

## 3.2. MEASURING ORGANIZATIONAL CULTURE IN GERMANY

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### Introduction

For companies in post-industrial societies, not only economic aspects, but also cultural and social factors play an important role in management. The early development of organizational culture (OC) theory in Germany (beginning of the 1980s) was restricted to a descriptive adoption of American concepts of OC, whereas monographs by Deal and Kennedy (1982), and Peters and Waterman (1982) attracted special attention. The original and innovative German concepts were rarely introduced before the late 1980s (Krulis-Randa, 1990, p. 7). However, already 60 years before that Nicklisch (1924) had discussed the term “culture of a company” (“*Kultur im Betrieb*”) explicitly, underlining the importance of social interaction of people in an organization.

The aim of the present article is twofold. We aim, firstly, to examine organizational culture in Germany by surveying previous relevant studies, and secondly, to determine task and relationship orientations of organizational culture in German organizations on the basis of empirical study. To achieve the objectives, the following tasks were set for the research: a) to explore and systematize the available theoretical research and empirical studies of organizational culture in Germany, b) having adapted the Estonian

questionnaire on OC to the German context, to collect the necessary body of data and analyze it.

Regardless of intensive discussions about organizational culture in Germany (see works of Beyer, Nutzinger, 1996; Heinen, Frank, 1997; Sackmann, 2002; Schreyögg, 2000), empirical surveys of the subject are scarce. Thus the present research not only contributes to the needs of Estonian businesses starting cooperation with German companies, but also to German research literature, offering a new perspective to the studies of organizational culture.

The article falls into three parts. The first one deals with the systematization of academic research on organizational culture in German companies, considering theoretical statements and empirical studies. The other two parts of the paper represent an empirical study.

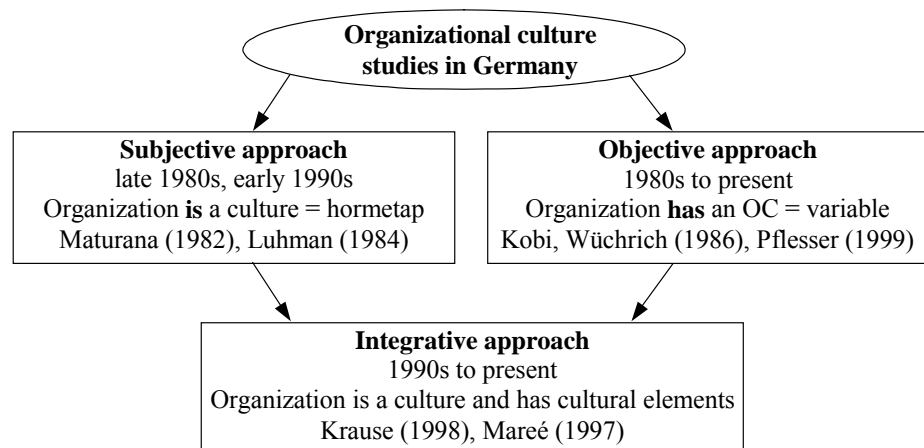
### **Organizational culture in German organizations: academic discussions and empirical studies**

This chapter focuses on analyzing OC from two points of view. Firstly, academic literature is surveyed, in order to evaluate the development of OC theory in Germany and to detect the key points of modern OC research. Secondly, 13 large sample empirical studies are analyzed. The time period for the studies analyzed herein was set at the last ten years, with the exception of classical studies on organizational culture.

The literature on OC in Germany can be divided into three groups, depending on the degree of importance for the current research. The first and largest group comprises pure overviews of OC theory (Heinen, 1985; May, 1997; Schreyögg, 2000) and is of limited value for the current research. The second category consists of management and organizational research papers that explore new theoretical perspectives of OC (Kobi, Wütrich, 1986; Sackmann, 1999; Schwartz, 1993). The development of theoretic-

cal OC approaches is discussed in the first part of this chapter. The contribution of the third category, comprising a large sample of empirical studies (Beyer, Fehr, 1997; Pflesser, 1999; Mareé, 1997), is examined later in this chapter and is the major basis for determining the characteristics of OC in German enterprises.

Among the German academic papers on OC (*“Untermehmenskultur”*, *“Organisationskultur”*, *“Firmenkultur”*, *“Corporate Culture”*), three strands of study may be distinguished on the basis of their approaches to defining OC (see Figure 1).



**Figure 1.** Three main strands of organizational culture research in Germany: the name of the study strand, respective time period and example of followers.

Within the first, subjective (symbolic, interpretative) approach, OC is viewed as a metaphor for the whole organization. According to this concept, every organizational element is an expression of an OC, whereas management is dependent on OC, not managing it (Morgan, Frost, Pondy, 1983). This concept developed from American OC research, had only limited implications in Germany. The subjective approach is criticized for the high degree of subjectivity that diminishes both the scientific and practical value

of the concept (Zimmer, 2001, p. 16). No recent studies were detected to be using this OC perspective; but the earlier studies by Maturana (1982), and Luhman (1984) used mostly qualitative evaluation methodology.

By contrast, the subjective approach is an objective (positivistic, functional, instrumental) perspective that views OC as an organizational element/variable, such as organizational strategy or structure (Staehle, 1991, p. 465; Barth, 1998, p. 11). OC is seen as a manageable organizational variable that can contribute to the success of an organization. The empirical studies focus on measuring easily visible, objective elements of OC, e.g., symbols, rituals, external organizational values and norms (checklist of Kobi, Wüchrich (1986), value questionnaire of Scholz, Hofbauer (1990)). At the beginning of the 1980s, OC was considered to be an effective management tool (Ebers, 1995; Doppler, 1994) and was therefore intensively studied with this method. However, the multiple empirical studies detected very limited positive results of managing OC in German organizations (Chatman, 1991; Gluminski, 1993). Additionally, the objective approach to OC study caused strong opposition on ethical grounds in Germany (Grabner-Kraeuter, 2000; Berkel, Herzog, 1997) and was criticized for excessive simplification of the nature of OC (Heinen, Frank, 1997, p. 26; Scholz, Hofbauer, 1990, p. 51). Nevertheless, multiple recent surveys employ this concept (Graf, 2000; Pflesser, 1999), focusing on measuring easily visible, objective elements of OC: symbols, rituals, explicit organizational values and norms.

Based on the critique of OC models, the integrative approach formed, becoming the most widely discussed and accepted OC concept of the last decade (Ochsenbauer, Koflat, 1997, pp. 96–98; Kaschube, 1993, pp. 104–106; Sackmann, 1996, pp. 265–270). This concept developed further the two previously discussed approaches, integrating them into a single model, according to which organizations *are* cultures and simultaneously *have* cultural elements. OC components are not necessarily visible, but com-

pounded of several interdependent levels. There are diverse methods to measure an OC. Following the integrative perspective, some studies focus on analyzing the levels of OC, others on detecting OC elements. Several innovative concepts were developed in Germany, for example, the FISO-principle (Functional-Interpretative-Subjectivistic-Objectivistic) by Scholz and Hofbauer (1990), and the integrative cultural perspective by Schwarz and Davis (1991).

Concluding the analysis of OC theory in Germany, it is possible to point out that even though several OC concepts are accepted in German academic circles, the integrative concept is the most justified one in the German context. Therefore the present study will employ this method for measuring OC.

What are the hallmarks of OC in Germany? It is important to understand that there is no clear-cut characterization of German OC that would be universal for all industries. On the one hand, competition forces companies to differentiate in their operation modes and organizational values, on the other – there are companies with geocentric management orientation, whose OC is less dependent on the national context (Schreyögg, 1996, pp. 65–72). Nevertheless, several studies report similarities of organizational values and practices in German companies (compare, for example, the discussions of Eckstein (1997), Gontard (2002), Zürn (1986)). Early studies of German OC reflect the following criticism towards companies (Randelsome, 1990; Hammel, 1994; Hofstede, 1993):

1. A tendency of German companies to be product-led rather than market-oriented.
2. Organizations are publicity-shy, not employing direct, effective marketing tools.
3. Lack of entrepreneurial spirit throughout German businesses.
4. High uncertainty avoidance characteristic of German employees favours formation of a “well-oiled machine” type OC, in which order is of paramount importance.

To get a view of the recent development of OC studies in Germany, several officially published large-sample studies conducted over the last ten years were examined by the authors. The aim was to analyze the findings of the studies and to identify the methodologies employed. The complete table analyzing 13 studies is presented in Appendix 1. In what follows the findings of these studies are examined, enabling us to draw several conclusions about German OC and the research methods applied.

Albach (1994), Eckstein (1997), and Perlmutter (1995) distinguish between traditional German companies and those affected by American theories of management<sup>1</sup>. The OC of the first category of companies reportedly has the following features: an emphasis on formal rules and procedures, a desire for stability and security, and a strong belief in the company's own elaborated and tested methods (Peppard, Fitzgerald, 1997, p. 452). Ruigrok, Achtenhagen (1999) and Gunnarsson (2000) came to the conclusion that in ethnocentric German companies OC was an important coordination tool for vertical communication, but it played a less important role on the horizontal organizational level. The culture of the above type is found in companies operating in such traditional German business sectors as: iron and steel, machinery, mechanical engineering, electrical engineering, precision instruments and optical goods, electronics, construction, chemicals, banking and insurance companies (Eckstein, 1997, p. 142).

Traditional German OC is also discussed by Opresnik (1999) who on the basis of secondary data compares OC in the USA and Germany, concluding that German OC is characterized by strong rituals, inflexibility, and centralization (Opresnik, 1999, pp. 157–161). German collectivist society favors inflexibility and

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<sup>1</sup> The impact of American OC theories on German organizations is noticeable, when additionally to strict order the following organizational values are communicated: motivation, teamwork, innovation, intensive communication with clients, suppliers and internal partners, self-accomplishment, ethical norms and values (Albach, 1994, p. 20).

resistance to change, employees are strongly oriented on past success (Bleicher, 1989, p. 197), hence hindering innovation in organizations. Albach (1993), who has detected intolerance towards risks and mistakes of German managers, supports the inflexibility hypothesis as well.

Breu (2000), Edeling (1998) and several other authors underline the differences between the OCs of West and East Germany. For example, in comparison to East German organizations, there is a considerably weak action symbolism in West German organizations, which is one of the main reasons for weak OC. The organizational symbols are seldom used<sup>2</sup>, except for status and success symbols (Pfleßer, 1999, p. 131). Instead of an emotional, enthusiastic orientation to organizational objectives, an average German employee would rather *follow* the organizational rules (Eckstein, 1997, p. 126). This, however, applies more to history-conscious older generations who accept less eagerly the American management style (Albach, 1994, p. 21) and OC.

In German companies orientation to performance is much stronger than orientation to relations (Gontrard, 2002; Fischer, Steffens-Duch, 2000). Being collectivistic on family level, the Germans strictly separate the family and friendship circle from job issues, thus drawing a liner between their private and working lives. In due turn, the organization's management accepts this attitude of German employees and avoids evoking excessive emotional involvement in organizational processes (thus contrasting themselves with US-American companies) (Eckstein, 1997, p. 134). The examination of empirical studies allows us to draw twofold conclusions. Firstly, paying attention to the methodology of the studies, it appears that OC research in Germany does not consider explicitly the impact of individual values on OC; the OC studies often ignore the unity and complexity of the

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<sup>2</sup> Also earlier studies confirm low symbolism in German organizations. See, for example, Neuberger and Kompa (1987, pp. 112–134).

OC concept. There is no total, dimensional approach that would embrace OC as a whole entity. Secondly, the analysis of available studies leads to the conclusion that the following features may characterize traditional German OC:

1. German companies promote an orientation on product quality and performance rather than on relations, thus employees are emotionally not strongly bound.
2. OC has a traditionally “formal”, instrumental nature. For example, to simplify vertical communication, enthusiastic action-symbolism is rejected.
3. Inflexibility, formalization of German OC causes its resistance to change that hinders innovative thinking.
4. Strong differences are detected between OC in West and East Germany as well as between geocentric and ethnocentric companies, thus for further study focusing or differentiation would be suggested.

The abovementioned tendencies of organizational culture, together with the conclusions about the performance and relationship orientation relationships, enable us to proceed with the empirical study of the present research.

### **Study design and sample**

There are multiple techniques for examining OC, such as case studies, experiments, interviews and questionnaires. In the German context, several authors have researched orientations of organizational culture (Bosler, 1993; Kobi, Wütrich, 1986). Outside Germany, the most elaborate OC orientation approaches are those of Schein (1992) and Harrison (1995) who defined two OC orientations, namely, task and relationship orientations. In a similar vein, in the current paper, the examination of OC is targeted towards the organizational task and relationships between organizational members. In the present paper the questionnaire developed by Vadi *et al.* (2002) is used to explore German OC orienta-

tions. This method corresponds to the integrative approach discussed earlier in this article and enables treating the OC concept on a complex level, avoiding excessive simplifications (common for an objective approach).

The questionnaire consists of 43 statements and is oriented towards exploring OC orientations. The two dimensions discussed above reflect the values and beliefs on an organizational level and characterize the relations between an individual and an organization. The organizational culture questionnaire (OCQ) measures the respondents' perception of OC on a 10-point Likert scale. The aspects covered by the questionnaire include statements on communication attitudes, behavioral norms, relations with the management and other issues.

Originally composed in Estonian, the OCQ was translated into German and a backward translation was performed. The items were first prepared in Estonian and then translated into German, both by a professional translator and an Estonian-German bilingual who worked independently of each other. The companies to be involved in the study were selected, using the database of German companies (Firmendatenbank, 2002) and personal contacts of the researchers involved. Compiling the sample, the authors used the "differentiation strategy", selecting from various industries, from both the private and public sector, and from among large and medium sized companies.

As a result, the contact organizations were selected from such industries as machinery and electronics as well as from the service sector and several others, where the company's name does not imply multinationality. Inclusion of various industries into the survey minimizes the industry effects on OC research. All the organizations studied have more than 100 employees – the decision not to include small companies was made following the conviction that in small companies, the subcultures are stronger, whereas the manager usually dominates over the behavior of employees (Pfleger, 1999, p. 121). If only small companies had been

used, the study would thus have reflected the attitudes of managers rather than OC and the shared values of the employees. The empirical data were collected during the period November 2003 – June 2005.

For the empirical investigation 172 organizations were selected. The rate of companies that took part in the study was 9%, or 15 companies. The average number of returned questionnaires per company was approximately 16, which builds the general sample of 239 respondents. The socio-demographic parameters of the sample are represented in the following table. Nine respondents left the fields requesting socio-demographic data unfilled. The questionnaire data received from two respondents were excluded from the analysis, since the respondents were not of German nationality, and their perceptions of OC might be rather different from those of the employees of German nationality. The average age of the respondents was 39.4 years (standard deviation 10.9), and the average time of working in the same company 14.8 years (standard deviation 14.3).

**Table 1.** Structure of the sample by the respondents' socio-demographic characteristics

| <b>Criterion</b>  | <b>% of all respondents</b> | <b>Criterion</b>                   | <b>% of all respondents</b> |
|-------------------|-----------------------------|------------------------------------|-----------------------------|
| <b>Position</b>   |                             | <b>Gender</b>                      |                             |
| managers          | 24.3                        | men                                | 64.7                        |
| specialists       | 17.3                        | women                              | 35.3                        |
| regular employees | 58.4                        | <b>Education</b>                   |                             |
| <b>Age</b>        |                             | secondary                          | 46.8                        |
| up to 35 years    | 38.5                        | higher                             | 53.2                        |
| 36–45 years       | 32.3                        | <b>Time working in the company</b> |                             |
| over 45 years     | 29.2                        | up to 10 years                     | 50.2                        |
|                   |                             | over 10 years                      | 49.8                        |

*Notes:* total sample – 239 respondents

The Table 1 shows that almost a quarter of the respondents held managerial positions, and more than a half had graduated from institutions of higher education. Over 60% of the respondents were males.

Considering the high average tenure of the respondents (14.8 years), it is possible to conclude that the organizations that were studied have a relatively stable staff. Thus the individuals evaluating OC are expected not to be superficial.

### **The evaluation of organizational culture in German organizations**

The chosen study method enables detection and measurement of OC orientations. To examine the validity of the methods in the German context, factor analysis was also conducted, whereas Cronbach's alpha ( $\alpha_{Cr} > 0.6$ ) was used as a criterion for the reliability of the extracted factors. Statistical processing of the data on OC resulted in a two-dimensional factor solution (see Table 2).

Analysis of the statements comprising two extracted factors leads us to the conclusion that the first OC factor reflects task, and the second one relation orientation. The factors explain 46% of total variance, which is a high percentage for studies in the field of social science (Hair *et al.*, 2003, p. 322). The reliability coefficients of both factors ( $\alpha > 0.85$ ) show the internal consistency of the solution. Therefore the factor may be applied for further analysis.

The detected two-dimensional OC factor solution is similar to the results of Vadi *et al.* (2002, p. 183). However, instead of 16 statements (valid in the Estonian context) 21 statements describe two OC factors in the German context. Inspecting the factors' composition it is possible to notice that the first factor consists of uniform task-oriented issues (e.g., task-related communication), while the second factor reflects orientation on relations, including issues about personal lives and hobbies.

**Table 2.** The loadings of two factors on organizational culture

| Statements  | Loadings    |             |
|---|-------------|-------------|
|   | factor 1    | factor 2    |
| ... tasks are explained clearly                                       | <b>0.78</b> | -0.01       |
| ... people know how to communicate with each other                    | <b>0.76</b> | 0.16        |
| ... the information required is accessible to everyone                | <b>0.75</b> | 0.05        |
| ... there is a strong feeling of togetherness in difficult situations | <b>0.75</b> | 0.10        |
| ... every person is appreciated                                       | <b>0.70</b> | 0.07        |
| ... people enjoy their work   | <b>0.68</b> | 0.29        |
| ... <i>all the important issues are discussed with each other</i>     | <b>0.67</b> | 0.11        |
| ... people communicate politely with each other                       | <b>0.65</b> | 0.04        |
| ... everyone performs his/her tasks well                              | <b>0.60</b> | -0.08       |
| ... <i>people are proud of their organisation</i>                     | <b>0.56</b> | 0.27        |
| ... people's welfare is thought of                                    | <b>0.56</b> | 0.35        |
| ... <i>people know about each other's personal lives</i>              | -0.03       | <b>0.72</b> |
| ... each other's hobbies and out-of-work activities are known         | 0.17        | <b>0.71</b> |
| ... the opinion of the employees coincides with manager's view        | 0.25        | <b>0.69</b> |
| ... <i>people are not afraid of making mistakes</i>                   | 0.27        | <b>0.68</b> |
| ... many people have been working together for a long time            | 0.00        | <b>0.67</b> |
| ... <i>everyone has a freedom of activity</i>                         | 0.11        | <b>0.65</b> |
| ... the manager can be easily contacted if necessary                  | -0.01       | <b>0.65</b> |
| ... the competitors are well-known                                    | 0.18        | <b>0.64</b> |
| ... <i>people know each other well</i>                                | 0.27        | <b>0.59</b> |

Notes: 1. Factor loading in bold corresponds to the statements included in the factor. 2. Statements in Italic also belong to the factor solution based on Estonian organizations.

The score of the OC task orientation (6.33, standard deviation 1.40) is considerably higher than the score of the OC relations dimension (4.50, standard deviation 1.11). Considering that the measuring scale of OC questionnaire statements was one through ten (in ascending order of importance from irrelevant to absolutely relevant statements), the conclusion can be drawn that average orientation on task was perceived by the respondents as positive rather than negative, whereas orientation on relations was less positive.

The scores show that the standard deviation of task orientation is slightly higher than in the case of relations orientation. Thus the factor reflecting Germans' attitudes towards their co-workers is more uniform across various organizations, whereas work-related relations vary more. Summarizing the results, the two OC factors initially proposed by Vadi, Allik, Realo (2002) can be also distinguished on the basis of the data of the present study.

The methodology of the study enables measurement of the respondents' socio-demographic parameters, so it is possible to investigate how the perceptions of OC depend on an individual's socio-demographic pattern. According to the analysis of variance of various groups, several relationships are valid for the task orientation of OC (see Table 3). Thus among the people who are considerably more highly task-oriented are the employees holding managerial positions, people who are older than 45 years, and people who have worked in the same company for more than 20 years. The higher-than-average employee's task orientation of managers is not surprising, as the same findings have been reported in international surveys (Brodbeck, 2000, p. 19) both in the German context (Rosenstiel, Nerdinger, 1995, p. 49) and in Estonian organizations (Vadi *et al.*, p. 21).

**Table 3.** Differences between the task-orientation perceptions of various socio-demographic groups

| Group of respondents                  | Task orientation |               |       |      |
|---------------------------------------|------------------|---------------|-------|------|
|                                       | mean value       | st. deviation | F     | p    |
| <b>Position</b>                       |                  |               |       |      |
| managers                              | 6.78             | 1.39          | 12.74 | 0.00 |
| specialist                            | 6.96             | 1.07          |       |      |
| regular employees                     | 5.94             | 1.39          |       |      |
| <b>Age</b>                            |                  |               |       |      |
| up to 35                              | 6.25             | 1.36          | 6.56  | 0.00 |
| 36–45                                 | 5.98             | 1.37          |       |      |
| over 45                               | 6.82             | 1.40          |       |      |
| <b>Time of working in the company</b> |                  |               |       |      |
| up to 10 years                        | 6.02             | 1.43          | 9.44  | 0.00 |
| more than 10 years                    | 7.06             | 1.16          |       |      |

According to the table, younger people are less oriented towards organizational objectives. It might have been expected that younger people, being career-oriented, would as well be more task-oriented. Thus the low task orientation of younger people may be the sign of post-materialistic value orientation among younger people, who are more concerned about independence, self-realization and pleasurable life than about orientation towards task. The high task orientation of the people who have worked in a company for over 20 years may be explained by the high proportion of managers in this group: managers are very concerned with being oriented to organizational goals and promoting high motivation among employees. Based on the present sample, orientation to task does not depend on gender or level of education.

Analysis of the relations between relationship orientation and socio-demographic factors shows that young people and managers are less oriented towards relations with co-workers (see Table 4). The organizational relations in terms of other socio-demographic factors are homogeneous.

**Table 4.** Differences between the relation orientation perceptions of various socio-demographic groups

| Group of respondents | Relation orientation |               |       |      |
|----------------------|----------------------|---------------|-------|------|
|                      | mean value           | st. deviation | F     | p    |
| <b>Position</b>      |                      |               |       |      |
| managers             | 4.35                 | 1.17          | 6.56  | 0.00 |
| other employees      | 5.94                 | 1.39          |       |      |
| <b>Age</b>           |                      |               |       |      |
| up to 35             | 3.97                 | 1.23          | 18.27 | 0.00 |
| 36–45                | 4.70                 | 0.82          |       |      |
| over 45              | 4.93                 | 0.99          |       |      |

To sum up the results of the survey, the score of OC task orientation is much higher than that of relations orientation in the organizations studied (6.3 against 4.5 on 10-point scale). The difference is especially drastic for the managers (6.8 against 4.4). This fact points at the fact, which was also detected by previous studies of German organizations: many German companies promote orientation to product quality and performance rather than to relations; as a result, employees are strongly oriented to their task, whereas their emotional relationship with the organization is not strong.

Two OC orientations have been distinguished in the German companies studied, namely, task and relations orientation. These orientations correspond to the theoretical statements discussed thoroughly in the paper by Vadi, Allik, Realo (2002) as well as with studies of German organizations presented previously in this paper. On the other hand, a statistical analysis shows that factor solution is reliable in the German context, and can thus be used hereafter either alone or in combination with other research instruments.

The OC measurement instrument whose reliability in the case of German organizations was proven in this article, has also been successfully tested in Estonian, Russian and Finnish organizational contexts. The availability of multinational data on OC pre-

sents an opportunity for cross-national OC comparisons. The comparisons can serve two objectives. Firstly, the comparisons of OC across nations may be useful for business managers planning to start business with the aforementioned countries and wish to know the differences in the cultural aspects between organizations. Secondly, the collected OC data might be useful for educational purposes, for example, when teaching cross-national management. In the latter case, the possibility to compare organizational cultures may provide a deeper understanding of the consequences of interactions between organizational members who belong to the different cultures.

Even though the presented method for OC measurement is reliable in the context of several countries, there are several limitations to cross-national comparisons based on available data. The limitations are caused by sample composition of available data. For example, in the German context, organizations of very different backgrounds are surveyed, whereas the structure of the sample does not fully coincide with the samples of the OC surveys conducted in Estonian, Russian and Finnish organizations. Thus comparing the German data with other countries' data will not ensure congruence with the samples. The solution to this problem might be comparison across certain industries, or collection of additional data comparable to the already available material.

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## KOKKUVÕTE

### Saksa organisatsioonikultuuri hindamine

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Saksamaa organisatsioonikultuuri uurimine on aktuaalne nii rahvusvahelises perspektiivis kui ka Eesti riigi seisukohalt. Saksa ja Eesti kultuurid on olnud seotud aastasadu, ning arvestades Eesti liitumist Euroopa Liiduga ning järgnevat liitumist Euroopa Raha-liiduga, on riikide majandussuhetel suur potentsiaal. Üheks tõhusa ettevõtetevahelise koostöö eeltingimuseks on võõra kultuuri tundmine nii rahvuse kui ka ettevõtte tasandil. Saksamaa rahvus- ning

organisatsioonikultuuri tundmine võimaldaks Eesti juhtidel paremini ennetada või ületada juhtimiskonflikte, mis võivad tekkida koostöö käigus Saksamaa ettevõtetega. Ka Saksamaa ettevõtete juhtide jaoks on teave organisatsioonikultuuri kohta oluline.

Käesolevas artiklis uuritakse Saksamaa organisatsioonikultuuri. Organisatsioonikultuuri hinnangute mõõtmiseks kasutatakse meetodit, mille on välja töötanud oma doktoritöös professor Maaja Vadi. Küsimustik, millele uurimuses osalenutel paluti vastata, koosnes 43 väitest. Eesti ettevõtete organisatsioonikultuuri hinnangute statistiline analüüs võimaldas eraldada kaks faktorit, mida nimetati ülesande- ja suhete- orientatsiooniks (Vadi *et al.*, 2002). Organisatsioonikultuuri kahe orientatsiooni määramine baseerub E. H. Scheini (1992) ning R. Harrisoni (1995) poolt välja töötatud teorial.

Organisatsioonikultuuri uurimise meetoodika võimaldas faktoranalüüsi alusel kindlaks määrata organisatsioonikultuuri kaks dimensiooni: ülesandele orienteeritus ning suhtlemisele orienteeritus. Ülesande faktor koosneb 11 tunnusest ning suhete faktor 9 tunnusest. Leitud faktorite kvalitatiivne ning kvantitatiivne struktuur erineb oluliselt faktorite struktuurist, mis määrati Eesti andmete põhjal (Vadi *et al.*, 2002). Määratud organisatsioonikultuuri faktorilahendus on statistiliselt usaldusväärne. ANOVA tulemuste analüüsimisel selgub, et orienteeritus ülesandele ja/või suhetele sõltub inimeste positsioonist ning vanusest.

**Appendix 1.** Systematization of empirical OC studies in Germany, 1994–2003

| Author, year                                  | Methodology   | Conclusions   |
|---|---|---|
| Barth, M.<br>1998                             | Not available   | 1. Change of values in Germany leads to change of the (from normative to instrumental).<br>2. People are content with weak OC.  |
| Bayer, H.,<br>Fehr, U.<br>1996                | Questionnaire,<br>interviews, workshops,<br>case studies.<br>18 large companies                   | 1. The OC of traditional German industries is rigid, but authoritarian, collegiate.<br>2. Employees seek more participation.<br>3. In new sectors, the org. values are – to be modern, creative                         |
| Eckstein, J.<br>1997                          | Qualitative analysis.<br>Secondary data:<br>empirical study of<br>Krüger (1994),<br>KOMPASS model | 1. Considerably weak action-symbolism in West Germany<br>2. Strong subcultures detected.<br>3. Some organizations are strongly influenced by American approaches.   |
| Fischer, H.,<br>Steffens-<br>Duch, S.<br>2000 | Questionnaire,<br>interview, focus-<br>groups, questionnaire.<br>Two banks, 1096 r.               | 1. In both banks employees are characterized as comparatively assertive in their task orientation.<br>2. Strong subcultures detected.<br>3. Self-realization was more valued in the smaller institutions                |
| Gontard, M.<br>2002                           | Interviews, questionnaires, case study. One medium-sized company: production industry, 283 r.     | 1. Task orientation – strong org. value.<br>2. Most important working values: good working conditions supported.<br>3. The working record with a company is negatively correlated with the support of the organization. |

### Appendix 1 continued

| Author, year       | Methodology  | Conclusions   |
|--------------------|--|---|
| Graf, A.<br>2000   | One large-sized company, 472 r.  | 1. The reorganization process caused decrease of employees' motivation.<br>2. Managers failed to establish clear communication and motivation systems.                                  |
| Krause, A.<br>1998 | Questionnaire, interviews, group discussions.<br>Media company, 973 r.                 | 1. Management is often criticized for authoritarianism in decision making.<br>2. Insufficient communication of working tasks, organizational changes and changes.                       |
| Krause, A.<br>1998 | Questionnaire, interviews, group discussions. Media company, 973 r.                    | 1. Management is often criticized for authoritarianism in decision making.<br>2. Insufficient communication of working tasks, organizational changes and changes.                       |
| Lässig, A.<br>2002 | Questionnaires (1996, 1998), interview. One organization, 1828 r.                      | 1. Change of org. processes (new communication, reorganization) causes change of OC.<br>2. Management of OC brought only small changes.   |
| Mareé, R.<br>1997  | Questionnaire.<br>Industries: chemicals industry, electronics, food processing, 147 r. | 1. Strong subcultures detected.<br>2. Employees with a longer working record support the change.<br>3. Employees are content with the degree of independence and want more information. |

### Appendix 1 continued

| Author, year            | Methodology  | Conclusions  |
|-------------------------|--|--|
| Opresnik, M.<br>O. 1999 | Case studies, studies of Hofstede (1990), Trompenaars (1994), Hoffmann (1989)                      | 1. OC and individual values in Germany cause org. rigidity.<br>2. High bureaucratization, formalization, risk-cons detected.<br>3. Strong communication rituals, many written rule |
| Pfleßer C.<br>1999      | Questionnaire, interview, content analysis. Sectors: machinery, electrotechnics, insurance, 160 r. | 1. Artifacts enforce market-oriented org. effectiveness rarely used.<br>2. Org. values supporting market orientation are: in flexibility, openness of internal communication.      |
| Pösch, A.<br>2003       | Questionnaire. Industries: automobile, chemistry, pharmacy, services, 1118 r.                      | 1. Employees who often communicate proposals o improvement evaluate OC more positively.<br>2. High org. innovativeness is related to a larger qu proposals on org. improvement.    |
| Rohrmoser, H. 1997      | Interviews, observations. Siemens AG   | 1. Change of OC needs clear and open communication managerial support.   |

Source: Composed by the author

Notes: org. – organizational, r. – respondents