Achieving High Performance in the public sector in Zambia: Where are we and what needs to be done?

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Acknowledgment

Abstract

What is the level of high performance in the public sector? What are the factors representing a significant challenge to high performance in the public sector in Zambia? This paper uses the HPO Framework developed by De Waal (2008) to identify the factors that are slowing down the Ministry of Commerce, Trade and Industry departments in achieving high performance. In November and December 2012 the HPO Questionnaire was distributed, via the internet, to all managers and employees of MCTI and four statutory bodies under MCTI. In total 171 completed questionnaires were received which constituted a response rate of 42.3%. Subsequently, a workshop was organized in Lusaka, with representatives of all departments of MCTI and the four statutory bodies. Therefore, this paper is based on results the HPO Questionnaire and the workshops that were conducted by the author and Dr de Waal, Director of HPO Centre, Netherlands. It was established that the public sector in Zambia did much better on all the characteristics of the high performance framework. However, two of the statutory bodies were focusing on different factors. The results further serve as a basis for adoption of the High Performance Framework in the public sector in Zambia. The research depicted areas for high performance in the public sector in a developing country which past research may not have been done. However, the key limitation was that the study one focused only on one ministry therefore, the results may have limited inference to other organisations in the Zambian public sector.

Key words: High Performance, Public Sector, HPO Framework

1.0 Introduction

According to the re-aligned Six National Development Plan Government will implement the Public Service Transformation Programme (2013 – 2016), as a strategy to make the Public Service more responsive, service oriented and accountable in the delivery of timely and quality services to all Zambians (GRZ, 2013). Therefore a high performing public sector is key to economic growth and development able to achieve this strategy. To deliver the high performance that citizens demand, government organisations need to shift their focus from the traditional preoccupation with service transactions to a larger purpose—that of creating public value for citizens (Parston and Goodman, 2008). In agreeing with above statement many researchers, including de Waal (2010) argue that by implementing performance management public institutions are more likely to "achieve their objectives, provide better service to the citizens and increase overall efficiency." Proponents of NPM reforms link public sector performance to management techniques aimed at improving government processes, reduce waste and duplication, and improving performance of the public institutions (Hood, 1991 and Rosta, 2011). Since the early 1990s, the Government of the Republic of Zambia has been implementing the New Public Management ideas in the public sector to redefine the Government's role and improve the performance of service (UNZA, 2005). In the recent study of the performance of Austrian public service Blackman et al (2012) describes a high performance government as composed of three levels. These levels are: (1) High Performance

Governance System; (2) High Performance Organisations; and (3) High Performance Groups and Individuals. This complex system is conceptualised in the Figure 1.0 below. However, much of the work on performance management and high performance tend to be a level one or two (de Waal 2008 and Blackman 2012) and largely focusing on the private sector which have different structural arrangements and systems which are less complicated than the public sector.

Figure 1: Three Levels of High Performance Government
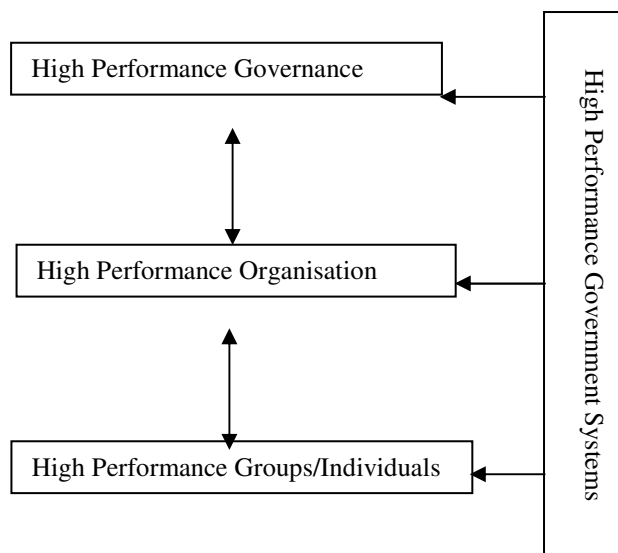
Source: Blackman et al, 2012 p. 19

The public sector performance has never been under more scrutiny than at present through increased community and political expectations. The focus on performance in the public sector has led to an array of performance management systems and techniques. However, most of studies into HPO techniques conducted previously are concentrated in Europe, USA, Australia and Asia. Therefore, there is a need for further research to focus on the application and validity of the HPO techniques in developing countries.

De Waal HPO framework (2008, 2009, and 2010) stipulates what is important to become and stay successful, but it does not indicate how organizations can achieve success. In this study the focus is on establishing the level of high performance in the public sector in Zambia. Therefore, we are concentrating on identifying and describing HPO factors which the public organisations have achieved success or not and which gaps raise an intellectual curiosity. The choice of the research design was based on the considerations of research questions and availability of time and resources (Yin, 2009 and Saunders et al 2009). The paper is structured in the following sections. Section One provides a literature review on the performance of the Public Sector and HPO framework and how these constructs relate to each other. The next section describes the theoretical background and research questions. The third section provides a description of the research methodology, discussions and conclusions. Finally the paper ends with an outline research limitation and suggestions for future research.

2.0   High Performance Public Organisation

Defining Performance of public institutions is complex; it is never just about numbers, financial or otherwise. Instead, it is multidimensional. It involves complex aggregations of socio-political imperatives, inputs, outputs and outcomes, as well as citizen and user demands and taxpayers' expectations. Addressing all of these is not easy: people expect different outcomes from public services, and there are tensions between individuals' different perspectives in their roles as consumers of services, as citizens and as taxpayers (Parston and Goodman, 2008). The consumer wants responsive, tailored services that meet their needs; the citizen wants universal services that benefit the whole of society; and the taxpayer wants high quality and value for money services. High-performance government institutions must recognise these tensions, seek to establish a clear view of the

multiple demands placed upon them, and take that into account in defining their intended outcomes to ensure that they respond to the needs of all stakeholders.

The Secretary's Commission on achieving necessary skill U.S Department of labour in its report of 1998 noted that Governments institutions face increasing pressure to deliver to the expectations of the users and taxpayers. Unfortunately, in recent years more attention has been given to efforts in the private sector to create high performance organisation through implementation of continuous improvement and work processes than similar efforts paid to high performance efforts in the public sector. The discussion of high performance organisation in the public sector is ignored for several reasons (De Waal 2009; KPMG 2009; and AMA 2007):

- Conceptually, high performance is easier to understand in a the private sector that in the public sector;

- The motivating factor for implementing high performance reforms in the private sector is not the same in consideration in government. Government is driven by mission rather than the profit motive;

- Government is viewed by many as the archetypical inflexible, hierarchical structure, and therefore, incapable of change;

- Traditional high performance outcomes, for example, increased market share and increased profitability are difficult to measure is the public sector

These barriers present a significant challenge to creating high performance public institutions. Attempts to create a high performance environment in the public sector must continue to break down these barriers and devise ways to utilize the energies and creativity of the government workforce in order to meet the challenge facing developing countries – poverty (O'Flynn, 2007). Public sector reforms aimed at increasing organizational performance is therefore one of the points that requires attention (Wilson 2000 and   O'Donnell & Boyle 2008).

2.1   High Performance Organisation Framework

Comparisons in performance between public institutions are becoming common and important for improving the performance of public sector (Holzer and Klobby, 2005 and Ketelaar, 2007). Ketelaar further notes that macro and micro data such as information on economic growth and access to public services are combined to generate comparative "scores" which in turn foster incentives to improve public sector performance. Contemporary performance management advocates use of multiple techniques and measures (Hoque and Adams, 2008). Kopczynski and Lombardo (Fozl, 2004, p. 216) note that it is important to attempt to link performance with specific practices or other factors related to the characteristics of the community. Fozl (2004) use local policies and performance factors to assess the performance of local government authorities. As a result, search for excellence in organisations performance there has been increasing interest in literature describing HPO frameworks and characteristics in recent years (De Waal, 2008). The interest on performance has grown even more due to the rapid changes in the global economic environment of public organisations, forcing them to become more efficient and innovative in the way they do business in their context of contributing to strengthening the national economy (Pollitt, 2003). In order to create high performing public organisations, researchers have focused their attention on identifying factors that make public organisation excellent institutions.

High performance theories have roots that extend to the beginning of the industrial revolution. One of the best-known theories is Fredrick Taylor during the late 1800s and early 1900s (AMA, 2007). With this long history, there are many different HPO frameworks as researchers approach the topic of high performance from different background and angles, usually with different goals; there is not yet a consistent definition of an HPO (De Waal, 2010). Blackman et al (2012) argued that understanding what high performance means and how to create high performance organisations is a difficult and challenging exercise in both the public and private sectors there are no consistent standard of value has emerged to serve as a reliable guide for governments on their high-performance journey.

This study uses de Waal's HPO framework which is based on Meta analysis of over 280 HPO studies and contains extensive literature in this field. This Framework contains characteristics which are potentially applicable in various settings and context. It has been tested worldwide in over 3100 profit, non-profit and governmental organisations (De Waal 2010). This extensive research has yielded 35 characteristics grouped into five factors which have the most impact on high performance and thus together form the HPO framework.

The Framework identifies the following HPO factors; (1) Quality Management (MQ), (2) Openness Coupled with Action Orientation (OAO), (3) Long-term Commitment (LTO), (4) Continuous improvement and renewal (CI), and (5) Quality of the work force (WQ). The details of these factors are summarised below:

HPO Factors 1: Managing Quality
Managers in an HPO maintain trust relationships with people on all organisation levels. They build relationships based on trust by combining integrity and coaching leadership with highly exemplary behaviour, quick to make decisions, result oriented and committed to long-term vision. Management holds people responsible for results and is decisive about non-performers by always focusing on achievement of results, maintaining clear accountability for performance, and making tough decisions.

HPO Factor 2: Openness coupled with Action Oriented
This factor concern the culture of the organisation in which everyone is involved in important processes through shared dialogue, continuous knowledge sharing and learning from mistakes, where change is encouraged and actions are taken to improve performance. Management values the opinion of employees and frequently engages in a dialogue with them and involves them in all important business and organisational processes.

HPO Factor 3: Long-term commitment
The organisation strives to enhance customer value creation by learning what customers want, understanding and focusing on continuously enhancing customers' value. Management positions are filled by employees rising from the ranks. The organisation maintains a good and long-term relationship will all stakeholders by networking broadly, being generous to society and creating mutually beneficial opportunities and win-win relationships. Also grows through partnerships with suppliers and customers.

HPO Factor 4: Continuous Improvements and Renewal
In an HPO managers are aware of the organisation strategic characteristics and all employees continuously contribute to improving, simplifying, aligning and renewing process, services and products. The organisation adopts a strategy that sets the company apart by developing many new options and alternatives to compensate for dying strategies.

HPO Factor 5: Quality of workforce
In an HPO employees re diverse, complementary and well able to work together; they are flexible and resilient when it comes to achieving results and employees are working towards organisation successful. Management continuously works on the development of its workforce by training staff to be resilient and flexible, letting them learn from others by going into partnerships with suppliers and customers, inspire them to work on their skills and hold them responsible for their performance.

According to De Waal (2009) the average HPO score for the public sector worldwide is 6.0 and, as excellent organisations achieve HPO scores of 8.5 or higher. When governments focus on improving these factors, then eventually high performance public organizations will be created that have the most added value to society (O'Flynn, 2007). HPO status of the public sector worldwide as depicted in Figure 2.1

Figure 1.0: The HPO Status for Public Sector Worldwide
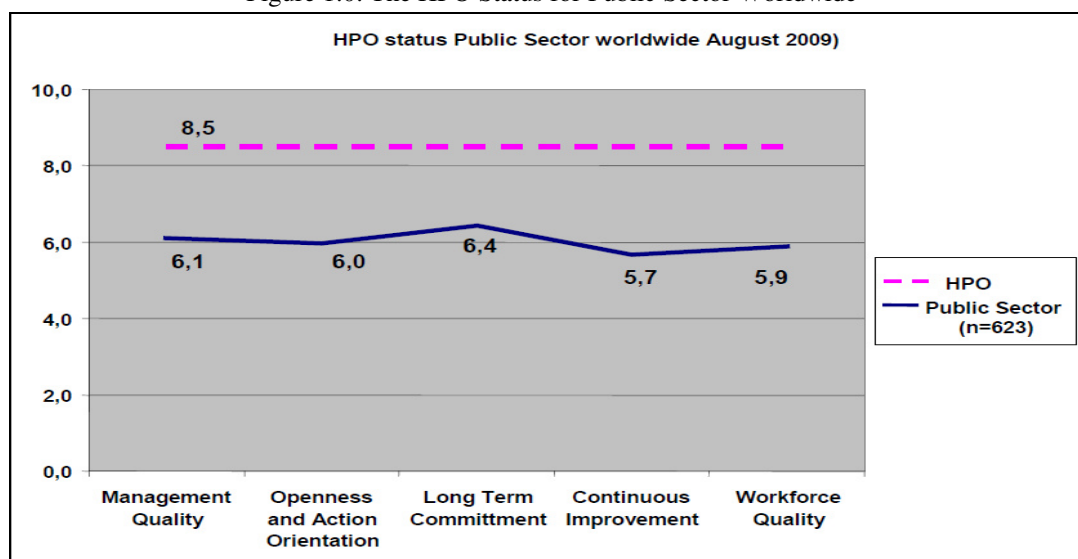
Source: De Waal 2009

3.0   Over View of the Ministry of Commerce, Trade and Industry

The Ministry of Commerce, Trade and Industry (MCTI) is a Government institution charged with the responsibility of formulating,   administering policies and regulating activities in the trade and industrial sectors in order to enhance the sectors' contribution to sustainable economic growth and social development for the benefit of the people of Zambia. The Ministry is responsible for the following portfolio functions as contained in Government Gazette Notice Number 183 of 2012; Investment Promotion, Trade Licensing, Privatisation, Industrial Development, Companies and Business Names, Industrial Research; Patents, Trade Marks and Designs; Weights and Measures; Competition and Fair Trading; Small and Medium Scale Enterprises (SMEs) Development; and Standardisation, Standards and Quality Assurance.

 In addition to the stated portfolio functions, the Ministry is also responsible for the following Statutory Bodies and Institutions: Zambia Development Agency (ZDA); Zambia Bureau of Standards (ZABS); Competition and Consumer Protection Commission (CCPC); Zambia Weights and Measures Agency (ZWMA); Patents and Companies Registration Agency (PACRA); and Citizens Economic Empowerment Commission (CEEC). The Ministry also oversight for Competition Protection Tribunal, Zambia institute of Marketing, Zambia International Trade Fair and Mukuba Hotel. The Minister appoints the Boards of the above institutions with the exception of the Citizen Economic Empowerment Commission, which is appointed by the President on the recommendation of the Minister.

A performance audit conducted on the implementation of the Strategic Plan for the period 2006 – 2010 of the Ministry's Strategic Plan had a total of fourteen (14) objectives and 98 performance indicators (MCTI, 2011). The achievement of the Ministry in implementing the 2006-2010 Strategic Plan was below average only a third of the performance indicators were attained. This below average performance of the Ministry was attributed to non-adherence to planned activities and the lack of an effective monitoring and evaluation system.

The other factors that led to below average implementation of the Strategic Plan are outlined as follows: inadequate and timely funding, internal mechanism for incentives to officers, logistical support such as transport, and access to training and loans, which led to low staff morale and a high rate of turnover leading to lack of continuity and weak institutional memory (MCTI, 2011). Therefore, the following questions were formulated. What is the level of high performance in the public sector? What are the factors representing a significant challenge to high performance in the public sector in Zambia?

4.0   Conceptual framework and methodology

The conceptual framework for the variables of study was based on the HPO framework as developed by de Waal (see also study by Bagorogoza1, 2013). All the 35 HPO characteristics were included in a questionnaire which was administered via the internet to the managers and employees of the Ministry of Commerce, Trade and Industry and the six Statutory Agencies by the HPO Centre in Maastricht. The respondents of the questionnaire were asked to indicate how well their organization performed on the various HPO characteristics on a scale of 1 (very poor) to 10 (excellent). The results of the survey are indicated in Annex1.

Figure 2: Conceptual Framework of the study

Source: Adopted from de Waal HPO Framework (2008)

Data for the research was collected by the administration of the standard questionnaire survey via the internet and was preceded by introductory meetings with staff at in the Ministry of Commerce, Trade and Industry and the six Statutory Bodies Agencies introduce the HPO framework. The results of the HPO questionnaire were shared with managers and employees at HPO diagnostic workshops. During the workshop managers and employees were asked to discuss the reason for the scores, possible improvements, barriers to the improvements and possible solutions. In addition, a high level meeting was also held with the Secretary to the Cabinet, Permanent Secretary Management Division, Permanent Secretary Management Development Division and Permanent Secretary Ministry of Labour and Social Security. This was important to get the understanding of the meanings behind agencies scores on the HPO framework and get the appreciation of the application of the HPO framework in Zambia.

4.1   Quality of Data

The HPO framework was subjected to reliability analysis to check for consistency and stability in the results on the scale. The results of reliability analysis for each item based on the ALPHA model were all above our threshold of 0.6. The lowest was 0.727 for the item Long-term Orientation and the highest was 0.945 for the item Continuous Improvement and Renewal, indicating a high degree of reliability. The inter-item correlation matrix

showed that the largest correlation coefficient occurred between Work Quality and Management Quality (i.e. r =0. 865) and the lowest correlation coefficient occurred between Long-Term Orientation and Management Quality (i.e. r = 0.637). This verifies that the variables measuring were consistent in their own measurements (Cooper and Schindler, 2003).

5.0   Findings

The performance of the Ministry of Commerce, Trade and Industry and its Statutory Bodies is depicted in Figure 3 below. As can be seen from Figure 3, the average HPO score for MCTI makes this organization a well-performing compared to other Government institution one, but not yet an HPO as this requires an average HPO score of at least 8.5 (Waal, 2010). It is interesting to note the shape of the curves for MCTI, Zambia organizations and African governmental institutions is the same. This might mean that employees in African organizations more or less look at the same factors in their organization they focused on the longer term, with potentially good management and employees, but needed to do better in openness & orientation and continuous improvement.
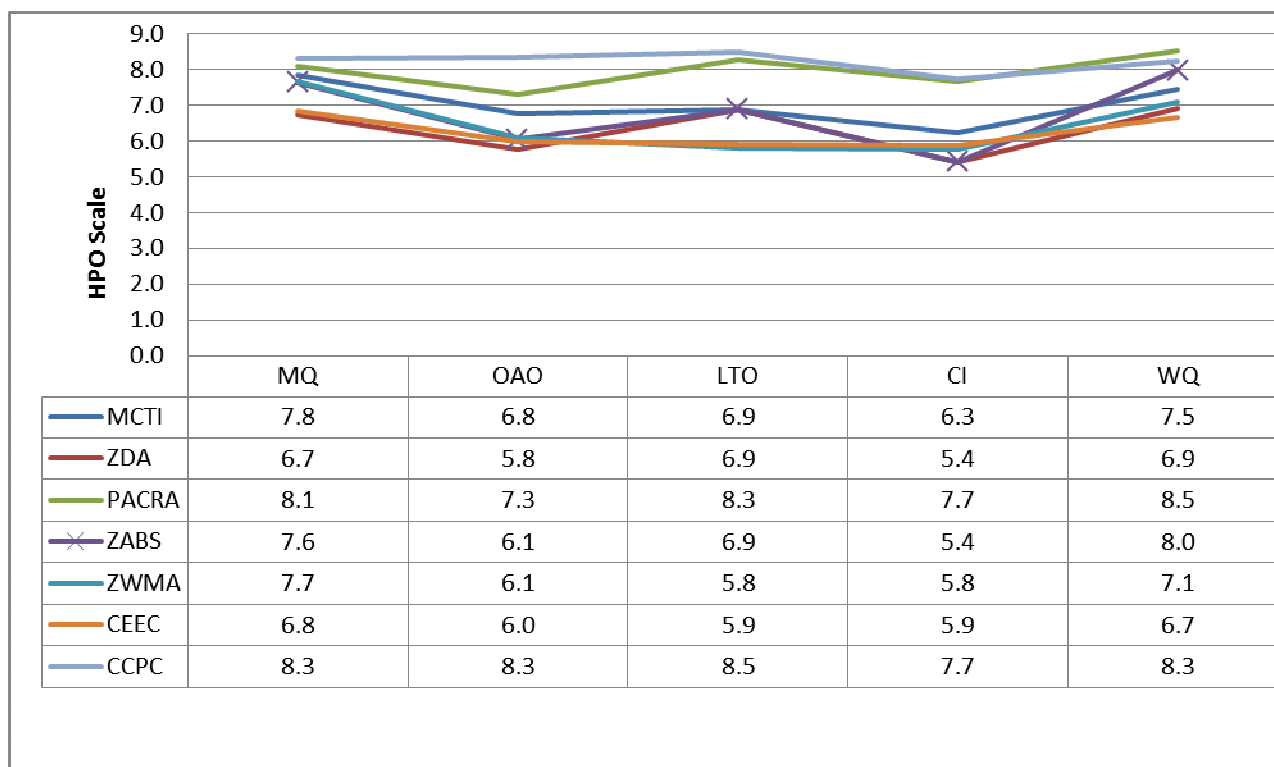
Figure 3: HPO scores for MCTI vs. Zambia organizations and African governmental institutions

	Management Quality	Openness & Action Orientation	Long Term Committment	Continuous Improvement & Renewal	Employee Quality
HPO	8,5	8,5	8,5	8,5	8,5
MCTI	7,4	6,4	7,0	6,1	7,5
Zambia Government	5,1	5,1	6,7	5,1	5,4
Africa Government	5,8	5,5	6,7	5,7	6,0
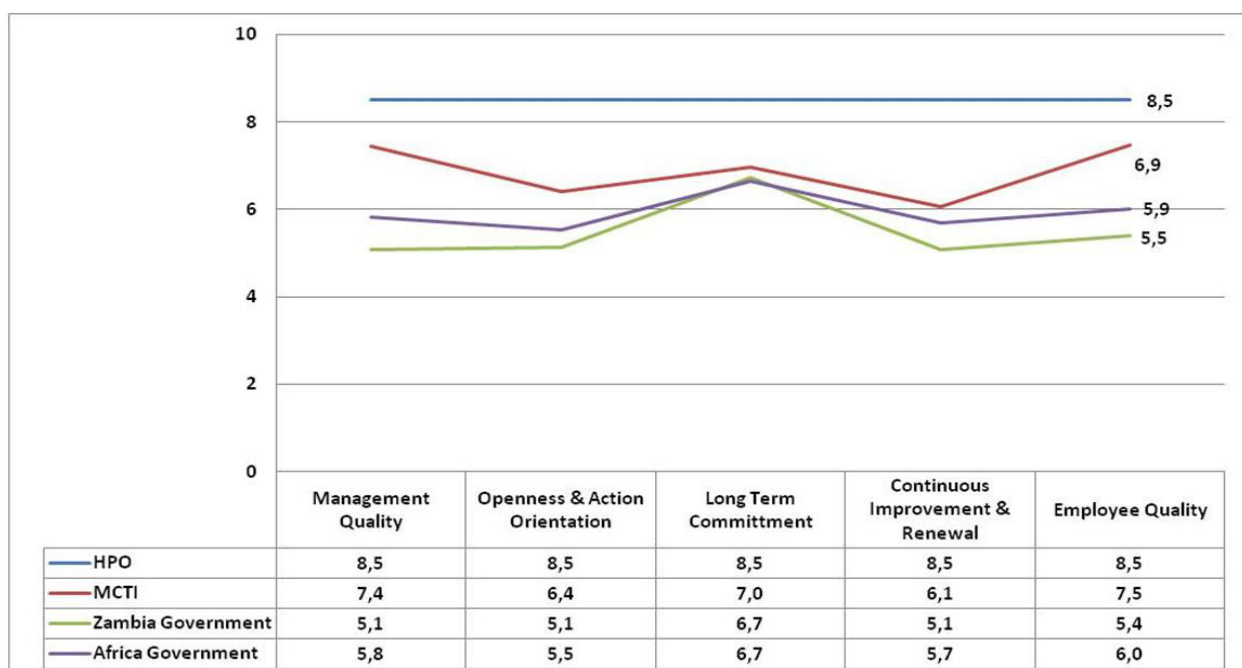
Source: Research Data

The Devil was in the detail. A closer look at Figure 4 below the shape of the graphs indicate that two of the statutory bodies CEEC and ZWMA had different shapes. The two institutions focused more on management and employee quality and needed to do improve in the area of Openness & Action Orientation, Long-Term Orientation and Continuous Improvement. Further scrutiny shows that, PACRA had near excellent scores for Management Quality (8.3). Long-Term Orientation (8.3) and Workforce Quality (8.5) and CEEC had higher scores in Management Quality (8.3), Openness & Action Orientation (8.3), Long-term Orientation (8.5) and Workforce Quality (8.3). The average scores for the five HPO scores for all the institutions are depicted in Figure 4.

Figure 4: HPO Score for MCTI and Its Statutory Bodies

	MQ	OAO	LTO	CI	WQ
MCTI	7.8	6.8	6.9	6.3	7.5
ZDA	6.7	5.8	6.9	5.4	6.9
PACRA	8.1	7.3	8.3	7.7	8.5
ZABS	7.6	6.1	6.9	5.4	8.0
ZWMA	7.7	6.1	5.8	5.8	7.1
CEEC	6.8	6.0	5.9	5.9	6.7
CCPC	8.3	8.3	8.5	7.7	8.3

Source: Research data

From Figure 4 above it is very clear that CEEC and ZWMA were focusing on different factors compared to the other statutory bodies. Further investigations into the difference showed that at the time the study was being undertaken the two institutions had new Chief Executives and therefore management had not been with the institutions for a long time.

5.1 Areas of Improvements for specific departments

The areas of improvements were identified from the detailed scores of MCTI and its statutory bodies. Therefore the focus was on the characteristics which had the lowest score as given in Appendix 1. These were discussed at the Workshop organised by the author in December 2012 and facilitated Dr. Andrea de Waal. Further, the results of were also presented to the Secretary to the Cabinet and Permanent Secretaries from the Management Development Division, Public Service Management Division and the Ministry of Labour and Social Security.

At Ministerial Level

At Ministerial level, there was the only area which needed improvement. This was the high rate of staff turnover at managerial level (HPO characteristics 33 and 34; scores: 5.29 and 4.82). The high rate of staff turnover has led to inadequate staffing resulting in the inability of MCTI to effectively execute programmes. This confirms what the Strategic Plan 2011 – 2015 outlined as major challenges of the Ministry this include the inadequate and timely funding, internal mechanism for incentives to officers, logistical support such as transport, and access to training and loans, which led to low staff morale and a high rate of turnover leading to lack of continuity and weak institutional memory (MCTI, 2011). It was further pointed out that, the organizational structure was said to be inadequate to meet the increased mandate of MCTI. As a result of a high number of vacancies and inadequate organizational structure, managers were overworked and therefore achieved insufficient progression. Recommendations were that vacant positions must be filled and an appropriate organizational be developed and

adequately resourced. Further, political influence must be minimised in the appointment of management position in the public service.

<u>At Statutory Bodies Level</u>
The research identified three levels of improvements for statutory bodies:

    (i)   Improving procedures, processes and information gap

Statutory bodies noted that they had difficulties with improving, simplifying and aligning their institutional processes. Fifty percent of the six Statutory Bodies needed to improve in the characteristics for improving and simplifying procedures (Characteristics 2, 3, and 4).   The average scores were 6.66, 5.95, and 5.87. For the information on performance management process characteristics (5 and 6) average scores were 4.45 and 5.69, respectively. This means that employees were not happy with how management informed employees about performance, financial and non-financial information matters in the organisation. As reason for these scores were the statutory bodies were given too many projects with very limited financial resources and that Statutory Bodies were understaffed. It was further noted that there was communication gaps between the Statutory Bodies and the mother Ministry. In addition, it must be noted that since the statutory bodies are formed by an Act of Parliament CAP 412 there is a high level of control of information between Management of the Ministry and the statutory bodies. For example, financial reports were restricted to only a few people. This lends to suggestion to reform the law and the regulations to be able to share more information.

    (ii) Performance Management

Performance management was noted as one area of improvement that was needed for managers statutory bodies be inspired to accomplish extraordinary results (HPO characteristic 27; score 6.4). Managers in statutory bodies complained they did not have key performance indicators (KPIs) which resulted, in general a poor work culture. It was noted the KPIs was key in ensuring that the output is linked to individual performance and employees are involved development and implementation of KPIs to inspire enthusiasm for a performance-driven culture. Employees of the statutory bodies were also concerned that senior management personnel were not promoted from within the organization. Therefore, it was recommended that managers must be promoted within the statutory bodies and this promotion should be linked to individual performance.

6.0   Conclusion, limitations and future research

The objective of the research was to determine the level of high performance in the public sector and identify the factors representing a significant challenge to high performance in the public sector in Zambia. The results of the research show that the five factors of the HPO Framework, based on the outcomes of the statistical analysis are valid for the Zambian context. The workshop and management discussions were the detailed scores of the HPO Diagnosis of MCTI and its Statutory Bodies were discussed showed that the HPO Framework was positively received at policy and management level. For example, not only did the Secretary to the Cabinet understand the HPO Framework but he was also positive about the possibility of using the framework to improve the performance of governmental institutions. Further, a meeting was also requested for him to meet Dr. Andrea de Waal, the Director of HPO centre to make a presentation on the same.

The obvious limitation to the research is that, although MCTI is the largest and arguable the most important ministry of Zambia, it cannot be in advance seen to be representative for all Zambian governmental institutions. Also, although the workshops and personal discussions yielded tangible improvement opportunities, these have not been tested in practice. Thus, further research should focus on getting the views from a wide representation of ministries in Zambia. Future research could also evaluate whether there are differences between Zambian public and Zambian private organizations in applying the HPO Framework. Finally, this research shows the potential of the HPO Framework for Zambian organizations, but it does not discuss specifically how the HPO framework itself caters for the Zambian context. As the HPO Framework is more or less culturally neutral – it points out what should be improved, which is generically valid in many countries, but it does not stipulate how to improve 'the what', something which depends on the culture – future research could look into the degree in

which the characteristics of the HPO Framework itself are suited to the Zambian context, in comparison to other quality and performance improvement models and frameworks.

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HPO CHARACTERISTICS	SCORE IN 2012							
	MCTI	CCPC	CEEC	PACRA	ZABS	ZDA	ZWMA	AVERAGE
Continuous Imrpovements								
1. The organisation has adopted a strategy that sets it clearly apart from other organisations.	7.04	8.85	7.75	8.52	6.04	6.51	7.25	7.14
2. In the organisation processes are continuously improved.	6.86	8.82	6.50	8.26	6.36	5.51	6.50	6.66
3. In the organisation processes are continuously simplified.	5.89	6.85	5.25	8.39	5.07	5.26	5.90	5.95
4. In the organisation processes are continuously aligned.	6.07	7.38	5.00	7.04	5.75	5.28	5.35	5.87
5. In the organisation, everything that matters to performance is explicitly reported.	6.57	8.77	4.58	7.30	6.00	5.91	5.75	6.33
6. In the organisation both financial and non-financial information is reported to organisational members.	6.36	7.46	3.50	5.70	3.46	3.51	3.65	4.45
7. The organisation continuously innovates its core competencies.	5.86	7.54	5.25	8.43	4.68	5.19	5.55	5.69
8. The organisation continuously innovates its products, processes and services.	7.79	7.69	6.33	8.35	5.96	5.09	6.20	6.21
Openness and action- orientation								
9. Management frequently engages in a dialogue with employees.	6.58	8.85	6.58	8.22	7.79	6.87	7.30	7.53
10. Organisational members spend much time on communication, knowledge exchange and learning.	6.29	7.54	4.50	6.52	4.71	4.72	5.70	5.53
11.Organizational members are always involved in important processes.	7.11	8.23	5.50	7.09	5.96	5.64	6.60	6.43
12. Management allows making mistakes.	5.07	7.62	5.33	4.74	5.11	3.89	3.05	4.68
13. Management welcomes change.	7.54	9.00	6.17	8.22	7.43	6.47	7.30	7.30
14. The organisation is performance driven.	7.82	9.69	6.00	8.74	5.46	6.77	6.40	6.95
Management quality								
15. Management is trusted by organisational members.	7.32	8.69	6.58	8.55	8.29	7.02	8.30	7.70
16. Management has integrity.	8.11	8.46	6.25	7.96	8.00	6.66	8.35	7.60
17. Management is a role model for organisational members.	7.18	8.77	6.17	8.43	8.57	7.28	8.80	8.08
18. Management applies fast decision-making.	7.14	7.77	6.42	7.57	7.71	6.55	6.20	7.18
19. Management applies fast action-taking.	7.96	7.85	6.17	8.04	7.21	7.11	6.75	7.43
20. Management coaches organisational members to achieve better results.	7.82	8.00	7.33	8.13	7.61	6.23	8.25	7.42

21. Management focuses on achieving results.	7.79	8.46	5.58	7.52	5.54	7.72	5.65	6.46
22. Management is very effective.	7.57	8.23	7.00	8.00	7.57	6.36	6.70	7.20
23. Management applies strong leadership.	7.86	9.15	7.83	8.26	8.43	7.28	8.50	8.02
24. Management is confident.	7.82	7.85	6.58	8.13	7.75	6.36	8.08	7.39
25. Management is decisive with regard to non-performers.	7.50	8.31	7.25	7.96	7.86	6.62	8.45	7.53
Workforce Quality								
26. Management always holds organisational members responsible for their results.	7.46	8.62	6.67	8.04	7.79	6.51	8.30	7.46
27. Management inspires organisational members to accomplish extraordinary results.	7.71	8.69	6.42	7.91	5.57	6.13	6.70	7.15
28. Organisational members are trained to be resilient and flexible.	7.86	9.00	7.08	8.57	8.21	7.38	9.10	8.06
29. The organisation has a diverse and complementary workforce	7.36	7.23	6.17	8.43	9.00	7.70	6.50	7.67
Long-term orientation								
30. The organisation grows through partnerships with suppliers and/or customers	6.46	7.85	6.25	8.74	7.39	6.47	6.20	7.01
31. The organisation maintains good and long-term relationships with all stakeholders.	8.64	8.77	6.33	8.78	7.18	8.17	7.90	8.02
32. The organisation is aimed at servicing the customers as best as possible.	8.25	9.85	6.83	9.17	7.75	8.55	7.50	8.31
33. Management has been with the company for a long time.	5.29	7.69	6.17	7.70	7.11	8.49	4.80	6.98
34. New management is promoted from within the organisation.	4.82	7.92	4.33	7.00	6.18	3.79	3.50	5.10
35. The organisation is a secure workplace for organisational members.	7.43	9.08	3.25	8.87	6.43	5.28	5.20	6.44

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