



# LIMPOPO

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**PROVINCIAL GOVERNMENT**  
REPUBLIC OF SOUTH AFRICA

REF:2/7/5/1  
LDPW  
Org. Climate Survey  
Report  
Version 1 Rev.00

Approved: HOD

Date 26-05-2010

Compiled by SDI Unit

## **EXECUTIVE SUMMARY**

Organizational climate survey serves two important functions (Harvey & Brown 2001:403):

- to identify opportunities for improvement and evaluate the effectiveness of change programmes
- to provide a communication channel and facilitates dialogue between managers and employees.

The HOD instructed SDI Unit to embark on Change Management Programme in the department. In pursuit of this objective; SDI Unit developed a project plan which is triggered by problem identification as the first task through subtask organizational climate survey. Organizational climate survey was conducted with the objective of identifying soft issue barriers impacting on service delivery so that the relevant/ customized Change Project could be implemented.

The quantitative research methodology was employed. The sample size of 221 was drawn from a population of 2 931 using both stratified and random sampling strategies. Only the following strata were targeted viz MMS, JMS, and 3-8 Salary Band. SMS stratum was excluded from the survey as it is regarded as the employer.

Field workers visited survey sites at all service points to collect data using the survey questionnaire. Raw data was captured and transformed into table and graphs wherein our inference is based on their analysis and interpretation.

The major findings are: management behavior is not reflective of departmental core values. The predominant culture is not service delivery oriented. Most employees still feel that LDPW is a good place to work at.

Limitations were identified within 3-8 Salary Band stratum at District level where 80% of the respondents were not literate enough to can interpret the question items on the survey questionnaire. Even though Field Workers were using local languages to translate the question items, to a certain degree respondents' level of comprehend is low.

It is recommended that outsourced Change Management Programme be implemented in the department. The programme should be customized to LDPW environment.

## 1. INTRODUCTION

The climate survey was conducted with the aim of obtaining employees' perceptions about the present state of affairs in the department. The findings of the survey are to be utilized to identify best Change Management Programme and other relevant remedial action.

## 2. RESEARCH METHOD

### 2.1 Research Design

The quantitative research methodology was utilized i.e numerical data was processed to arrive at the findings. The survey questionnaire was drafted, critiqued and refined by SDI Team members before being used for data gathering. Due to time constraint, the questionnaire was not piloted.

As the project was only focusing on organizational climate survey whereby employees are asked to give their feeling about internal organizational practices, therefore there are no variables under investigation. The questionnaire is divided into four main sections namely; organizational design, organizational culture, performance management and general.

We embarked on the stratified random sampling techniques. From the target population; we established 3- groups or strata namely Middle Management Services (MMS), Junior Management Services (JMS) and Salary level 3-8 combined as one stratum. From each stratum we took 10% of the population to be included in the sample. The sample was derived as follows: the persal list with employees' numbers for all employees within a particular stratum is produced, then the 3-digit random sampling electronic calculator was utilized in the following manner, we enter the sample size, maximum number of the population, then command the calculator to process. Within 30 seconds the computer will display the 3-digit numbers comprising the sample. These numbers are matched with their respective employees' numbers from the persal list. Then the names of all employees whose numbers are matching with the 3-digits sample numbers are typed on one list. The list together with survey schedule is then sent to Programme Managers at Head Office and Districts to inform participants.

### 2.2 Participants

Units of analysis are the LDPW employees: males, females from different age groups; in short the participants represented the demographics of the department. The participants covered employees from Head Office, District Offices and Cost Centers. Hereunder is the table depicting how the sample was drawn:

Service Points	Planned Sample size	Actual Sample size	Population
<b>Strata 1 Level 3-8</b>			
Sekhukhune	32	31	313
Waterberg	32	30	314
Mopani	70	42	670
Vhembe	84	48	831
Capricorn	38	36	372

Head Office	18	13	180
<b>Stratum 2 JMS</b> (combined Head Office and District)	15	12	146
<b>Stratum 3 MMS</b> (combined Head Office & Districts)	11	09	105
<b>Total</b>	<b>296</b>	<b>221</b>	<b>2 931</b>

## 2.3 Apparatus

Desktop was used to derive the sample through the random sampling electronic calculator. Stationary was used for printing of questionnaires and this report. Photo copy machines were utilized to make approximately 250-copies of the questionnaire. Customer care officers were tasked to capture data from their respective districts.

## 2.4 Procedure

SDI Unit was instructed by Head of the Department in one of the restructuring meetings to embark on a Change Management Project. The Unit developed the proposal and submitted it to HOD for approval. Thereafter the project Gantt chart was developed. The first task on the Gantt chart to kick-start the project is problem identification through sub-task Organizational Climate Survey. The survey was conducted under the following conditions: the survey project schedule was distributed to all Programme Managers and Districts Co-ordinators to inform participants within their units. On the survey date participants (sample) from a particular service point will assemble in the boardroom /hall to meet the Survey Project Coordinator and Customer Care Officers. The purpose of the survey will be clearly clarified to the participants before completion of questionnaires. Participants completed the questionnaires willingly and were given that liberty to decline if they so wish. The questionnaire was interpreted in local languages. The survey schedule was as below indicated:

<b>District</b>	<b>Date</b>
Capricorn	18-02-2010
Sekhukhune	19-02-2010
Waterberg	26-02-2010
Mopani	5-03-2010
Vhembe	5-03-2010
Head Office (level 3-8)	11 -03-2010
JMS	12-03-2010
MMS	19-03-2010

### 3. RESULTS

The tables below indicate the survey results according to stratum, followed by data interpretation.

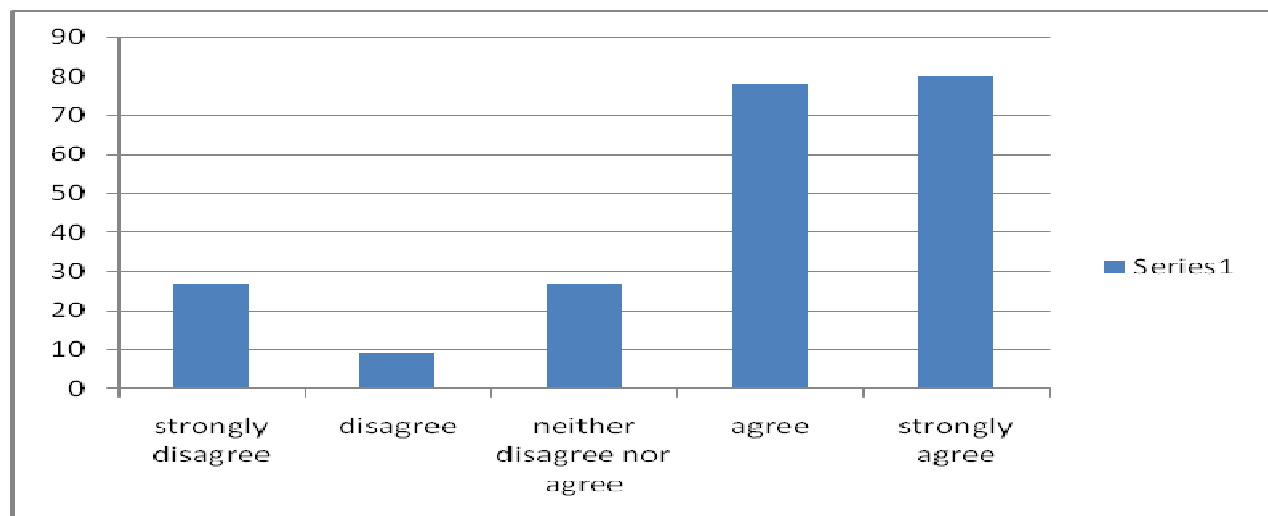
#### SECTION A: ORGANIZATIONAL DESIGN

1. Vision , mission and objectives of the department are clear to me

TABLE A1

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	0	1	0	4	4
JMS	0	0	2	5	5
3-8 Salary Band (Head Office)	1	0	0	9	3
3-8 Salary Band (Districts)	26	8	25	60	68
<b>Total</b>	<b>27</b>	<b>9</b>	<b>27</b>	<b>78</b>	<b>80</b>

GRAPH A1



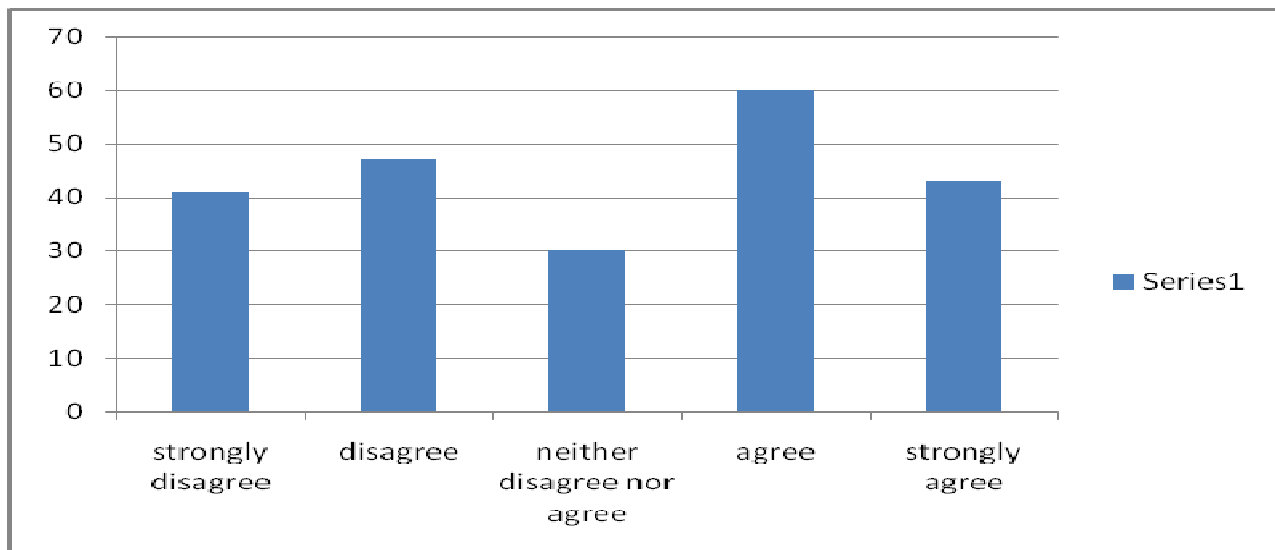
About 36/221(16%) of the respondents are in disagreement with the statement and 27/221(12%) do not know their stand point whereas 158/221(72%) are agreeing with the statement. The data shows that most of employees know the vision,mission and objectives of the department. The fact of the matter is that all employees or 100% of employees should know and understand departmental vision,mission and objectives.

2. Employees have shared understanding of what the department is supposed to do.

TABLE A2

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	2	3	3	1	0
JMS	1	6	2	2	1
3-8 Salary Band (Head Office)	1	4	2	6	0
3-8 Salary Band (Districts)	37	34	23	51	42
<b>Total</b>	<b>41</b>	<b>47</b>	<b>30</b>	<b>60</b>	<b>43</b>

GRAPH A2



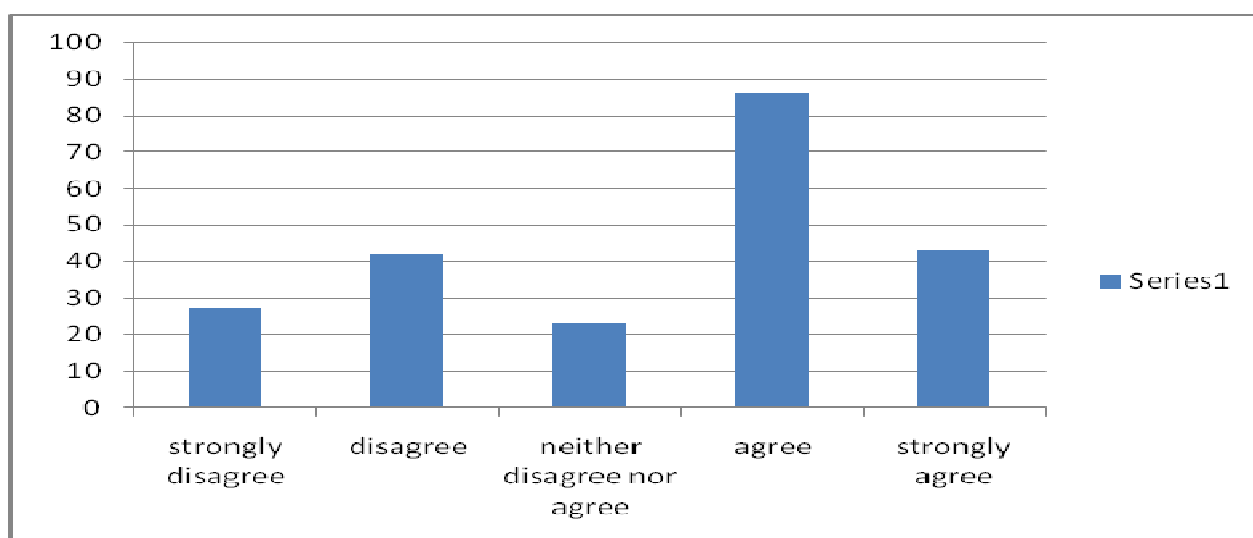
About 88/221(40%) of respondents disagree with the statement and 30/221(13%) do not know and 103/221 (47%) are in agreement with the statement .Only 47% of respondents knows the core functions of the department. This is an indication that directorates are still operating in silos parallel to each other. Support directorates see themselves as directorates on their own not serving as support to core function directorates.

3. Roles and responsibilities within different units are understood.

TABLE A3

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	2	2	2	2	1
JMS	1	5	2	2	2
3-8 Salary Band (Head Office)	1	4	0	8	0
3-8 Salary Band (Districts)	23	31	19	74	40
<b>Total</b>	<b>27</b>	<b>42</b>	<b>23</b>	<b>86</b>	<b>43</b>

GRAPH A3



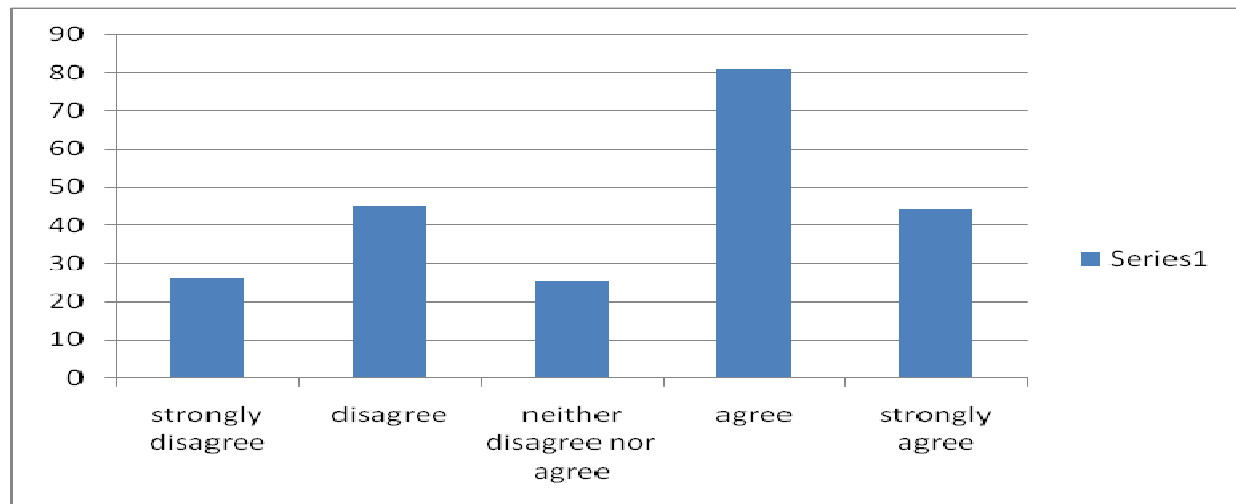
69/221(31%) respondents disagree with the statement 23/221(10%) are neutral whereas 129/221(58%) are agreeing that roles and responsibilities are understood .i.e. only 58% of respondents do understand roles and responsibilities of different units in the department. This is a shortcoming more especially to interdepartmental processes and in most cases results with conflicts between two directorates involved in the same process e.g. procurement of service provider in particular contractors.

4. The reporting structures are established and clear.

TABLE A4

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	1	4	0	2	2
JMS	1	6	1	3	1
3-8 Salary Band (Head Office)	2	4	2	5	0
3-8 Salary Band (Districts)	22	31	22	71	41
<b>Total</b>	<b>26</b>	<b>45</b>	<b>25</b>	<b>81</b>	<b>44</b>

GRAPH A4



71/221(32%) respondents disagree with the statement, 25/221(11%) do not know their stand point and 125/221(57%) are in agreement i.e. 57% of the respondents know and understand reporting structures. The data results show that our communication channels are not well clarified. There is still grey area on the implementation of our communication strategy. Management is still very far from the grassroots employees.



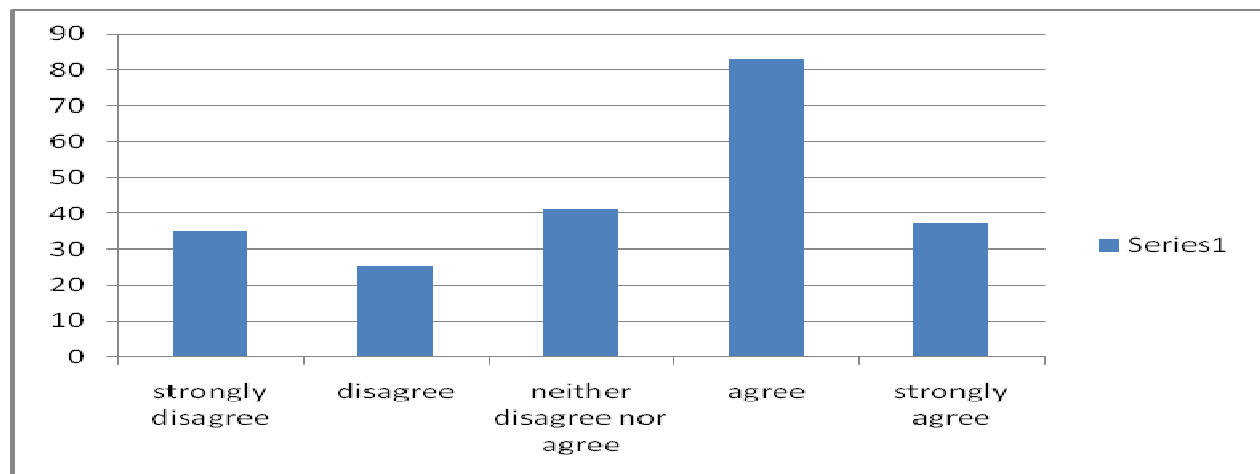
## SECTION B: ORGANIZATIONAL CULTURE

1. The departmental core values are clear and understood.

TABLE B1

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	1	3	0	3	2
JMS	1	5	1	3	2
3-8 Salary Band (Head Office)	0	3	2	8	0
3-8 Salary Band (Districts)	33	14	38	69	33
<b>Total</b>	<b>35</b>	<b>25</b>	<b>41</b>	<b>83</b>	<b>37</b>

GRAPH B1



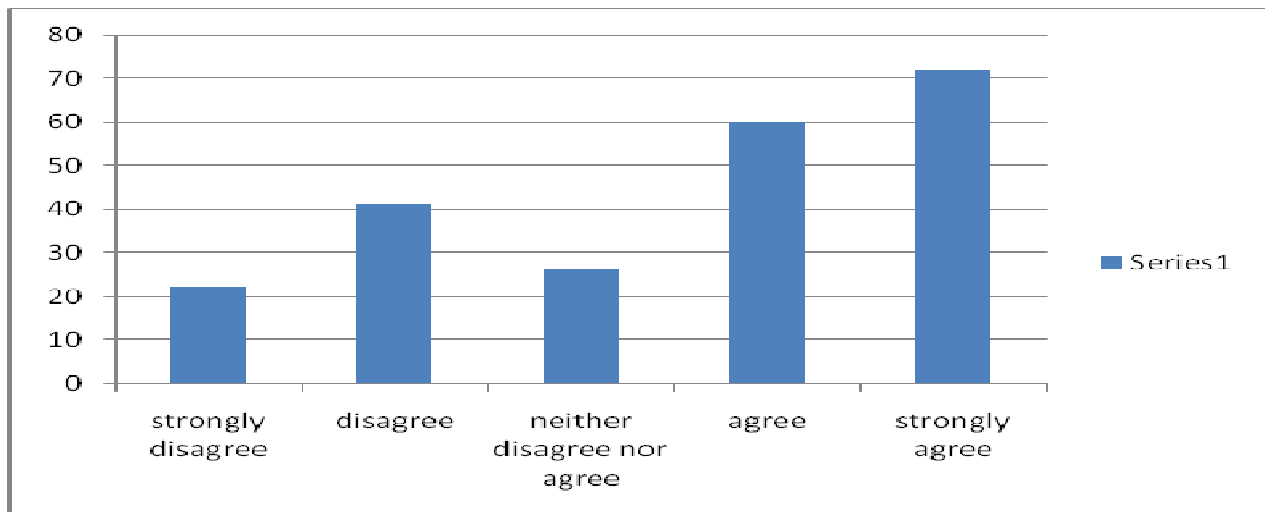
60/221(27%) respondents indicated that core values are not clear and understood by all employees, 41/221(19%) do not know or understand core values. 120/221(54%) respondents know and understand our department core values. The fact that the data did not record 100%, it is worrying. Core values should be understood by all employees to shape their culture .It is evident that there are fragmented cultures within the same department.

2. There is the right culture of being committed to work in the department.

TABLE B2

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	4	4	1	0	0
JMS	1	7	3	0	1
3-8 Salary Band (Head Office)	4	6	0	3	0
3-8 Salary Band (Districts)	13	24	22	57	71
<b>Total</b>	<b>22</b>	<b>41</b>	<b>26</b>	<b>60</b>	<b>72</b>

GRAPH B2



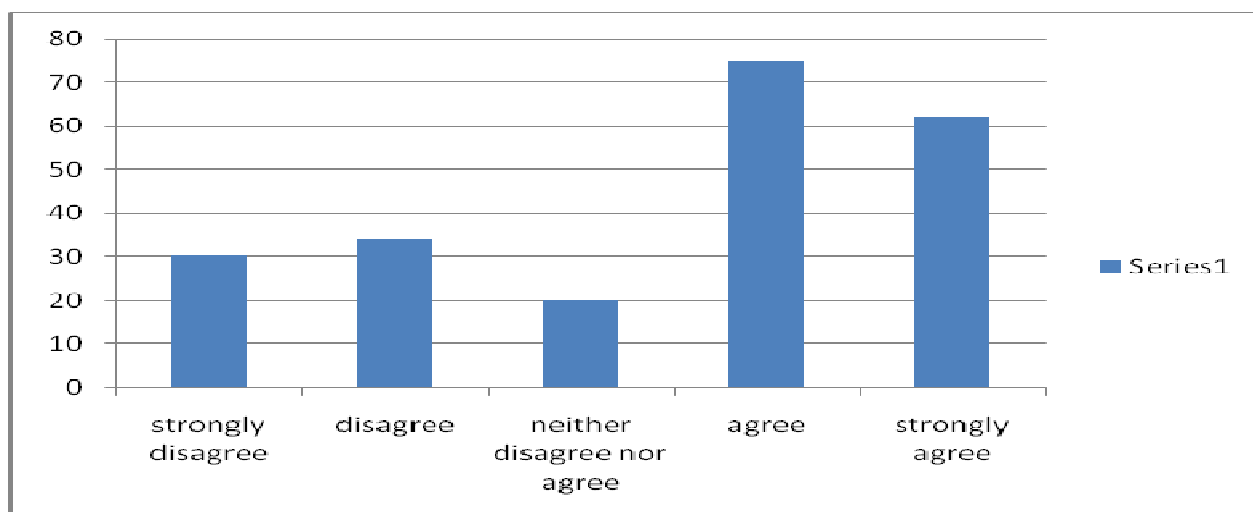
63/221(29%) of the respondents disagree with the statement, 26/221 (12%) of the respondents do not have the idea, whereas 132/221(60%) of the respondents indicated that there is the right culture in the department. The data show that the predominant culture is not yet service delivery oriented.

3. There is team work spirit among members of the same unit and other directorates

TABLE B3

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	1	3	2	2	1
JMS	1	4	2	4	1
3-8 Salary Band (Head Office)	3	2	1	7	0
3-8 Salary Band (Districts)	25	25	15	62	60
<b>Total</b>	<b>30</b>	<b>34</b>	<b>20</b>	<b>75</b>	<b>62</b>

GRAPH B3



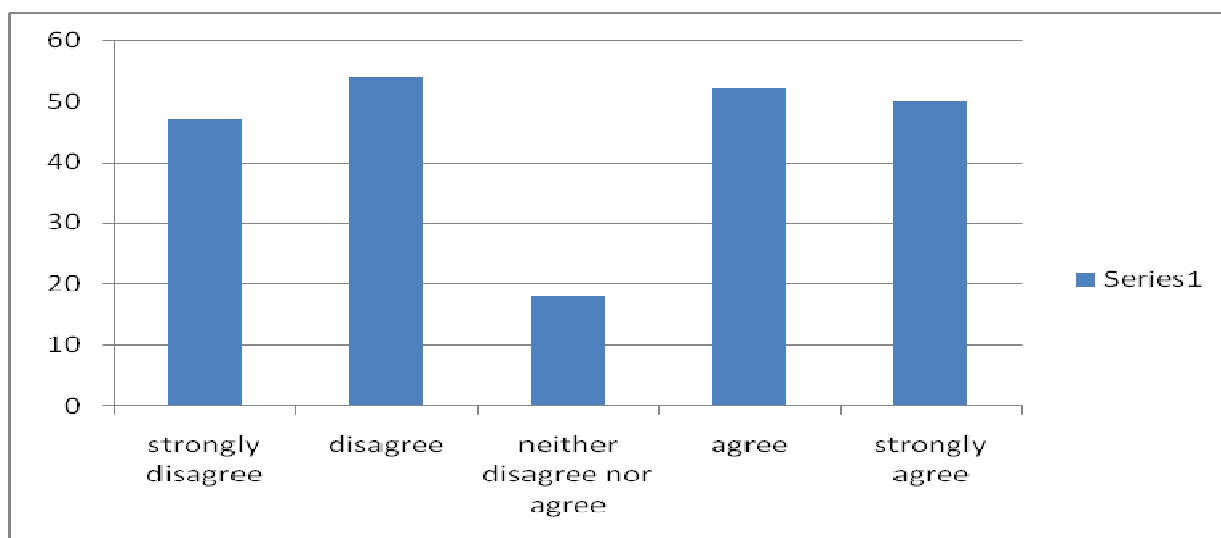
64/221(29%) of the respondents registered their disagreement, 20/221(9%) of respondents are neutral and 137/221 (62%) agree that there is team work spirit within the workplace. There is still a void with regard to workplace/project teams. Some employees do not see the importance of working as collective towards realizing the same organizational vision.

4. Management / supervisors lead by example by behaving in the manner that is reflective of the core values and 3-bp belief set.

TABLE B4

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	4	3	0	2	0
JMS	1	8	2	0	1
3-8 Salary Band (Head Office)	2	9	0	2	0
3-8 Salary Band (Districts)	40	34	16	48	49
<b>Total</b>	<b>47</b>	<b>54</b>	<b>18</b>	<b>52</b>	<b>50</b>

GRAPH B4



*101/221(46%) indicated that managers do not lead by example by conduction themselves in the manner that embraces core values.18/221(8%) is undecided and 102/221(46%) of respondents say managers' behavior is reflective of core values. This mediocre rating on leadership is a point major concern, since leaders should show the strategic direction and unity of intent.*

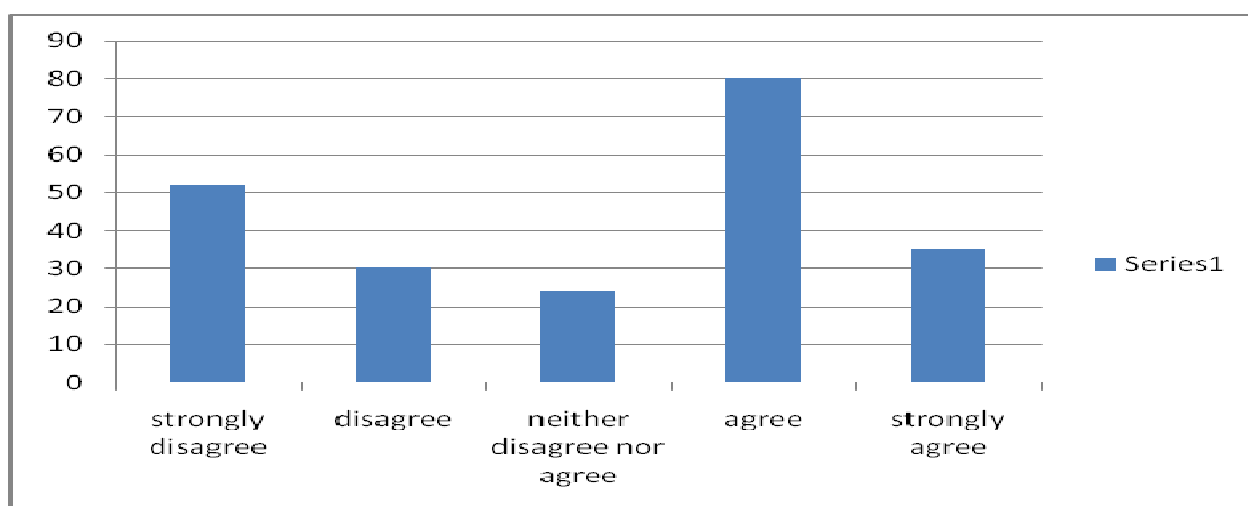
## SECTION C: PERFORMANCE MANAGEMENT

1. Performance instruments are clear and easy to utilize.

TABLE C1

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	2	2	2	3	0
JMS	1	4	2	5	0
3-8 Salary Band (Head Office)	1	3	1	8	0
3-8 Salary Band (Districts)	48	21	19	64	35
<b>Total</b>	<b>52</b>	<b>30</b>	<b>24</b>	<b>80</b>	<b>35</b>

GRAPH C1



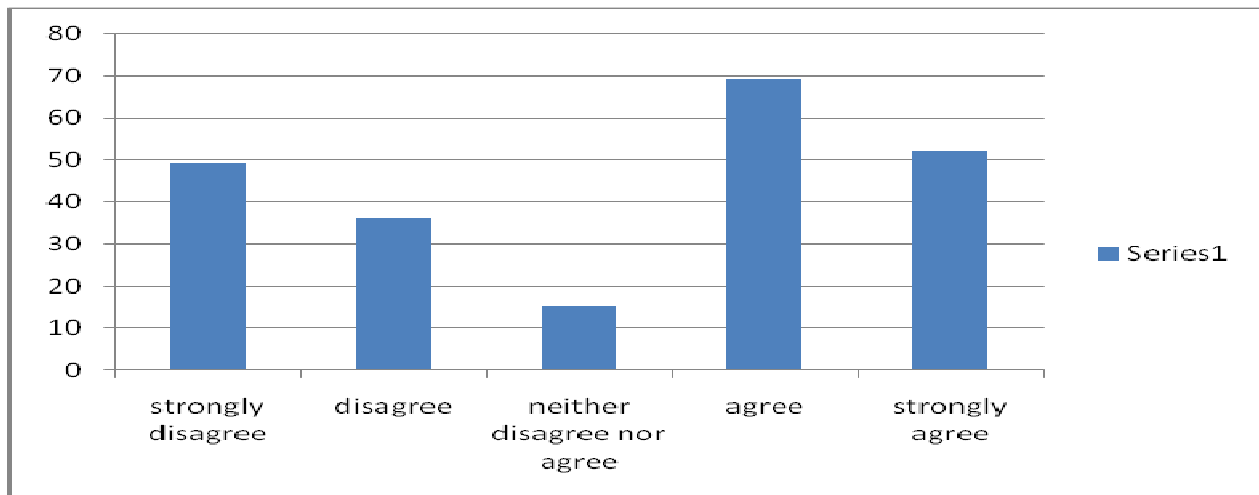
82/221(37%) of respondents say that performance management system instruments are not understandable. 24/221(11%) does not have a clue, and 115/221(52%) is in agreement that performance instruments are clear. The picture portrait by these data shows not all employees in the department were inducted on performance management system.

2. I and my supervisor discuss my PI at the beginning of the financial year before approval.

TABLE C2

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	0	3	1	5	0
JMS	2	1	0	6	3
3-8 Salary Band (Head Office)	0	6	1	6	0
3-8 Salary Band (Districts)	47	26	13	52	49
<b>Total</b>	<b>49</b>	<b>36</b>	<b>15</b>	<b>69</b>	<b>52</b>

GRAPH C2



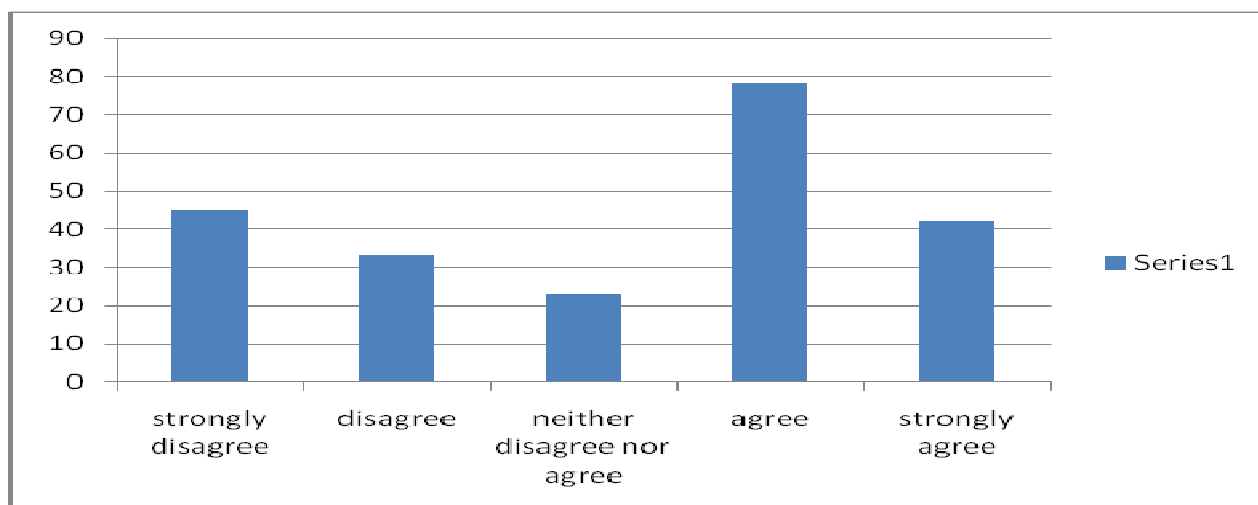
*85/221(39%) of respondents says that managers/supervisors just sign performance work-plan or performance agreements without discussing the contents with them. 15/221(7%) is neutral and 121/221(55%) of respondents agrees with the statement. The picture portrait by the results of this question item still emphasizes the need for managing performance in the department.*

3. My manager/supervisor is objective in rating my performance KRAs during assessment.

TABLE C3

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	1	3	0	5	0
JMS	2	1	2	6	1
3-8 Salary Band (Head Office)	1	2	0	8	2
3-8 Salary Band (Districts)	41	27	21	59	39
<b>Total</b>	<b>45</b>	<b>33</b>	<b>23</b>	<b>78</b>	<b>42</b>

GRAPH C3



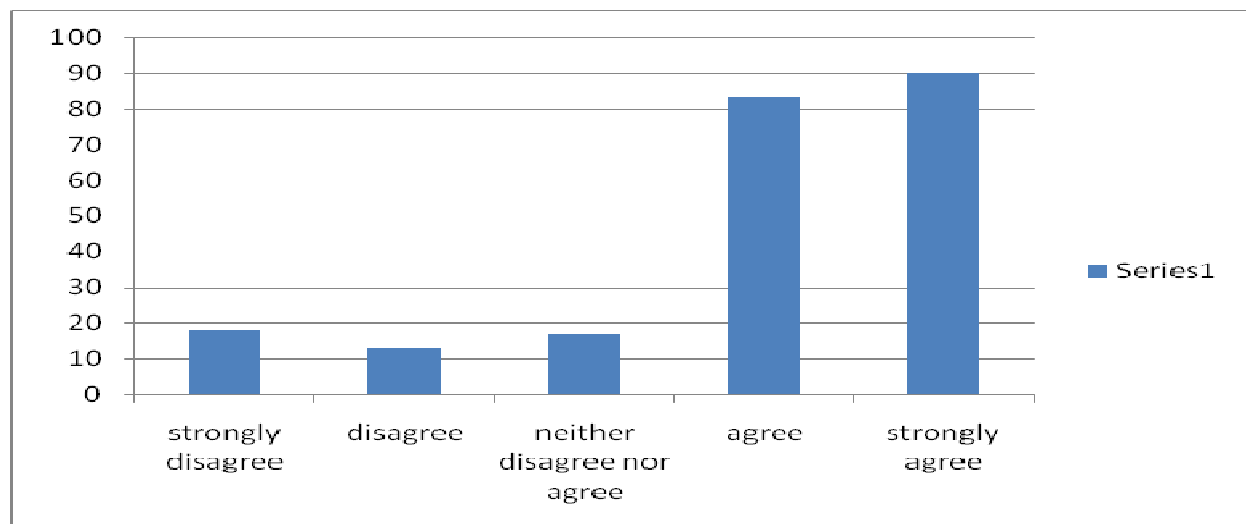
*78/221(35%) of respondents indicated that managers/supervisors are biased in the rating of their key results areas. 23/221(10%) is neutral. 120/221(54%) indicates that there is objectivity in the ratings by supervisors/managers. There is still subjectivity in the rating of employees by supervisors. Performance in some cases is construed as a system for giving out bonuses.*

4. I am well placed and with relevant knowledge, skills and attributes for the work.

TABLE C4

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	1	0	1	6	1
JMS	1	0	1	4	6
3-8 Salary Band (Head Office)	1	2	0	7	3
3-8 Salary Band (Districts)	15	11	15	66	80
<b>Total</b>	<b>18</b>	<b>13</b>	<b>17</b>	<b>83</b>	<b>90</b>

GRAPH C4



31/221(14%) of respondents are dissatisfied with their placing within their directorates. 17/221(8%) is neutral and 173/221(78%) of the respondents are satisfied with their placement. When giving the general interpretation of the table data and the graph to a certain extent there is objectivity in the appointing of personnel but 78% is not 100% meaning that some appointments or placing of staff is still dubious. Employees should be placed within where they perform to their full potential.



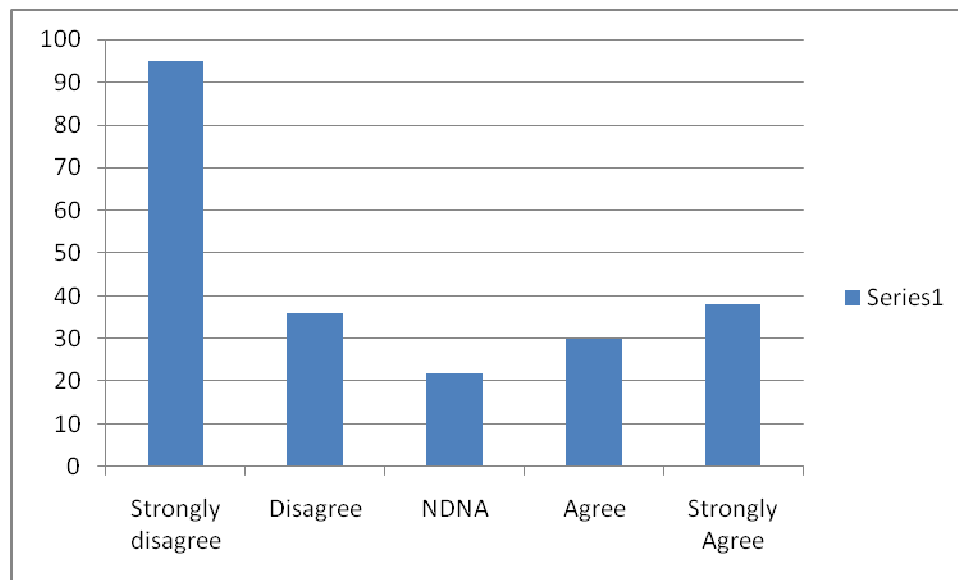
## SECTION D: GENERAL

1. I feel like leaving this department

TABLE D1

Stratum	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
MMS	1	3	3	1	1
JMS	1	4	3	3	1
3-8 Salary Band (Head Office)	1	6	1	3	2
3-8 Salary Band (Districts)	92	23	15	23	34
<b>Total</b>	<b>95</b>	<b>36</b>	<b>22</b>	<b>30</b>	<b>38</b>

GRAPH D1



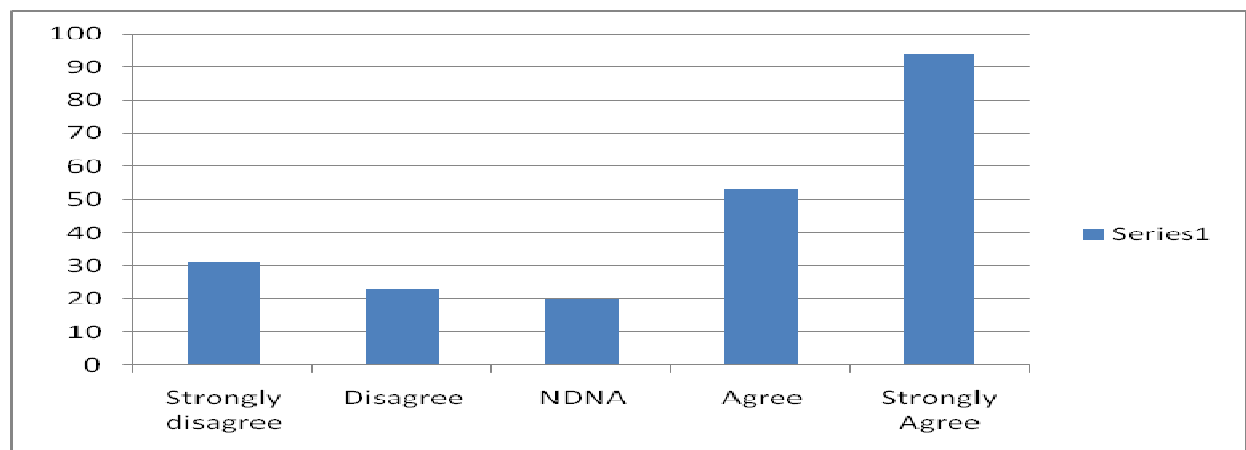
The graph recorded the following levels: 131 /221(59%) respondents disagree with the statement, 22/221(10%) neither agree nor disagree and 68/221(31%) agreed with the statement. This picture shows that majority of employees still want to work for LDPW, although there are some problems at the present moment. There is still hope that the situation will improve.

2. LDPW is the good place to work at.

TABLE D2

	Strongly disagree	disagree	Neither disagree nor agree	agree	Strongly agree
MMS	3	0	4	2	0
JMS	1	4	3	3	1
3-8 Salary Band (Head Office)	2	4	1	4	2
3-8 Salary Band (Districts)	25	15	12	44	91
<b>Total</b>	<b>31</b>	<b>23</b>	<b>20</b>	<b>53</b>	<b>94</b>

GRAPH D2



The graph depicts a correlation between question 1 and 2, 147/221 (67%) of respondents agree with the statement, 20/221 (9%) do not know and 54/221 (24%) disagree with the statement. A high percentage of employees feel that LDPW is a good place to work at.

## Limitations

- The survey questionnaire was not piloted due to time constraints.
- Most of respondents from District Salary Band Levels 3-8 can not read or write. Field-workers were using all local official languages to interpret questions items in the questionnaire.
- The survey targeted a sample size of 300 participants, but only 221 participants managed to attend the survey session. There is a difference of 79 or 35% which is significant but could not have influenced the results in opposing direction if one looks at the current situation in the department.

## 4 DISCUSSIONS

### 4.1. Section A: Organization design

From the data in the table under section A; one may deduce that the vision and the mission of the department are not fully articulated to all employees. The vision and mission are written on many of the department documents but this does not guarantee that all employees will read and understand them. This is further supported by the low percentage rating on whether the employees have a shared or common understanding of what the department is supposed to do. The split decision in the scoring of question items within Section A; is an indication that the department programmes like induction, and bathopele change management engagement programme are not effective. Management does not support these programmes by reinforcing what is learnt through induction and batho pele change management. The learned knowledge and skills through the programmes are not maintained as such just fade away after the completion of the intervention programmes .

### Section B: Organization Culture

Departmental core values appear in our department documents but they are not communicated to employees to inculcate their practice. Core values are not reflected in our work behavior. This problem cuts across all organizational levels. Management does not take the lead in embracing core values and the three Batho Pele belief set of we belong, we care, we serve when dealing with both internal and external customers. So it will be difficult to influence the right culture among employees at grassroots if senior officials themselves do not shape-up. There is a say that organizational culture is formed by the CEOs, or HODs and senior officials in the organization. We learn by imitating our mentors and role models but if they are nowhere to be found in the organization it becomes a serious problem to form the identity of the organization.

### 4.2 Section C: Performance Management

The implementation of performance management system is not effective. This statement is supported by previous reports findings on departmental performance. Thirty-seven percent (37%) of respondents indicated their dissatisfaction with the Performance Management System tools namely: performance agreements, work-plans and measuring (review & evaluation) instruments. Development of reliable performance measures, each with construct validity of elements so identified is needed for effective PMS (Cascio W.F.1998). Our present PMS does not comply with the above statement. PMS users do not know what is supposed to be measured and how it should be measured.

#### 4.3 Section D: General

Fifty-nine percent (59%) of employees constituting the sample still want to stay with department. Sixty-seven percent (67%) of the respondents sees LDPW as a good place to work at. This findings show that most employees in the department still regard LDPW as their home. It further tells us about their deep rooted connection with the department. There is a relationship of trust between employees and the department.

### 5 CONCLUSION

The organization is like a human being, it develops through different phases namely birth, growth, maturity, and death (Smith 2000: 80). The findings put our department in between death and rebirth phases. It needs an Undertaker to give it a dignified burial and Evolutionary Caretaker who will create gradual change and growth.

New leadership in the form of the Head of Department and MEC provides opportunity to move things in the right direction.

### 6. RECOMMENDATIONS / MANAGEMENT RESPONSE

	<b>Recommendations</b>	<b>Responsibility</b>	<b>Time frame</b>
6.1	Roles and responsibilities should be clarified especially within cross-functional processes like project delivery and procurement of service provider.	Acting General Manager: HRM Senior Manager Supply Chain Management and Senior Managers Project Management	<b>31 June 2010</b>
6.2	The proposed structure should be implemented as soon as being approved, more attention be given to project management, real estate, maintenance and EPWP. The structure should be filled objectively matching knowledge, and skills with posts.	Head of Department Programme Managers	<b>1 April 2010 to 31 March 2011</b>
6.3	Communication barriers should be identified and cleared.	Senior Manager: Communications	<b>1 June 2010 to 30 September 2010</b>
6.4	There is dire need for a robust Change Management Programme that will turn-around the present organizational culture into a service delivery and quality oriented culture. This programme should be followed by team building exercise.	Head of Department , Senior Manager SDI and Programme Managers	<b>1 June 2010 to 31 March 2011</b>
6.5	Management should lead by example by embracing core values namely professionalism, humility and adherence to bathopele principles in all their dealings with	Head of Department and SMS	<b>1 June 2010 to 31 March 2011</b>

	internal and external customers. The three bathopele belief set: we belong, we care, we serve should become part of their daily rituals.		
6.6	<p>Performance Management System should be reviewed or evaluated for its relevance, efficiency and effectiveness in realizing departmental outcome.(As input to Office of the Premier).</p> <p>Currently Managers should be inducted on how to use the system tools.</p>	Acting General Manager: HRM	<b>1 June 2010 to 31 March 2011</b>
6.7	<p>Employees still feel LDPW can become the best department again if and only if the environment they are working in is conducive for one to perform to his/her full potential.</p> <ol style="list-style-type: none"> <li>Conditions of services implemented fairly without fear and favour. (PMS, Job Evaluation, Progression etc.)</li> <li>Affirmative Action &amp; Employment Equity Act should be implemented effectively.</li> <li>Job-Access strategy needs to be implemented.</li> <li>Equitable allocation of resources.</li> <li>Recognition of lower levels employees for their inputs in LDPW.(occasional visits to Districts and Cost Centers by members of SMS)</li> <li>Valuing diversity.</li> </ol>	HOD. SMS	<b>1 June 2010 to 31 March 2011</b>

## **7. REFERENCE**

Cascio W.F. 1998, 5<sup>th</sup>: Applied Psychology in Human Resource Management

DPSA, 1997: Bathopele White Paper

DPSA: Bathopele Handbook


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Harvey D. & Brown D.R, 2001: An Experiential Approach to Organization Development

Smith P.J. 2000: Strategy Implementation Readings

## APPENDIX

	<h1 style="margin: 0;">LIMPOPO</h1> <p style="margin: 0;"><b>PROVINCIAL GOVERNMENT</b></p> <p style="margin: 0;">REPUBLIC OF SOUTH AFRICA</p>	LDPW-27/5/1 Climate Survey Questionnaire Version 1 Rev:000 Page 1 of 2
Sign-off by Senior Manager SDI.....Date.....Compiler: MP Manamela Manager SDIP & BPR		

Thanks for taking your time to complete this questionnaire. Data obtain from the questionnaire will be utilized in restructuring of the department. Feedback will be provided in due course.

Please complete the questionnaire as indicated below:

Scale: SDA= strongly disagree, DA= disagree, NDNA= neither disagree nor agree, A= agree and SA= strongly agree

**Make a cross in the relevant box.**

NO	QUESTION ITEM	SDA	DA	NDNA	A	SA
<b>A.</b>	<b>Organizational Design</b>					
1.	Vision, Mission and objectives of the department are clear to me.					
2.	Employees have shared understanding of what the department is supposed to do.					
3.	Roles and responsibilities within different units are understood.					
4.	The reporting structures are established and clear.					
<b>B.</b>	<b>Organizational Culture</b>					

1.	The departmental core values are clear and understood					
2.	There is the right culture of being committed to work in the department.					
3.	There is team work spirit among members of the same unit.					
4.	Management/supervisors lead by example by behaving in the manner that is reflective of the core values and 3-bp belief set.					
<b>C.</b>	<b>Performance Management</b>					
1.	Performance Instruments are clear and easy to utilize.					
2.	I and my supervisor discuss my PI at the beginning of the financial year before approval.					
3.	My manager/supervisor is objective in rating my performance KRA's during assessment.					
4.	I am well placed and with relevant knowledge, skills and attributes for the work.					
<b>D.</b>	<b>General</b>					
1.	I feel like leaving this department.					
2.	LDPW is the good place to work at.					

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**DATE**

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**TIME**