

## **APPENDIX**

### **15. RECENT TRENDS IN ORGANISATIONAL CULTURE STUDIES IN ESTONIA**

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#### **Abstract**

Over the last twenty year, organisational culture (OC) as a research topic has been gaining increasing popularity. The main objective of the present article is to give an overview of the OC studies conducted in Estonia since 1998. The paper substantiates briefly, why the OC research is important today and how both an employee and employer can benefit from it. Further discussion focuses on the background of OC studies in Estonia and OC research papers written at Estonian Universities and other establishments of Higher Education. All the findings are presented in the appendix. The analysis of the data leads to the conclusion that numerous techniques were used to study OC in Estonia. Several industries have been covered by research concentrating on OC types, dimensions and different elements of OC, such as communication and factors of motivation. However, the interpretation of results in several studies might be considered questionable.

## **The Role of Organisational Culture Research**

Organisational culture (OC) is a powerful internal force that can influence employee's behaviour and hence overall organisational performance. Therefore researchers and practitioners are eagerly searching the possibilities for better understanding and improving the functioning of social environment and OC. While the study of OC has become quite important in both the academic world and business environment, OC research in Estonia is of limited scope. Our study provides an overview of current OC research practice, exploring how OC research is being conducted in Estonia.

Over the last 20 years, worldwide interest in the human-oriented studies of the organisation has increased. In order to influence organisational performance through managing organisational behaviour, a search was initiated to find alternative factors to motivation and improvement of organisational performance. Human potential is recognised to be one of the most significant resources of the organisation and now it is necessary to verify the interrelationship between OC, employees' job satisfaction and organisational performance.

Several authors have examined the importance of OC from both internal and external points of view. Some surveys have aimed at determining the relation between culture strength and its impact on the organisation. As a result of the studies, numerous arguments have been presented in favour of promoting robust cultures, but several drawbacks of strong OC have been identified as well (Isaac, 2001).

A few academics state that OC surveys provide the necessary information for developing OC and planning the OC change (Weathley, 1996; Patterson, 1999). If the linkage between OC, organisational performance and the decision-making process were established, then OC could serve as a useful tool at the disposal of managers. The knowledge of how OC can be influenced is especially helpful in the process of organisational change (for example, in case of strategic alliances). OC management plays a decisive role in preserving core competence and exploiting new

opportunities at the time when the change process has been initiated.

The need for OC studies can be illustrated by the fact that lack of cultural awareness and “fit” may during the restructuring process result in severe degradation in performance or might lead to the alliance failure (Dawe, 2001; Miller, 2000).

OC management is considered to be important for the process of successful technology implementation, innovation, mergers and acquisitions, job satisfaction, organisational success, and team effectiveness. Inside the organisation, OC influences the behaviour of an individual, and therefore aligns people skills and contributes to the synergy (Kolleeny, 2002).

Hence we can conclude that the study of OC provides an important advantage to the organisation focused on improving its performance. This article on OC research explores the most recent studies of OC conducted in Estonia, defining the need for further development of the pertaining efforts.

Developing an appropriate OC has a potentially strong competitive advantage. This fact underlines the importance of our study in Estonia. Special tools are needed to assess the current state of OC studies and to determine the necessary direction for the further organisational improvement. Therefore, the goal of our survey is give an overview of recent OC research in Estonia.

## **Organisational Culture Research in Estonia**

Exploring OC in Estonia is one of the possibilities to get a systematic overview of the organisations’ attitudes towards the employee and job issues. It offers an opportunity to detect the employees’ understanding of organisational environment and to ascertain potential threats inside the organisation. If we know what OC studies have been accomplished so far, we can better ascertain the needs for future research of the topic.

The early development of behavioural studies in Estonia (1960–1990) is discussed in M. Palover’s Bachelor Thesis (1999) reflecting the evolution of management theories in Estonia. The

conclusion is drawn, that the literature on organisational issues published in Estonia in the 1960s was closely related to the US management theories: while the 1970s were influenced by the development of psychology, the 1980s and 1990s were the years when the number of management-related books on behavioural science written by Estonian authors grew steadily (Palover, 1999).

The following overview of earlier OC studies is based on the interviews with E. Terk (Terk, 2003; Terk, 1997). During the early period of the development of the OC concept in Estonia, the notion of OC was rarely used. Even though the researchers were familiar with this term (especially after Peters and Waterman published their book "In Search of Excellence"), it was more often that organisational culture elements were examined under the label "aspects of organisational behaviour function". Therefore, if the study concentrated on, for example, organisational values, task or relationship orientation, then it was considered to deal with functions of organisational behaviour.

The research of organisations, especially of those engaged in business, was quite intensive. The early researchers can be divided into three groups. Firstly, there was a small group of people traditionally preoccupied with organisational and management issues. Organisational behaviour did not belong to their field of interest; their focus was mainly on organisational structure and internal procedures. The second group consisted of behavioural science sociologists, social psychologists and psychologists. The number of the researchers grew fast in the 1970s. This study area covered mainly *elements* of OC, not recognising, however, the integrated concept of it. K. Petti, I. Preeks, K. Loogma and A. Saame were among the key persons of this school. Lastly, the third group was made up by the management and organisation scientists who were inclined to behavioural studies. The scientists' goal was to integrate traditional management and organisational studies with "soft" organisational issues. To achieve, the researchers often cooperated with behavioural scientists. To name

but a few, Prof. R. Üksvärav, J. Leimann, A. Ivalo, T. Elenurm, E. Terk and H. Ausmees belonged to this research cohort.

Such three-directional organisational research built up the pre-condition for the complex organisational studies of the 1980s. Starting with models integrating business success with behavioural elements, the research and diagnostic projects grew more ingenious. The implementation of organisation behaviour approach had two developments. One aimed at forming united complex schemes based on the research and diagnostics of an organisation (e.g. innovation processes, choice of strategy), whereas the other focused on parts and levels of certain issues (e.g. levels of analysis of organisational behaviour) rather than exploring the whole. This type of research partially covered several subjects of the OC “umbrella concept” discussed in the current edition.

The early OC research in Estonia was not necessarily autonomous, but integrated with the research of other organisational aspects, such as management and organisation’s performance. The researchers carried out several large empirical studies (in motor transport, agricultural and other sectors) drawing connections between theory and practice and employing gathered information for conducting seminars. There are several institutions (situated in Tallinn) that played a major role in OC research: Estonian Management Institute, Tallinn Technical University, Mainor Training Center, and the Construction Firm for Collective Farms. To raise their qualification, people involved in OC research made training trips to Finland and the United States of America.

After the period of active exploration of OC elements came the time when OC research was almost interrupted. The temporary lack of attention to OC research in the late 1980s may be explained by the dramatic shifts in Estonian economy and politics, as well as by the fact that several key researchers changed their line of activities in favour of business (including training services) and politics. The new rise in OC study was effected by other researchers and took different dimensions. Instead of comprehensive, unified research related to practice and organisational consultancy, the new school started to elaborate the OC concept

in a more specified way, e.g. taking either an academic or psychological approach.

The notion organisational culture was used for the first time in Estonia in the 1980s. At that time the Estonian Management Institute held a conference dedicated to the research of organisational success. One of the factors in determining organisational success was the type of OC (Loogma, 1988). In Estonian, however, the term “organisational culture” was not applied systematically until in the year 1999 A. Siimon and M. Vadi (1999) published their book “Organisatsioon ja organisatsioonikultuur” (“Organisation and Organisational Culture”). In this book M. Vadi introduces the basic concepts of OC, presenting several definitions of OC; discussing multi-dimensionality of OC, underlining the interdependence of its elements and levels.

The typology of OC is thoroughly presented by H. Roots in his book “Organisatsioonikultuuritüübid” (“Taxonomies of Organisational Culture”) (2001). The author emphasises that the book is targeted at master students and gives an in-depth overview of various approaches to diagnosing OC. The published book is important from the point of view of the development of OC terminology in Estonian.

R. Üksvärav made a considerable contribution to the OC studies, comparing the Estonian and Finnish contexts of OC (Nurmi, Üksvärav, 1994) and analysing the recent developments in Estonian managerial behaviour (Üksvärav, 2001). Another substantial OC research was carried out by Estonian and Swedish students who studied several Estonian bakeries, focusing on the relationships between OC and the companies’ activities (Henning *et al*, 1998). The rationale of this study was based on Allaire and Firsirotu’s (1984) model of OC. The students concluded that management was unable to guide the OC in all the organisations studied (Henning *et al*, 1998: 180).

In recent years, two Ph. D. theses have dealt with OC in Estonia. M. Vadi defended her Doctoral Thesis in 2000, focusing on the connections between OC and values; the investigation is based on the sample of 726 respondents representing various organisations.

R. Alas defended her Doctoral Thesis, addressing the OC phenomenon is included (2003). She (Alas, 2002) has also published a book “Muudatuste juhtimine ja õppiv organisatsioon” (“Change Management and Learning Organisation”) in 2002, where 7 different studies were carried out to link theoretical issues of organisational theory with practice in Estonia.

## **Methodology used for Conducting Survey of Organisational Culture Research in Estonia**

In order to get a view of the development of OC studies in Estonia, we examined the research papers of major academic institutions for OC-related studies. There is an opinion that today we strongly need methods for quantitative evaluation of OC (Patterson, 1999). It is one of our aims to detect what instruments of study are applied in Estonia. We investigate the main related concepts, characteristics of the studied samples, and naturally, the results of studies are the most important targets of our interest.

The universities chosen for the survey are situated in the two largest cities of Estonia: Tallinn and Tartu. The survey does not include the universities that presumably have no orientation on social sciences, psychology, and business administration. Therefore, the following institutions were considered: the Audentes Mainor University, the Estonian Business School, the Mainor Higher School, the Nord Academy, the Pedagogical University of Tallinn, the Technical University of Tallinn, and the University of Tartu. The time period for the survey was 1998–2002.

As the target objects served those Master’s Theses, Bachelor’s and Diploma papers, which have the term “organisational culture” (also the term “corporate culture” is accepted) in their titles. This limitation is expected to eliminate the studies that only concentrate on separate elements of OC. However, due to various reasons, it was not possible to track down all the works for the above-mentioned period of time.

The survey was conducted in March–April 2003. At first the selected institutions were contacted via e-mail or telephone to get

primary information about their OC related studies. If possible, the Internet databases (for example, the inter-library catalogue Ester) were used to detect the location of the research papers. Then the collected data were systemised, considering the following details:

1. General information about the paper – the author, title, supervisor, pursued academic degree, year of completion.
2. Keywords – with regard to the theoretical and empirical parts of the research paper.
3. Methodology – methods of collecting data, type of analysis.
4. Main results of the research paper – conclusions of the empirical study, which enables making generalisations about the state of OC in Estonian organisations. Usually three most important conclusions are included in this section.

## **Results of the Survey**

22 research papers completed between 1998 and 2002 were examined, and structured data are presented in the Table in Appendix. The discussions of the findings are structured in accordance with the results-table.

*General information.* The majority of OC research papers were conducted within the departments/faculties of management and/or psychology. OC was most intensively studied at the Department of Management, University of Tartu and were supervised by Maaja Vadi.

Most of the research papers are either Bachelor's or Diploma Theses. The Faculty of Psychology of Tallinn Pedagogical University stands out among others by two Master's Theses on OC subject (advisor – H. Roots).

*Keywords.* The following Table 15.1 summarises the aspects that have been most frequently discussed in research papers.

**Table 15.1.** Number of works on selected keywords

<b>Keywords</b>	<b>Number of works</b>
OC dimensions, levels	13
Change of OC	8
Management of OC	6
Individual values and links to OC	5
National culture's influence on OC	4
Job satisfaction and commitment	4
OC in the public sector	3
OC metaphors and symbolism	2

*Note:* One research paper may present more than one keyword.

Special attention is laid to the OC change process and managerial functions (Table 15.1). It is therefore stated several times that managers are in the position to influence OC directly and to enforce change of OC (Appendix Table: Nurmeets, 2002). Seven works aim to link OC with employees' satisfaction, commitment and motivation. An interesting fact is that neither the academic papers written at the University of Tartu nor those of Tallinn Pedagogical University directly emphasise employees' commitment and motivation, but are mostly oriented to diagnosing the types, dimensions and elements of the OC.

*Methodology.* The first attempt made in Estonia to assess OC quantitatively was the adaptation of Hofstede's OC questionnaire to the Estonian circumstances (Kivari, 1998). Then more OC studies followed, in which the authors either developed new approaches or adapted the questionnaires known and tested abroad.

The most popular method used for analysing the OC in Estonian organisations is by questionnaire (21 cases). The authors have usually compiled the questionnaires themselves, sometimes taking into consideration the suggestions made by managers of the organisation explored. The latter approach enables a better adaptation of theoretical issues to the circumstances of a particular organisation. Another way to improve the quality of results was

to complement the questionnaire with in-depth interviews with the managerial staff (four cases) or with additional documented information available from the organisation involved (two cases).

The authors of 18 research papers adapted questionnaires the elaborated earlier. Special attention was paid to OC questionnaires composed by M. Vadi (six cases), G. Hofstede (three cases) and R. Harrison (two cases). The connections between OC and individual values are often explored by means of Rokeach's value survey method (four cases at Tartu University).

Among the statistical methods that were used to interpret the data, the general descriptive statistics approach was used most often. Mean, variance, differentiation across demographic features of respondents and percentage of certain answers – all these techniques were used for making generalisations. The students of University of the Tartu and the Pedagogical University of Tallinn undertook a more thorough analysis, employing ANOVA, correlation matrixes and factor analysis.

The largest sample was presented by K. Kukemelk (388 respondents). The majority of cases focused on service industries: financial, trade, telecommunication sectors. The public sector is under discussion in three research papers. In some cases the selection of a certain organisation is explained by the fact that the author of the research paper is one of its employees (for example, Jürgenson, 2000). The author could therefore influence the ratio of responses to the enquiry. In our opinion, however, such an approach is dangerous, since the interpretation of results may be biased due to two factors: a) freedom of interpretation might be influenced by interest groups inside the organisation, b) being an organisational insider, the researcher's perception can obstruct an objective OC analysis.

*Conclusions.* The conclusions made in research papers enable us to distinguish between several general developments of OC in Estonian organisations. However, the results should be interpreted with caution as most working papers include the empirical data of only 1–2 organisations. Thus it is likely that the results may be organisation-specific.

## **Discussions**

According to the empirical data, Estonian managers of the explored organisations are aware of the general concept of OC, but detailed information is not yet available. The interest towards OC and the possibilities for its diagnostics and measurement is increasing at the time when the organisation is going through the process of change (i.e. merger and acquisitions, change of managers, structural changes, etc.). Here S. Truuvert (2000) and K. Seeberg (2000) could be cited, while M. Kütt (2002), T. Nurmeets (2002) and several other authors discuss the possibility for managing OC. Thus the roles of managers include the chance to direct OC by means of remuneration system, improving the communication and recognition systems, and management style.

Most papers recognise the complexity of OC. Therefore different dimensions, levels and interdependent elements are discussed. The level of theoretical discussions is generally more advanced in the research papers of Tartu University and Tallinn Pedagogical University. Owing to systematic exploration of the links between OC and other disciplines, discussions of the (sometimes contradictory) opinions of various authors, and a more reliable methodology. Nevertheless, the students of other schools have made important contributions to empirical research of OC in various organisations and sectors.

The studies can be grouped according to two criteria. The first – from what angle the relationship of an individual with and OC has been explored: whether the authors search for the factor influencing OC (e.g. individual values) or, on the contrary, explore the influence of OC on employees' perceptions (e.g. OC as a metaphor). The second criterion is the measurement of OC – what kind of methodology and type of qualitative or quantitative analysis was employed.

There are only a few studies in which the samples used for collecting empirical information exceed 300 respondents. Most studies use rather modest size of samples, usually not exceeding the number of 50 respondents (this is true even of some studies using the ANOVA and correlation matrixes). A question of

interest is, then, whether the analysis of small samples is helpful enough for getting an objective picture of OC. In the authors' opinion, a small sample does not hinder getting objective results if the conclusion drawn on their basis are not generalized for the larger sector or used to prove a hypothesis derived from OC theory. For the purpose of diagnosing the OC of a particular organisation, even a relatively small representative sample supported by (structured/semi-structured) interviews and focus group data might be sufficient.

Several issues are discussed concerning OC, job satisfaction, and conflict at work (Appendix Table: Kukemelk, 2001; Ratnik, 1999). Job satisfaction is officially stated to be an important factor in bigger service-sector organisations like Eesti Telefon as well as Eesti Ühispank and Hansapank. The evidence received from the students' studies can be used to improve several elements of these companies' OC. Realising the practical value of their studies, some students propose ways for OC improvement.

What are the features of the OC of Estonian companies? It is not sufficiently reliable to draw conclusions from the studies whose methodology is heterogeneous. Here we argue that the diversity is of the investigated topics and applied methods so high that these papers could be viewed as a springboard for future studies. However, it is noteworthy that Estonian economic and social environment finds its reflection in OC research. For example, numerous recent mergers, acquisitions and organisational transformations in Estonia have favoured the interest towards exploring the OC change. The metaphorical studies revealed that employees with different socio-demographic characteristics associate themselves with several things, phenomena, and animals due to different reasons.

General sources of employee dissatisfaction with a particular OC are often similar for different economic sectors and organisations. Employee's factors of anxiety include: lack of communication (Appendix Table: Männik, Vilu, 2001; Pavlov, 2001), insufficient partnership and involvement in decision making (Appendix Table: Haage, 2002; Kütt, 2002), poor management of the change

process (Appendix Table: Ratnik, 1999; Kukemelk, 2001). Several studies reveal a low level of collectivism (Appendix Table: Haage, 2002; Pavlov, 2001). Some authors report the interdependence between the level of support to the organisation and demographic features (Appendix Table: Jürgenson, 2000; Kankaanranta-Jäännari, 2002), stating for example, that men, who have spent more time with the organisation are more committed to it.

Analysing OC research activities in non-academic circles, it is possible to notice the growth of interest towards OC investigations. OC is diagnosed by the ways of measuring the level of job satisfaction and factors of motivation. Several private and public organisations (Reval Hotel Group, State Chancery, State Forestry Center, Customs House) conducted OC studies in their organisation, to define the employee's job satisfaction and management style used by the organisation. The OCs of three bakeries in Estonia were tested using the Robbins' 10 characteristics for OC (Henning *et al*, 1998), exploring the strengths and weaknesses of the companies' cultures. Large private organisations like Eesti Ühispank, Eesti Hansapank, and Eesti Telefon started to conduct their employees' job satisfaction surveys on a regular basis. Consulting agencies are offering services such as defining the level of job satisfaction and OC key problematic issues.

An overview of the research done in the field of OC shows which issues receive considerable academic attention in Estonia; however, like elsewhere, there is no single understanding of the OC concept and the methods for its measurement are difficult to evaluate. It appears that few extensive OC studies have been completed in Estonia, thus only a limited number of conclusions on OC patterns in Estonia can be drawn. Therefore it would be particularly interesting to test new OC study methods, involving more respondents in the research. These studies can be considered as pilot studies, hopefully leading to more systematic approaches to the OC phenomenon in Estonia.

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## KOKKUVÕTE

### **Organisatsioonikultuuri uuringute kaasaegsed suundumised Eestis**

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Organisatsioonikultuuri uuringud aitavad määrata neid valdkondi, mis mõjutavad konkreetse organisatsiooni tegevust positiivselt või hoopiski kahjustavad seda. Organisatsioonikultuuri juhtimine ja uurimine on vajalikud seetõttu, organisatsiooni keskkondades ja töötajate väärtushinnangutes on toimunud muutused. Samuti nõutakse töötajailt ka rohkem loovust ja paindlikust. Nende ja paljude teiste muutustega kohanemist lihtsustab vastava organisatsiooni kultuuri arendamine. Artikli eesmärgiks on anda ülevaade organisatsioonikultuuri uuringutest Eestis, keskendudes Eesti kõrgkoolides kaitstud magistri-, bakalaureuse- ja diplomitöödele. Selle eesmärgi täitmiseks antakse esmalt ülevaade organisatsioonikultuuri käsitlemisest Eestis eelmise sajandi kahel viimasel kümnendil. Teiseks, täpsema vaatluse alla võetakse järgmistes Eesti kõrgkoolides kaitstud tööd: Akadeemia Nord, Audentes Mainor Ülikool, Estonian Business School, Mainori Kõrgem Kool, Tallinna Pedagoogikaülikool, Tallinna Tehnikaülikool ja Tartu Ülikool. Uurimuse valim moodustati 1998.–2002. aastal koostatud uurimistöödest.

2003. a. kevadel korraldatud uurimuse käigus leiti, et eelpool nimetatud kõrgkoolides on koostatud 22 uurimistööd, milles vaadeldakse organisatsioonikultuuri. Kogutud andmed koondati tabelisse (lisa 1), kus on esitatud uurimistööde autorid, pealkirjad, töö sisuga seotud võtmesõnad, metodoloogia põhielemendid ning empiirilise uurimuse peamised tulemused.

Selgub, et uurimustöodes käsitleti kõige enam organisatsioonikultuuri dimensioone ning tasandeid, organisatsioonikultuuri rolli organisatsiooni muutustes, organisatsioonikultuuri seoseid töötajate väärtushinnangutega ning selgitati erinevaid organisatsiooni-

kultuurilisi probleeme (nt, konfliktide lahendamine või kahe organisatsiooni liitumine).

Organisatsioonikultuuri empiiriliseks uurimiseks rakendati nii küsimustikke, intervjuusid, kui ka juhtumanalüüsi meetodit. Uurimistööde empiirilist materjali on kogutud väga erinevates Eesti organisatsioonides, hõlmates nii äri- kui ka avaliku haldusega seotud organisatsioone. Üheks problemaatiliseks küljeks on valimite väikesearvulisus, mistõttu pole võimalik nende põhjal olulisi üldistusi teha. Siiski võimaldavad uurimistööd luua baasi organisatsioonikultuuri süstemaatilisele käsitlemisele ja annavad pilootuuringute tasandil ülevaate seni fookuses olnud küsimustest.

**Appendix 15.1.** Survey of organisational culture studies conducted by students of several universities

Org-n	Title, Author, Year, Degree, Supervisor	Keywords	Methodology		Conclusions
			Type of Analysis	Data (source, sample)	
Audentes Mairor University, Department of Management	<b>Holm, K.</b> The Analysis of the OC and the Possibilities for the OC improvement in the Government of Tallinn. Diploma 2002 Supervisor: E. Mõltus	OC levels, dimensions, elements, values, public sector.	Questionnaire (M. Vadi) to detect dimensions of OC (pos./neg., strong/weak). Descriptive statistics.	Municipal Government of Pirita: 14 resp., Office for Cultural Values: 17 resp.	1) It was difficult to distinguish whether the OC of explored objects is strong or weak, OC is considered to be positive. 2) OC perception depends on the demographic characteristics of the respondent. 3) OC is affected through the communication system, setting objectives and management style.
	<b>Truuts, T.</b> OC in changing working environment. Diploma 2001 Supervisor: V. Vigla	OC levels, dimensions, sources, symbols, OC change process, school.	Questionnaire: 16 closed and opened questions (selected issues: special events, cooperation etc.), schools archives analysis.	School of Rahumäe, 32 resp.	1) Detailed survey of OC definitions. 2) OC in researched school is strong. 3) Suggestions on how to adapt the OC to the environmental changes.
	<b>Truuvert, S.</b> The Merger of Hansapank and Hoiupank and its impact on OC Diploma 2000 Supervisor: M. Varendi	Mergers and acquisitions, banking; OC levels, functions, OC maintaining, change process, satisfaction	1) Structured interview (logo, structure, management style, symbols). 2) Questionnaire organised by Hansapank in 1999. Descriptive statistics.	1) Hansapank and Hoiupank 2) Hansapank 417 resp.	1) Survey of banks merger process – informal SWOT. 2) Defining differences in banks' OC. 3) Defining the personnel's changing perception of the merger stages: before and after the merger.

**Appendix 15.1.** continued

1	2	3	4	5	6
<p style="text-align: center;"><b>Audentes Mainor University, Department of Management</b></p>	<p><b>Seeberg, K.</b> Changes in OC and stages of Development of the Organisation. Diploma 2000 Supervisor: M. Varendi</p>	<p>OC types, functions, levels OC development stages, change process, strong/weak OC.</p>	<p>Questionnaire: 1) 10 closed question to define the dimensions of the OC, working environment, rules, power. 2) 9 questions open questions for general OC analysis (attitudes, beliefs). Descriptive statistics.</p>	<p>Falck Balticum, 75 resp.</p>	<p>1) OC is perceived to be an important factor for the organisational excellence, but managers are not enough aware of the OC elements. 2) The problematic issue during the merger was the socialisation process. 3) Changes in the organisational elements.</p>
<p style="text-align: center;"><b>Estonian Business School, Department of Management</b></p>	<p><b>Kukemelk, K.</b> The Culture and Satisfaction in the Context of the Organisational Change. BA 2001 Supervisor: R. Alas</p>	<p>OC change management, job satisfaction, commitment, OC dimensions.</p>	<p>1) Questionnaire on job satisfaction and participation in change process. 2) M. Vadi questionnaire of the OC.</p>	<p>23 companies from various industrial sectors, 388 resp.</p>	<p>1) The post-change satisfaction level is high, but the process of change is perceived to be very negative. 2) Middle-aged men are the strongest supporters of the organisational changes, women's support is weaker. 3) OC is weak.</p>

**Appendix 15.1** continued

1	2	3	4	5	6
<b>Estonian Business School, Department of Management</b>	<b>Männik, M., Vilu, M.</b> Creating of Ethical and Motivating Working Environment. BA 2001 Supervisor: A. Virovere	Business ethics, conflicts at work (types, sources), conflict management, motivation, job satisfaction.	1) 6 conflict case studies are explored in-depth and interpreted. 2) Questionnaire on motivation. Descriptive statistics.	1) 100 conflict case studies, anonymous resp. 2) Hotel St. Barbara, Hotel Central	1) There is a positive link between business ethics and motivation. 2) Source of conflicts in explored companies are: lack of information and communication, poorly coordinated working process, unethical and illegal behaviour of managers. 3) The dissatisfaction is caused by lack of recognition and small payment.
	<b>Pavlov, V.</b> The Working Environment Promoting the effective use of the Human Resource. BA 2001 Supervisor: A. Virovere	Communication, managers and OC, factors of motivation, stress and satisfaction at work.	Questionnaire: 36 closed and 2 open question on job satisfaction motivation, information exchange process, managers job. Descriptive statistics.	Postimees, Tallinn and Tartu filial workers	1) Dissatisfaction is caused by lack of the development opportunities, lack of communication, unclear remuneration system. 2) The level of general collectivism is low.
	<b>Urva, A.</b> OC as a Competitive Advantage. BA 2001 Supervisor: R. Alas	Levels, dimensions of OC, change process, motivation, individual core values, commitment.	Questionnaires: 1) Composed by R. Alas to explore job satisfaction. 2) Developed to detect intensity and sharpness of values. Descriptive statistics.	Hansab, 23 resp.	1) The OC of Hansab is strong. 2) Job satisfaction factors for Hansab's employees are described.

**Appendix 15.1.** continued

1	2	3	4	5	6
<b>Mainor Higher School</b>	<b>Zvjagnitseva, K.</b> OC in an Eesti Telefon. Diploma 2002 Supervisor: V. Siirde	OC types, functions, change, values, OC formation, dimensions.	Structured interview, 10 questions on organisational behaviour, values, norms.	Eesti Telefon, 25 resp.	1) The Eesti Telefon managers consciously build supportive OC, using communication, personnel development tactics. 2) Certain OC elements (symbols, language) are aimed at diminishing of the uncertainty feeling. 3) Regular employee's satisfaction survey.
<b>Nord Academy</b>	<b>Nurmeots, T.</b> The role of the managers in the OC (On the Example of the AS Tavid Valuutavahetus). BA 2002 Supervisor: M. Toime	Impact of the OC on employees, OC levels, sources, beliefs, leadership, power, relationship of the OC and management.	1) In depth interview – open questions on leadership, vision, organisational behaviour. 2) Questionnaire – 14 questions on 4 point scale, on communication, customer relationship etc. Descriptive statistics.	Tavid Valuutavahetus. 1) Interview with 3 managers 2) 25 resp. for questionnaires	1) Managers are of the opinion that it is their role to manage the OC, however the management process is not feasible for respondents. 2) The most of the opinions on the OC issues are the same for managers and other employees. 3) No shared values.

**Appendix 15.1.** continued

1	2	3	4	5	6
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Pedagogical University of Tallinn, Department of Psychology</p>	<p><b>Kütt, M.</b> The Diagnostics of OC using a culture typology method. MA 2002 Supervisor: H. Roots</p>	<p>OC diagnostics, R. Harrison, OC typologies, OC dimensions, functions.</p>	<p>The questionnaire of Roger Harrison. Analysis of the correlation and descriptive statistics.</p>	<p>Tallinna Masinatehas, (98 resp.), Printal, (54 resp.), Lehepunkt, (46 resp.)</p>	<p>1) Values of the organisation are dependent on management style and attitudes towards external environment. 2) Suggestions to managers are developed: need for more partnership, more attention to the decision process.</p>
	<p><b>Haage, S.</b> The Diagnostics of the OC in Estonian Public Institutions using a culture typology method MA 2002 Supervisor: H. Roots</p>	<p>R. Harrison, public sector, OC change, types, dimensions.</p>	<p>The questionnaire of Roger Harrison. Analysis of the differences, comparisons, scores.</p>	<p>Est. Rep. President's Chancery, Law Chancery, Patent Office. 110 resp.</p>	<p>1) The result-oriented culture dominates, the experience and knowledge is valued. 2) Expected bureaucratic OC is not strongly present. 3) Decisions are mostly made by managers, non-cooperatively.</p>

**Appendix 15.1.** continued

1	2	3	4	5	6
<p style="text-align: center;"><b>University of Tartu, Department of Management</b></p>	<p><b>Vaarik, V.</b> Metaphorical Analysis of Organisational Culture. BA 2002 Supervisor: M. Vadi</p>	<p>approaches to define OC, metaphors, symbolism, rationalism, functionalism, social sciences, G. Morgan, public and private sector.</p>	<p>1) Interview (designed by author together with Kaubamaja HRM worker, Morgan, Schein base) 8 open questions. 2) Questionnaire of M. Vadi. ANOVA, qualitative analysis of interview. Descriptive statistics.</p>	<p>Kaubamaja (Department Store), (41 resp.), Ministry of Education, (45 resp.)</p>	<p>1) Metaphor of organism is most suitable for both objects. 2) Both organisations are unsure about the future plans and vision. 3) For Ministry mostly the metaphor of the <i>personal computer</i> was chosen, in Department Store – the <i>production line</i>.</p>
	<p><b>Haavala, R.</b> OC and Values (On the Example of Hansapank). BA 2002 Supervisor: M. Vadi</p>	<p>Values, levels of OC, collectivism, Hofstede, Rokeach, banking, Hansapank, individual values.</p>	<p>1) OC questionnaire (M. Vadi). 2) Questionnaire of values (Rokeach). 3) Collectivism questionnaire. Relations between the results.</p>	<p>Hansapank, 101 resp.</p>	<p>1) Honesty is important value. 2) Activity of managers is decisive in maintaining and directing OC and values. 3) There is no noticeable difference of values between the former workers of Hoiupank and Hansapank workers (following the 3 year ago merger).</p>

**Appendix 15.1.** continued

1	2	3	4	5	6
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>University of Tartu, Department of Management</b></p>	<p><b>Kankaanranta-Jännäri, J.</b> The Relationship between OC and Individual Values (On the Example of two Finnish and Two Estonian Organisations). BA 2002 Supervisor: M. Vadi</p>	<p>Values of Estonians and Finns, national cultures, Hofstede, OC dimensions, Rokeach, individual values.</p>	<p>1) OC questionnaire (M. Vadi). 2) Questionnaire of values (Rokeach). Links between the results.</p>	<p>1) Turu Scandic Hotels (13) and Salo Hospital (47) in Finland 2) Hospital (27) and Hotel (22) in Est.</p>	<p>1) Most valued terminal values in Estonia and Finland is safety of a family and redemption, instrumental – honesty (and obedience in Estonia). 2) In Estonia the people with strong need for balance, support the OC the most, the ones with self-honour – not.</p>
	<p><b>Kaber, U.</b> Connections between Metaphorical Analysis of OC and Organisational Values. BA 2000 Supervisor: M.Vadi</p>	<p>OC values, attributes, metaphors, OC levels, sources, change management.</p>	<p>1) Interview (designed by author, based on E. Schein), 5 open questions on metaphors. 2) Questionnaire 28 questions.</p>	<p>Aprotes info systems, less than 30 resp.</p>	<p>1) Difficulties interpreting the results. 2) Opinions on organisational issues depends on position in the organisation.</p>
	<p><b>Jürgenson, M.</b> OC in Estonian Organisation. BA 2000 Supervisor: M. Vadi</p>	<p>OC dimensions, shaping of OC, OC change models, working aims, OC and national culture.</p>	<p>1) OC Questionnaire (M. Vadi). 2) Richard Mead questionnaire (working aims). Comparison with USA, Japan OC. Descriptive statistics, correlation, ANOVA.</p>	<p>Nõo Lihatoõsus 30 resp.</p>	<p>1) Lack of appraisal was most likely to cause a negative attitudes towards work in Nõo Lihatoõstus. 2) Strength of the culture depends on distance of the organisational from the city. 3) No noticeable barriers for communication.</p>

**Appendix 15.1** continued

1	2	3	4	5	6
<p style="text-align: center;"><b>University of Tartu, Department of Management</b></p>	<p><b>Kasearu, G.</b> Difference in OC-s in Estonian-American Joint Ventures. BA 2000 Supervisor: M. Vadi</p>	<p>National culture (US, Japan), G. Hofstede, OC dimensions, levels, functions, types, OC shaping, elements, management.</p>	<p>Questionnaires: 1) Hofstede OC dimensions 2) OC and levels of manager's influence (remuneration, authority etc.). Descriptive statistics, comparisons.</p>	<p>Brand Sellers DDB, Seesam, Coca-Cola, totally 46 resp.</p>	<p>1) Measured G. Hofstede OC dimensions are all around "7" on 10 point scale. 2) Domination level of managers – expert and personality.</p>
	<p><b>Ratnik, M.</b> OC in Mergers and Acquisition. BA 1999 Supervisor: A. Reiljan</p>	<p>OC functions, management, OC diagnostics, M&amp;A, banking, change in OC.</p>	<p>Questionnaire 18 open questions – evaluation of change while integration, merger. Descriptive statistics.</p>	<p>Estonian Foreksbank and Estonian Investment Bank, 27 resp.</p>	<p>1) Difficulties in integration, only negative changes are perceived by average employee. 2) EIB workers took the changes more negatively (aggressive acquisition). 3) Lack of friendliness, attention to values during the merger.</p>
	<p><b>Vedina, R.</b> The Relationship between Employees' national culture and Organisational Culture Values in The Organisation. BA 1999 Supervisor: M. Vadi</p>	<p>OC levels, dimensions. (G. Hofstede), national culture.</p>	<p>Questionnaire 24 statements (on the base of Hofstede survey) to determine ideal and current dimensions of OC. Correlation, descriptive statistics.</p>	<p>1) Dan-Est Timber, (27 resp.), Denmark. 2) Pines Furniture, Holland</p>	<p>1) Different national culture of employees are influencing the values of organisation. 2) The national culture of the owner of the organisation has no influence on OC.</p>

**Appendix 15.1.** continued

1	2	3	4	5	6
<p style="text-align: center;"><b>University of Tartu, Department of Management</b></p>	<p><b>Soone, K.</b> Changes and the OC. Diploma 2000 Supervisor: M. Vadi</p>	<p>Change process, role of a manager in change process.</p>	<p>Questionnaire – 18 questions (role of individuals and organisation, factors of restriction and favouring factors). Descriptive statistics.</p>	<p>56 resp. from random businesses related to the change process</p>	<p>1) Employees accept changes even if its objectives are different from the aims of the individual. 2) The change is considered to be positive if there was enough communication and positive beginning. 3) Workers expect skilful management of change.</p>
<p style="text-align: center;"><b>University of Tartu, Department of Psychology</b></p>	<p><b>Kivari, K.</b> An Adaptation of the OC Questionnaire. Diploma 1998 Supervisors: M. Vadi, O. Must</p>	<p>G. Hofstede OC questionnaire, measuring OC, OC dimensions.</p>	<p>Adapted G. Hofstede questionnaire: 18 statements to evaluate on 5-point scale 6 dimensions of OC. The ANOVA and a factor analysis is used.</p>	<p>2 manufacturing and 2 service companies, totally 143 resp.</p>	<p>1) The opinions of managers and other workers differ significantly. 2) The results are not enough trustful because of the small size of the sample.</p>