1% of the respondents remained neutral about the fact that "there is very little respect between some of the directorates". However, 24.5% disagreed that there is very little respect between the directorates and another 11.3% of the respondents strongly disagreed that there is little respect between some of the

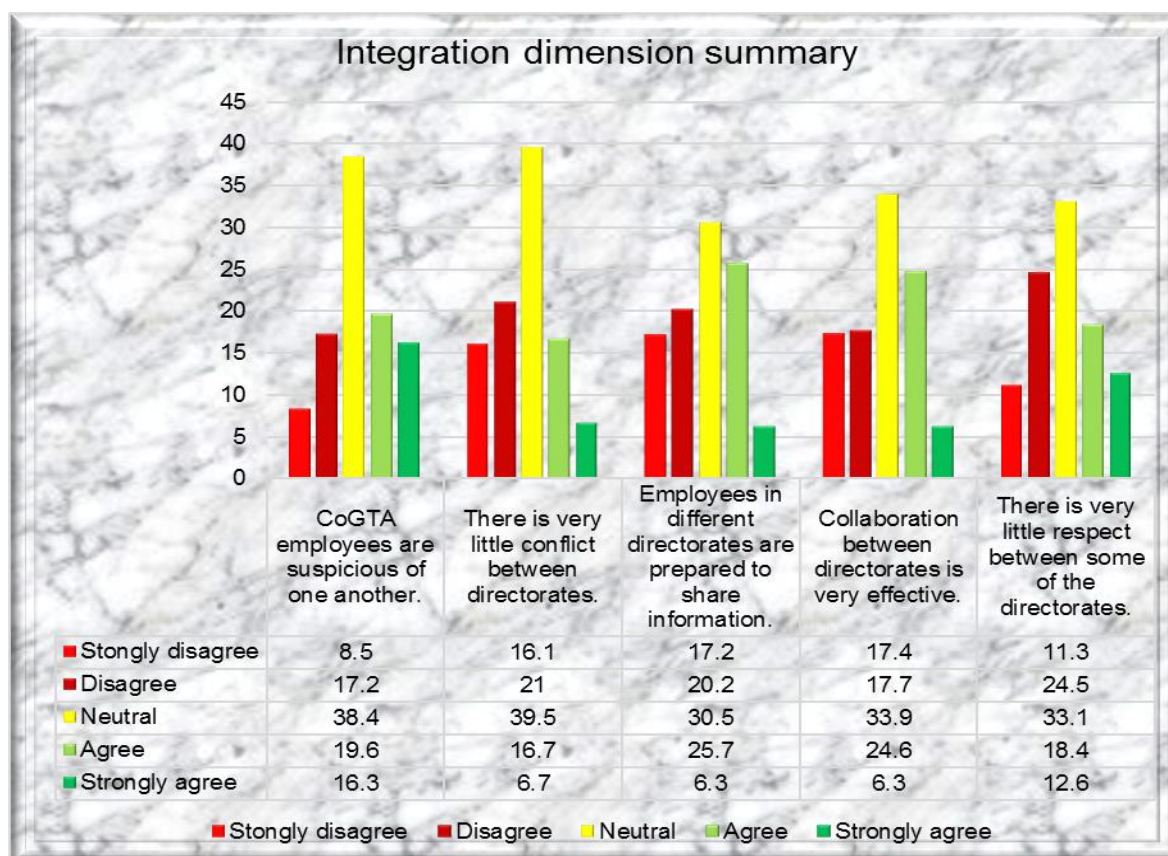
directorates. Only 12.6% strongly agreed with the item at hand and another 18% of the respondents agreed that there is very little respect between some of the directorates.

Below the integration dimension the following question was asked: "How would you describe the working relationship between CoGTA's chief directorates or directorates? The narratives are recorded below:

The narratives are as follows:

Integration is professional and cordial. It is strong and regular meetings are of great assistance. Perfect but there are some problem here and there. There is no information sharing sessions. Subordinates are caught in internal conflicts between supervisors because they want to prove themselves to one another. Whenever you try to do your best - you are considered to be a threat to someone's position so you can't execute the job or raise a valid point without being suspected and accused of wanting their higher positions. Managers must be fair, when it comes to recruiting people and stop nepotism especially in HRM. Silo approach. Willing to work going together and move the organisation forward. Directors take advantage of employees who don't understand the policy and procedures within the organisation.

Figure 40: Summary of integration dimension



10.7 Empowerment

In the questionnaire, empowerment was described as regular participation of employees in deciding how their work is done and making suggestions for improvement. The respondents' perceptions about empowerment are represented below:

Figure 41: Management involves employees when decisions are made that affect them

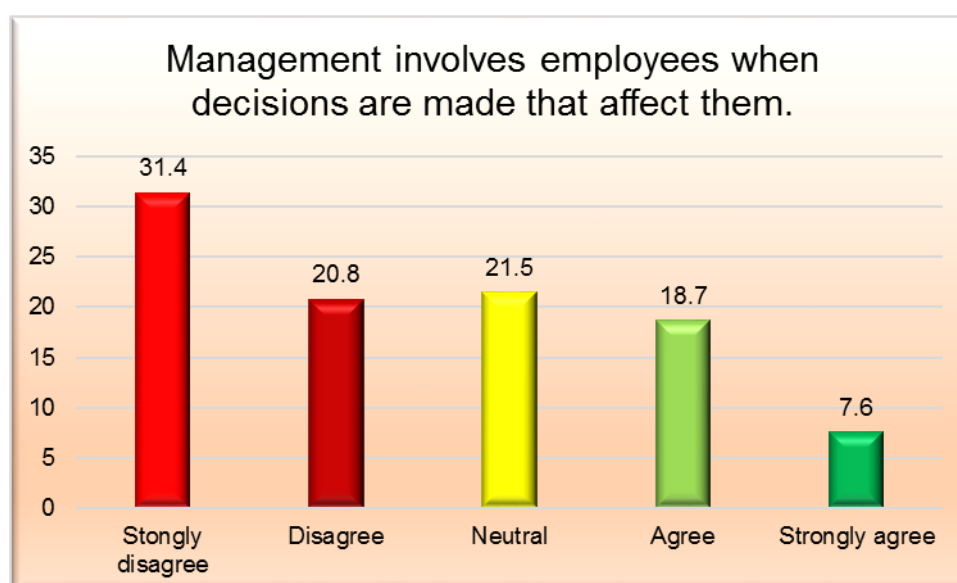


Figure 36 above, indicates that 31.4% of the respondents strongly disagreed that “management involves employees when decisions are made that affect them”. Another 20.8% of the respondents disagreed that they are involved in decisions that affect them directly. Only 18.7% of the respondents agreed that, they are involved in decisions taken by the management that affect them and another 7.6% strongly agreed.

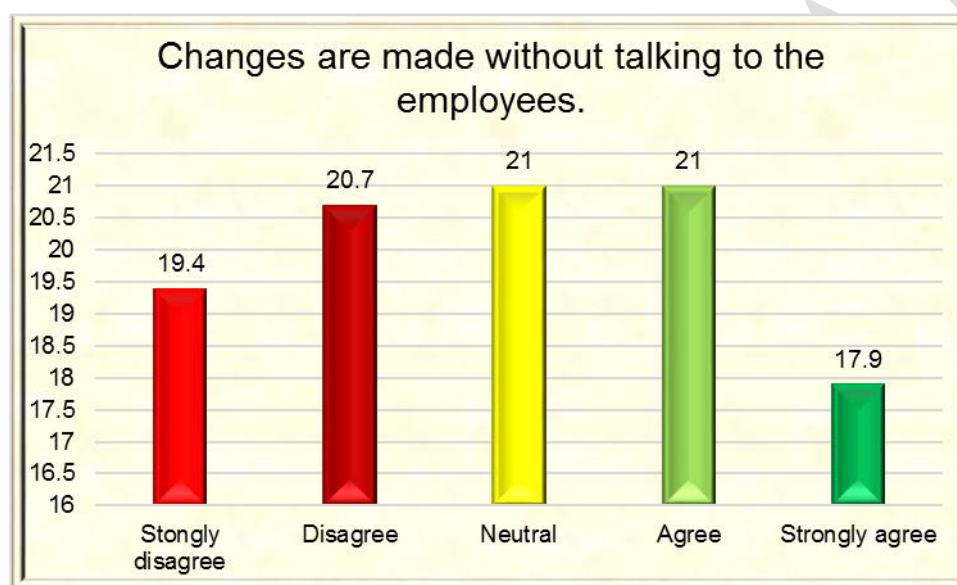
Table 25: Summary of Occupational levels that needs attention

Management involves employees when decisions are made that affect them.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	6	3.45%	4.30%
Level 4	29	16.67%	15.40%
Level 5	10	5.75%	8.00%
Level 6	69	39.66%	37.30%
Level 7	19	10.92%	8.30%
Level 8	10	5.75%	6.30%
Level 9	6	3.45%	3.10%
Level 10	5	2.87%	1.00%
Level 11	6	3.45%	3.70%
Level 12	1	0.57%	1.70%
Level 13	0	0.00%	1.70%
Level 14	12	6.90%	1.70%
Level 15	1	0.57%	1.70%
	174		

Table 26: Summary of programmes that needs attention

Management involves employees when decisions are made that affect them.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	32	28.32%	4.30%
Programme Two	41	36.28%	15.40%
Programme Three	14	12.39%	8.00%
Programme Four	26	23.01%	37.30%
	113		

Figure 42: Changes are made without talking to the employees



About 21% remained neutral when asked whether changes are effected without engaging the employees, and another 21% of the respondents agreed that they are never consulted when the changes are made within their work station. On the other end 20.7% of the disagreed that changes are made without consulting the employees and another 19.4% strongly disagreed with that notion.

The data above indicates that there is no proper consultation when decisions that affect the employees are made.

Table 27: Summary of Occupational levels that needs attention

Changes are made without talking to the employees.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	3	2.50%	4.30%
Level 4	29	24.17%	15.40%
Level 5	9	7.50%	8.00%
Level 6	44	36.67%	37.30%
Level 7	14	11.67%	8.30%
Level 8	7	5.83%	6.30%
Level 9	5	4.17%	3.10%
Level 10	2	1.67%	1.00%
Level 11	6	5.00%	3.70%
Level 12	1	0.83%	1.70%
Level 13	0	0.00%	1.70%
Level 14	0	0.00%	1.70%
Level 15	0	0.00%	1.70%
	120		

Table 28: Summary of programmes that needs attention

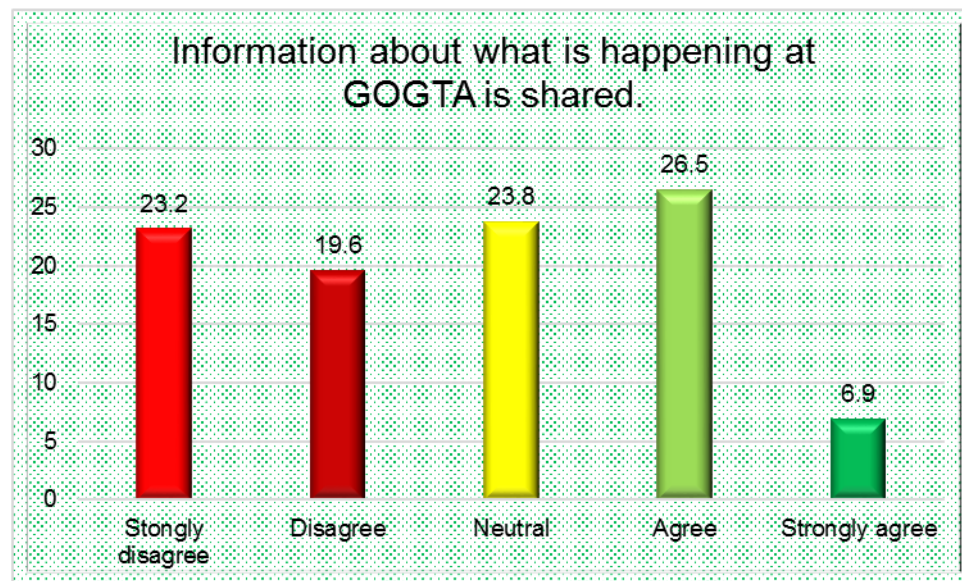
Changes are made without talking to the employees.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	28	35.44%	4.30%
Programme Two	26	32.91%	15.40%
Programme Three	10	12.66%	8.00%
Programme Four	15	18.99%	37.30%
	79		

Figure 43: Employees have a say in decisions that affect their work



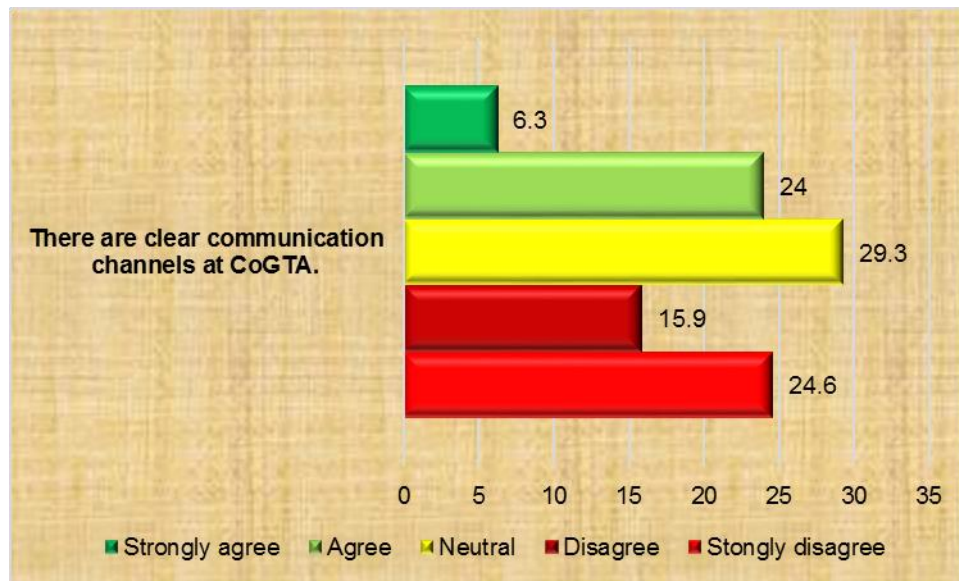
According to figure 38 above, 30.2% of the respondents strongly disagreed that employees have a say in the decisions that affect their work. Another 19% disagreed with the item under review. The respondents who agreed with the statement and those who were neutral shared 21.5% of their view respectively. However, only 7.9% of the respondents agreed with item that “employees have a say in decisions that affect them”.

Figure 44: Information about what is happening at CoGTA is shared



About 26.5% of the respondents agreed that there is information sharing about events happening at CoGTA. However, 23.2% respondents strongly disagreed that information is shared about what transpires at CoGTA. Another 19.6% of the respondents disagreed that there is no information sharing at CoGTA, whilst 23.8% of the employees chose to remain neutral.

Figure 45: There are clear communication channels at CoGTA



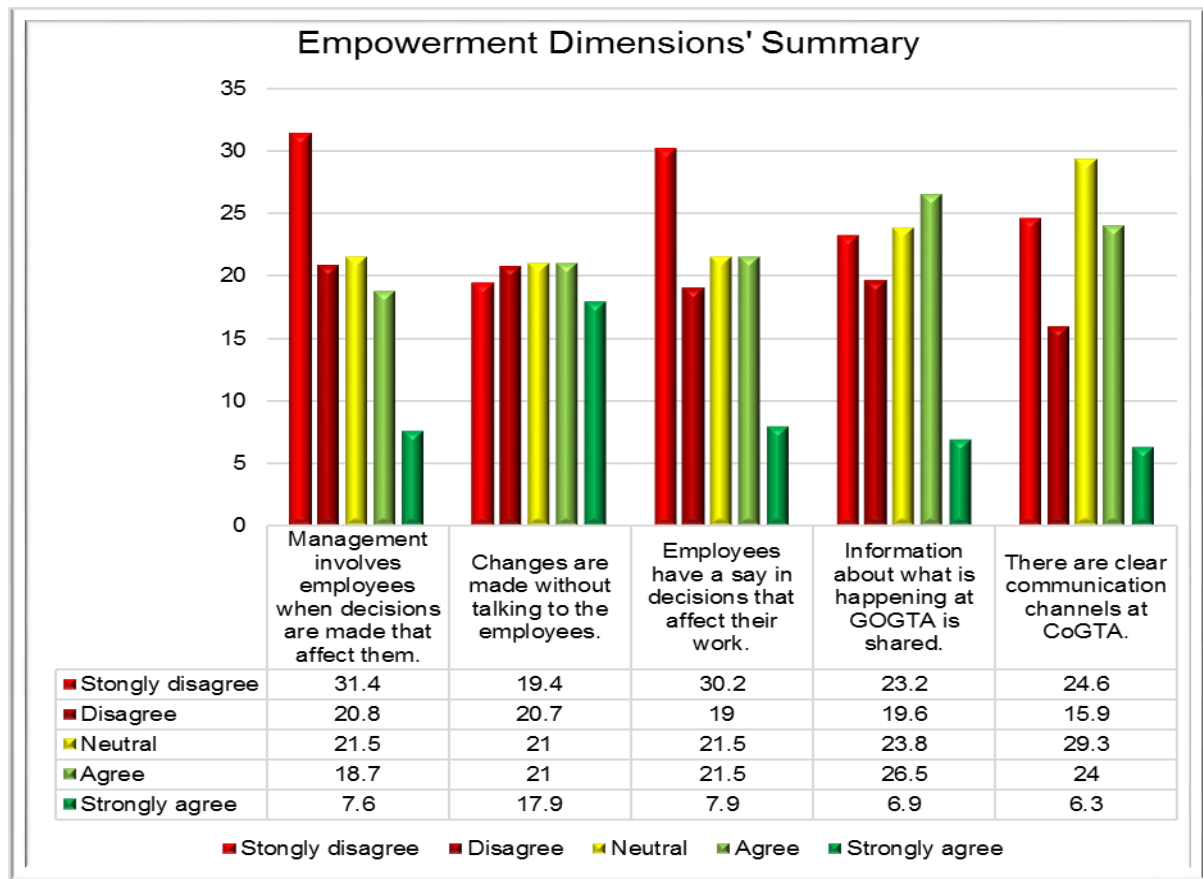
The respondents at 29.3% remained neutral about the notion that, there are clear communication channels at CoGTA. Only 24% agreed that communication channels are clear at CoGTA, 24.6% of the responded refuted such claims and 15.9% disagreed while only 6.3% strongly supported the statement, that communication channels are clear at CoGTA.

The narratives are as follows:

Below the empowerment dimension the following question was asked: “In your view are you given an opportunity to make decisions and suggestions? If yes/no please expand.

Empowerment is done via micro planning. Decisions are always taken at the top level management without taking into consideration the impact of these decisions on the lower level employees. We are told what to do so it is always top down approach. At regular meetings we are given an opportunity to provide inputs. When new systems are introduced we are given a chance to provide inputs but our inputs are not taken into consideration and implemented. It is very important to give employees a chance to contribute so that they can feel part of the organisation and this lead to motivation.

Figure 46: Summary of Empowerment dimension



10.8 Supervisory support

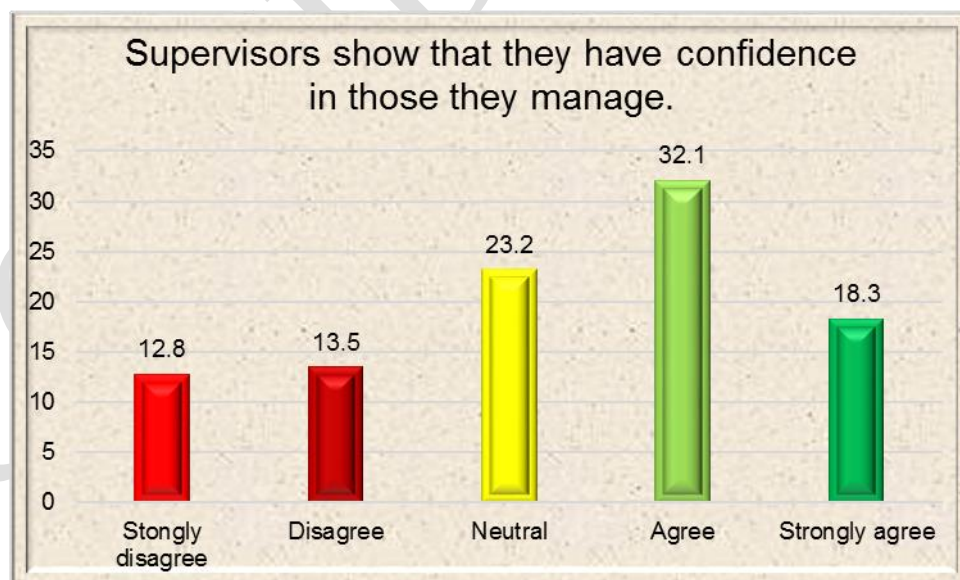
In the questionnaire, supervisory support was described as: "The extent to which employees' experience support and understanding from their immediate supervisor."

Figure 47: Supervisors at CoGTA are really good at understanding employees' problems



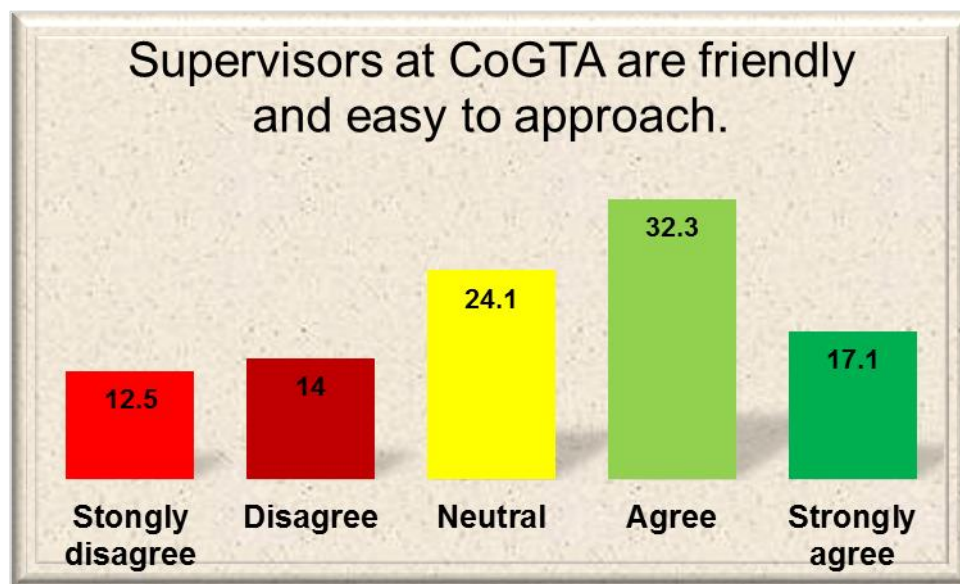
Almost 31.7% of the respondents agreed that their supervisors are really good at understanding their problems and another 16.2% strongly agreed with the statement under review. Although 26.9% of the respondents remained neutral, 14.4% and 10.8% of the respondents disagreed that their supervisors understood their problems.

Figure 48: Supervisors show that they have confidence in those they manage



About 32.1% of the respondents agreed that their supervisors indicate some level of confidence towards them, and another 18.3% of the respondents showed shared same views. However, 23.2% of the respondents chose to remain neutral and 12.8% strongly disagreed with the item being tested. Another 13.5% of the respondents disagreed that their supervisors show that they have confidence in them.

Figure 49: Supervisors at CoGTA are friendly and easy to approach



According to figure 43, 32.3% of the respondents agreed that their supervisors are friendly and approachable. Another 17.1% of the respondents strongly agreed about their supervisors being friendly and approachable. Nevertheless, 24.1% respondents remained neutral and 12.5% strongly disagreed that their supervisors are friendly and approachable whilst 14% disagreed that supervisors are unfriendly and unapproachable.

Figure 50: Supervisors can be relied upon to give good guidance to employees



The respondents at 32.9% agreed that their supervisors are reliable and can be trusted with good guidance to employees. Only 16.5% of the respondents strongly agree that supervisors can be relied upon for good guidance. However, 12.8% and 11.9% disagreed that supervisors can be relied upon for good guidance to their employees.

Figure 51: Supervisors show an understanding of the employees who work for them



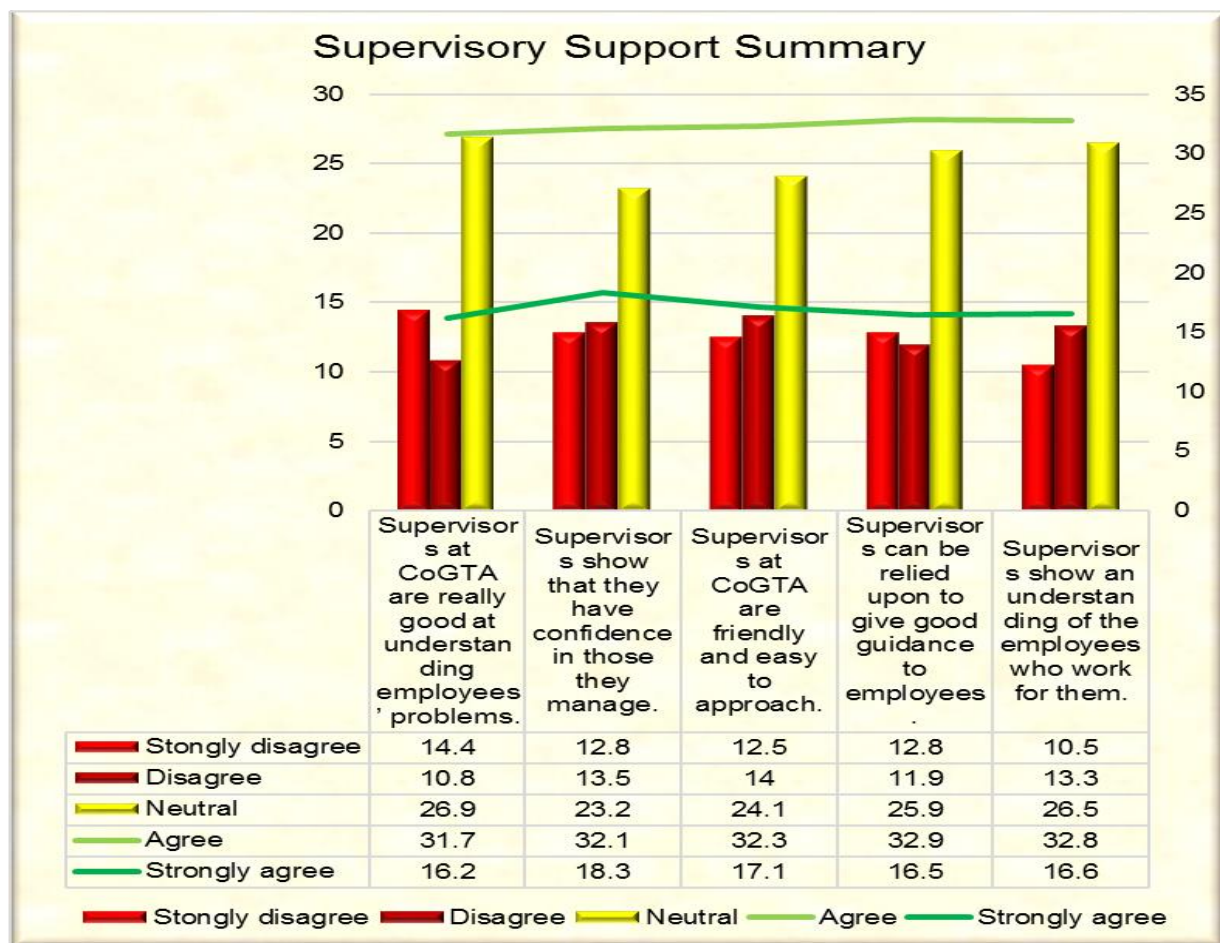
32.8% of the respondents agreed that their supervisors show an understanding of the employees who work for them. Another 16.6% of the respondents strongly agreed that their supervisors do understand them. However, 26.5% of the population remained neutral about their supervisors showing understanding of the employees who work for them.

The narratives are as follows:

Below the supervisory support the following question was asked: "Please describe the working relationship with your supervisor?"

Professional and cordial. Good supervisory support. My supervisor supports me in doing my job and gives guidance where needed. My immediate supervisor is good but going up the hierarchy level it becomes difficult. We are not treated equally as staff members. Mutual respect and very co-operative. My supervisor is very productive and pro-active when it comes to his work. Very helpful and willing to assist whenever there are challenges. Dedicates a lot of time to his work, very respectful and plays a greater role in our team and has an excellent people's skills. My immediate supervisor is approachable and give us guidance on how to do our work.

Figure 52: Summary of supervisory support' dimension



This summary proved beyond reasonable doubt that employees at CoGTA have good working relations with their supervisors.

10.9 Training

In the questionnaire, training was described as “a preparation for performing a job that is typically provided to employees by CoGTA”.

Figure 53: Employees are not properly trained (i.e. in policy, software implementation, etc.)



According to the data above 24.3% of the respondents agreed that employees are not properly trained at CoGTA (i.e. in policy, software implementation etc.). However, 18.4% disagreed that employees are not properly trained. Although 11.5% strongly disagreed that employees are not properly trained, 15.9% strongly agreed that employee training is not sufficient. But, 29.9% chose to remain neutral.

In total 40.2% of the employees suggested that employee training at CoGTA is lacking. Therefore, it can be concluded that CoGTA should increase capacity during in-house training.

Table 29: Summary of Occupational levels that need attention

Employees are not properly trained (i.e. in policy, software implementation, etc.).			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	4	3.25%	4.30%
Level 4	23	18.70%	15.40%
Level 5	9	7.32%	8.00%
Level 6	48	39.02%	37.30%
Level 7	14	11.38%	8.30%
Level 8	6	4.88%	6.30%
Level 9	5	4.07%	3.10%
Level 10	0	0.00%	1.00%
Level 11	8	6.50%	3.70%
Level 12	1	0.81%	1.70%
Level 13	4	3.25%	1.70%
Level 14	1	0.81%	1.70%
Level 15	0	0.00%	1.70%
	123		

Table 30: Summary of programmes that need attention

Employees are not properly trained (i.e. in policy, software implementation, etc.).			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	26	29.55%	4.30%
Programme Two	34	38.64%	15.40%
Programme Three	11	12.50%	8.00%
Programme Four	17	19.32%	37.30%
	88		

Figure 54: CoGTA only give employees the minimum amount of training they need to do their job



23.3% and 16.3% of the respondents agreed that CoGTA only provides employees with the minimum training they need to perform their duties. Whilst, 33.1% remained neutral, another 27.3% disagreed that CoGTA only provide training related to job execution only.

In total 40% of the respondents confirmed that CoGTA's internal training is limited to internal performance. Therefore, this data suggests that CoGTA is not willing to provide employees with the training that will empower them even beyond CoGTA's boundaries.

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Table 31: Summary of Occupational levels that need attention

CoGTA only gives employees the minimum amount of training they need to do their job.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	3	2.83%	4.30%
Level 4	21	19.81%	15.40%
Level 5	2	1.89%	8.00%
Level 6	43	40.57%	37.30%
Level 7	11	10.38%	8.30%
Level 8	7	6.60%	6.30%
Level 9	4	3.77%	3.10%
Level 10	3	2.83%	1.00%
Level 11	7	6.60%	3.70%
Level 12	0	0.00%	1.70%
Level 13	2	1.89%	1.70%
Level 14	3	2.83%	1.70%
Level 15	0	0.00%	1.70%
	106		

Table 32: Summary of programmes that needs attention

CoGTA only gives employees the minimum amount of training they need to do their job.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	23	30.26%	4.30%
Programme Two	24	31.58%	15.40%
Programme Three	11	14.47%	8.00%
Programme Four	18	23.68%	37.30%
	76		

Figure 55: Employees are strongly encouraged to develop their skills



A total of 41.8% respondents agreed that CoGTA is strongly encouraging employees to develop their skills. However, 33.3% of the respondents disagreed that employees' development is encouraged at CoGTA, the remaining 24.5% remained neutral.

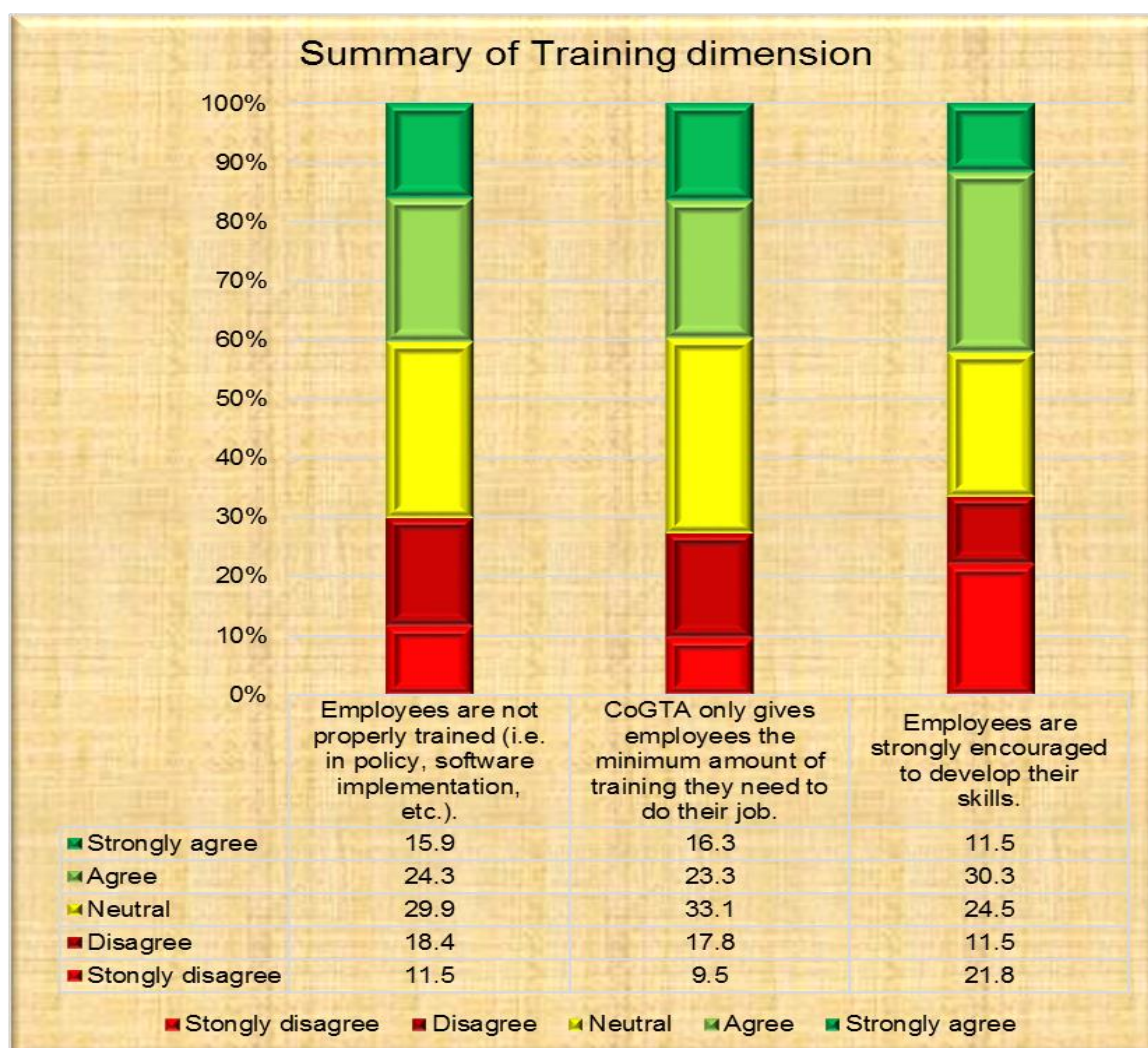
This data suggests that employees are encouraged to develop their skills at CoGTA.

The narratives are as follows:

Below the training dimension the following question was asked? "What are your views about training opportunities at CoGTA?"

Internal awarding of bursaries is problematic. Training opportunities are available though. The 2017/2018 bursaries were not given any employee so as a result no employee development took place. Employees are given an opportunity as per EPMDS to choose areas of personal development including bursaries. Implementation is a challenge. We are not given opportunities to attend training that is conducted externally. We are not allowed to attend workshops and study with bursaries if it is not related to your current job. As previously said, only few people get training preferences buy HCD (Human Capital Development). There is a need for computer training but there are no training opportunities. There are many training opportunities at CoGTA but very minimal to some employees than others based on the knowledge they have concerning training opportunities. More training needed especially when a new system is implemented but insufficient training is offered.

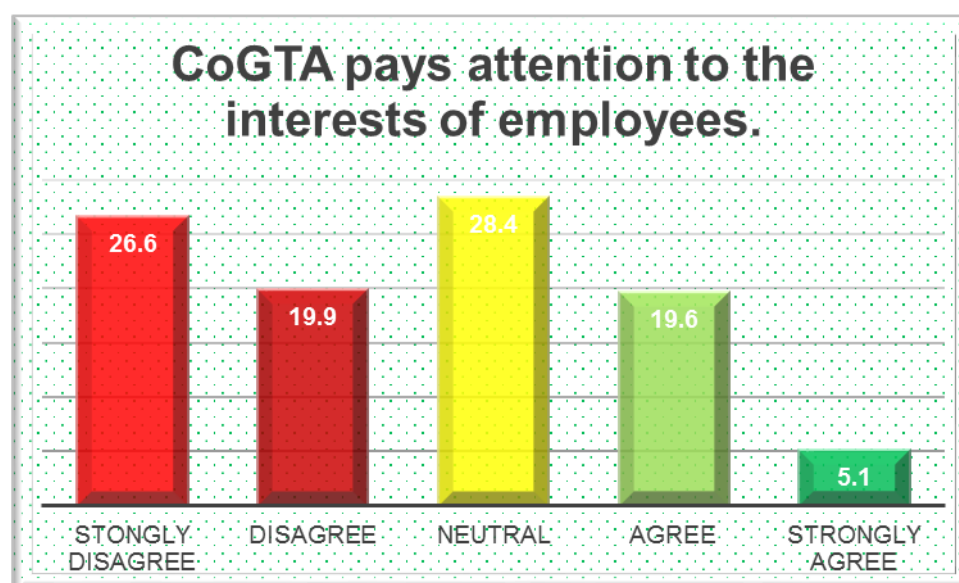
Figure 56: Summary of training dimension



10.10 Welfare

In the questionnaire, welfare was described as: “This is about how CoGTA values and how employees are treated.”

Figure 57: CoGTA pays attention to the interests of employees



46.5% of the respondents denied that CoGTA pays attention to their interests. Whilst 28.4% did not agree neither disagree, 24.7% of the respondents agreed that CoGTA pay attention to the interests of the employees.

This data suggests that CoGTA does not partake in the interests of its employees. CoGTA should consider developing employee engagements programmes.

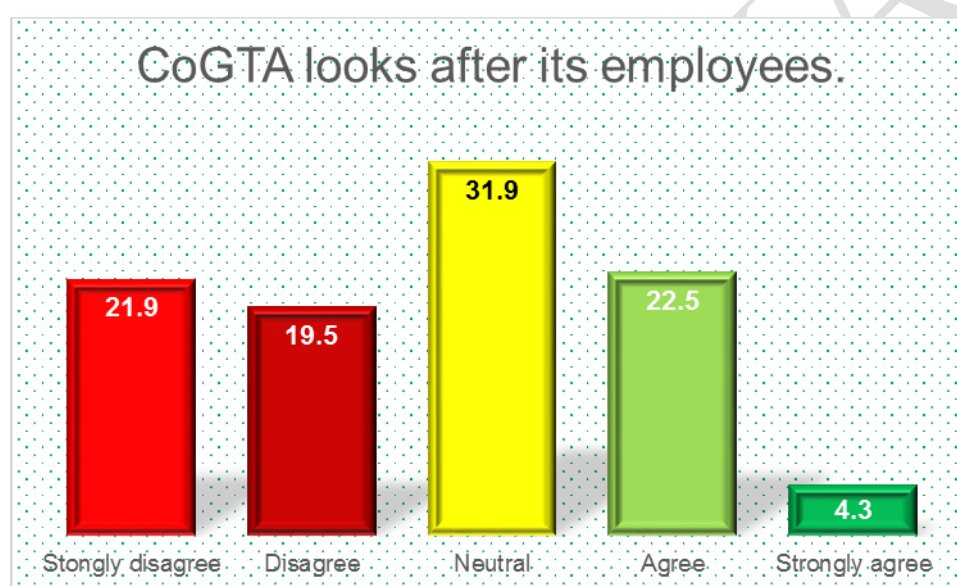
Table 33: Summary of Occupational levels that need attention

CoGTA pays attention to the interests of employees.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	2	1.35%	4.30%
Level 4	29	19.59%	15.40%
Level 5	9	6.08%	8.00%
Level 6	57	38.51%	37.30%
Level 7	17	11.49%	8.30%
Level 8	11	7.43%	6.30%
Level 9	7	4.73%	3.10%
Level 10	3	2.03%	1.00%
Level 11	8	5.41%	3.70%
Level 12	0	0.00%	1.70%
Level 13	2	1.35%	1.70%
Level 14	2	1.35%	1.70%
Level 15	1	0.68%	1.70%
	148		

Table 34: Summary of programmes that need attention

CoGTA pays attention to the interests of employees.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	33	32.35%	4.30%
Programme Two	33	32.35%	15.40%
Programme Three	14	13.73%	8.00%
Programme Four	22	21.57%	37.30%
	102		

Figure 58: CoGTA looks after its employees



Once again 41.4% of the employees disagreed that CoGTA looks after its employees. 31.9% remained neutral. However, 22.5% and 4.3% of the respondents agreed that CoGTA looks after its employees.

The evidence above suggests that CoGTA should improve on employee relations. Majority of the respondents do not think that there is a strong bond between CoGTA and its employees.

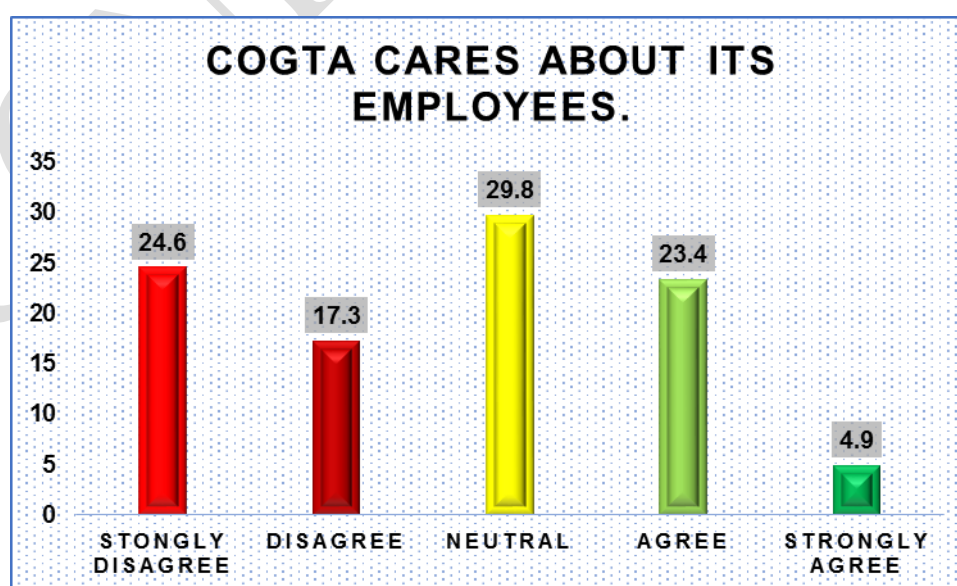
Table 35: Summary of Occupational levels that need attention

CoGTA looks after its employees.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	2	1.52%	4.30%
Level 4	28	21.21%	15.40%
Level 5	7	5.30%	8.00%
Level 6	51	38.64%	37.30%
Level 7	13	9.85%	8.30%
Level 8	10	7.58%	6.30%
Level 9	6	4.55%	3.10%
Level 10	3	2.27%	1.00%
Level 11	7	5.30%	3.70%
Level 12	2	1.52%	1.70%
Level 13	2	1.52%	1.70%
Level 14	0	0.00%	1.70%
Level 15	1	0.76%	1.70%
	132		

Table 36: Summary of programmes that need attention

CoGTA looks after its employees.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	32	34.41%	4.30%
Programme Two	28	30.11%	15.40%
Programme Three	9	9.68%	8.00%
Programme Four	24	25.81%	37.30%
	93		

Figure 59: CoGTA cares about its employees



29.8% of the employees did not agree nor disagree with the above item in figure 51. Nonetheless, 24.6% of the respondents strongly disagreed that CoGTA cares about its employees, whilst 4.9% strongly agreed that CoGTA cares about its employees. At the end 23.4% of the respondents agreed that CoGTA cares about its employees and 17.3% disagreed with this phenomenon.

The data suggest that employees are disgruntled under this welfare item (47.3%). CoGTA should swiftly address welfare issues among its employees.

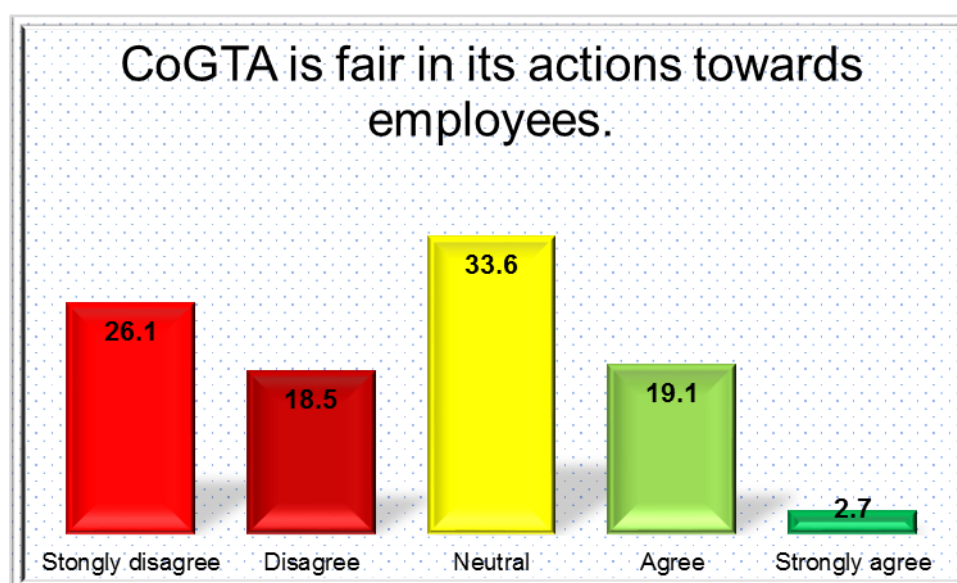
Table 37: Summary of Occupational level that need attention

CoGTA cares about its employees.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	3	2.24%	4.30%
Level 4	28	20.90%	15.40%
Level 5	9	6.72%	8.00%
Level 6	50	37.31%	37.30%
Level 7	14	10.45%	8.30%
Level 8	10	7.46%	6.30%
Level 9	6	4.48%	3.10%
Level 10	2	1.49%	1.00%
Level 11	7	5.22%	3.70%
Level 12	2	1.49%	1.70%
Level 13	2	1.49%	1.70%
Level 14	0	0.00%	1.70%
Level 15	1	0.75%	1.70%
	134		

Table 38: Summary of programmes that need attention

CoGTA cares about its employees.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	32	34.41%	4.30%
Programme Two	25	26.88%	15.40%
Programme Three	10	10.75%	8.00%
Programme Four	26	27.96%	37.30%
	93		

Figure 60: CoGTA is fair in its actions towards employees



About 33.6% of the respondents remained neutral when asked about CoGTA's fairness towards its employees. 2.7% of the respondents strongly agreed that CoGTA is fair in its actions towards employees. However, 26.1% strongly disagreed that CoGTA is fair towards the employees, although 19.1% agreed that there is fairness from CoGTA towards employees, another 18.5% disagreed with the item.

This data suggests that CoGTA is biased in its actions towards its employees. This perception is drawn from 44.6% of the respondents who disagreed regarding CoGTA's fairness against its employees.

Table 39: Summary of Occupational levels that needs attention

CoGTA is fair in its actions towards employees.			
Occupational Level	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Level 3	4	2.76%	4.30%
Level 4	28	19.31%	15.40%
Level 5	8	5.52%	8.00%
Level 6	60	41.38%	37.30%
Level 7	14	9.66%	8.30%
Level 8	12	8.28%	6.30%
Level 9	6	4.14%	3.10%
Level 10	1	0.69%	1.00%
Level 11	7	4.83%	3.70%
Level 12	2	1.38%	1.70%
Level 13	2	1.38%	1.70%
Level 14	0	0.00%	1.70%
Level 15	1	0.69%	1.70%
	145		

Table 40: Summary of the programmes that needs attention

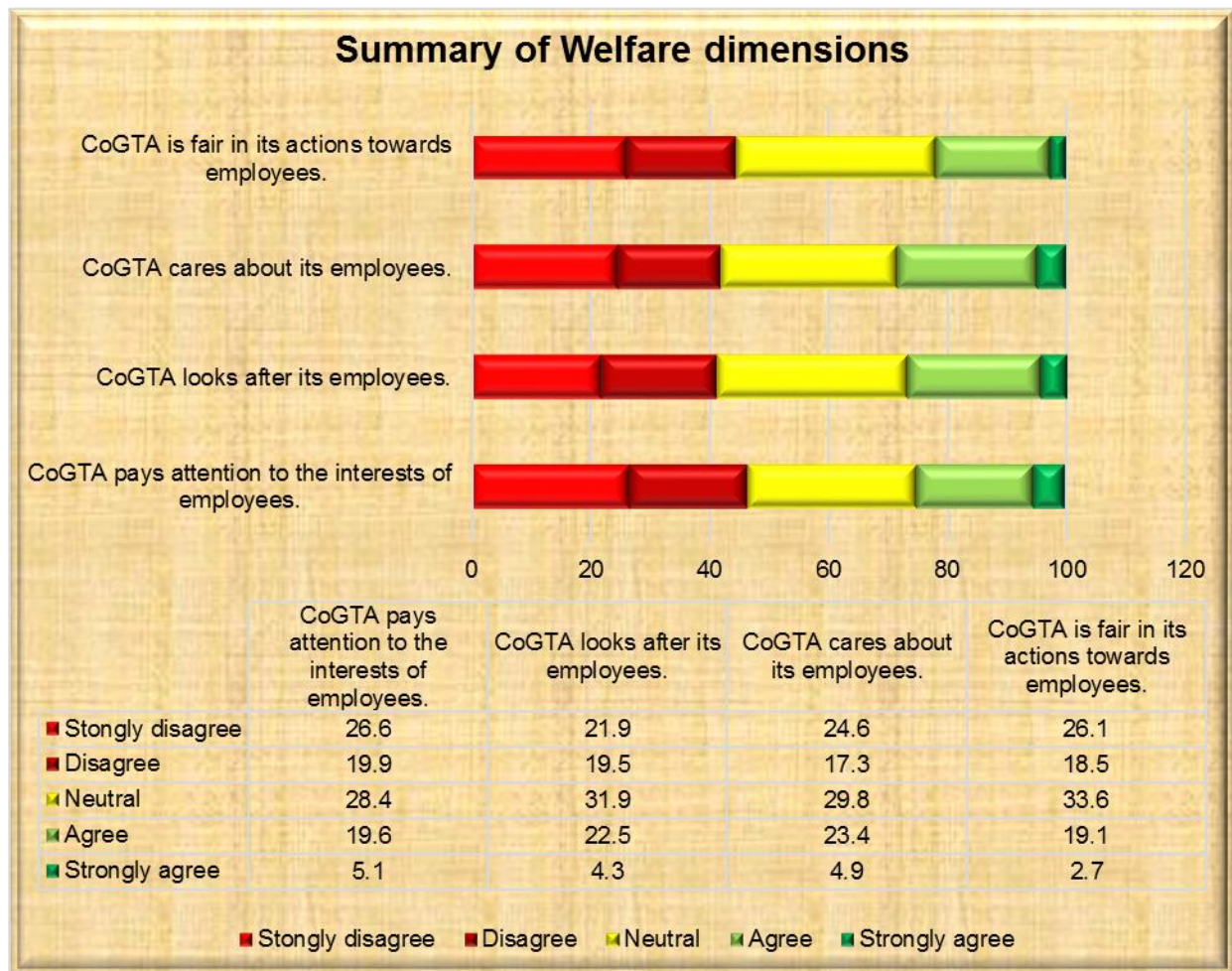
CoGTA is fair in its actions towards employees.			
Programmes	Frequency Count	Frequency % (Strongly Disagree/Disagree)	% of Population
Programme One	30	31.58%	4.30%
Programme Two	30	31.58%	15.40%
Programme Three	11	11.58%	8.00%
Programme Four	24	25.26%	37.30%
	95		

The narratives are as follows:

Below the welfare dimension the following question was asked: "How would you like to be treated at CoGTA?"

Everything should be transparent and we should be treated equally. I would like to apply my mind sometimes and be given an opportunity to grow and develop. My profession requires me to be on level 8 but our unit is adamant on promotion. We are a critical department (ICT) but there is less recognition. There should be fairness and CoGTA is full of corruption especially in HRM. Want to be rewarded for a good job well done and be a valued member of the organisation. CoGTA has become a cruel, cold and unkind place to work at. I would love to be treated as equal to other employees. I would like to be appreciated and respected for the work that I do for the department. I would like to be given credit where it is due and rewarded accordingly when necessary.

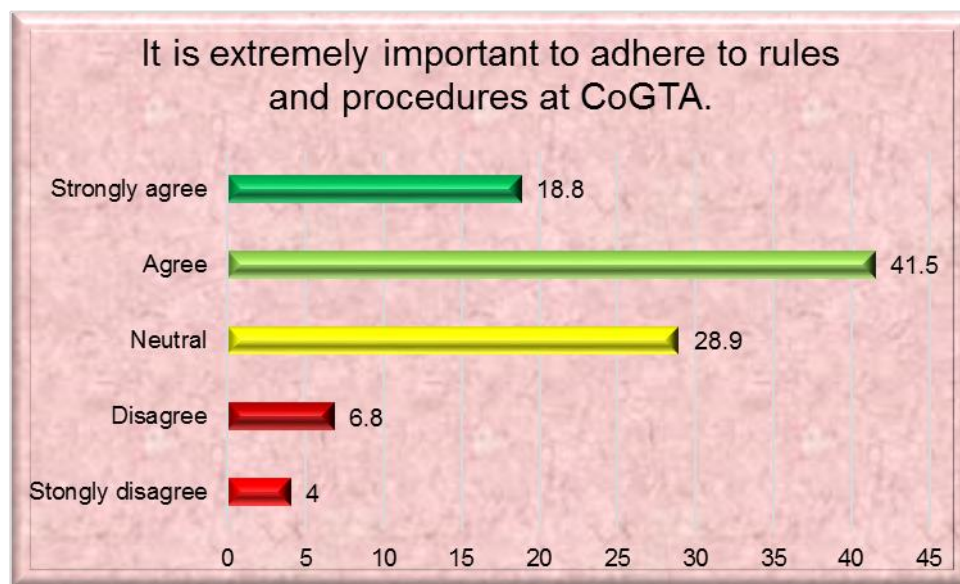
Figure 61: Summary of welfare dimensions



10.11 Formalisation

In the questionnaire, formalisation was described as follows: “It is about whether rules and procedures are adhered to at CoGTA.”

Figure 62: It is extremely important to adhere to rules and procedures at CoGTA



About 41.5% of the respondents agree that it is extremely important to adhere to rules and procedures at CoGTA. Another 18.8% of the respondents strongly agreed that it is very important to observe rules and procedures at CoGTA. However, 28.9% of the respondents remained neutral whilst 10.8% disagreed that rules and procedures are extremely important at CoGTA.

The data above positively indicate that at CoGTA rules and procedures are extremely important to be adhered. Therefore, in agreement with 60.3% it can be concluded that at CoGTA employees are urged to adhere to rules and procedures.

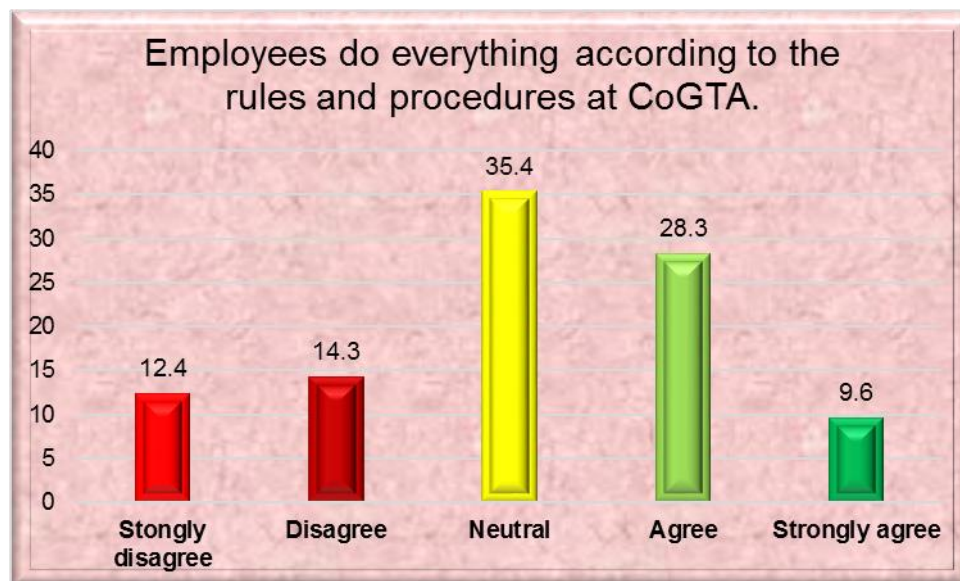
Figure 63: Employees can ignore rules and procedures at CoGTA



Total of 48.4% of the respondents disagreed that employees can ignore rules and procedures. However, 25.5% of the respondents remained neutral. At the end only 26.1% of the respondents agreed that employees can ignore rules and procedures at CoGTA.

The evidence from the data proves that, it is impossible for employees at CoGTA to ignore rules and procedures.

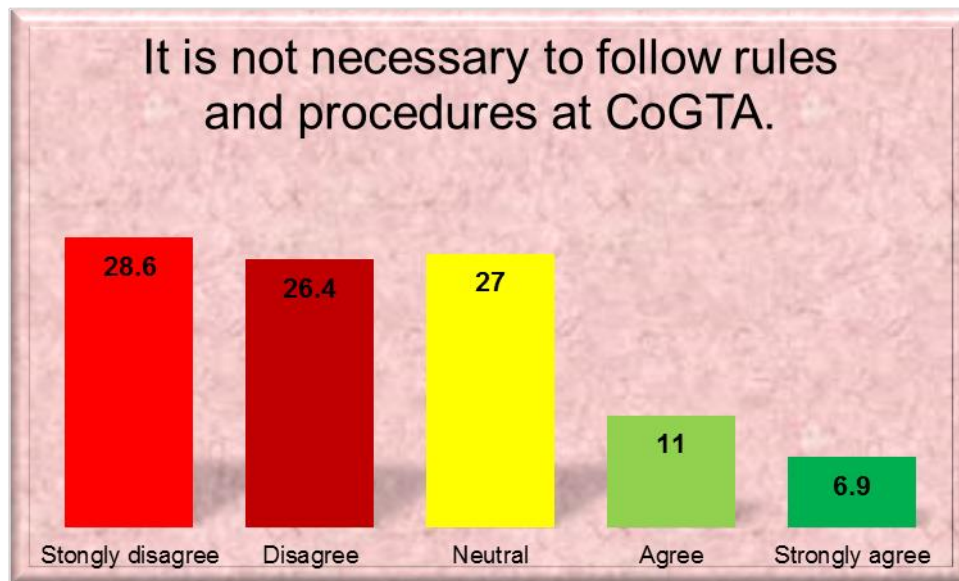
Figure 64: Employees do everything according to the rules and procedures at CoGTA



28.3% of the respondents agreed that employees do everything according to the rules and procedures at CoGTA. Another 9.6% of the respondents agreed that at CoGTA employees follow the rules and procedures at CoGTA. However, 35.4% remained neutral about this item, whilst 26.7% disagreed that CoGTA employees does everything according to the rules and procedures.

This data suggests that employees at CoGTA do follow rules and procedures to execute their different roles.

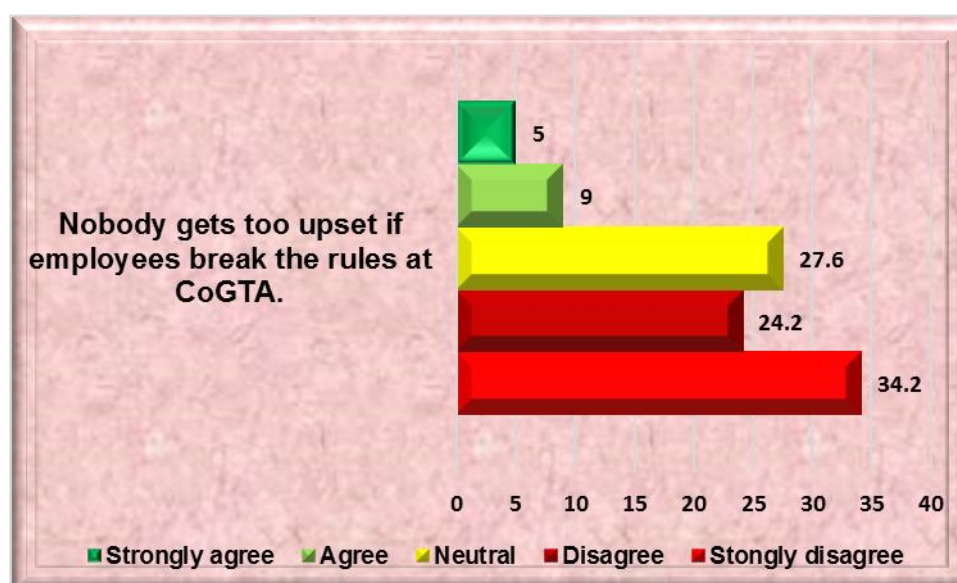
Figure 65: It is not necessary to follow rules and procedures at CoGTA



A total of 55% of the respondents disagreed that, "it is not necessary to follow rules and procedures at CoGTA". On the other end 27% of the respondents remained neutral about the item about above. However, only 18% agreed that it is not necessary to follow rules and procedures at CoGTA.

The majority of the respondents (55%) disagreed when asked whether it is not important to follow rules and procedures at CoGTA. Therefore, it can be concluded that, data suggests that to follow rules and procedures at CoGTA is necessary.

Figure 66: Nobody gets too upset if employees break the rules at CoGTA



34.2% of the respondents strongly disagreed that no one will get too upset if employees break rules at CoGTA. These respondents were supported by another group (24.2%) which disagreed that no one will be too angry if employees break the rules at CoGTA. Only 14% of the respondents agreed that no one will be too upset if employees break rules at CoGTA, and 27.6% decided not to commit on the item.

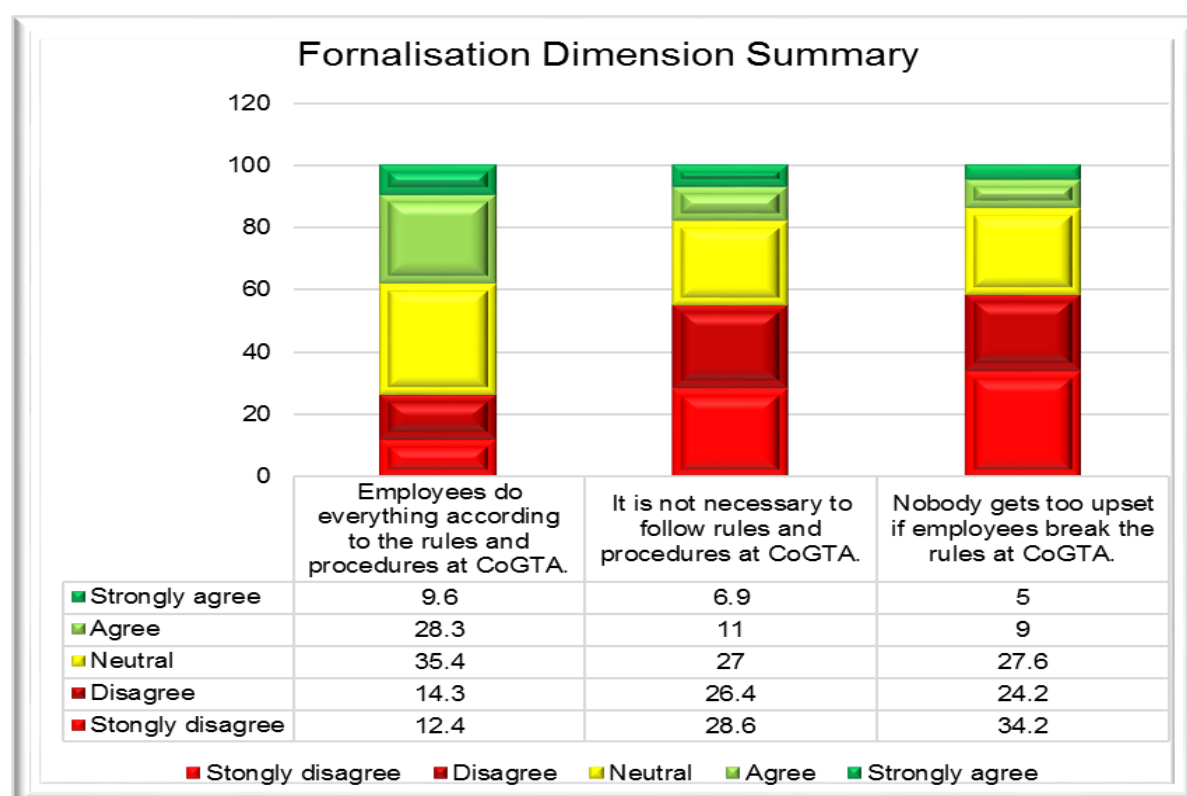
In total 58.4% respondents confirmed should employees break the rules at CoGTA there are people who will get too upset at them. In conclusion, employees who break the rules at CoGTA will not get away easily.

The narratives are as follows:

Below the formalisation dimension the following question was asked: "What is your view about the rules and procedures at CoGTA?"

Good. We are given opportunities to make suggestions and contribute but our inputs are not implemented or taken into consideration. Certain individuals do as they please but no one will question them. CoGTA follows the rules and regulations but as long as it will not affect your work process.

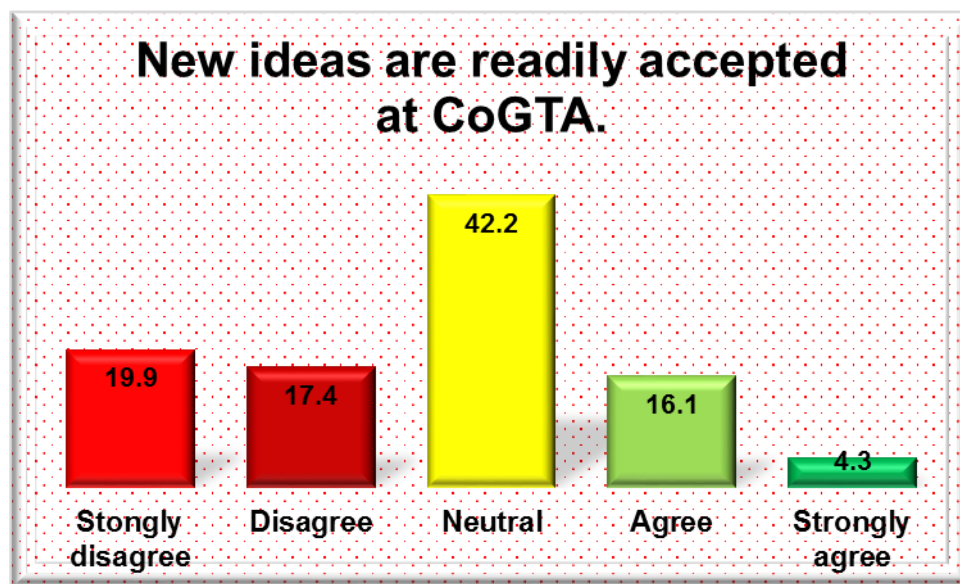
Figure 67: Summary of the formalisation dimension



10.12 Innovation and flexibility

In the questionnaire, innovation and flexibility were described as: “Innovation is the process of translating an idea or invention into a good service, and flexibility is about how quickly CoGTA changes to meet customer requirements.” The results below are the perceptions of the respondents about innovation and flexibility:

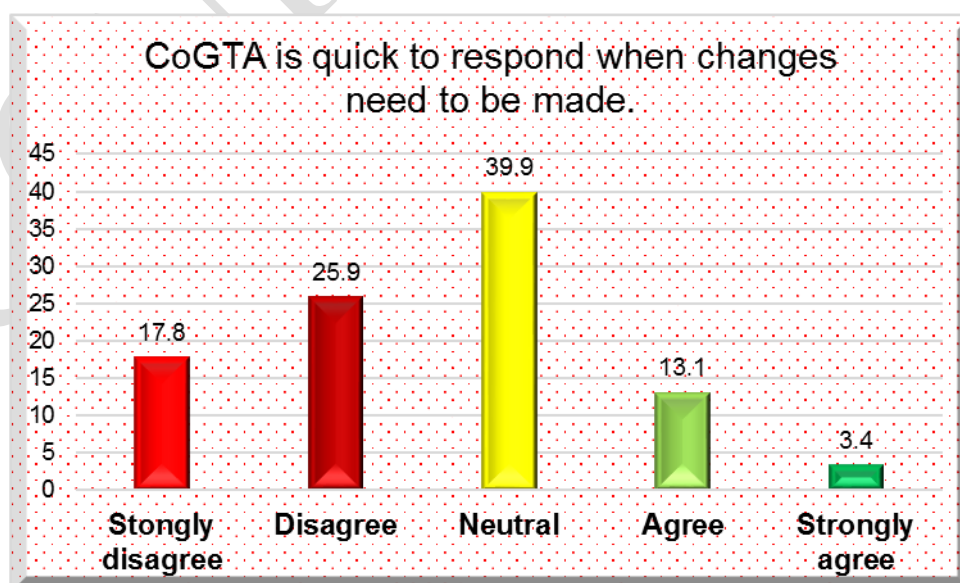
Figure 68: New ideas are readily accepted at CoGTA



About 42.2% respondents did not disagree neither agree whether ideas are readily accepted at CoGTA. But, 16.4% of the respondents agreed that new ideas are always welcome and another 4.3% strongly agreed that new ideas are readily accepted at CoGTA. However, 19.9% and 17.4% of the respondents disagreed that new ideas are welcomed at CoGTA.

The data above indicate that CoGTA should improve on accepting new ideas brought in by their employees. Although 42.2% of the respondents did not want to commit on this item, 37.3% rejected the claims that new ideas are readily accepted at CoGTA.

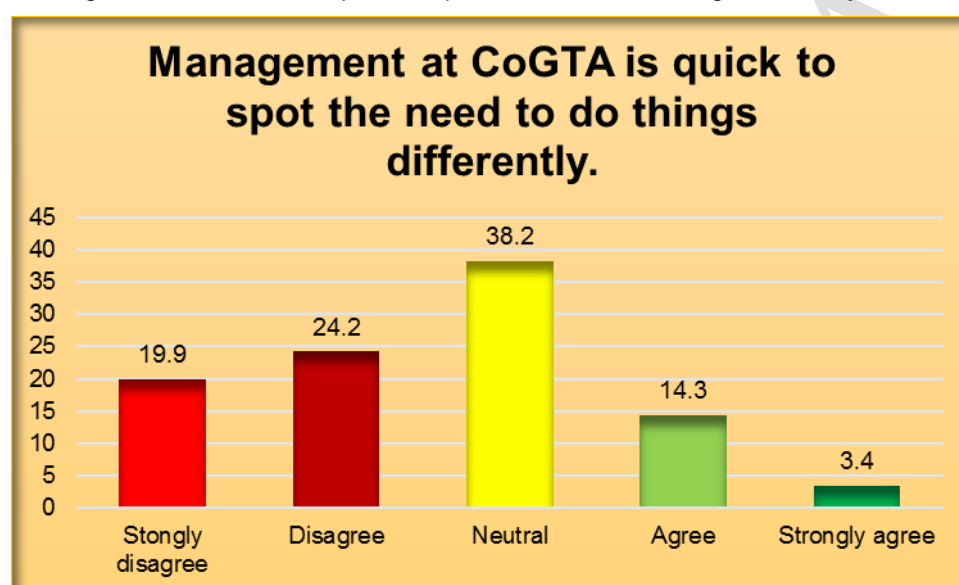
Figure 69: CoGTA is quick to respond when changes need to be made



39.9% of the respondents were neutral when asked about turnaround time at CoGTA when there is a need to made changes. Although 16.5% of the respondents agreed that CoGTA is quick to respond to changes, 17.8% of the respondents strongly disagreed that CoGTA is quick to respond to changes and another 25.9% disagreed.

The data above informs CoGTA to improve its turn around when changes need to be made. This notion is supported by 43.7% of the respondents who felt that CoGTA is not quick enough to respond when changes need to be made.

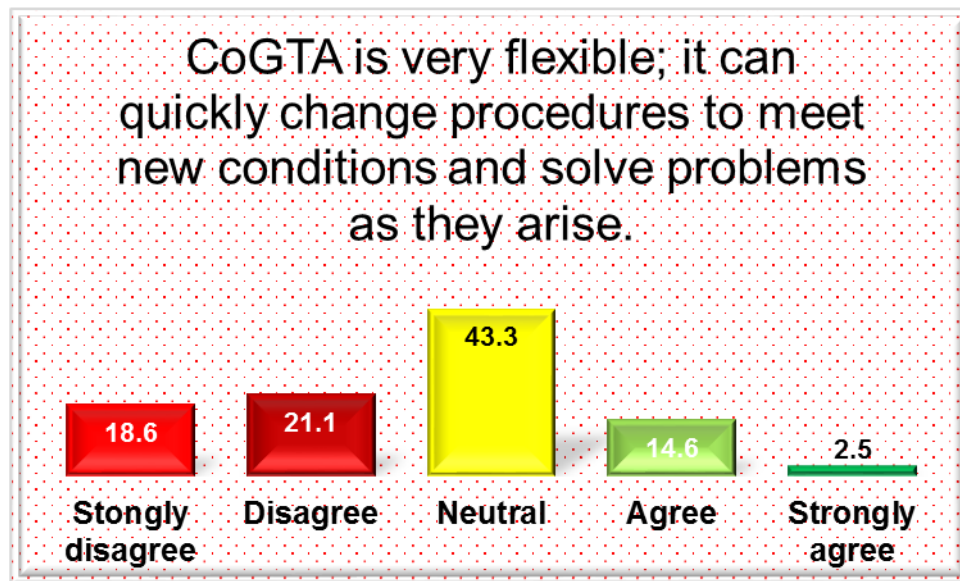
Figure 70: Management at CoGTA is quick to spot the need to do things differently



19.9% of the respondents strongly disagreed that management at CoGTA is fast to see the need to try new things. Another 24.2% of the respondents disagreed that management at CoGTA has the to see the need to do things differently. However, 38.2% of the respondents did not commit in theis item. Nevertheless, 14.3% and 3.4% of the respondents agreed that management at CoGTA is quick to identify the need to do things differently.

Although, the majority of the respondents (38%) remained neutral 44.1% denied that management at CoGTA is fast to identify the need to do things differently.

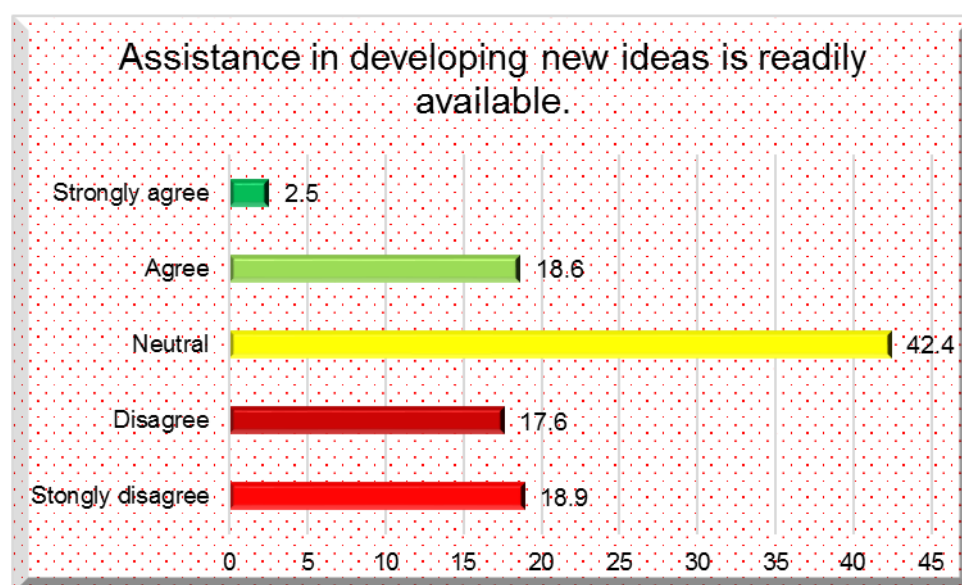
Figure 71: CoGTA is very flexible; it can quickly change procedures to meet new conditions and solve problems as they arise



The majority of the respondents (43.3%) were neutral about CoGTA's flexibility in changing procedures to meet new conditions and solve problems as they arise. However, another 39.7% disagreed that CoGTA is flexible in changing procedures to make their work simpler. But, 17.1% agreed that CoGTA is flexible in changing procedures to meet new conditions and solve problems as they arise.

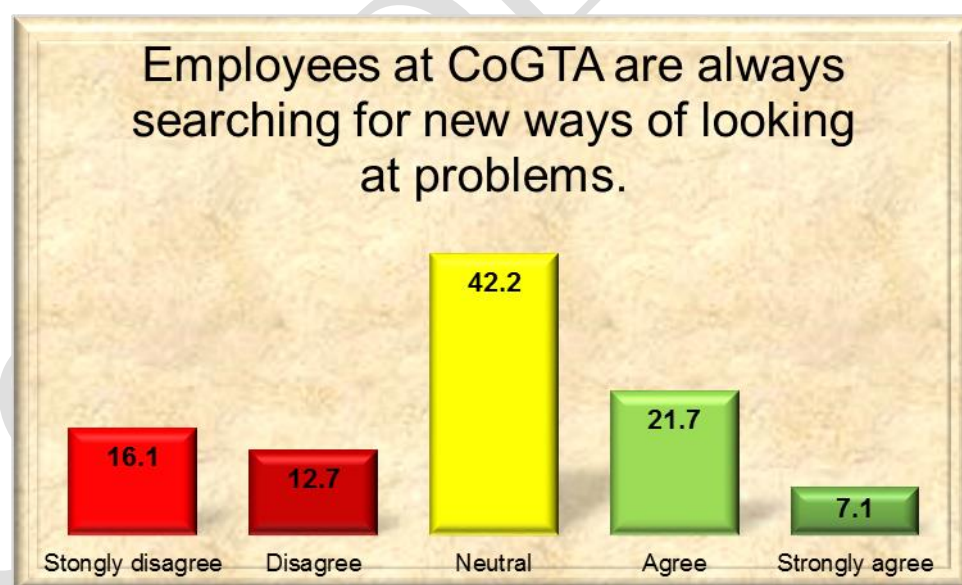
From the data above, almost 40% of the respondents denied that CoGTA is flexible in changing procedures and solve problems as they arise. Therefore, it can be concluded that CoGTA is very rigid when comes to changing procedures to meet new working conditions and solve problems as they arise.

Figure 72: Assistance in developing new ideas is readily available



Majority of the respondents (42.4%) did not entertain the fact that at CoGTA assistance in developing new ideas is readily available. On the other end,

Figure 73: Employees at CoGTA are always searching for new ways of looking at problems



According to figure 73 above, indicates that 21.7% and 7.1% of the respondents agreed that employees at CoGTA are always apply innovative skills to solve their problems. However, 42.2% of the respondents were neutral about employees who are always searching for new ways of looking at problems. Lastly 16.1% and 12.7% disagreed with the item under review.

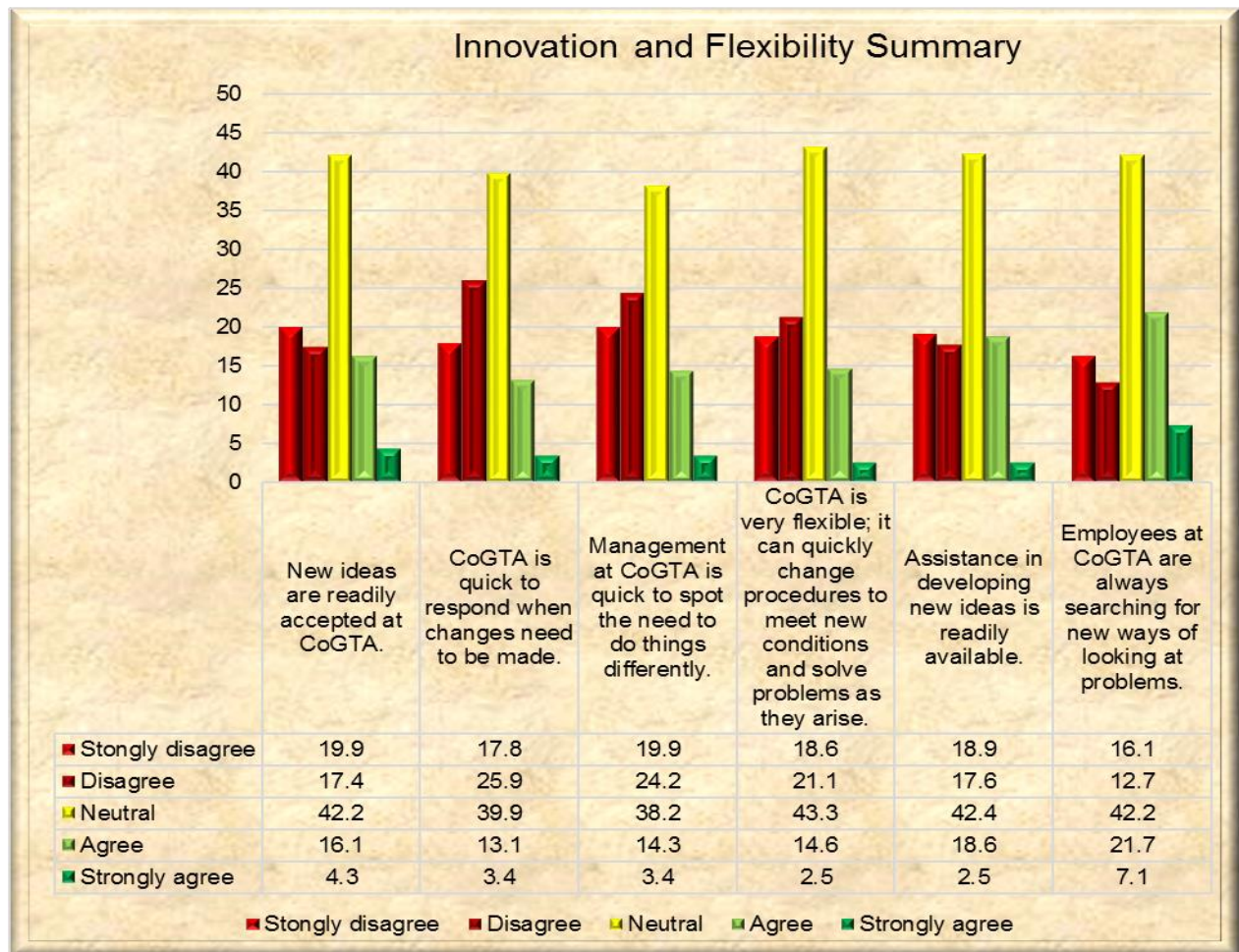
The data does show that, employees at CoGTA are always searching for new ways of looking at work problems.

The narratives are as follows:

Below the innovation and flexibility dimension the following question was asked: “How would you describe innovation and flexibility initiatives at CoGTA?”

CoGTA is ruled by policies, frameworks and procedures yet some managers hardly come to work. Although some respondents felt that, they are stuck in one place; it is worth noting that one respondents claimed that their innovative skills are highly recognised at the committee that, they provide secretariat support. Such recognition does boost their morale especially when their managers acknowledge and appreciate their contribution in the department.

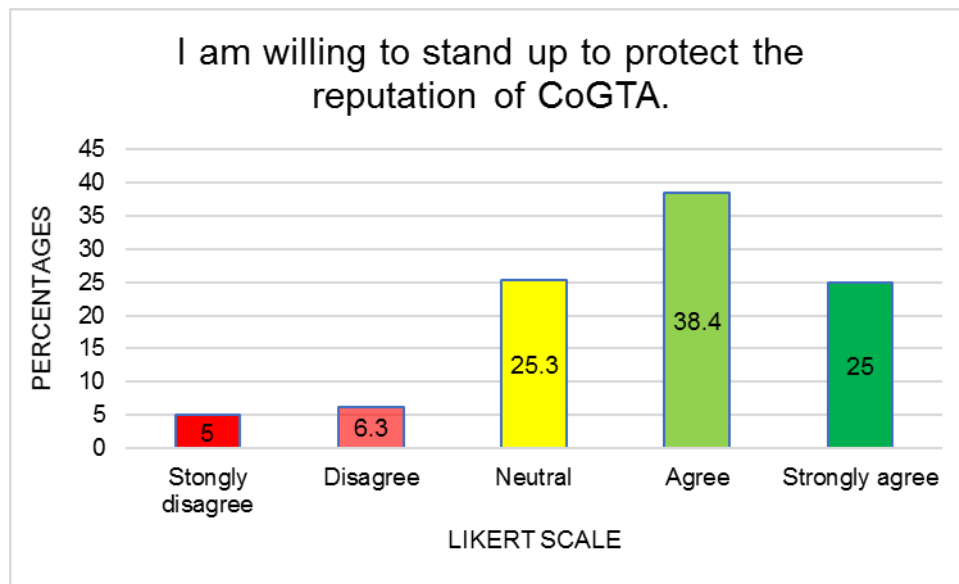
Figure 74: Summary of Innovation and Flexibility dimension



10.13 Organisational citizenship behavior (OCB)

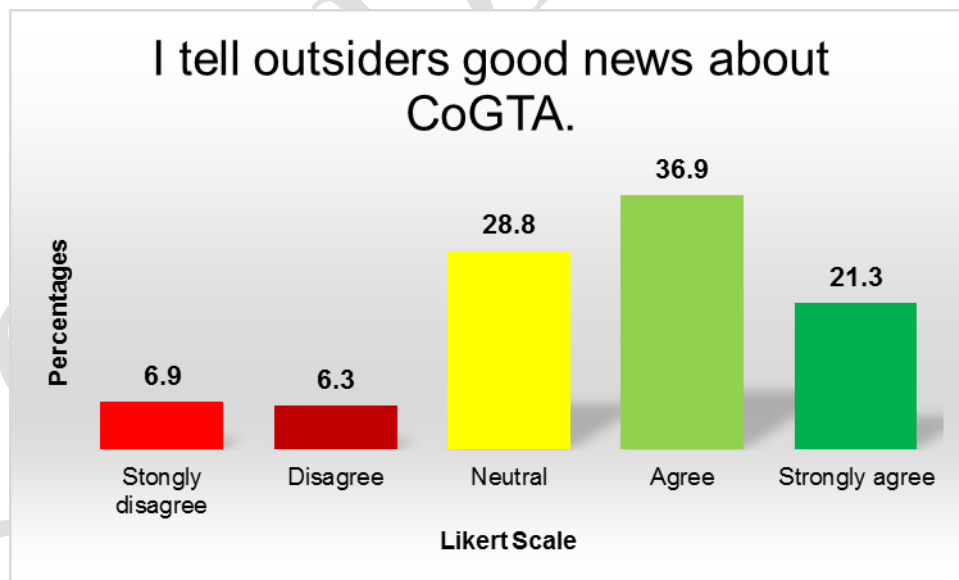
In the questionnaire, organisational citizenship behaviour was described as follows: “It is how employees go beyond the call of duty, meaning that employees can assist one another at CoGTA.” The items of the OCB in the questionnaire were analysed individually as seen in the below:

Figure 75: I am willing to stand up to protect the reputation of CoGTA



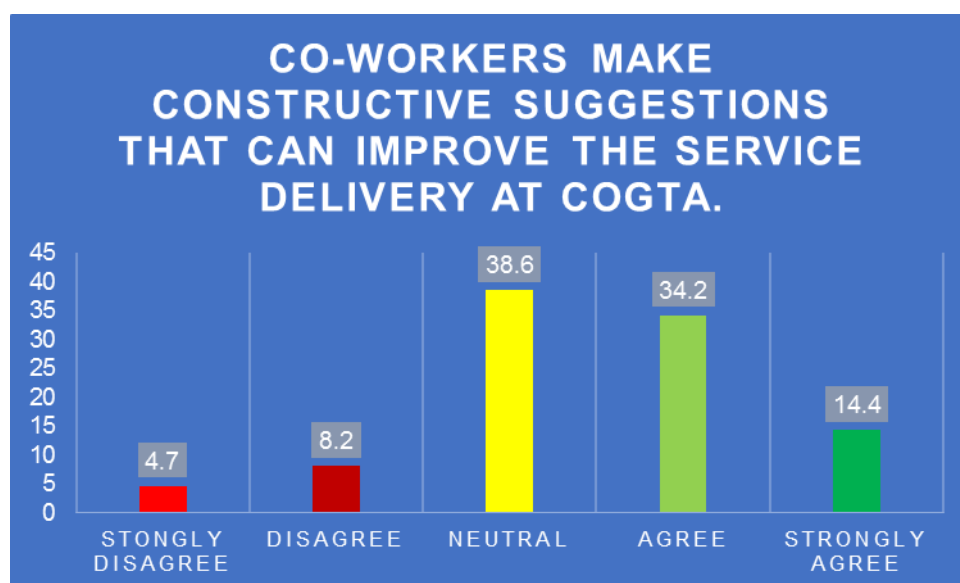
Majority of the respondents in figure 1 above indicate that they are prepared to protect the brand image of CoGTA. Only 5% of the respondents strongly disagreed to protect the reputation of CoGTA.

Figure 76: I tell outsiders good news about CoGTA



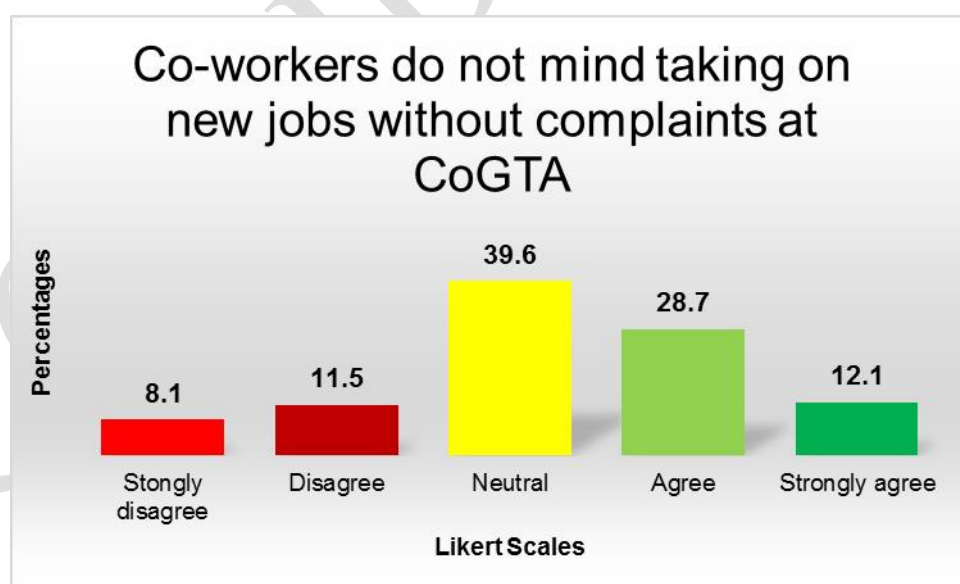
The respondents in figure 2 agreed and moderately strongly agree to spread good news about COGTA. On the other aspect only 28% decided to remain neutral about the issue whilst almost 7% were not willing to tell the outsiders good news about CoGTA.

Figure 77: Co-workers make constructive suggestions that can improve the service delivery at CoGTA



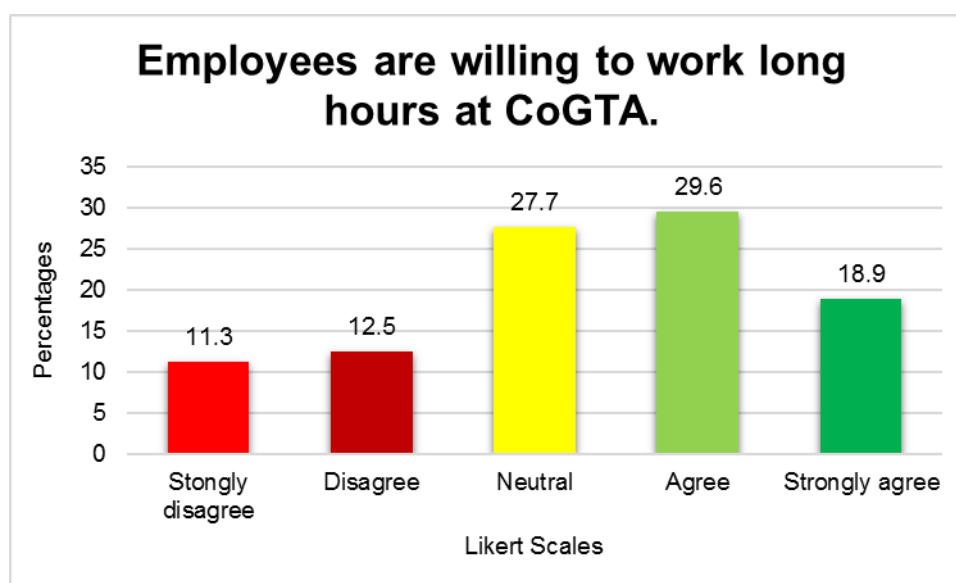
In this item 34.2% of the respondents agreed that their colleagues do contribute positive suggestions that will improve the service delivery at CoGTA. Although majority of the respondents decided to remain neutral at 38%. Only 4.7% disagreed that there is a room to make constructive suggestions at CoGTA that will improve the service delivery.

Figure 78: Co-workers do not mind taking on new jobs without complaints at CoGTA



In figure 4 above 39.6% respondents did not agree nor disagree about their colleagues going an extra mile on doing an extra work without complaints. Only 12.1% of the respondents strongly agreed that their colleagues do not mind to going beyond the call of duty without any complaints.

Figure 79: Employees are willing to work long hours at CoGTA

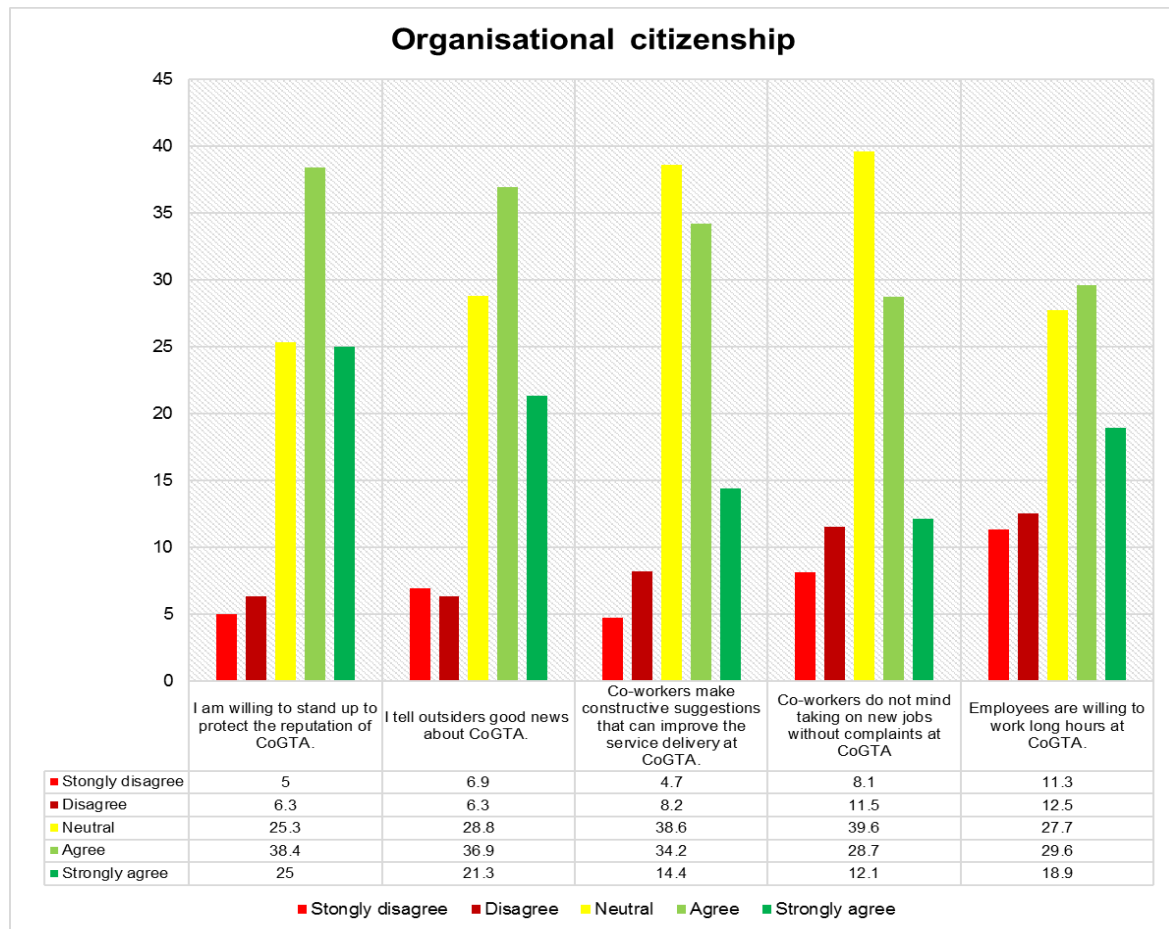


The respondents in figure 5 above agreed that they are willing to work long hours at CoGTA. Although 27.7% decided to remain neutral on the issue, 11.3% of respondents strongly disagreed that they will never work long hours at CoGTA.

The narratives are as follows:

The respondents did mention that other “employees who go extra mile are not appreciated or rewarded, no acknowledged”. The respondents further indicated that there are no rewards and recognition at CoGTA when one goes beyond the call of duty. However, since majority of the employees have good working relationship with their supervisors the evidence outlined does indicate that they do go beyond the call of duty to meet the requested targets. Majority of the respondents did not indicate their business units fearing that their participation might be linked to them in this dimension. Finally, it is worth mentioning that for the sake of anonymity it is not advisable to give business units per item as most of the respondents’ rights to participation will be infringed. Some responded claimed that: “we are forced to work extra hours if there is a need and we are not given a choice since we have a employees shortage but we are never compensated for the extra time we put in. Employees who go extra mile are not appreciated or rewarded, no acknowledgement whatsoever. We don’t get compensated for extra hours. Employees are always willing to go an extra mile but no one acknowledges that, they rather focus on our mistakes. Employees avail themselves after normal working hours to ensure that what is requested is obtained. We also work on weekends and without overtime pay or reward, workers continue to work extra time even without any gratitude from the supervisors. It is the researchers’ view that the results are generalised for the entire organisation. The diagram below summarises the OCB statistics as explained above.

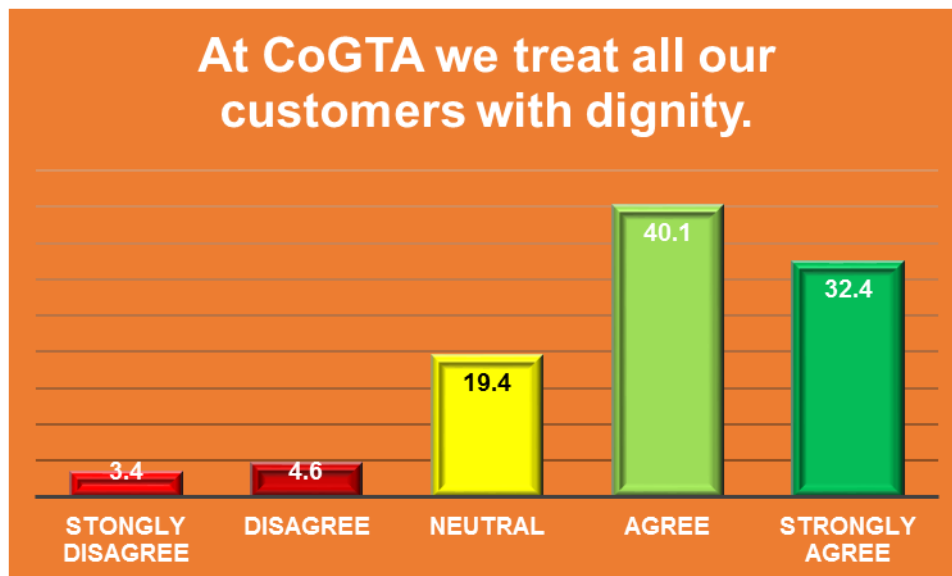
Figure 80: Summary of Organisational citizenship behavior dimension



10.14 Service delivery

The service delivery item was described in the questionnaire as follows: “The degree of satisfaction provided by the goods or services of an organisation.”

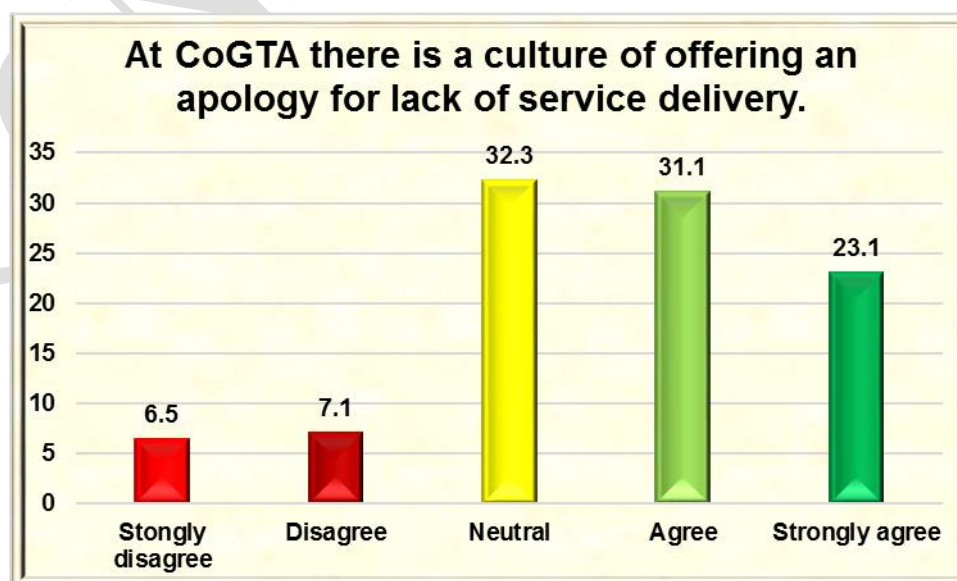
Figure 81: At CoGTA we treat all our customers with dignity



The data above indicate that 40% of the respondents agree that CoGTA employees treat their customers with dignity. Another 35% of the respondents agreed that all the customers at CoGTA are treated with dignity. However, 18% of the respondents remained neutral about customer relationships. Only 3% and 5% of the respondents disagreed that CoGTA treat all its customers with respect.

The data above clearly indicates that CoGTA has a good a good relationship with its customers. Almost 75% of the respondents agreed that there is high customer service at CoGTA.

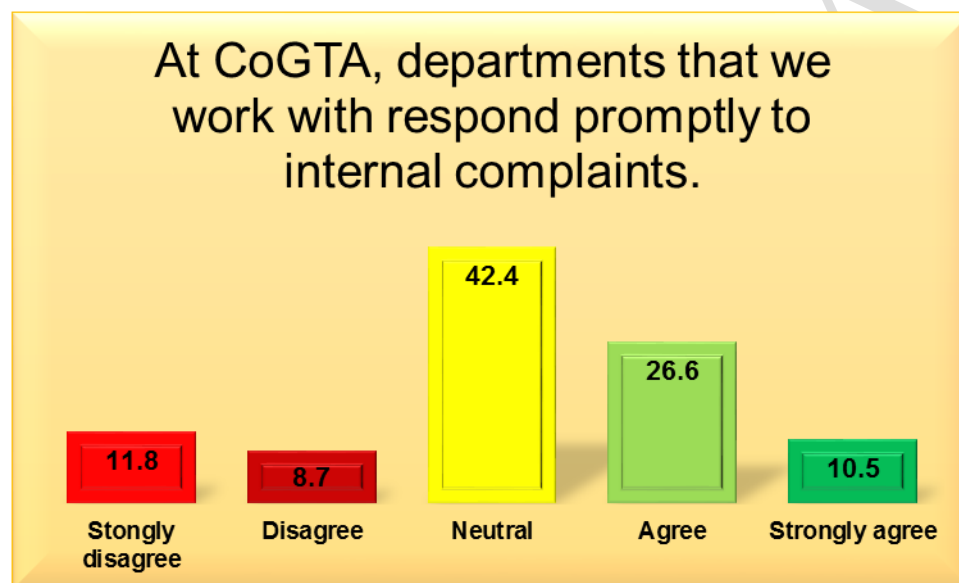
Figure 82: At CoGTA there is a culture of offering an apology for lack of service delivery



From figure 71 above, in total 54.2% of the respondents agreed that if the service was not rendered to the customers an apology will be issued to the customers for such a disservice. However, 32.3% of the respondents did not want to commit to the item asked, but 13.6% of the respondents disagreed that there is a culture of offering an apology at CoGTA when the service is not delivered.

From the data above 54.2% of the respondents confirmed that for every service not delivered there is a culture of offering an apology at CoGTA.

Figure 83: At CoGTA departments that we work with respond promptly to internal complaints



The majority of the respondents chose to remain neutral when asked about how the different departments at CoGTA handles internal complaints (42.4%). However, 10.5% and 26.6% agreed that the different business units respond promptly to internal complaints when dealing with each other. However, 11.8% strongly disagreed that there is a swift response between departments when dealing with internal complaints, and further 8.7% disagreed with the item above.

From the data above it can be concluded that departments at CoGTA that work with each other respond promptly to internal complaints. Almost 37.1% of the respondents agreed with the item while only 20.5% disagreed with item. So there is a positive relationship from the empirical evidence.

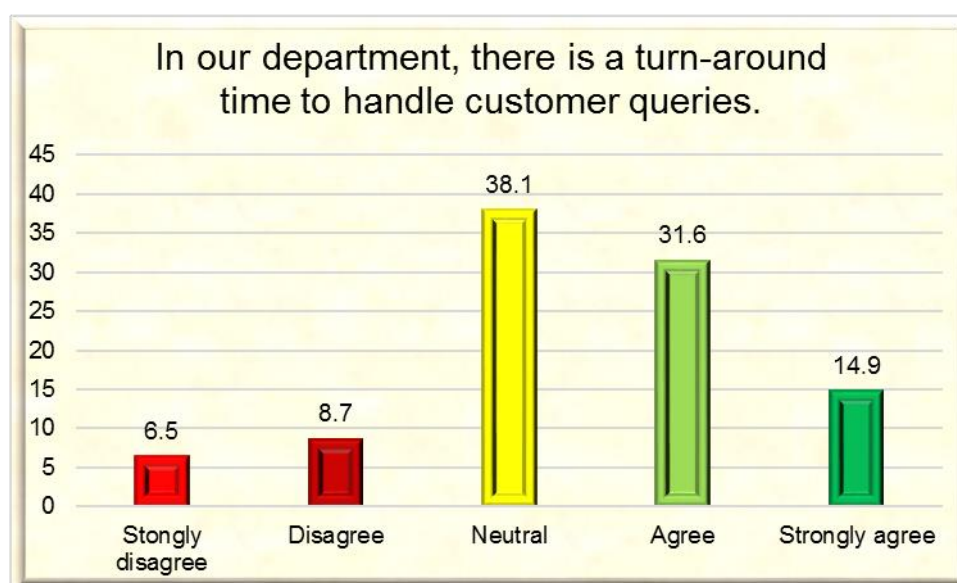
Figure 84: In our department, there is a procedure to handle customer complaints



In the data above 37.7% of the responded indicated that in their respective departments, there is a procedure to handle customer complaints. Another 15.7% of the respondents strongly agreed that, their departments have procedures to handle customer complaints. However, 29.9% of the respondents did not commit to the fact that there are procedures in different departments to handle customer complaints. Only 7.7% and 9% disagreed that CoGTA's departments have procedures to handle customer complaints.

The outcome of this data indicate that different business units at CoGTA have procedures in place to handle customer complaints. This fact was confirmed by 53.4% of the respondents.

Figure 85: In our department, there is a turn-around time to handle customer queries



According to figure 74 above, 38.1% of the respondents were neutral when asked about turn-around time to handle customer queries. However, 31.6% and 14.9% agreed that there is a turnaround time in their department to handle customer complaints. Only 6.5% and 8.7% respondents rejected the claim that there is a turnaround time in their departments to handle customer complaints.

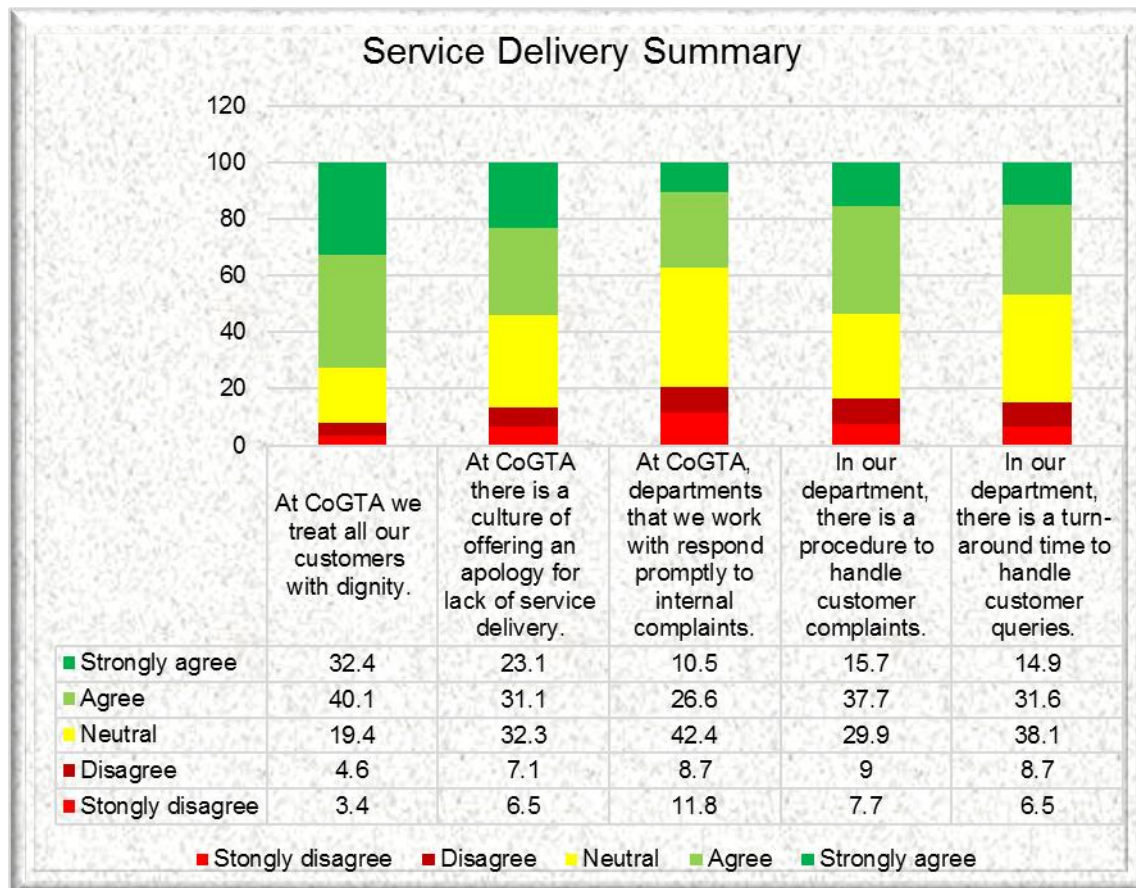
Nevertheless, almost 46.5% of the respondents agreed that various departments have the turnaround time to handle customer complaints. Therefore, it can be concluded that, various departments at CoGTA have the turnaround time to handle customer complaints.

The narratives are as follows:

Below the service delivery dimension, the following question was asked: "Please share with us a few things [Products/Service] CoGTA could do better.

A concern in relation to service delivery is the impact of social media by cellphone users, many people seem to be more focused on their cell phones than actually helping and providing services as required by our clients. Given the rise in community protests, the time of responding should be shortened. Given the sensitivity of the institutions of traditional leadership, this department and its employees must be prepared to work beyond the call of duty to support MEC. To attend to employees' complaints swiftly and respond timely. No follow ups are made after laying a query with the directors and we are still expected to give full service delivery with shortage of employees and resources. The organisation should create a customer/supplier information desk so that buyers will not be in direct contact with service providers and a service desk to assist with queries or complaints.

Figure 86: Summary of service delivery dimension



11. CRITICAL ASPECTS OF THE OCS DIMENSIONS AT COGTA

The section below briefly discussed theoretical underpinnings of silo mentality, organisational structure and change management and also draw from the findings of the survey the relevant aspects of the mentioned items.

11.1 Silo mentality

The empirical evidence suggest that the concept of organisational silos has not been researched extensively. According to Cilliers and Greyvenstein (2012) this concept was championed by Neebe (1987) as a metaphor in organisational behaviour, making specific reference to “grain silos as an example of how parts of organisations function in a manner disconnected from the others”. This implies a hierarchical organisation structure whereby positions flow downward – vertically, from those with the most organisational power and authority, to those with the least. These are typically depicted on an organisational chart or

organogram. Patterson et al. (2005) instrument covered this concept during CoGTA survey under the two dimensions which are organisational citizenship behaviour and integration.

11.2 Organisational structure

An organisational structure defines the scope of acceptable behavior within an organization, its lines of authority and accountability, and to some extent the organization's relationship with its external environment. The following dimensions namely leadership, formalisation, supervisory support and organisational culture/tradition were tested.

11.3 Change management

Change management is a systematic approach to dealing with change both from the perspective of an organisation and the individual. A somewhat ambiguous term, change management has at least three various aspects, including: adapting to change, controlling change, and effecting change. Innovation and flexibility was tested at CoGTA as one factors which drive change management.

12. DESCRIPTIVE STATISTICS

Descriptive Statistics are used to present quantitative descriptions in a manageable form. In a research study we may have lots of measures. Or we may measure a large number of people on any measure. Descriptive statistics help us to simplify large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary.

12.1 Correlations between Job Satisfaction and Supervisory support

The purpose of Correlation Test was to examine the relationship between Job Satisfaction (Job_Sat) and Supervisory Support (Sup_Support). A Pearson correlation was subsequently computed. The correlation was positive ($r=0.384$) and statistically significant ($p = .01$ – a p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that higher Supervisory Support is associated with higher levels of Job Satisfaction. This simply means the more the supervisors support their staff, there is a likelihood of job satisfaction.

12.1.1 Observations

53% of respondents indicated they are they either agree or strongly agree to the statement: "I am satisfied with my job", while the rest either disagreed or were indifferent to the statement.

In relation 49% of respondents indicated that they either agree or strongly agree to the statement: "Supervisors can be relied upon to give good guidance to employees." The above indicate moderate levels of Job Satisfaction and Supervisory Support. Based on this it can be said increased levels of Supervisory Support will increase the current levels of Job Satisfaction.

12.2 Correlations between Organisational Culture and Job Satisfaction

The purpose of Correlation Test was to examine the relationship between Organisational Culture (Org_Cul) and Job Satisfaction (Job_Sat). A Pearson correlation was subsequently computed. The correlation was positive ($r.312$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that Organisational Culture can impact levels of Job Satisfaction.

12.2.1 Observations

38% of respondents indicated they are they either agree or strongly agree to the statement: "The culture of cooperation at CoGTA assists me in achieving my work objectives.", while the rest either disagreed or were indifferent to the statement. This reflects on poor perception of the current Organisational Culture at CoGTA. 45% of respondents also agreed or strongly agreed to the statement "Work politics are rife at CoGTA." This is also a poor reflection on the Organisational Culture at CoGTA. The above indicate that an improved Organisational Culture is required to support Job Satisfaction.

12.3 Correlations between Job Satisfaction and Security and Fairness

The purpose of Correlation Test was to examine the relationship between Job Satisfaction (Job_Sat) and Security and Fairness (Sec_n_Fair). A Pearson correlation was subsequently computed. The correlation was positive ($r.272$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that Security and Fairness can impact levels of Job Satisfaction.

12.3.1 Observations

Only 36% of respondents indicated they are they either agree or strongly agree to the statement: "At CoGTA, there is job security" while the rest either disagreed or were indifferent to the statement. This reflects on poorly on the perception of Job Security at CoGTA. 42% of respondents also agreed or strongly agreed to the statement "There are employees who receive special treatment because they are friendly with their supervisors" This is also a poor reflection on the leadership and fairness of its treatment of employees. The positive correlation indicates that Job Satisfaction levels are being negatively impacted by employees' perception of Job Security and unequal treatment of workers at CoGTA.

12.4 Correlations between Organisational Culture and Empowerment

The purpose of Correlation Test was to examine the relationship between Organisational Culture (Org_Cul) and Empowerment at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive ($r=0.507$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that there is relationship between Organisational Culture and Empowerment are related.

12.4.1 Observations

Only 26% of respondents indicated they are they either agree or strongly agree to the statement: "Management involves employees when decisions are made that affect them." while the rest either disagreed or were indifferent to the statement. This shows that management does not generally involve employees in decision making though the decisions affect employees. The positive correlation indicates that the exclusion of employees in decision making results is a product of the current Organisational Culture prevailing at CoGTA.

12.5 Correlations between Organisational Culture and, Innovation and Flexibility

The purpose of Correlation Test was to examine the relationship between Organisational Culture (Org_Cul) and Innovation and Flexibility (Inno_n_Flex) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive ($r=0.320$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that there is relationship between Organisational Culture and Innovation and Flexibility are related.

12.5.1 Observations

Only 20% of respondents indicated they are they either agree or strongly agree to the statement: "New ideas are readily accepted at CoGTA" while the rest either disagreed or were indifferent to the statement. This shows that employees at CoGTA feel new ideas are not welcome due to the prevailing Organisational Culture. The positive correlation indicates that the current Organisational Culture is perceived not to promote sharing of new ideas at CoGTA.

12.6 Correlations between Service delivery and Leadership

The purpose of Correlation Test was to examine the relationship between Service Delivery (ServDel) and Leadership (Leader) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive ($r=0.372$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that there is relationship between Service Delivery and Leadership are related.

12.6.1 Observations

54% of respondents indicated they are they either agree or strongly agree to the statement: "At CoGTA there is a culture of offering an apology for lack of service delivery" while the rest either disagreed or were indifferent to the statement. This shows that employees at CoGTA generally appreciate the importance of service delivery to the client. The positive correlation indicates that the current Leadership promotes a client- centric approach in service at CoGTA.

12.7 Correlations between Innovation and Flexibility, and Leadership

The purpose of Correlation Test was to examine the relationship between Innovation and Flexibility (Inno_n_Flex) and Leadership (Leader) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive ($r=0.400$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that there is relationship between Innovation and Flexibility and Leadership are related.

12.7.1 Observations

Only 18% of respondents indicated they are they either agree or strongly agree to the statement: "Management at CoGTA is quick to spot the need to do things differently" while

the rest (over 80%) either disagreed or were indifferent to the statement. This shows that leadership at CoGTA is not creating and/or supporting an environment conducive for Innovation and Flexibility per the survey. The positive correlation indicates that the current Leadership needs to intervene to ensure Innovation and Flexibility thrive at CoGTA.

12.8 Correlations between Welfare and Job Satisfaction

The purpose of Correlation Test was to examine the relationship between Welfare and Job Satisfaction (Job_Sat) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive (r.310) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that Welfare and Job Satisfaction are related.

12.8.1 Observations

25% of respondents indicated they are they either agree or strongly agree to the statement: "CoGTA pays attention to the interests of employees" while the rest either disagreed or were indifferent to the statement. This shows that employees at CoGTA generally do not feel that CoGTA pays attention to their needs. The positive correlation indicates that this perception is negatively impacting the levels of Job Satisfaction among CoGTA Employees.

12.9 Correlations between job satisfaction and training

The purpose of Correlation Test was to examine the relationship between Training and Job Satisfaction (Job_Sat) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive (r.237) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that Training and Job Satisfaction are related.

12.9.1 Observations

28% of respondents indicated they are they either agree or strongly agree to the statement: "Employees are strongly encouraged to develop their skills." while the rest either disagreed or were indifferent to the statement. This shows that employees do not feel encouraged to develop their current set of skills therefore negatively impacting their morale. This points to the need to improve current skills development policies or implement new effective policies as such to ensure employees are up-skilled as required.

12.10 Correlations between Service delivery and Organisational Culture

The purpose of Correlation Test was to examine the relationship between Service Delivery (Serv_Del) and Organisational Culture (Org_Cul) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive ($r=0.406$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that Service Delivery and Organisational Culture are related.

12.10.1 Observations

73% of respondents indicated they are they either agree or strongly agree to the statement: "At CoGTA we treat all our customers with dignity." while the rest either disagreed or were indifferent to the statement. This shows that there is a high level of focus on customer needs and willingness to provide a high level of customer service This points to a positive Organisational Culture that reinforces great levels of Service Delivery.

12.11 Correlations between Organisational culture and Formalisation

The purpose of Correlation Test was to examine the relationship between Formalisation and Organisational Culture (Org_Cul) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive ($r=0.329$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that Formalisation and Organisational Culture are related.

12.11.1 Observations

60% of respondents indicated they are they either agree or strongly agree to the statement: "It is extremely important to adhere to rules and procedures at CoGTA." while the rest either disagreed or were indifferent to the statement. This shows that there is a high level of acknowledgement of the importance of Formalisation at CoGTA as a result of Organisational Culture. This points to a positive Organisational Culture when it comes to appreciation and compliance to policy and procedures.

12.12 Correlations between Job Satisfaction and Organisational Citizenship Behaviour

The purpose of Correlation Test was to examine the relationship between Job Satisfaction and Organisational Citizenship Behaviour (OCB) at CoGTA. A Pearson correlation was subsequently computed. The correlation was positive ($r=0.239$) and statistically significant ($p = .01$ - A p value above 0.05 would deem the relationship between the two statistically insignificant), indicating that Job Satisfaction and Organisational Citizenship Behaviour.

12.12.1 Observations

Only 41% of respondents indicated they are they either agree or strongly agree to the statement: "I am willing to stand up to protect the reputation of CoGTA." while the rest either disagreed or were indifferent to the statement. This shows that the CoGTA brand image is not held in high esteem by the employees therefore their unwillingness to defend the reputation of the organisation. This points to a need to address the current levels of Job Satisfaction to ensure employee loyalty to the CoGTA brand image.

13. SUMMARY OF THE RESULTS

The findings of the survey based on the qualitative and quantitative responses (five-point scale attitude responses and narratives) of the participants to the dimensions in the questionnaires returned have been summarised in figure tables and graphic presentation contained in this report. The attitudes deduced from the responses, concerns and views expressed by the employees have serious implications for a shift in the way the CoGTA as an organisation operates, its culture, organisational environment, employer-employee relationships, communication, decision making model, employee interpersonal relations and support all of which impact adversely on the resultant organisational climate. The analysis of the responses per dimension have revealed a skewed organisational climate that varies from favourable to most unfavourable. On the dimensions of organisational culture and job satisfaction, a majority employee participants in the survey, particularly in their narrative responses portrayed a picture of unequal treatment of employees by management/supervisors, bias and open favouritism, nepotism, lack of consultative decision making, autocratic management, prejudice against temporary or on contract employees, miscommunication, lack of information, disregard of worker professional development needs and rights, general dissatisfaction with the way employees are treated by management and/or supervisors. Respondents have also expressed a lack of mutual respect amongst

employees due to biasness where other employees enjoy a privileged friendly relationship with management or supervisors thus benefitting from better treatment. Freedom of expression especially where decision making about reassignment of tasks is concerned has been raised as being deficient- managers make decisions about employees without the involvement of employees and their voice. Politics of association and affiliation have also been repeatedly emphasized as a cause of lack of employee support of each other, mutual respect and healthy interpersonal relations- employees who are affiliates of certain political parties are favoured over those who are not. Further a rife culture of hostility at CoGTA has been cited by respondents in their narratives as a problem that affects the organisational climate – the causes of hostility are bias, nepotism, favouritism, prejudice of contract employees, negative comments and insults by management to contract employees, unequal treatment and poor communication.

13.1 Implications for Change Management

In addressing the challenges revealed by the survey findings towards the improvement of human relations, eradication of Silo mentality and betterment of the organisational culture and climate at CoGTA, change management is recommended as the relevant model and strategy to remedy the organisational challenges identified.

Change management is a systematic approach to dealing with change both from the perspective of an organisation and the individual. In its implementation change management requires an acknowledgement of the challenges by both management and employees followed by a commitment to participate actively in change management activities by all parties. The process of change management happens in phases and is characterised by dedicated leadership to champion the cause, a buy-in by all affected to commit to its effectiveness, effective, clear and open communication on the roles and activities that will lead to change, identification of areas that need change management strategies, monitoring and evaluation of the change management phases, a review of the change management performance plan, consolidation and celebration of change management gains that have been achieved. Change management is driven by individuals, teams, functional units and departments. It is an agenda and responsibility shared by everyone at every level in an organisation. A conscious marketing drive to not only champion change but to brand it and integrate it into the culture of the organization is a necessity for the much needed buy-in.

14. RECOMMENDATIONS

On the basis of the survey results the following recommendations for change management are outlined per dimension affected:

- **Organisational culture** – a review of the existing norms, customs and practices of organisational culture at CoGTA against the backdrop of the survey results is of utmost necessity. Management needs to interrogate the veracity and the extent of the claims made by employees and define the nature of the problem within each item where a problem, concern, complaint has been raised by a significant majority of respondents. Elements of the existing organisational culture that are counter production to peaceful co-existence, counter performance and are directly responsible for an unfavourable organisational climate need to be eradicated and replaced with favourable cultural practices.
- **Job Satisfaction** – a further investigation into the claims of non-consultation during reassignment of tasks, nepotism, favouritism, unequal opportunity access to training and professional development has to be conducted immediately as these factors affect performance and attitudes of employees towards their work and the organization. Issues of mistrust between management and employees have to be managed immediately to prevent an unattainable situation where they get worse. Decision making about contract work and future plans for employment of contract employees should be communicated to employees and employees should be allowed to participate in the discussions that relate to their job security and future employment or lack of.
- **Recognition of good work and constructive criticism** – CoGTA should consider a reward system that recognizes good work and dedicated performance to encourage hard working employees. Employees have also expressed a need to be allowed freedom of innovation and that the red-tape approach at the expense of innovation should be minimized. In line with employee job-satisfaction management should interrogate this concern further to establish the best ways to encourage hard work, good performance and innovation at CoGTA.
- **‘Unplanned impulse activities that disturb daily planning’**- this has been one of the concerns raised by employees under the dimension of job satisfaction. Management is advised to confirm the existence of this practice and consider ways and means to avoid unplanned activities that disrupt daily planned activities. Through communication and improved planning by managers, such disruptive incidental activities can be reduced or even eradicated. This approach calls for a change in the way daily performance and operations are planned and executed. A priority and

urgent list of work activities can be jointly worked on by both supervisors and employees.

- ***'Management decisions freely challenged'***- communication of decisions by management with workers who are affected should be improved or be in place. Effective communication using efficient channels of disseminating information and promotion of access to information will assist greatly as a starting point to address this challenge. Employees should be afforded opportunities to engage meaningfully with management especially about decisions that relate to the welfare of the employee at CoGTA.
- ***Lack of fairness, bias, special treatment and unfair recruitment processes-*** Management is urged to launch a full investigation of these claims and define the nature and extent of these undesirable practices that compromise the organisational culture and climate. Employees should be encouraged to report factual cases of unfairness and bias and these should be dealt with decisively. Policies that guide management as to how to deal with these negative practices should be devised and implemented. Punishment should be meted out to anyone found to be guilty of perpetuating these malpractices.
- ***Security and Fairness*** – Employees especially those on contract employment have expressed concerns about job security and fairness in their treatment as contract workers. Management is advised to promote open communication and consultation with affected employees so that trust and confidence is restored and/or maintained. The human resource management department and the human capital development should communicate with employees regularly and effectively with matters concerning training and future appointments of contract employees.

15. CONCLUSIONS

In conclusion this report in its findings provides ground work for CoGTA as an organisation to start planning about how it can leverage on the good aspects of its organisational culture and climate to enhance the positive aspects while embarking on a change management drive to address the challenges as discussed in the recommendations.

A comprehensive phase by phase change management strategy and performance plan that can be implementable and measureable is critical. Using this report as the baseline for ground work towards the change management plan, CoGTA management can achieve its targets to improve the prevailing organisational climate.

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APPENDIX A

2017 JULY COGTA ORGANISATIONAL CLIMATE STUDY QUESTIONNAIRE

Dear Sir/Madam

Thank you for agreeing to participate in this Organisational Climate Survey (OCS) study as part of the KZN CoGTA commissioned research project.

The primary objective of this research is to measure the extent of organisational climate within the KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs and to identify gaps and areas of improvement regarding the working environment. In order to ensure your anonymity, please do not put your name on the questionnaire. Questionnaire/s will be kept at the Centre for Entrepreneurial Research and Development – the consulting agency for this project. Subsequently the survey report will ONLY be given to the KZN Cooperative Governance and Traditional Affairs (COGTA) management so that they can implement the recommendations suggested in the report. Your participation is voluntary and results will be shared through various platforms (i.e. meetings, GroupWise and print media). By not placing your name on the questionnaire, both your identity as a respondent and your responses in this survey will be kept anonymous thus no one will be able to identify you as a respondent in this study.

Yours sincerely

(Researcher)

SECTION A: DEMOGRAPHICS

1. Please indicate where you are situated [tick the appropriate box]:

Departmental District		Departmental Business Unit	
uMgungundlovu		Programme One: Administration	
King Cetshwayo		Programme Two: Local Governance	
Harry Gwala		Programme Three: Development and Planning	
eThekweni		Programme Four: Traditional Affairs	
iLembe			
Zululand			
uMkhanyakude			
uThukela			
amaJuba			
uMzinyathi			
uGu			

2. Please indicate your occupation level [tick the appropriate box]:

Level 3	
Level 4	
Level 5	
Level 6	
Level 7	
Level 8	
Level 9	
Level 10	
Level 11	
Level 12	
Level 13	
Level 14	
Level 15	
Level 16	

3. Please indicate your gender [tick the appropriate box]:

Male		Female	
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4. Please indicate your racial group [tick the appropriate box]:

African	White	Coloured	Indian	Other
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5. Please indicate your age group [tick the appropriate box]:

18-28	29-40	41-50	51-60	60+
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6. Please indicate your home language [tick the appropriate box]:

English	Zulu	Setswana	SiSwati	Tshivenda	Xhosa
Afrikaans	Sesotho	Sepedi	Ndebele	XiTsonga	Other

7. Please indicate your highest level of education [tick appropriate box]

Traditional University	University of Technology	FET College	Matric/ Grade 12	Primary school	No formal education
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8. Please indicate the number of years under the employment of the KwaZulu-Natal Department of CoGTA:
























































NUMBER OF YEARS [please tick the appropriate box]	
0-5 years	
6-10 years	
11-15 years	
16-20 years	
21-25 years	
26-30 years	
31+ years	









































9. Please indicate your type of employment contract with your organisation [please tick appropriate box]

Permanent	Fixed term	Temporary	Probation	Other (Specify)
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SECTION B



















































Please indicate by marking one box with an (X) in rating the following:





























































No.	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
						
ORGANISATIONAL CULTURE (Informal customs or values at CoGTA)						
1	There is a mutual respect by employees at CoGTA.					
2.	The culture of cooperation at CoGTA assists me in achieving my work objectives.					
3.	I am free to express my views at CoGTA.					
4.	The culture of hostility is rife at CoGTA.					
5.	Work politics are rife at CoGTA.					
How would you describe the organisational culture at CoGTA?						
<div style="height: 100px; border: 1px solid black;"></div>						
JOB SATISFACTION (It is your feelings in relation to your supervisors, rewards, co-workers, and the job).						
6.	I am satisfied with my co-workers.					
7.	I am satisfied with my supervisor.					
8.	I am satisfied with my job.					
9.	Considering the skills' I have, I am satisfied with the pay I receive at CoGTA.					
10.	I am satisfied with the progress I have made in my job.					
What are the factors that will enhance your job satisfaction?						
<div style="height: 40px; border: 1px solid black;"></div>						

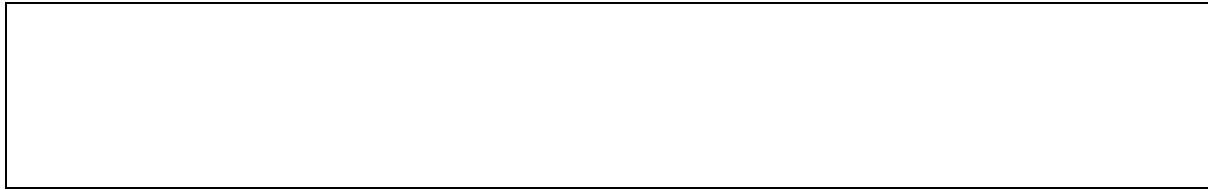
SECURITY AND FAIRNESS (Security entails how you perceive job security, and fairness is how you are treated at CoGTA).					
11.	At CoGTA, there is job security.				
12.	There are employees who receive special treatment because they are friendly with their supervisors.				
13.	When decisions are made about reassignments, management treats employees with kindness.				
14.	When decisions are made about reassignments, management offers explanations that made sense.				
15.	At CoGTA, employees are allowed to challenge decisions made by management.				
In your view, how would describe job security and fairness?					
LEADERSHIP (It is about how you relate with your leader or manager at CoGTA).					
16.	My manager allows me to make my own decisions relating to my work.				
17.	My manager trusts employees to make work-related decisions without getting permission first.				
18.	My manager tightly controls the work of those below him/her.				
19.	My manager wants everything to be done according to CoGTA's rules and procedures.				
20.	It is important to check things first with my manager before making a decision.				
In your view, are you given the autonomy by your leader to execute your duties on your own? If yes/no, please expand.					

INTEGRATION (Working relationships between different chief directorates / directorates).					
21.	CoGTA employees are suspicious of one another.				
22.	There is very little conflict between directorates.				
23.	Employees in different directorates are prepared to share information.				
24.	Collaboration between directorates is very effective.				
25.	There is very little respect between some of the directorates.				
<p>How would you describe the working relationship between CoGTA chief directorates or directorates?</p> 					
EMPOWERMENT (Regular participation of employees in deciding how their work is done and making suggestions for improvement).					
26.	Management involves employees when decisions are made that affect them.				
27.	Changes are made without talking to the employees.				
28.	Employees have a say in decisions that affect their work.				
29.	Information about what is happening at GOGTA is shared.				
30.	There are clear communication channels at CoGTA.				
<p>In your view, are you given an opportunity to make decisions and suggestions? If yes/no, please expand.</p> 					

SUPERVISORY SUPPORT (The extent to which employees' experience support and understanding from their immediate supervisor).					
31.	Supervisors at CoGTA are really good at understanding employees' problems.				
32.	Supervisors show that they have confidence in those they manage.				
33.	Supervisors at CoGTA are friendly and easy to approach.				
34.	Supervisors can be relied upon to give good guidance to employees.				
35.	Supervisors show an understanding of the employees who work for them.				
Please describe the working relationship with your supervisor.					
TRAINING (Preparation for performing a job that is typically provided to staff by CoGTA).					
36.	Employees are not properly trained (i.e. in policy, software implementation, etc.).				
37.	CoGTA only gives employees the minimum amount of training they need to do their job.				
38.	Employees are strongly encouraged to develop their skills.				
What are your views about the training opportunities at CoGTA?					
WELFARE (This is about how CoGTA values and treats employees).					
39.	CoGTA pays attention to the interests of employees.				
40.	CoGTA looks after its employees.				
41.	CoGTA cares about its employees.				

42.	CoGTA is fair in its actions towards employees.					
How would you like to be treated at CoGTA?						
FORMALISATION (It is about whether rules and procedures are adhered to at CoGTA).						
43.	It is extremely important to adhere to rules and procedures at CoGTA.					
44.	Employees can ignore rules and procedures at CoGTA.					
45.	Employees do everything according to the rules and procedures at CoGTA.					
46.	It is not necessary to follow rules and procedures at CoGTA.					
47.	Nobody gets too upset if employees break the rules at CoGTA.					
What is your view about the rules and procedures at CoGTA?						
INNOVATION & FLEXIBILITY (Innovation is the process of translating an idea or invention into a good service, and flexibility is about how quickly CoGTA changes to meet customer requirements).						
48.	New ideas are readily accepted at CoGTA.					
49.	CoGTA is quick to respond when changes need to be made.					
50.	Management at CoGTA is quick to spot the need to do things differently.					
51.	CoGTA is very flexible; it can quickly change procedures to meet new conditions and solve problems as they arise.					

52.	Assistance in developing new ideas is readily available.					
53.	Employees at CoGTA are always searching for new ways of looking at problems.					
How would you describe innovation and flexibility initiatives at CoGTA?						
ORGANISATIONAL CITIZENSHIP BEHAVIOUR (It is how employees go beyond the call of duty; meaning that employees can assist one another at CoGTA).						
54.	I am willing to stand up to protect the reputation of CoGTA.					
55.	I tell outsiders good news about CoGTA.					
56.	Co-workers make constructive suggestions that can improve the service delivery at CoGTA.					
57.	Co-workers do not mind taking on new jobs without complaints at CoGTA					
58.	Employees are willing to work long hours at CoGTA.					
Please share experiences of how you have experienced employees going beyond the call of duty or the extra mile.						
SERVICE DELIVERY (The degree of satisfaction provided by the goods or services of an organisation).						
59.	At CoGTA we treat all our customers with dignity.					
60.	At CoGTA there is a culture of offering an apology for lack of service delivery.					
61.	At CoGTA, departments that we work with respond promptly to internal complaints.					
62.	In our department, there is a procedure to handle customer complaints.					
63.	In our department, there is a turn-around time to handle customer queries.					
Please share with us a few things [Product/Service] CoGTA could do better.						



Thank you for your participation

Appendix B Frequencies

Statistics

	VAR0001	VAR0002	VAR0003	VAR0004	VAR0005	VAR0006
N Valid	330	331	330	320	325	333
N Missing	21	20	21	31	26	18
Mean	2.8939	2.9940	2.5818	2.9719	3.2462	3.6426
Median	3.0000	3.0000	3.0000	3.0000	3.0000	4.0000
Std. Deviation	1.26838	1.18064	1.19560	1.11803	1.26724	1.08171
Variance	1.609	1.394	1.429	1.250	1.606	1.170

Statistics

	VAR0007	VAR0008	VAR0009	VAR00010	VAR00011	VAR00012
N Valid	336	339	336	332	332	330
N Missing	15	12	15	19	19	21
Mean	3.8452	3.3982	2.6607	3.6205	2.9157	3.2636
Median	4.0000	4.0000	3.0000	4.0000	3.0000	3.0000
Std. Deviation	2.96947	1.22262	1.34644	4.08896	1.21873	1.37505
Variance	8.818	1.495	1.813	16.720	1.485	1.891

Statistics

	VAR00013	VAR00014	VAR00015	VAR00016	VAR00017	VAR00018
N Valid	331	331	336	336	332	332
N Missing	20	20	15	15	19	19
Mean	2.8066	2.7402	2.2679	2.9762	2.8434	3.1145
Median	3.0000	3.0000	2.0000	3.0000	3.0000	3.0000
Std. Deviation	1.17760	1.17506	1.20928	1.22877	1.17868	1.14987
Variance	1.387	1.381	1.462	1.510	1.389	1.322

Statistics

	VAR00019	VAR00020	VAR00021	VAR00022	VAR00023	VAR00024
N Valid	335	333	331	329	331	333
N Missing	16	18	20	22	20	18
Mean	3.6687	3.9369	3.1813	2.7690	2.8369	2.8468

Median	4.0000	4.0000	3.0000	3.0000	3.0000	3.0000
Std. Deviation	1.13230	.96267	1.15355	1.11317	1.17446	1.16318
Variance	1.282	.927	1.331	1.239	1.379	1.353

Statistics

	VAR00025	VAR00026	VAR00027	VAR00028	VAR00029	VAR00030
N	Valid	326	331	324	331	332
	Missing	25	20	27	20	19
Mean	2.9632	2.5015	2.9722	2.5770	2.7440	2.7156
Median	3.0000	2.0000	3.0000	3.0000	3.0000	3.0000
Std. Deviation	1.17873	1.30819	1.38406	1.32435	1.26687	1.24719
Variance	1.389	1.711	1.916	1.754	1.605	1.555

Statistics

	VAR00031	VAR00032	VAR00033	VAR00034	VAR00035	VAR00036
N	Valid	334	327	328	332	321
	Missing	17	24	23	19	30
Mean	3.2455	3.2966	3.2744	3.2835	3.4488	3.1464
Median	3.0000	4.0000	3.0000	3.0000	3.0000	3.0000
Std. Deviation	1.26143	1.27292	1.25533	1.24226	2.68268	1.22744
Variance	1.591	1.620	1.576	1.543	7.197	1.507

Statistics

	VAR00037	VAR00038	VAR00039	VAR00040	VAR00041	VAR00042
N	Valid	326	330	331	329	330
	Missing	25	21	20	22	21
Mean	3.1902	2.9909	2.7009	2.6778	2.6657	2.5394
Median	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000
Std. Deviation	1.18738	1.33571	2.72885	1.16850	1.21628	1.14853
Variance	1.410	1.784	7.447	1.365	1.479	1.319

Statistics

	VAR00043	VAR00044	VAR00045	VAR00046	VAR00047	VAR00048
N	Valid	325	322	322	318	322
	Missing	26	29	29	33	29
Mean	3.6431	2.6211	3.0839	2.4119	2.2640	2.6770
Median	4.0000	3.0000	3.0000	2.0000	2.0000	3.0000
Std. Deviation	.99163	1.24777	1.14214	1.20597	1.16619	1.09716
Variance	.983	1.557	1.304	1.454	1.360	1.204

Statistics

	VAR00049	VAR00050	VAR00051	VAR00052	VAR00053	VAR00054
N	Valid	321	322	323	322	320

Missing	30	29	28	28	29	31
Mean	2.5857	2.5714	2.6130	2.6811	2.9099	3.7219
Median	3.0000	3.0000	3.0000	3.0000	3.0000	4.0000
Std. Deviation	1.03364	1.06613	1.02549	1.05759	1.12794	1.06269
Variance	1.068	1.137	1.052	1.118	1.272	1.129

Statistics

	VAR00055	VAR00056	VAR00057	VAR00058	VAR00059	VAR00060
N Valid	320	319	321	328	324	325
N Missing	31	32	30	23	27	26
Mean	3.5938	3.4545	3.2523	3.3232	3.9352	3.5723
Median	4.0000	3.0000	3.0000	3.0000	4.0000	4.0000
Std. Deviation	1.09886	.99225	1.07320	1.23623	1.00408	1.11326
Variance	1.207	.985	1.152	1.528	1.008	1.239

Statistics

	VAR00061	VAR00062	VAR00063
N Valid	323	324	323
N Missing	28	27	28
Mean	3.1548	3.4475	3.4056
Median	3.0000	4.0000	3.0000
Std. Deviation	1.10653	1.09898	1.06010
Variance	1.224	1.208	1.124

CONFIDENTIAL



cogta

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL