

# CORPORATE CULTURE AND PARTICIPATION: INDEPENDENT CONSTRUCTS?

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## OPSOMMING

Die doel van hierdie studie is om te bepaal of deelnemende bestuur en korporatiewe kultuur onderling uitsluitende (onafhanklike) konsepte is. Die Raad vir Geesteswetenskaplike Navorsing (RGN) het 'n kultuur- en klimaatvraelys op 'n steekproef van 2 357 respondente, vanuit 'n populasie van 23 564 persone wat werksaam is in 'n para-militêre instansie, toegepas. Die datastel van die RGN is vir die doel van hierdie studie gebruik. 'n Paneel deskundiges het dimensies wat op deelname betrekking het geïdentifiseer aan die hand van voorafbepaalde kriteria en die oorblywende items was op kultuur van toepassing. Die resultate van die faktor- en itemontledings het bevind dat deelnemende bestuur en korporatiewe kultuur, soos bestudeer vanuit die persepsies van werknemers en bestuur, oorwegend 'n gemeenskaplike eienskap meet en nie onafhanklike konstruksie is soos wel gekonseptualiseer deur deskundiges nie.

## ABSTRACT

The objective of this study was to determine whether participative management and corporate culture are mutually exclusive (independent) concepts. The Human Sciences Research Council (HSRC) used an organisational climate and culture questionnaire and applied it to the test sample of 2 357 personnel from a population of 23 564 people working for a paramilitary organisation. The data set of the HSRC was used for the purpose of this study. A panel of experts identified the items in the questionnaire which related to participation according to predetermined criteria and the remaining items were applicable to corporate culture. The results of the factor and item analyses indicate that participative management and corporate culture, as perceived by workers and management, were interrelated and were not independent concepts as conceptualised by the experts.

South African companies are experiencing major changes at the moment, and one of the goals of these changes is to create a more representative work-force. Another goal is to develop a more inclusive management style. This may enhance the quality of work-life and psycho-social well-being in most South African companies.

Participative management is a growing trend worldwide and is especially in South Africa driven by the spirit of democracy. The ANC's Reconstruction and Development Programme (1995) states clearly that "legislation must facilitate worker participation and decision-making in the world of work." Myburgh (1990) indicated that there is support in South Africa for the underlining principle that the workforce must have a greater say in their working conditions and in the operational aspects that influence them directly. The question arises to what extent and in which manner this say need to be addressed in an organisation.

In this regard Loubser (1988) observed that management has two choices, to allow conditions in the organisation to determine the role of the workforce, or to acknowledge the role of workers in participative decision-making and actively develop a joint strategy of participation. Consequently Laubscher (1991) identified the need to determine a universally accepted meaning for the term participative management. For the purpose of this study, participative management can operationally be defined as an approach which recognises that organisational decision-making must take place in such a way that the input and responsibility be extended to the lowest level as applicable to the decision being taken. The aim is thus to ensure that effective decisions are taken by the right person. Empowerment is the authority to make decisions within one's area of work without having to get approval from anyone else, where involvement can be seen as the mechanism to ensure sufficient inputs in the decision-making process.

The dominant theme in contemporary South Africa, according to Roodt (1997), is empowerment. The unprecedented transfer

and transformation of political power is reshaping the economic power relationships in South Africa. This increasingly manifests itself in the business sector with particular consequences for management. Empowerment affects the way work is done as well as how people relate to each other, but it is important to note that empowerment is a global management phenomenon, not merely a South African political idiosyncrasy.

Although South Africa has moved towards a democratic political dispensation, the establishment of democracy in the workplace still lags behind. It is clear from available literature that worker participation is a trend that has not developed systematically but has been influenced by diverse forms of initiative from different countries. Presently organisations pursue change under many auspices. Some seek to improve strategy, vision, or values. Others recognise that a "business-as-usual" attitude can suppress innovation and competitiveness and therefore have instituted workteams, total quality management programs, employee involvement, re-engineering, diversity and learning organisation interventions (Loubser, 1988, McLagan & Nel, 1995, Pretorius, 1995; Weeks, 1995). Unfortunately, many of these programs have been unsuccessful in both the public and private sectors, leading to the general confusion in the discussion of worker participation in South Africa (Coye & Belohlav, 1995; Laubscher, 1991; Yukl, 1981).

In order to be successful, these programs must be incorporated into a general movement toward participative management. There are however several reasons why the move towards participation in South Africa is accelerating:

**Information** is increasingly available and people can now manage their own activities and participate with minimal interference and direction from management. **Globalisation** is another driving force towards participation. People, organisations and even nations, that in the past were relatively isolated, now find themselves face to face via fax, television, internet and cellular phone. As **technology** transforms labour, participation receives another boost since technology is changing the nature

of work thereby freeing up time that can be devoted to participation (McLagan & Nel, Pretorius, 1995; Vroom & Jago, 1988; Weeks, 1995).

But the kind of fundamental change that dramatically increases quality, productivity and customer retention remains elusive and short-term. In spite of all this, the move toward participation continues to gain momentum. Research by Allen & Dyer (1990); Desatnick (1986); McLagan & Nel (1995); Miller (1991); Prentice (1990); Preston (1989) and Vroom & Jago, (1988) have found that the move towards participation requires a broad and fundamental change in the generic code of organisations.

In the aforementioned literature the assumption is made that the style of managing work relationships is conditioned by the culture of the organisation. On this basis an effective management style will be the most powerful instrument at the disposal of management to steer South Africa away from the present abyss of industrial conflict and low productivity, towards an empowered and involved workforce. It is therefore important for top management to be aware of their organisational culture and the manner in which it is reflected in their chosen management style (Anstey, 1990; Bellingham, Cohen, Edwards & Allen, 1990; Kilbourne, 1991; Mitchell & Tucker, 1992; Prentice, 1990; Pretorius, 1995).

Coetzee (1988) found that traditionally and culturally the management style in South Africa was autocratic. As the social norms change and attitudes become more open it was observed that the autocratic management style became demotivational and caused the destruction of informal communication channels. Esterhuyse (1994) and Mboweni (1994) are of the opinion that the transformation of the civil service will be high on the agenda for the next five years. This study was consequently undertaken in a paramilitary organisation that, with time and accordingly to cultural values, learned to use an autocratic management style.

With no theoretical foundation for the integrated study of the dimensions of participation and corporate culture, the need

was identified to study the relationship between participative management and corporate culture. The development of an industrial psychological approach to the problem will be of great value for the successful implementation of participative management in South Africa. **It is against this background that this study aims to determine whether corporate culture and participative management are mutually exclusive (independent) concepts.**

However, before the nature of the relationship between the variables can be determined, the dimensions of participation and corporate culture had to be studied in a systematic manner. The management of these dimensions is an indispensable prerequisite for the successful implementation of participative measures.

A review of the literature on participative management (Odendaal, 1997) reveals that the **involvement** and **empowerment** of employees are important dimensions of participation. From a cultural perspective, it can be concluded that corporate culture is one of the organisational processes that is based on established **values** and **norms** which direct employee behaviour, attitudes, perceptions and decisions.

Based on the predetermined need for further study on participative management and corporate culture, a preceding aim of this study was to determine theoretical guidelines for identifying dimensions of participation in order to develop a questionnaire on participation. The main objective was to determine by means of an empirical study whether participative management and corporate culture, as identified by experts, were mutually exclusive (independent) concepts.

From the abovementioned problem statement the following research hypothesis was formulated for the empirical study:

*Participative management and corporate culture, as conceptualised by subject experts, can be perceived as independent concepts.*

## METHOD

The method of research used in this study will subsequently be discussed:

TABLE 1  
THEORETICAL DIMENSIONS OF PARTICIPATION

DIMENSION	AUTHOR	NUMBER OF ITEMS
1. Communication	Coetzee, 1988; Laubscher, 1991; Prentice, 1990; Weeks, 1995.	8
2. Teamwork	Kilbourne, 1991; Laubscher, 1991; Madima, 1995; Thomson, 1993.	6
3. Shared vision	Kilbourne, 1991; Laubscher, 1991; Pretorius, 1995.	4
4. Worker involvement	Kilbourne, 1991; Madima, 1995; Weeks, 1995.	4
5. Joint objectives	Coetzee, 1988; Macher, 1991; Prentice, 1990.	4
6. Equality	Madima, 1995; Pretorius, 1995.	6
7. Joint workvalues:	Madima, 1995.	4
* Trust	Laubscher, 1991; Macher, 1991; Nel, 1990.	
* Proud of work	Kilbourne, 1991; Macher, 1991.	
* Respect	Pretorius, 1995.	
* Honesty	Kilbourne, 1991.	
* Loyalty	Kilbourne, 1991; Macher, 1991; Thomson, 1993.	
8. Control over work	Laubscher, 1991.	3
9. Transparency	Weeks, 1995.	5
10. Joint decision-making	Madima, 1995.	4
<b>TOTAL NUMBER OF ITEMS</b>		<b>48</b>

### Sample

A stratified random sample of 2357 (N=2357) was drawn from a population of 23564 people working for a parastatal organisation. From the total population 1907 questionnaires were returned, representing a response rate of 80,9%. After the deduction of questionnaires with missing values, 1818 questionnaires were used in the final statistical analysis.

The majority of the respondents were in the age group 26 to 31. Of these respondents 63,88% were male and 36,12% female. The qualifications of the respondents were relatively high with 51,63% having standard 10 and 19,03% having a higher diploma or degree and 5,82% with post graduate qualifications. From the total sample just 23,52% had a qualification lower than standard 10.

The participants occupied job levels ranging from operation to top-management with a relative even distribution across the first 10 years of service.

### Measuring instruments

In the empirical part of this study a corporate climate and culture questionnaire of the Human Sciences Research Council (HSRC) consisting of 150 items was used. The questionnaire was developed by the HSRC on instruction by the organisation and covered both participative and culture concepts. In consultation with the authors, a panel of experts was asked to identify the items in the questionnaire which related to participation according to predetermined criteria (refer to table 1) and the remaining items were applicable to corporate climate and culture (table 2).

A summary of the dimensions of participation as identified by different authors is reported in Table 1. The research indicates that these dimensions can be seen as theoretical guidelines for participation.

The corporate climate and culture dimensions were identified by management and reflects the core characteristics of the corporate culture environment of the specific parastatal organisation. The dimensions were based on the operational realities facing employees in their daily work.

### Participation Questionnaire

In identifying dimensions of participation the following procedure was followed by the panel of experts:

- Based on a literature study, ten dimensions of participation

were identified and assessed by the panel of experts (Refer to Table 1).

- The majority vote was used to place a specific item within the identified dimensions.
- The participation questionnaire consists of 48 items in total.

### Corporate climate and culture questionnaire

For the purpose of this study the culture questionnaire consists of the remaining 99 items (excluding 3 organisation specific questions). The 13 dimensions covered by the questionnaire were identified by the specific organisation and reported in Table 2.

### Procedure

For the purpose of this particular study an existing data set of the HSRC of the "Climate and Culture Questionnaire" was used. In the HSRC study respondents were asked to rate each of the 150 items in the questionnaire on a five point Likert type scale ranging from "agree completely" to "disagree completely". Research by the HSRC (1994) has demonstrated that an average of 3,200 can be seen as a reasonable cut off point to differentiate between positive and negative perceptions.

### Statistical analysis

Descriptive statistics are available on request but due to the magnitude all statistical calculations can not be reported in this article. The empirical objective of the study was to determine whether participation and corporate culture are independent concepts and therefore factor analysis as statistical technique was employed. According to Kim and Meuller (1978), the aim of a factor analysis is to reduce a relatively large number of observed variables to a small number of hypothetical constructs. For analysis purposes the BMDP 4M computer program was employed by the Statistical Consultation Service of the Rand Afrikaans University, to conduct a first and second order factor analysis.

## RESULTS

According to the criteria set by Kaiser (1961) the *eigen* values of the intercorrelation matrix (147 × 147) were calculated and 32 factors with an eigen value greater than *one* were postulated. The intercorrelation matrix was submitted to a principle factor analysis (PFA) and then rotated to a simple structure by means of a varimax rotation. Subsequently all items with a high negative load were reflected and items with a high loading on a specific factor were grouped together. These subtest scores

TABLE 2  
DIMENSIONS OF CORPORATE CLIMATE AND CULTURE QUESTIONNAIRE

DIMENSION	CONTENT	NUMBER OF ITEMS
1. General effectiveness	Perfection of company objectives.	5
2. Cost effectiveness	Economical use of money, time and equipment.	8
3. Management	Leading, controlling, participative management.	11
4. Work environment	Perception of work environment.	7
5. Social involvement	Perception of trust with regard to colleagues.	4
6. Reward and discipline	Consistency, discipline, recognition and rewards	4
7. Authority	Interpersonal relations and authority.	6
8. Training and development	Perceptions with regard to training, development and performance appraisals.	8
9. Industrial Relations	Effectiveness of labour relations and discriminations.	9
10. Transfers	Handling of transfers.	5
11. Job satisfaction	Different aspects of job satisfaction.	10
12. Transformation	Perception with regard to management of diversity and change.	11
13. Fringe benefits.	Medical aid, pension fund.	11
TOTAL NUMBER OF ITEMS		99

were intercorrelated (24 × 24 as reported in Table 3) and according to Kaiser's (1961) criteria five (5) second-order factors were postulated and subjected to an oblique rotation by means of the direct oblimin method. According to Schepers (1992) this procedure is recommended if there is a possibility that the test items are differentially skew. This procedure will prevent the creation of artefactors.

From the results it appears that some factors correlate highly with others and that some were non-determined (two or less loadings on each factor). Therefore the PFA was repeated for a three and two factor solution and two properly defined second-order factors were identified, as presented in Table 5.

TABLE 3  
INTERCORRELATION MATRIX OF SIMPLIFIED FACTOR SCORES (SFS) (24 × 24)

SFS 1	SFS 2	SFS 3	SFS 4	SFS 5	SFS 6	SFS 7	SFS 8	SFS 9	SFS 10	SFS 11	SFS 12	SFS 13	SFS 14	SFS 15	SFS 18	SFS 19	SFS 20	SFS 21	SFS 22	SFS 24	SFS 26	SFS 27	SFS 28	
SFS 1	1,0000																							
SFS 2	0,7452	1,0000																						
SFS 3	0,2240	0,1688	1,0000																					
SFS 4	0,6699	0,6292	0,1030	1,0000																				
SFS 5	0,5560	0,6708	0,1120	0,5420	1,0000																			
SFS 6	0,0752	0,1507	-0,2200	0,1657	0,1920	1,0000																		
SFS 7	0,5029	0,4724	0,0688	0,4385	0,3540	0,1534	1,0000																	
SFS 8	0,2881	0,1860	0,2293	0,0978	0,1237	0,0151	0,0435	1,0000																
SFS 9	0,4365	0,4120	0,0509	0,3476	0,3076	0,0973	0,3201	0,0632	1,0000															
SFS 10	0,5820	0,4577	0,0951	0,5100	0,3885	0,1267	0,3621	0,1965	0,2763	1,0000														
SFS 11	0,0964	0,1089	0,1811	0,0773	0,1121	-0,1153	0,0845	0,0671	0,0907	0,0648	1,0000													
SFS 12	0,4150	0,4808	0,0208	0,3267	0,3705	0,1584	0,3308	0,0987	0,3500	0,2524	0,0681	1,0000												
SFS 13	0,0121	0,0491	0,4391	-0,0061	0,0351	-0,0955	0,0757	0,1020	0,0338	0,0268	0,0528	-0,0037	1,0000											
SFS 14	0,1053	0,0803	0,3822	0,0653	0,0568	-0,1717	0,0607	-0,0190	0,0426	0,0734	0,1152	-0,0265	0,2033	1,0000										
SFS 15	0,5610	0,4697	0,0759	0,4331	0,3732	0,0819	0,3411	0,0710	0,2835	0,3481	0,0697	0,2508	0,0336	0,0357	1,0000									
SFS 18	0,3202	0,2117	-0,0025	0,1724	0,1796	0,0187	0,1512	0,2047	0,1540	0,1870	-0,0185	0,2804	-0,0646	-0,0511	0,1276	1,0000								
SFS 19	0,2270	0,1972	-0,1107	0,2091	0,1656	0,1547	0,1515	-0,0266	0,1294	0,1871	-0,0080	0,1221	-0,0927	-0,0859	0,1784	0,0780	1,0000							
SFS 20	0,1536	0,1098	0,4416	0,0810	0,0854	-0,0868	0,1068	0,1797	0,0627	0,0772	0,1323	0,0437	0,2933	0,2487	0,0966	-0,0019	-0,0449	1,0000						
SFS 21	0,3441	0,3232	0,1188	0,2906	0,2242	0,0048	0,2364	0,1401	0,1628	0,2638	0,0427	0,1431	0,1146	0,0055	0,1888	0,0922	0,0810	0,0968	1,0000					
SFS 22	0,1496	0,0992	-0,0167	0,1211	0,0735	0,0844	0,0772	-0,0575	0,0931	0,0848	0,0178	0,0371	-0,1339	-0,0307	0,1199	0,0691	0,0783	-0,0823	0,0569	1,0000				
SFS 24	-0,1855	-0,1904	0,2218	-0,2446	-0,1629	-0,1169	-0,1976	0,1030	-0,1559	-0,1522	0,0313	-0,1250	0,1426	0,0299	-0,1629	0,0047	-0,1377	0,0997	-0,0796	-0,0891	1,0000			
SFS 26	0,2283	0,1927	0,2537	0,1644	0,1463	-0,0286	0,1053	0,1648	0,1540	0,1886	0,1321	0,1159	0,1243	0,0782	0,1760	0,0897	-0,0111	0,2164	0,1136	-0,0248	0,0529	1,0000		
SFS 27	0,0280	0,0149	0,2866	-0,0236	-0,0012	-0,1114	-0,0194	0,0477	-0,0318	0,0380	0,0362	-0,0018	0,0569	0,2374	-0,0123	0,0123	-0,0621	0,1331	-0,0125	-0,0589	0,0690	0,0555	1,0000	
SFS 28	0,4269	0,3704	0,0534	0,3295	0,2763	0,0747	0,3087	0,1623	0,2479	0,2696	-0,0100	0,2002	-0,0177	0,1203	0,2957	0,0940	0,1158	0,0281	0,0924	0,0962	-0,1564	0,0352	0,0052	1,0000

The reliability index of the items with a loading on a specific factor was determined by means of the NP-50 item-analysis program. The following results were obtained in the study.

The second-order PFA identified five factors with an eigenvalue greater than one, as presented in Table 4.

TABLE 4  
EIGENVALUES OF POSTULATED SECOND-ORDER FACTORS

FACTOR	EIGENVALUE
1	5,42012
2	2,58767
3	1,28488
4	1,11811
5	1,04839
6	0,999112
7	0,924898
8	0,917943
9	0,894923
10	0,856137
11	0,833959
12	0,789320
13	0,733677
14	0,698993
15	0,678986
18	0,657133
19	0,619583
20	0,586063
21	0,551626
22	0,512897
24	0,439131
26	0,376730
27	0,288109
28	0,181613

The next step was to determine the reliability of each factor by means of an item analysis (NP50-programme). The item analysis of the 100 items in Scale I rejected items 47, 56, 68 and 141 after four iterations. The statistics with regard to the remaining 96 items are reported in Table 6. The results show acceptable levels of reliability that fluctuate between 0,813 and 0,313. The item-test correlations vary from 0,257 to 0,692 and the standard deviation of the items from 0,957 to 1,989. The 96 items of Scale I have an internal consistency coefficient (Cronbach Alpha) of 0,976.

The content of Scale I refers to the dimension of quality of work and the effectiveness of management, communication, social involvement, teamwork and recognition. Jointly this factor can possibly refer to **involvement**.

The item analysis of the 33 items of Scale II rejected items 37, 73 and 91 after three iterations. The statistics of the remaining 30 items are reported in Table 7. The levels of reliability fluctuate between 0,674 and 0,348 and the item-test correlation from 0,300 to 0,511. The standard deviation of the items varied from 1,013 to 1,478. The internal consistency coefficient (Cronbach Alpha) of the 30 items of Scale II is 0,843.

The content of Scale II refers to general working conditions and power sharing, training, development, working hours and fringe benefits which can possibly refer to **empowerment**.

The results of the factor analysis indicate that the items identified by the experts were randomly scattered across the two obtained factors and there is no statistical evidence for the hypothesis that "culture" and "participation" are independent concepts. The intercorrelation coefficient of Scale I and Scale II is 0,7452 as reported in Table 8, and these scales share a common variance of about 50%.

TABLE 5  
FACTOR MATRIX OF TWO SECOND-ORDER FACTORS

		N	Factor I	Factor II
SFS 1	Items 101, 128, 121, 116, 112, 105, 66, 111, 115, 86, 61, 113, 102, 104, 96, 124, 106, 148, 100, 134, 85, 117, 79, 119, 93, 32, 72, 88, 98, 143, 45, 92, 62, 41, 60, 97, 24, 125, 84, 90, 70, 135, 29, 49, 140, 107, 52, 144, 31, 69, 149, 38, 127, 78, 109, 83, 138, 64, 39, 19, 122, 129, 28, 136, 42	65	<b>0,883</b>	0,147
SFS 2:	Items 6, 9, 5, 11, 10, 20, 14, 21, 15, 8	10	<b>0,834</b>	0,092
SFS 4:	Items 54, 57, 50, 53, 76, 74	6	<b>0,753</b>	0,009
SFS 5:	Items 1, 2, 16, 3	4	<b>0,671</b>	0,043
SFS 10:	Item 94	1	<b>0,607</b>	0,066
SFS 7:	Items 43, 36	2	<b>0,583</b>	0,024
SFS 15:	Items 58, 131	2	<b>0,574</b>	0,035
SFS 12:	Items 7, 13, 4, 18	4	0,512	-0,028
SFS 9	Items 22, 87	2	<b>0,501</b>	0,013
SFS 3:	Items 67, 133, 123, 34, 71, 63, 89, 120, 25, 110, 146, 108, 126, 137, 80, 65, 99, 91, 95, 48, 130, 55, 103	23	0,067	<b>0,861</b>
SFS 20:	Items 118, 46	2	0,086	<b>0,523</b>
SFS 13:	Items 114, 145, 77	3	-0,012	<b>0,496</b>
SFS 14:	Items 40, 59, 44, 12	4	0,036	0,422
SFS 26:	Items 73, 37, 82	3	0,208	<b>0,314</b>
SFS 27:	Item 51	1	-0,032	0,297
SFS 6:	Items 150, 147, 35, 30	4	0,220	-0,285
SFS 24:	Items 139, 47	2	<b>-0,283</b>	0,272
SFS 8:	Items 142, 17	2	0,195	0,242
SFS 11:	Items 23, 27	2	0,094	<b>0,209</b>
SFS 22:	Items 68, 141	2	<b>0,170</b>	-0,194
SFS 19:	Items 56, 75	2	<b>0,284</b>	-0,188
SFS 21:	Item 132	1	<b>0,352</b>	0,111
SFS 18:	Items 81, 26	2	0,292	0,017
SFS 28:	Item 33	1	<b>0,450</b>	0,007
<b>Total items per factor</b>		<b>150</b>	<b>100</b>	<b>33</b>

## DISCUSSION

From the empirical study it was found that there is no basis for distinction between participation and culture concepts, as postulated by the panel of experts. Although participation can be defined theoretically it still remains an inseparable part of corporate culture. The results of the factor and item analyses indicate that participative management and corporate culture, as perceived by workers and management, are interrelated and are not independent concepts as conceptualised by the experts. This can possibly be attributed to **response naivety** that according to Morrow, Eastman and McElroy (1991) refers to the inability of respondents to empirically discriminate between what researchers see as a logical distinction between different concepts.

The results of this study support the research of Anstey (1990); Bellingham, Cohen, Edwards and Allen (1990); Kilbourne (1991); Mitchell and Tucker (1992); Prentice (1990) and Pretorius (1995) that culture is an important factor which determines the success or failure of participation. It further supports the results of research conducted by Miller (1991) that a corporate culture supportive of participation should form the basis of any participative measures in an organisation.

The results of this study thus support the literature that a participative culture can only be achieved if all stakeholders are actively involved in an organisation where **employee involvement** and **empowerment** are key factors. This implies that participative measures can only be successfully implemented if they are supported by a participative corporate culture.

This study can be used as a point of departure for further research on participative corporate culture. There are, however, certain limitations which must be kept in mind when generalising and interpreting the findings of this study. Firstly the dimensions of participation were identified by means of a subjective rating by a panel of experts. To be objective, a statistical procedure can be used to identify the inter rater reliabilities of items between experts. This method can deliver a more statistically reliable result than the consensus method employed in this study. Secondly, it should be taken into account that the organisational climate and culture questionnaire was developed for a specific organisation and that the transferability of the concepts to another culture will not necessarily produce the same metric properties.

The findings of this study indicate that there are certain practical applications for a participative corporate culture in a new South Africa which has experienced many political and economic transformations during the last four years. The development of a South African instrument to measure participative culture is a priority and challenge for future research.

To enhance the quality of work-life and psycho-social well-being in most South African companies, the findings of this study indicate that the **participation** focus would have to integrate the principles of **empowerment** and **involvement** into articulated corporate values. These corporate values should be operationalised through visible management processes.



TABLE 6  
ITEM STATISTICS WITH REGARD TO SCALE I

DESCRIPTION OF ITEM	N	ITEM MEAN ( $x_g$ )	STANDARD DEVIATION ( $s_g$ )	ITEM-TEST CORRELATION ( $r_{g\tau}$ )	RELIABILITY INDEX ( $r_{g\tau s_g}$ )
*Q1	1734	3,903	0,986	0,429	0,423
*Q2	1734	3,693	1,009	0,535	0,539
*Q3	1734	3,475	1,027	0,518	0,532
Q5	1734	3,432	1,148	0,518	0,595
*Q6	1734	3,211	1,071	0,628	0,673
*Q8	1734	3,309	1,014	0,628	0,637
Q9	1734	3,673	0,964	0,531	0,511
Q10	1734	3,451	1,072	0,532	0,570
*Q11	1734	3,265	1,051	0,625	0,656
*Q14	1734	4,183	1,005	0,527	0,529
Q15	1734	3,390	0,995	0,622	0,619
*Q16	1734	3,765	0,957	0,584	0,559
Q19	1734	3,108	0,989	0,635	0,628
Q20	1734	3,206	1,055	0,570	0,602
Q21	1734	3,603	1,016	0,551	0,559
Q22	1734	3,487	1,229	0,424	0,521
*Q24	1734	3,146	1,135	0,590	0,669
Q28	1734	2,593	1,289	0,397	0,512
Q29	1734	3,282	1,165	0,552	0,642
Q31	1734	3,183	0,973	0,592	0,576
*Q32	1734	3,017	1,079	0,640	0,690
Q33	1734	2,897	1,328	0,460	0,611
Q36	1734	3,153	1,176	0,457	0,538
Q38	1734	3,335	1,138	0,571	0,649
*Q41	1734	3,341	1,219	0,564	0,687
*Q42	1734	3,789	1,102	0,611	0,673
Q43	1734	3,411	1,127	0,509	0,574
Q45	1734	3,172	1,010	0,623	0,629
Q49	1734	3,672	1,084	0,440	0,477
Q50	1734	3,401	1,006	0,570	0,573
*Q52	1734	3,406	1,055	0,475	0,501
*Q53	1734	2,994	1,087	0,549	0,597
Q54	1734	3,178	1,108	0,502	0,556
Q57	1734	3,409	1,076	0,551	0,592
Q58	1734	2,909	1,358	0,491	0,667
*Q60	1734	3,299	1,054	0,631	0,665
*Q61	1734	2,824	1,163	0,666	0,775
Q62	1734	3,059	1,237	0,574	0,710
Q64	1734	3,166	1,133	0,579	0,656
Q66	1734	3,000	1,118	0,671	0,750
Q69	1734	2,921	1,182	0,547	0,647
Q70	1734	3,715	1,132	0,536	0,607
*Q72	1734	2,992	1,069	0,624	0,667
*Q74	1734	3,616	0,988	0,475	0,469
Q75	1734	3,076	1,152	0,264	0,304
Q76	1734	3,388	1,146	0,464	0,532
Q78	1734	3,488	1,146	0,541	0,620
*Q79	1734	3,089	1,122	0,615	0,690
Q83	1734	2,950	1,109	0,506	0,561
Q84	1734	2,994	1,010	0,585	0,591
Q85	1734	3,478	1,088	0,616	0,670
*Q86	1734	2,961	1,174	0,681	0,800
Q87	1734	3,295	1,135	0,432	0,490
*Q88	1734	3,242	1,016	0,652	0,662
*Q90	1734	2,930	1,213	0,429	0,521
*Q92	1734	2,734	1,132	0,608	0,689
*Q93	1734	2,821	1,184	0,624	0,738
*Q94	1734	3,405	1,007	0,608	0,612
*Q96	1734	2,757	1,203	0,580	0,697
Q97	1734	2,857	1,213	0,546	0,662
Q98	1734	2,818	1,191	0,558	0,665
*Q100	1734	3,110	1,085	0,548	0,595
Q101	1734	2,879	1,414	0,696	0,794
Q102	1734	2,708	1,028	0,626	0,643
*Q104	1734	3,411	1,005	0,614	0,617
Q105	1734	3,180	1,082	0,647	0,700
Q106	1734	3,127	1,044	0,572	0,597
Q107	1734	2,935	1,111	0,566	0,629
Q109	1734	3,416	0,973	0,558	0,543
Q111	1734	2,952	1,104	0,632	0,698
Q112	1734	3,243	1,003	0,663	0,665
*Q113	1734	2,918	1,075	0,647	0,696
Q115	1734	3,010	1,056	0,657	0,694
Q116	1734	3,116	1,039	0,666	0,692
Q117	1734	2,910	1,000	0,518	0,518
Q119	1734	3,007	1,115	0,603	0,672
Q121	1734	3,216	1,089	0,667	0,726
Q124	1734	2,841	1,218	0,580	0,706
Q125	1734	2,975	1,352	0,438	0,592

TABLE 6 continued  
ITEM STATISTICS WITH REGARD TO SCALE I

	DESCRIPTION OF ITEM	N	ITEM MEAN ( $x_g$ )	STANDARD DEVIATION ( $s_g$ )	ITEM-TEST CORRELATION ( $R_{gx}$ )	RELIABILITY INDEX ( $r_{gx,s_g}$ )
Q122	Conduct of supervisors is unapproachable	1734	2,985	1,062	0,341	0,362
*Q127	Adequate information from other departments	1734	2,824	1,022	0,552	0,564
Q128	Receive recognition for good work	1734	2,693	1,175	0,694	0,816
Q129	Office accommodation is acceptable	1734	2,955	1,224	0,461	0,565
*Q131	Suggestions by work groups promote communication	1734	2,990	1,101	0,564	0,621
*Q132	Everyone understands the language we use	1734	3,510	1,229	0,373	0,459
Q134	Feel like one big family	1734	2,779	1,227	0,656	0,805
Q135	Know what to do during emergency	1734	3,374	1,550	0,556	0,639
Q136	Comfortable in working environment	1734	3,431	1,104	0,589	0,650
Q138	Attention is given to personal circumstances in transfers	1734	2,864	1,146	0,557	0,638
#Q139	Neatness is overemphasised at expense of productivity	1734	2,931	1,187	0,251	0,298
Q140	Smokers accommodate non-smokers	1734	2,651	1,345	0,304	0,409
*Q143	Rely on one another's help	1734	3,356	1,083	0,604	0,654
#Q144	Recruitment procedure are thorough	1734	2,974	1,113	0,539	0,600
Q148	Policy is applied reasonably and fairly	1734	3,222	1,027	0,672	0,691
Q149	Feel safe in work environment	1734	3,225	1,163	0,557	0,648

#Items reflected

\*Participation items

Cronbach Alpha = 0,976

Total items = 96

TABLE 7  
ITEM STATISTICS WITH REGARD TO SCALE II

	DESCRIPTION OF ITEM	N	ITEM MEAN ( $x_g$ )	STANDARD DEVIATION ( $s_g$ )	ITEM-TEST CORRELATION ( $R_{gx}$ )	RELIABILITY INDEX ( $r_{gx,s_g}$ )
Q23	Professionals can do work better without uniforms	1734	3,001	1,478	0,304	0,449
#Q25	Military discipline is not important	1734	3,356	1,255	0,341	0,428
Q27	Professionals do not want to wear uniforms	1734	3,054	1,379	0,309	0,426
*Q34	Staff further their own interests	1734	2,874	1,094	0,365	0,399
Q46	One department is doing the work of another	1734	2,753	1,253	0,459	0,576
Q48	Staff in new positions do not receive adequate training	1734	3,035	1,211	0,439	0,532
*Q55	Sex affects changes of promotion	1734	3,313	1,366	0,420	0,574
*Q63	Staff have no say in way which they are utilised	1734	3,265	1,114	0,324	0,361
#Q65	Authority determined by position	1734	2,788	1,101	0,348	0,383
*Q67	Important information communicated through grapevine	1734	2,776	1,212	0,417	0,506
*Q71	Staff not consulted with regard to transfers	1734	3,202	1,277	0,409	0,521
Q77	Staff can not cope with all the changes	1734	3,029	1,048	0,438	0,459
*Q80	Written language is complicated	1734	3,123	1,166	0,411	0,479
Q82	Different working hours of various dept. are cause of dissatisfaction	1734	2,978	1,360	0,453	0,616
Q89	Managers adjust slowly to changes	1734	3,099	1,016	0,451	0,458
Q95	Senior staff take advantage of their positions	1734	2,611	1,325	0,511	0,677
Q99	Tasks expected of us, we have not been trained for	1734	3,172	1,175	0,478	0,562
*Q103	There is conflict between occupational groups	1734	3,343	1,151	0,506	0,583
Q108	Work I do is below me	1734	3,664	1,308	0,442	0,578
*Q110	Some people have more power, despite position	1734	2,491	1,214	0,466	0,565
Q114	Changes are made in fast rapid succession	1734	3,009	1,056	0,370	0,391
Q118	I feel I am doing the work of somebody else	1734	3,067	1,269	0,512	0,650
Q120	Guidelines for labour relations not effective	1734	3,264	1,013	0,477	0,483
Q123	Need to economise influence efficiency	1734	2,915	1,058	0,434	0,460
Q126	We have fewer benefits than a year ago	1734	3,250	1,236	0,424	0,524
*Q130	Not clear what wishes to achieve with objectives	1734	3,296	1,049	0,458	0,481
*Q133	Little opportunity to function independently	1734	3,167	1,117	0,451	0,503
*Q137	Disciplinary measures not applied fairly	1734	3,063	1,183	0,452	0,535
#Q145	There are too many changes	1734	3,104	1,140	0,459	0,524
*Q146	Each section promotes its own interests	1734	2,885	1,107	0,494	0,547

#Items reflected

\*Participation items

Cronbach Alpha = 0,843

Total items = 30

TABLE 8  
INTERCORRELATION OF TWO SCALES

	FACTOR I	FACTOR II
Factor I	1,000	
Factor II	0,7452	1,000

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