Behavioral Patterns in Companies with Multiple Organisational Cultures

A Case Study on Cultural Characterisitcs and Change Orientation within Transformation Processes

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Case

In a merger, several departments with different size and different tasks have been reorganized to form a new coherent whole. Until recently most of the departments operate independently.

A new business concept, introduced to trigger orientation towards effectiveness, challenges the cooperation and communication processes.
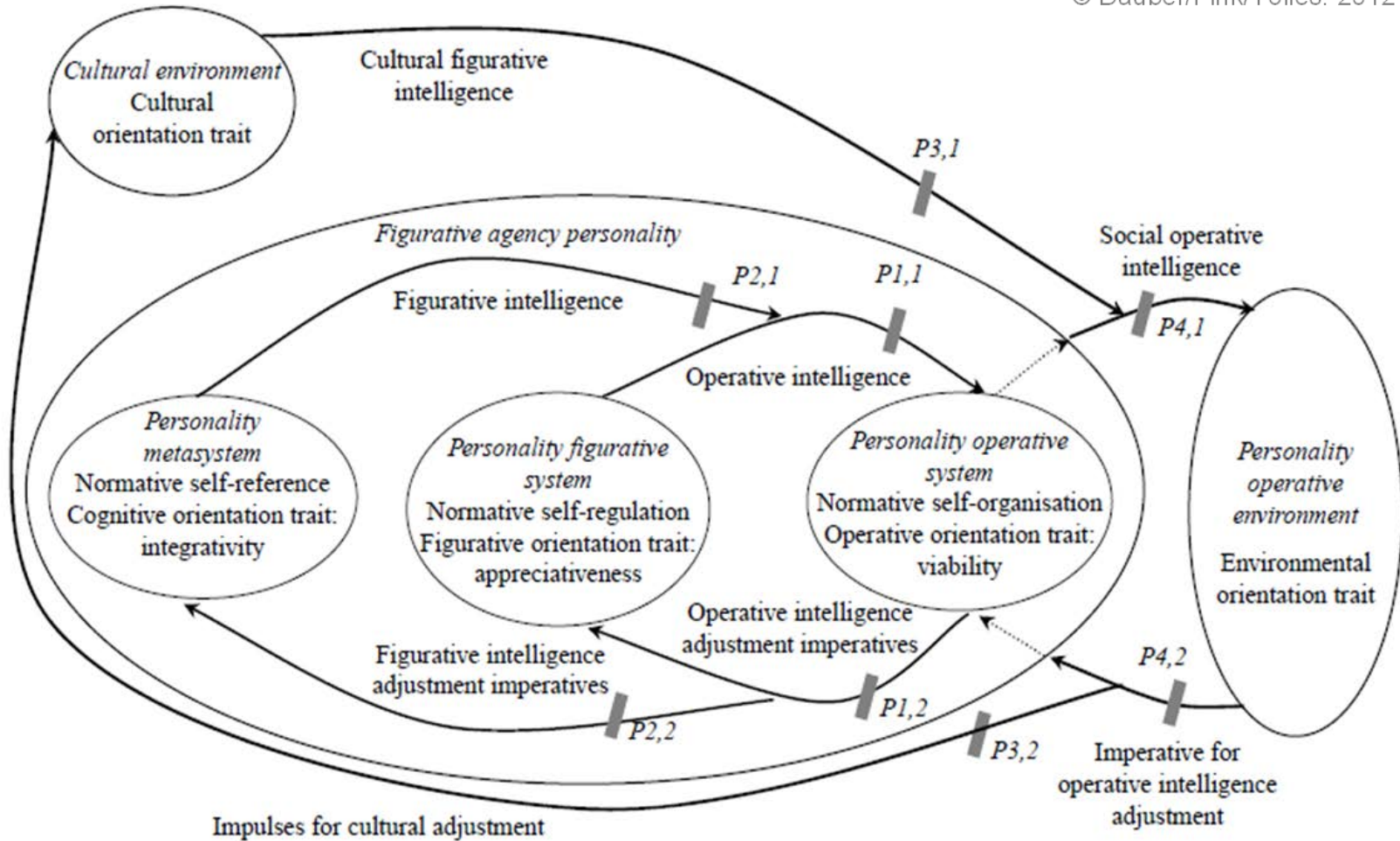
Coherence is of importance because the organization might otherwise become unmanageable.

However, functionality is also of importance, because otherwise the tasks of the large organization cannot be met.

My research will be of relevance to management and staff of the merged organisation, by identifying and relating behavioral patterns, typical for specific characteristics and departments, to the sustainability of changes.

Approach

Addressed Dimensions

Dauber/Fink/Yolles 2012

▸Legitimization Management
▸Formality in internal Communication
▸External Communication
▸Clarity of Strategy
▸Preference of Adjustment Processes
▸Single Loop Learning
▸Double Loop Learning
▸Formalization
▸Flexibility
▸Hierarchy of Authority
▸Action Orientation
▸Loyality

Sagiv/Schwartz 2007

▸Embeddedness
▸Hierarchy
▸Mastery
▸Affective autonomy
▸Intellectual autonomy
▸Egalitarianism

House et al 2004

▸Change Orientation

Hill 2012

▸Cooperation
▸Motivation
▸Communication
▸Leadership

Research Process

Phase 1   Identification of **cultural fields**

Question: What do diverse organizational cultures mean for the functionality of the system?

Prop.:   Coherent characteristics are positively related to the functionality and scope of duty.

Output: Typology, identified cultural fields

Phase 2   Identification of **ongoing change processes**

Question: Which effects are triggered by the transformation process within the cultural fields   on different levels of action?

Prop.:   Coherent characteristics are positively related to equal patterns of change.

Output: Typology, identified patterns of change, stage of development

Phase 3   Identification of **communication processes**

Question: Who adresses the transformation process in a targeted manner?

Prop.:   Interactive communication processes are positively related to satisfaction and motivation for change.

Output: Index on change orientation, identified ‚agents of transformation'