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FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

RESEARCH PROJECT

**ACHIEVING ORGANISATIONAL EXCELLENCE THROUGH AN EFFECTIVE
ORGANISATIONAL CULTURE, THE CASE OF HOLIDAY INN HARARE.**

BY

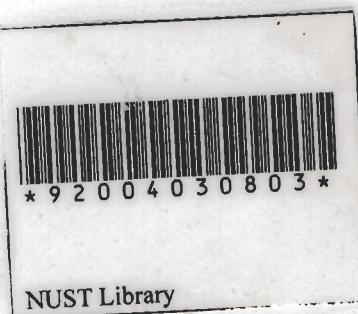
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RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE (HONOURS) DEGREE IN
MANAGEMENT.

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Abstract

The success of any company depends in part on the match between individuals and the culture of the organization. Organizational culture is the set of operating principles that determine how people behave within the context of the company. Underlying the observable behaviours of people are the beliefs, values, and assumptions that dictate their actions.

This research sought to explore the perspective that, organisational culture impacts on organisational performance to **positively establish organisational excellence**. The exploration considers the conceptual appreciation of the principle of organisational culture by both front-line employees and management-respondents. The research revealed how the services offered by employees and managers measured up to the organisations' cultural expectations of excellence. The study also investigated the impact of an effective (strong) culture on an organisations' competitive advantage. Henceforth, the research mainly aimed to **establish a solution to the problem statement on if organisational culture is a vital pillar for establishing organisational efficiency; effectiveness; competitive edge; and final excellent or failure position**.

Literature-wise, the study highlights in sharp detail the interplay between organisational culture and organisational excellence. Successful organisational excellence is highly dependent on an effective (strong) organisational culture. Effective culture(s) create goal alignment; employee motivation and a necessary structure for organisational excellence. Furthermore, the literature aims to establish that excellence manifests through the **quality of service being offered and received, and the perceived effectiveness of a culture in developing and sustaining a competitive advantage**.

This enquiry being a qualitative; one-shot; case study centred on a perspective sample chosen for its intrinsic value, and henceforth a causal research was employed. This enabled the researcher to indicate that very problem which was under study in a normally structured-fashion but in close contrast to a descriptive form of research. Primarily, both data collection techniques of a questionnaire and interview-guide were administered and implemented to elicit information. To enrich this discourse, documentation study, as a secondary data collection method, was also used so as to realise the import of this enquiry. The sample size

comprised of fifty individuals, comprising forty-five non-management and five management individuals. The research used both probability and non-probability sampling techniques.

The key findings of this research indicated that, first, improved performance and competitive advantage was higher if a company follows an adaptive and flexible cultures. Organisational culture was seen as an effective tool for organisational excellence through the exploits of an established competitive advantage. Front-line employees have a strong appreciation of what organisational culture is; employees seemed to have an orientation towards the various types of organisational cultures as depicted by the competing values framework; however, they had a weak appreciation of a single type of culture from those established by the framework.

Conclusively, the research study demonstrated that organisational culture was significantly correlated with employee behaviour and attitudes. For example, constructive culture was positively related to with job satisfaction; innovation and was negatively associated with work avoidance. There is a need to learn more about the process of cultivating and changing an organisations' culture so as to establish excellence. Organisational culture manifests in several forms, that is, it can be hierarchical; market; clan; adhocracy and constructive.

Recommendations were, therefore, made on how a company can gain a clearer view by introducing a reliable culture tracking model in the form of a Balanced Scorecard so as to fine-tune the organisational culture to operating environment dictates. Suggestions were also made aimed towards recommending management to embed culture through slogans; acronyms and sayings; the activities processes or outcomes that leaders pay attention to; formal statements of organisational philosophy; mission; vision; values and materials used for recruiting and selection.