Behavioral Patterns in Companies with Multiple Organisational Cultures

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R.QUESTION: **How do cultural characteristics effect the change orientation within transformation processes of companies with multiple organizational cultures?**

NEW: Cross-section analysis of change orientation in relation to organisational cultures through inclusion of employee and management perceptions and organisational artefacts.

CASE STUDY

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

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RESEARCH PROCESS

Phase 1   Identification of **cultural fields**
Question: What do diverse organizational cultures mean for the functionality of the system?
Proposition: Coherent characteristics are positively related to the functionality of the system and scope of duty.
Step1: Companywide analysis of available documents and artefacts
Step 2: Distribution of the questionnaire
Step 3: Comparison of critical incidences with characteristics of organisational culture
Output: Typology, identified cultural fields

Phase 2   Identification of **ongoing change processes**
Question: Which effects are triggered by the transformation process within the different cultural fields on operative, structural, strategic and paradigmatic level?
Proposition: Coherent characteristics are positively related to equal patterns of change.
Step 1: Companywide analysis of available documents and artefacts
Step 2: Interviews with representatives of each department
Step 3: Comparison of patterns of change with cultural fields
Output: Typology, identified patterns of change, indentified stage of development

Phase 3   Identification of **communication processes**
Question: Who adresses the transformation process in a targeted manner?
Proposition: Interactive communication processes are positively related to satisfaction and motivation for change.
Step 1: Companywide analysis of documents and artefacts
Step 2: Analysis of the questionnaire and the interviews
Step 3: Documentation of representative changes
Output: Index on change orientation, identified ‚agents of transformation‘
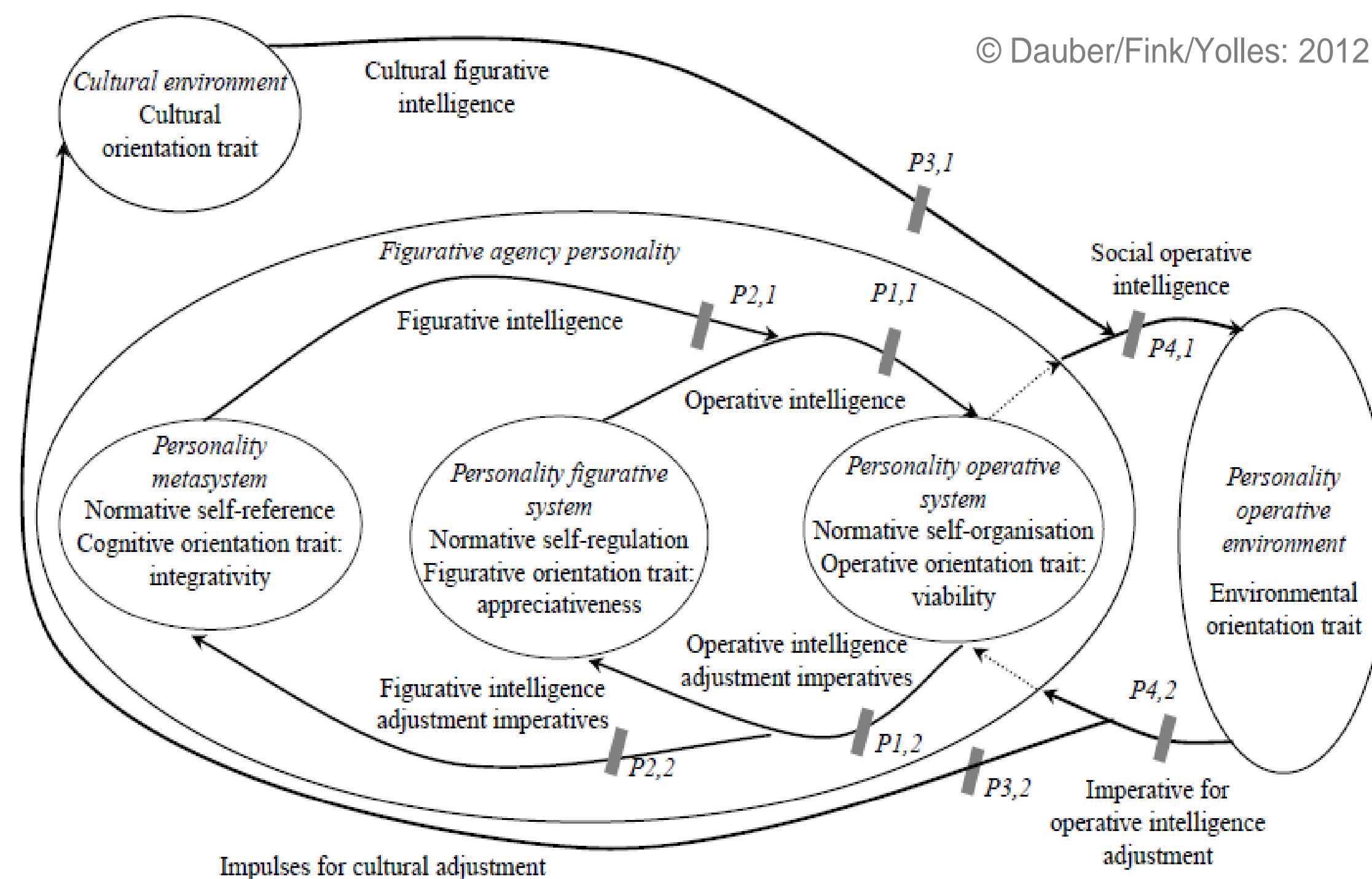
ADRESSED DIMENSIONS

Dauber/Fink/Yolles 2012	Sagiv/Schwartz 2007	Hill 2012	House et al 2004
Legitimization Management	Embeddedness	Cooperation	Change Orientation
Formality in internal Communication	Hierarchy	Motivation	
External Communication	Mastery	Communication	
Clarity of Strategy	Affective autonomy	Leadership	
Preference of Adjustment Processes	Intellectual autonomy		
Single Loop Learning	Egalitarianism		
Double Loop Learning			
Formalization			
Flexibility			
Hierarchy of Authority			
Market Dynamis			
Market Complexity			
Action Orientation			
Loyality			