CREATING A CULTURE OF SUSTAINABILITY
IN ORGANISATIONS IN NELSON MANDELA BAY

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ABSTRACT

Organisational culture permeates every aspect of an organisation and cannot be separated from the normal operational activities of organisation. Creating a culture of sustainability in an organisation is not simple or straightforward and thus involves major shifts in the traditional framework within which an organisation is set. Therefore organisations need to identify the key factors that enable and drive sustainability in an organisation. The primary objective of the study was to investigate what enables the creation of a culture of sustainability within organisations in Nelson Mandela Bay. In this study a quantitative research design was adopted using a survey in the form of self-administered structured questionnaires sent to 140 medium and large-sized organisations within the designated population. Descriptive statistics, frequencies and advanced statistical techniques such as exploratory factor analysis and correlation and regression analysis were used. Three factors were tested for creating a culture of sustainability, namely individual enablers, organisational enablers and drivers of sustainability. The results indicated that three individual enablers (mandate/support to act, personal responsibility for sustainability and sustainability knowledge), four organisational enablers (leadership, rewards and recognitions, corporate sustainability strategy and innovation) and two sustainability drivers (regulations and stakeholder interests and access to capital) could create an environment conducive to a culture of sustainability.

"…sustainability is a long-term goal and should be embedded as being a responsible corporation … sustainability cut across business functions and sustainability training ought to include all employees so that sustainability can be embedded in the shared cultural values of the organisation. Learning about sustainability requires employees to acquire new knowledge and change the way they work. Opportunities to gain practical experience of supporting or working with sustainability initiatives

substantially increases their knowledge, interest and commitment to sustainability ... hence to ensure a culture of sustainability they should be an integral part of training and development programmes ..." (Haugh and Talwar, 2010:393).

INTRODUCTION AND BACKGROUND OF THE STUDY

The principles of sustainable development and the need for organisations to pursue sustainability practices are well-documented in literature (Sharma and Starik, 2003). In recent years, many organisations attempted to introduce or change policies, products and/or processes to address issues of pollution, minimise resource usage, and to improve community and stakeholder relations (Crane, 2000: 673-696). However many studies maintain that these changes are insufficient as they are only superficial and not conducive to the formation of sustainable organisations and industries (Senge and Carstedt, 2001: 24-38). The organisational culture concept has become popular within the sustainability literature as it provides an access point for the fields of human resources and organisational behaviour to enter as explanations for an organisation's sustainability performance. However, there is little theoretical underpinning on what actually constitutes a sustainability-oriented organisational culture (Linnenluecke, Griffiths and Winn, 2010: 357).

Several management theories assume that the organisation's objective is profit maximisation subject to other constraints. The key agent in such models is the shareholder, acting as the ultimate residual claimant who provides the necessary financial resources for the organisation's operations (Zingales, 2000: 1623). However, there is substantial variation in the manner in which organisations actually compete and pursue profit maximisation. Many organisations place less emphasis on long-term sustainability issues and care more about the impact of externalities from their operations on other stakeholders (Paine, 2004). The focus is therefore more on the ethical grounds of their decisions and assigning more importance to shareholders as compared to other stakeholders (Freeman, Harrison and Wicks, 2007). According to Shaw (2007), this implies that organisational culture permeates every aspect of an organisation and therefore cannot be separated from the normal operational activities of an organisation. An organisation can guide the conduct of its employees by embedding ethical values in its culture. In fact, it has been argued that organisations which have a rare and hard-to-imitate culture enjoy a competitive advantage.

In order to examine the potential link between the cultural orientation of an organisation and the pursuit of corporate sustainability principles, this study will review and explore the concept of creating a culture of corporate sustainability. Although this concept has received much attention in recent organisational and management studies, there is still little insight into how the adoption of corporate sustainability practices can be achieved inside organisations. This study will focus on determining what the perceptions of managers in organisations in Nelson Mandela Bay are in relation to the influence of organisational culture on the sustainability of their organisations. The first part of the paper addresses the problem statement and research objectives. Thereafter a theoretical overview of sustainability culture and the research methodology are provided. The last part covers the empirical results and main conclusions and recommendations.

PROBLEM STATEMENT

In the last decade, sustainability has become an increasingly integral part of conducting business in any industry. According to Bertels, Papania and Papania (2010: 8), leaders are beginning to realise that organisational culture plays a major role in the shift toward sustainability. Yet, despite many corporate sustainability reports that describe sustainability as "the way we do things in an organisation", most leaders fail to understand how to embed sustainability in their day-to-day decision-making processes. Focusing on a culture of sustainability forces organisations to adopt a long-term perspective and align all its resources towards future goals. According to Bertels *et al.* (2010: 9), sustainable organisations are resilient and create economic value for shareholders, healthy environmental systems and strong social structures. Sustainable organisations survive over the long-term because they are intimately connected to healthy economic, social and environmental systems.

Although a great deal of research has been done on sustainability and organisational culture as individual concepts, little is known about how sustainability can be effectively incorporated into the organisation operations (Daily and Huang, 2001: 1539-1552). Some organisations deal with out-dated sustainability strategy and policies while others have little knowledge on the adoption or integration of these policies within the organisation (Bertels *et al*., 2010: 9). Many organisations do not institutionalise sustainability and do not work proactively to integrate sustainability into core responsibilities and daily activities. The ultimate success of any sustainability initiative is found when sustainability based thinking, perspectives and behaviours are incorporated into the everyday operating procedures and culture of an organisation. If the policies and procedures remain at odds with sustainability, there is a high risk that old patterns will overwhelm efforts to adopt more environmentally and socially responsible paths (Doppelt, 2009: 54) Misalignment between sustainability practices and culture of organisation can seriously affect the survival of the organisation. Embedding sustainability into culture is however still an emerging field of research. There has been a limited amount of research addressing how to embed sustainability in organisational culture. In this area, practice often leads theory (Bertels *et al*., 2010: 9). The purpose of this study therefore is to identify key factors that will act as guidelines to create a culture of sustainability within the organisations in the Nelson Mandela Bay.

RESEARCH OBJECTIVES

The main objective of this study is to investigate and empirically determine the extent to which organisational culture promotes sustainability for organisations in Nelson Mandela Bay. To add value to the primary objectives the following secondary objectives have been identified:

- To provide a literature overview regarding organisational culture and sustainability of organisations.
- To empirically assess perceptions of organisation owners or managers regarding organisation culture and sustainability in organisation.
- To make practical guidelines to organisation owners/managers on how to exploit organisational culture to promote sustainability.

LITERATURE REVIEW OF ORGANISATIONAL CULTURE AND SUSTAINABILITY

Clarification of key concepts

- *Organisational culture*

Culture is the way things are done in an organisation, which gives it a unique identity and character. People need to respect an organisation as a living social organism instead of as a machine (Schneider, 2000). Hellriegel, Slocum, Jackson, Amos, Klopper, Louw, Oosthuizen, Perks, Staude and Zindiwe (2012) describe it as a pattern of basic assumptions that are considered valid are taught to new members as the way to perceive, think, and feel in the organisation. The concept of culture is the climate and practices that organisations develop around their handling of people, or to the promoted values and statement of beliefs of an organisation (Schein, 2004). Culture therefore gives organisations a sense of identity and determines, through the organisation's rituals, beliefs, meanings, values, norms and language, the way in which things are done.

- *Sustainability*

White (2009:387) defines sustainability as ensuring an improved quality of life, now and for the next generations by focusing on issues relating to the environment, social responsibility and economic development. Sustainability can also be viewed as the continuous welfare of the economy, society and natural resources (Winnard, Adcroft, Lee and Skipp, 2014: 306). Kiewiet and Vos (2006: 3) state that there is a prevailing perspective on organisational sustainability, aiming at a balance between the environments, social and economic influences on sustainability. As a result, many organisations have

become more sensitive to social, environmental and economic issues in an attempt to become better corporate citizens (Epstein and Buhovac, 2014: 5).

Culture of sustainability

A culture of sustainability is one in which members hold shared assumptions and beliefs about the importance of balancing economic, social and environmental accountability. Organisations with strong cultures of sustainability strive to support a healthy environment and improve the lives of others while continuing to operate successfully over the long-term (Bertels *et al*., 2010: 1). When all leaders, managers and staff within an organisation have a clear sense of their shared culture, it creates social order, continuity, collective identity, commitment, and common vision while reducing organisational uncertainties all of which all lead to improved organisational performance (Cameron and Quinn, 2006). Sustainable cultures look after its people. Employees are not exploited or treated as organisational resources or reflected as an expense in the financial statements. The organisation views them as assets and nurtures them. People are developed for growth, mentored and coached as future leaders and their skills are continually honed to equip them for fast changing environments. Hollender (2015) argues that high sustainability organisations show essentially different characteristics from organisation that have not adopted these policies. Furthermore, high sustainability organisations are long term oriented because they have organized procedures for stakeholder engagement.

Despite the fact that many organisations are knowledgeable on the benefits of incorporating sustainability practices into their culture, they still face many challenges in the process. Some of these challenges are highlighted below.

- The existing metrics that claim to measure sustainability are too many and too confusing. Managers have problems on picking what measure to use in their organisation posing an argument of what makes one method better than the other (Laughland and Bansal, 2011). Some metrics are more generalised than others and cause confusion on which ones will help them benchmark, signal their commitment to sustainability, and identify areas that need improvement.

- Another challenge is trying to motivate employees to buy-in to the organisation's sustainability goals. Leaders must come up with incentives to persuade them. Rewards are seen as one of the most valuable incentives as it motivates organisation members to align employees' goals with those of the organisation. These can be in the form of public recognition, awards and celebrations (Laughland and Bansal, 2011). According to Bertels *et al.* (2010:21) in addition to encouraging employees to promote and support these values organisation leaders should also go ahead to make use of external expertise to speak about sustainability to ignite and enable employees.

- Creating a culture of sustainability in an organisation is not a simple or straightforward process. It involves major shifts in the traditional framework within which an organisation is set. The first challenge emerges from the fact that terms like green, sustainable, responsible, ethical etc. are relative concepts. Different people and different countries and cultures may have very different perceptions of what these terms mean. Secondly, sustainability is a multi-faceted approach and it is necessary for it to be deep rooted within a large number of activities within an organisation (Laughland and Bansal, 2011).
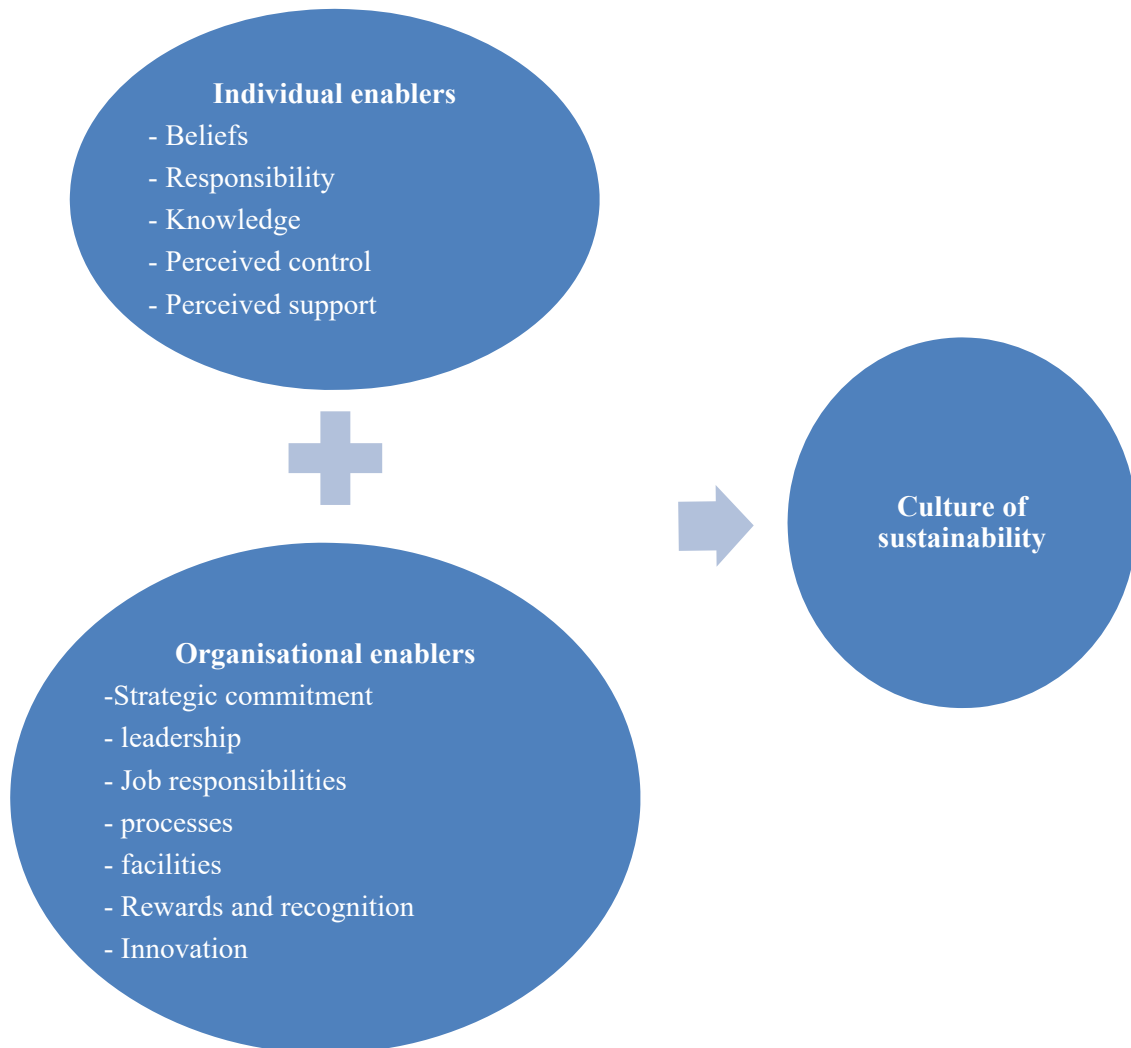
Key factors that enable and drive sustainability

Bokova (2010) suggest that an organisation needs to identify the key factors that enable and drive sustainability in an organisation. According to Linnenluecke *et al*. (2010), there are several frameworks developed in relation to assessing and measuring sustainability within an organisational culture. Cotter (2014) recognises a strategic view by developing a model that indicates thirteen enablers required to create a culture of sustainability and advise as to how to take steps to embed sustainability in a culture. Eccles, Perkins and Serafeim (2012) developed an identity and cultural model for how to create a sustainable company. Bertels *et al.* (2010) in somewhat broader terms also

developed a four-quadrant framework that determines how an organisation can embed sustainability into the organisational culture.

Cotter's (2014) model is divided into five individual enablers and eight essential organisational enablers (see Figure 1). Individual enablers are beliefs about sustainability, responsibility for sustainability, knowledge, perceived control and perceived support. Organisational enablers are the elements that must be developed and aligned with sustainability to support employee engagement such as leadership, processes and facilities, rewards and innovation.

FIGURE 1
INDIVIDUAL AND ORGANISATIONAL ENABLERS (COTTER 2014)

Individual enablers
- Beliefs
- Responsibility
- Knowledge
- Perceived control
- Perceived support

Organisational enablers
-Strategic commitment
- leadership
- Job responsibilities
- processes
- facilities
- Rewards and recognition
- Innovation

Culture of sustainability

Source: Adapted from Cotter (2014)

Social and political pressures are also demanding and insisting organisations to be sustainable, however a number of organisation still resist the pressure to adopt the above new mind-set of sustainability (Wong and Avery 2008). Four drivers of sustainability are identified: regulations, consumers, brand reputation and investors and access to capital. According to Vassallo (2012), regulation is a tool that government uses to drive the organisations to be sustainable. The role of organisations as a key driver of sustainability in organisations are well documented in the following documents that guide sustainable development and sustainability reporting: King III Report 2009; Agenda 2 (international) and in addition to the specific government policies outlined above, The Constitution of the Republic of South Africa, 1996: section 24, placed. Consumer demand is also a

driving force behind sustainability (Whiteman, 2013). Organisations need to respond to consumer demand to gain customers and avoid losing their market share by placing people and not conservation at the centre of environmental management. Elmusalim, Valle and Kwawu (2012) highlight organisational reputation as one of the key drivers of sustainability. According to Pedersen (2010), lack of sustainability can rapidly erode a brand. Batra, Jayaram, Sengupta and Bhargavi (2014:7), adds that preserving brand and reputation can assist an organisation to drive sustainability. Integrating sustainability into business operations enhances access to capital; however organisations are struggling to communicate effectively with investors on sustainability (Hammond, 2012).

Importance of a sustainability culture

An organisation's culture may be one of its strongest assets or its biggest liability (Klein, 2011: 21; Flamholtz and Randle, 2012: 76). Many researchers define organisational culture as the way of doing things in order to give meaning to organisational life. In fact, it has been argued that organisations that have a rare and hard-to-imitate culture enjoy a competitive advantage. A few of these benefits are explained below.

- Organisational culture provides a sense of identity to members within an organisation and in turn higher level of commitment to the organisation.
- Organisational culture defines a set of guidelines which guide employees on what must be done. Robbins, Odendaal and Roodt (2003) state that organisational culture has a strong influence on employees' behaviour and attitudes with norms and standards of how employees should behave in an organisation.
- There is a relationship between cultures and values within an organisation and increased performance. It is important to find a culture that fits the demands of the organisation's environment (Saa-Pere and Garcia-Falcon, 2002: 123-140).

These functions above show that an organisation cannot exist without an organisational culture. Efforts must be geared to ensure that the culture fits well with all aspects of the organisation and environment (Werner, 2007: 25).

RESEARCH DESIGN AND METHODOLOGY

Research paradigm

There are two types of research paradigms, namely positivistic or quantitative research methodology and phenomenological or qualitative research. A quantitative research methodology will be used in this study.

Research method

Burns and Grove (2003:313) define exploratory research as gaining new insights, discovering new ideas and/or increasing knowledge of a phenomenon. Descriptive research has as their main objective the accurate portrayal of the characteristics of persons, situations or groups (Polit and Hungler, 2004: 716). This approach is used to describe variables rather than to test a predicted relationship between variables. In light of the above, the design of this study will be descriptive research in order to obtain the relevant data needed to determine the impact of organisational culture on sustainability.

Population

A population includes all elements that meet certain criteria for inclusion in a study (Burns and Grove, 2003: 43). For this study, the population will be all managers or owners of medium and large-sized organisations in the Nelson Mandela Bay region. The reason for this inclusion is that larger

organisations are in a better position to include and create a culture of sustainability as compared to smaller-sized organisations.

Sampling

According to Jooste (2010: 303), a sample is a group of people, objects, items, or units taken from the larger population. As no database exists for this study, convenience sampling will be used. Convenience sampling is a kind of non-probability or non-random sampling in which members of the target population are selected for the purpose of the study if they meet certain practical criteria, such as geographical proximity, availability at a certain time, easy accessibility, or the willingness to volunteer (Dörnyei 2007). The sample was narrowed down to a sample size of 140 organisations from the designated population.

Data collection

In order to achieve the set objectives of this study, two major types of data namely primary data and secondary data was collected and used. Secondary data is already existing data that has previously been collected such as textbooks, journal articles and the Internet. Primary data is new information observed or collected first hand through observation, direct personal investigation, or even mailed questionnaires. A survey was used as the method for data collection. A self-administered questionnaire was constructed and handed out to 140 managers or owners of organisations in Nelson Mandela Bay. A total of 120 useable questionnaires were returned (effective response rate of 86%).

Questionnaire design

A self-administered questionnaire was used as the measuring instrument and consists of the following sections:

- Section A focused on individual sustainability enablers. A five-point Likert-type ordinal scale was used.
- Section B investigated the organisational enablers of sustainability in an organisation using a five-point Likert type ordinal scale.
- Section C identified the drivers of sustainability in an organisation using a five-point Likert type ordinal scale.
- Section D focused on the biographical information of the respondents using a nominal scale.

Pilot study

A pilot study is a mini-version of a full-scale study or a trial run done in preparation of the complete study (Van Teijlingen and Hundley, 2001:1). Ten questionnaires were distributed among owners or managers from the designated population.

Data analysis

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe, illustrate and evaluate data. For the purpose of this study, descriptive statistics was used to analyse the data (measures of central tendency, variability as well as frequency distributions). Exploratory factor analysis was used for data reduction purposes. Cronbach's alpha was used to test the reliability of the data. Data was captured and interpreted in an Excel spread sheet and the Statistica computer programme was used to assist with the data analysis.

Reliability and validity of the measuring instrument

Face and content validity were assessed using expert judgement of other researchers and a statistician and a pilot study was conducted. Construct validity was assessed by means of discriminant and convergent validity through exploratory factor analysis. The reliability of a research instrument means the extent to which the instrument yields the same results on repeated trials. Cronbach's alpha is one of the most commonly reported reliability estimates and is a measure of internal consistency.

EMPIRICAL RESULTS

Demographic profile of respondents

Table 1 summarises the demographic profile of respondents in this study.

TABLE 1
DEMOGRAPHIC PROFILE OF RESPONDENTS

Characteristic	Category	%
Gender	Male	70
	Female	30
Ethnic group	Black	47
	Coloured	24
	White	25
	Asian	4
Position in organisation	CEO	14
	Manager	61
	Supervisor	25
Period of current employment	1-5 years	25
	6-10 years	46
	11-15 years	25
	More than 15 years	4
Size of the organisation	Medium (51 to 200 employees)	56
	Large (more than 200 employees)	44
Sector	Public	40
	Private	60
Industry type	Manufacturing	16
	Retailing/ Wholesaling	19
	Financial, insurance, real estate	12
	Architecture	2
	Agriculture, forestry, fishing	4
	Catering and accommodation	9
	Construction and engineering	6
	Mining	1
	Transport/ Travelling	7
	Communication	7
	Medical	2
	Leisure	2
	Other	13
Form of ownership	Sole trader	1
	Partnership	9
	Close corporation	11
	Private company	33
	Public company	44
	Other	2
Involvement in sustainability activities	< 1 year	6
	1-2 years	16
	3-4 years	30
	5 years +	48

Table 1 indicates that 70% of the respondents were males and 30% females. Most of them were black (47%), white (25%) and coloured (24%) in managerial positions (61%). The majority (46%) have

been employed in their current positions for between six and 10 years in medium-sized (56%) and large organisations (44%) in the private sector (60%). Most of these respondents are employed in the manufacturing (16%), retailing and wholesaling (19%) and financial and insurance (12%) sector. In terms of form of ownership, fourty four percent are employed in public companies and 33% in private companies. The majority have been involved in sustainability activities for more than five years (48%) and between three and four years (30%).

Reliability of the measuring instrument

Reliability is defined as the extent to which the measure provides consistent results across repeated testing (Sue and Ritter 2012: 227). Cronbach's alpha is the most commonly applied estimate of a multiple-item scale`s reliability (Kember and Leung 2008:345). Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered a measure of scale reliability. The various Cronbach's alpha correlation coefficients for the different factors are shown below in Table 2.

TABLE 2
CRONBACH'S ALPHA VALUES

Factors	Cronbach's alpha
Individual enablers	0.928
Organisational enablers	0.948
Sustainability drivers	0.896

As indicated in Table 2, all the factors obtained Cronbach's alpha correlation coefficients of greater than 0.70, indicating internal reliability.

Exploratory factor analysis

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Drost, 2011). An exploratory factor analysis (EFA) was undertaken to assess the validity of the measuring instrument used in this study. In this study, factor loadings of greater than 0.5 were considered significant (Hair, Black, Babin and Anderson, 2010: 117). Items that cross-loaded were eliminated and only those factors with three or more items were considered for further statistical analysis. In the initial model, the variables for individual enablers were divided into five factors, namely Beliefs about sustainability, Personal responsibility for sustainability, Perceived control over sustainability issues, Perceived mandate/support to act and Sustainability knowledge. Organisational enablers were divided into six factors: Job responsibility, Process and facilities, Rewards and recognition, Leadership, Innovation, Strategic commitment. Drivers of sustainability are: Regulations; Investors and access to capital; Consumer driven; Brand and reputation. Table shows the empirical factor structure for the study.

TABLE 3
EMPIRICAL FACTOR STRUCTURE

Latent variables	Items	Minimum loadings	Maximum loadings
Individual enablers			
Mandate/support to act	SUPPO2; SUPPO1; SUPPO3; SUPPO4; KNOWL2; CONTR5; SUPPO5; CONTR4	0.540	0.841
Personal responsibility for sustainability	BELIE4; BELIE5; RESPO2; RESPO1	0.588	0.808
Sustainability knowledge	CONTR3; CONTR2; KNOWL5; KNOWL1; KNOWL3; RESPO4; RESPO5; KNOWL4; RESPO3	0.540	0.738
Organisational enablers			
Leadership	JOBRE2; JOBRE1; LEADER2; LEADER3; LEADER1; JOBRE4; INNOV3	0.530	0.817
Rewards and recognition	REWARD3; REWARD2; REWARD1; REWARD5; STRAT5; REWARD4; PROCE5	0.504	0.849
Corporate sustainability strategy	STRAG2; STRAG4; PROCE1; STRAG1	0.563	0.806
Innovation	INNOV2; INNOV5; INNOV1; PROCE3	0.507	0.801
Sustainability drivers			
Regulations	CONSU1; REGUL3; REGUL2; REGUL1; REGUL4	0.715	0.860
Investors and access to capital	INVEST2; BRAND2; INVEST1; INVEST3; CONSU2; BRAND1	0.519	0.816

Section A of the measuring instrument looked at individual enablers and only three of the factors were considered for further analysis as the fourth and the fifth factor (N/A) extracted had only two and one item that loaded onto them. The three usable factors extracted could be identified as the theoretical dimensions of Perceived mandate/support to act, Personal responsibility for sustainability, Sustainability knowledge. Section B looked at organisational enablers and only four factors were considered for further analysis as the fifth and the sixth factor extracted had only two or one item that loaded onto them. The four usable factors extracted are Leadership, rewards and recognition, corporate sustainability strategy and innovation. Section C looked at key sustainability drivers and only two factors were extracted from the EFA, namely regulations and investors and access to capital.

Descriptive statistics

Babbie (2010: 467) describes descriptive statistics as a medium for describing data in manageable forms. The two types of descriptive statistics used in this study were measures of central tendency and measures of variability.

TABLE 4
DESCRIPTIVE STATISTICS

Latent variables	Mean	Standard deviation
Individual enablers	4.03	0.75
Mandate/support to act	4.04	0.69
Personal responsibility for sustainability	4.29	0.63
Sustainability knowledge	4.40	0.84
Organisational enablers	4.02	0.89
Leadership	4.02	0.89
Rewards and recognition	3.99	0.90
Corporate sustainability strategy	4.08	0.85
Innovation	4.12	0.83
Sustainability drivers	4.00	0.83
Regulations	4.04	0.87
Investors and access to capital	3.96	0.80

It is clearly shown that the mean values of all the variables cluster around point four (agree) and there is not much variability around the means (standard deviation scores below one).

Pearson's product moment correlations

In order to establish the associations between the various enablers and drivers under investigation, a Pearson's product moment correlation was undertaken. The results for the individual and organisational enablers and drivers of sustainability are provided in Table 5.

TABLE 5
PEARSON'S CORRELATIONS COEFFICIENTS

Individual enablers	Factor 1	Factor 2	Factor 3	Factor 4
Perceived mandate/support to act	1.000	0.672	0.538	N/A
Personal responsibility for sustainability	0.672	1.000	0.688	N/A
Sustainability knowledge	0.538	0.688	1.000	
Organisational enablers	**Factor 1**	**Factor 2**	**Factor 3**	**Factor 4**
Corporate sustainability strategy	1.000	0.609	0.572	0.483
Leadership	0.609	1.000	0.646	0.528
Innovation	0.573	0.646	1.000	0.394
Rewards and recognition	0.483	0.528	0.394	1.000
Sustainability drivers	**Factor 1**	**Factor 2**	**Factor 3**	**Factor 4**
Regulations	1.000	0.658	N/A	N/A
Investors and access to capital	0.658	1.000	N/A	N/A

A significant ($p<0.05$) positive correlation were reported between all the variables in the correlation matrix, except between rewards and recognition and innovation as organisational enablers ($p=0.394$).

CONCLUSIONS AND RECOMMENDATIONS

In order to create the right culture, sustainability must be embedded in the organisations' day-to-day decisions and processes. This study investigated the impact of individual and organisational enablers. Individual enablers were regarded as things that need to be developed within employees in order for them to embrace sustainability. In order for sustainability to be integrated in an organisation's strategy, employees must believe in the importance of sustainability. When designing sustainability policies the key is to ensure there is buy-in from everyone. A sense of responsibility can be achieved by articulating what people need to do to support sustainability. Equipping employees with sustainability information and allowing them to take initiative in sustainable activities can encourage a sense of responsibility and empowerment. An organisation also need to have a conducive environment that fosters cooperative, critical and sustained engagements as employees will choose to engage themselves based on the resources they receive from their organisation. Employees must also be equipped with knowledge on how to drive sustainability by providing education and training on sustainability while providing necessary resources to support employee's engagement.

Organisational enablers are defined as elements which the employer needs to ensure are present and aligned with sustainability. The concept of sustainability needs to be incorporated into the strategies and vision of the organisation. A clear sustainability strategy provides confidence and reassurance to stakeholders that an organisation has a solid foundation for future success. Management must further take responsibility for creating a culture of sustainability, generating enthusiasm, and ensuring sustainability activities are implemented. Organisations must also have programmes in place that recognise and reward employees that are engaging in sustainability activities. This will in turn act as an incentive for the rest to get involved. Organisations also need to effectively support new ideas for sustainability. By incorporating innovations into their culture, employees are able to identify inefficiencies and propose solutions.

Key sustainability drivers are the social and political pressures that are demanding and insisting organisation to be sustainable. Two drivers were identified in this study, namely regulations and investors and access to capital. Regulation refers to tools government use to drive organisations to be sustainable. Organisations must comply with existing regulations, forge alliances with regulators and act responsibly to minimize the need for more restrictive or disciplinary regulations. The integration of sustainability into business operations could also enhance access to capital. Stakeholders are able to access the performance of the organisation if it is engaged in sustainability reporting. In addition public disclosure of sustainability performance are utilised by analysts to benchmark historic performance of the organisation. Table 6 indicates the most important recommendations and guidelines regarding the creation of a culture of sustainability in organisations. These recommendations are based on the statements or items used in the measuring instrument of this study.

TABLE 6
RECOMMENDATIONS REGARDING KEY SUSTAINABILITY ENABLERS AND DRIVERS

	Individual enablers: Employees should …
1	View sustainability as a personal concern rather than a national problem.
2	Have a personal responsibility to help make a difference regarding environmental issues (e.g. waste, resource consumption and water use).
3	Have a personal responsibility to help make a difference regarding social issues (e.g. safety and security, education, health and wellness).
4	Have a personal responsibility to help make a difference regarding economic issues (e.g. unemployment, inflation and local economy).
5	Have a strong sense of ownership towards future sustainability.
6	Have the required knowledge to articulate views about sustainability.
7	Take part in educational activities that empower them to contribute actively to sustainable development.
8	Know how to find reliable information to analyse key concepts of sustainability.
9	Receive support from top management regarding sustainability activities which contribute to a culture of sustainability.
10	Be appreciated and acknowledged for contributions toward sustainability.
	Organisational enablers:
1	Sustainable development should be incorporated into its vision and strategic intent.
2	Systems/processes should be aligned around sustainability issues.
3	Training activities should be in place to ensure that all staff are aware of sustainable development.
4	Management should embrace sustainability strategies to create a culture of sustainability.
5	Provide training/mentoring to ensure all employees understand what is expected in terms of sustainability.
6	Transferring of new knowledge/skills should be an important part of the organisations's culture.
7	Team members should be empowered to make decisions regarding innovative projects.
8	Employees should posses an extensive knowledge base allowing them to experiment and taking risks.
9	Business processes/systems should be aligned and integrated with sustainability.
10	There should be a reward and recognition programme for engaging in sustainability initiatives.
	Sustainability drivers
1	There should be a committee assigned responsibility for assuring compliance with regulations (e.g. environmental laws).
2	There should be a formal policy in place regarding compliance with sustainability issues (e.g. business ethics, risks management and fair labour practices).
2	There should be a corporate sustainability strategy that complies with regulations regarding sustainability reporting.
3	Customers should demand sustainable products/services from businesses.
4	Programmes should be in place to ensure minimal impact or harm of the natural environment.
5	Sustainable initiatives should increase brand awareness amongst customers.
6	Organisations should strive to uplift the social well-being of communities in which they operating.
7	Organisations should publicly disclose results of stakeholder engagement initiatives.
8	There should be regular engagement with stakeholders on sustainability strategies.
9	Improve business performance through effective sustainability management systems.
10	There should be specific plans in place to take care of the needs of all employees (e.g. employee-wellness programmes).

Limitations of the study

Despite the contributions of this study, there are several limitations that should be taken into account when interpreting the findings of this study. The following short comings have been identified:

- Results of this study were limited to organisations in the Nelson Mandela Bay region only and generalising the results to all South African organisations may not be appropriate.
- Organisational culture and sustainability are very broad topics each having several different aspects that can be tested. These various aspects could not be covered in this study.
- The survey method was used for primary data collection in this study. Surveys are susceptible to various errors, such as coverage and non-response error.

The following extract seems appropriate to conclude this paper:

"... a relatively small number of companies have voluntary integrated social and environmental policies in their business model and operations ... these policies reflect the underlying culture of the organization, a culture of sustainability where environmental and social performances, in addition to financial performance, are important. These policies also forge a stronger culture of sustainability by making explicit the values and beliefs that underlie the mission of the organization ... firms that have adopted these policies for a significant number of years reinforce the norms and values upon which a sustainability culture is based ... policies, as well as operating procedures and performance and management systems, all geared towards a culture of sustainability (Eccles, Ioannou and Serafeim, 2011).

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