**UNIVERSITY OF JOHANNESBURG**

**COLLEGE OF BUSINESS AND ECONOMICS**

**SCHOOL OF PUBLIC MANAGEMENT, GOVERNANCE AND PUBLIC POLICY**

**ASSIGNMENT COVER PAGE**

**PROGRAMME: \_\_PUBLIC MANAGEMENT AND GOVERNANCE PMG3D23 \_\_\_**

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**1 INTRODUCTION**

The success of public sector organizations is greatly influenced by their organizational climate and culture, especially during times of transition and reform. While organizational climate represents how the working environment is viewed generally and how it affects employee attitudes, organizational culture refers to the common values, beliefs, and rules that direct employees' behavior (Schein, 2017; Schneider et al., 2013). Culture and climate are important factors that influence organizational performance and creativity in the public sector, where accountability and service delivery are crucial (Denison, 1990). While a supportive environment improves motivation, morale, and flexibility in the face of change, a positive organizational culture fosters moral behavior, teamwork, and dedication to organizational goals (Martins & Martins, 2002). Therefore, enabling change and promoting continuous improvement in public sector organizations requires a knowledge of the importance of organizational culture and environment. This assignment's goal is to talk about how these ideas affect sustainable development and organizational transformation in the public sector.

**2 DEFINITION OF TERMS**

2.1 Organisational culture - The common values, opinions, and beliefs that influence how people behave and conduct themselves within an organization are referred to as its organizational culture (Schein, 2017). It acts as a foundation for guidance that affects how staff members see situations, communicate with one another, and react to organizational objectives.

2.2 Organisational climate - The general opinion of workers toward their workplace, including support networks, communication, and leadership, is known as the organizational climate (Schneider, Ehrhart, and Macey, 2013). Climate is an outcome of employees' daily experiences and attitudes, as opposed to culture, which is strongly established.

2.3 Change management - According to Kotter (2012), change management is the systematic way of moving people, groups, and organizations from one state to another in order to accomplish long-lasting gains. It guarantees the effective implementation of reforms and service delivery efforts in the public sector.

2.4 Public sector organisations - According to Cloete and Wissink (2019), public sector organizations are state-owned businesses that offer goods and services to the general public, often with the goal of improving social welfare rather than profit. Government agencies, local governments, and public businesses are a few examples.

2.5 Organisational improvement - Systematic attempts to improve policies, structures, and employee engagement in order to increase efficiency, effectiveness, and overall performance are referred to as organizational improvement (Denison, 1990).

**3 UNDERSTANDING ORGANISATIONAL CULTURE**

The common values, beliefs, opinion, and practices that influence employee’s behavior and define an organization's identity are referred to as its organizational culture (Schein, 2017). It affects how workers understand the goals of the organisation, relate to leaders and co-workers, and handle difficulties. Organizational culture in the public sector affects how well institutions can carry out policies, provide services, and adjust to changes (Martins and Martins, 2002).

3.1 Characteristics and elements of organisational culture

3.1.1 Visible artefacts

These include visible aspects of culture including formal procedures, dress requirements, organisational structures, and regulations. Although they may not necessarily reflect basic values, they are the most visible aspects of culture (Hofstede et al., 2010).

3.1.2 shared values and norms

Employee behaviour and decision-making are influenced by guiding concepts known as values and norms. Values like accountability, equity, and honesty are important for providing services in the public sector culture (Hofstede et al., 2010).

3.1.3 Leadership style

The culture of an organisation is shaped by the decisions and relationships that leaders have with their staff. While authoritarian leadership may foster opposition to change, supportive and participatory leadership fosters creativity and dedication ((Hofstede et al., 2010).

3.1.4 Communication patterns

Building trust, openness, and teamwork within an organisation is facilitated by effective communication. On the other hand, poor communication can result in miscommunication, low morale, and inefficiency (Hofstede et al., 2010).

3.1.5 Ethical standards

The culture of public service depends on ethics. Public trust is increased by a culture that values integrity, equity, and accountability; on the other hand, a culture with lax ethical standards can result in corruption and poor service delivery (Hofstede et al., 2010).

3.2 Importance of organisational culture on public sector

Because it has a direct impact on employee behaviour, motivation, and commitment to public service values, organizational culture is important in public sector organisations (Cloete and Wissink, 2019). A weak or bad culture can lead to poor performance, corruption, and resistance to change, while a strong, ethical culture promotes efficiency and service delivery. Therefore, encouraging long-lasting change and advancement in public institutions needs an awareness of and ability to manage the culture of the organisation.

**4 UNDERSTANDING ORGANISATION CLIMATE**

The combined views of workers about leadership, communication, teamwork, and organisational support are referred to as the organisational climate (Schneider, Ehrhart, and Macey, 2013). Climate is more adaptable and represents employees' daily experiences and attitudes, in opposite to culture, which is deeply rooted and long-term (Litwin and Stringer, 1968).

4.1 Factors influencing organisational climate

There are factor that plays a crucial role in influencing the organisational climate, these factors are:

4.1.1 Leadership style

A key factor in determining the atmosphere of an organisation is leadership. While authoritarian leadership may cause fear and low morale, supportive and transformative leadership encourages trust and teamwork (Bass and Riggio, 2006).

4.1.2 Communication and transparency

A system of open and honest communication increases participation, promotes trust, and lowers uncertainty. On the other hand, lack of communication might lead to unfavourable opinions about equality and justice within the organisation (Martins and Martins, 2002).

4.1.3 Employees involvement and participation

Employees are more driven and dedicated to the goals of the organisation when they actively participate in decision-making processes. A pleasant atmosphere that is favourable to transformation is fostered by this open approach (Denison, 1990).

4.1.4 Support system resources

The resources, training, and support systems that are provided affect how employees view their workplace. Innovation and flexibility are more likely to be promoted in an environment where staff members feel supported (Cloete and Wissink, 2019).

4.1.5 Importance of organisational climate in the public sector

Employee happiness, motivation, and performance are all greatly influenced by organisational environment in public sector organizations (Schneider, Ehrhart, and Macey, 2013). By lowering opposition, increasing public trust, and increasing service performance, a good climate can help bring about change. On the other hand, an unfavourable atmosphere could result in ineffective government institutions, low productivity, and absence. Therefore, accomplishing long-term change and improvement in the delivery of public services requires an understanding of and ability to manage organizational climate.