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**THE RELATIONSHIP BETWEEN ORGANIZATIONAL
CULTURE AND INDIVIDUAL VALUES IN GERMAN
ORGANIZATIONS**

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INTRODUCTION

For companies in post-industrial societies, not only economic aspects play an important role in management, but also do cultural and social factors. The orientation on purely economic goals or relying on theory of mechanistic organization is not sufficient for pursuing and explaining organizational success. Since the middle 1980s, the organizational culture concept has been used to complete the concept of an organization. In modern economies, where individuals become more self-conscious and oriented on self-realization, the motivating impact of monetary remuneration is declining. To build an effective motivation system and therefore maintain a competitive advantage of an organization, the close attention to values of individuals, and the attitudes toward an organizational culture is needed. Thus it is important to understand what is the particular relationship between organizational culture and the values of an employee.

The cultural connections between Estonia and Germany started several hundreds years ago and the countries' economic relations developed especially positively after Estonia regained its independence. Joining the European Union (EU), and later the European Monetary Area favors Estonia to develop more intensive cross-national business cooperation with Germany. The presented analysis of German organizational culture and its relationship with German national values would enable managers of Estonian companies better managing of cross-cultural differences and reducing destructive conflicts.

Thus, the objective of this paper is to find out the relationship between organizational culture and individual values on the example of German organizations. To achieve the objective, the following tasks are set for the research:

1. To explore the German societal context that is influencing individual values and organizational culture of local organizations.

2. To explore and systemize theoretical research and empirical studies of organizational culture in Germany.
3. To analyze studies of individual values in Germany and to determine the set of values, characteristic for the Germans.
4. Based on the analysis of German organizational culture and individual values, to develop hypotheses.
5. To adapt the selected research methodology to German context.
6. To collect the empirical data.
7. Implementing statistical techniques (SPSS 11.0 Statistical Program), to explore the relationship between organizational culture dimensions and individual values.

The present research contributes to the comparative organizational culture survey, which objective is to find out the differences between organizational culture in several countries and to define impact of national culture on organizational culture. The techniques for measuring the individual values and organizational culture have already been tested in the following countries: Estonia, Finland, Latvia, Lithuania and United Kingdom. Therefore, considering the already conducted studies, the present research would present the data on German organizational culture and individual values that can be used for further cross-national comparison.

The international discussion on organizational culture led to the conclusion that organizational culture influences considerably organizational processes and successfulness, whereas the employees, their values influence the organizational culture significantly. Despite intensive discussions of organizational culture in Germany (see works of Beyer, Nutzinger (1996), Heinen, Frank (1997), Sackmann (2002), Schreyögg (2000)) the empirical surveys of the subject are scarce. Even though there were several surveys of individual values conducted in Germany (Klages (1991), Hillmann (2001), Meulemann (2002), Gensicke (1996)), the relation between individual values and organizational culture was only rarely considered. 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 master thesis consists of two parts. The first part of the paper opens with the discussion of the societal context of German Democratic Republic that favors the formation of specific organizational culture and individual values. Then, in following two chapters of the first part, the author presents the systematization of academic research on the following issues: a) organizational culture in German companies, where theoretical statements and empirical studies are considered, and b) the values of individuals, presenting the discussions in the framework of German national culture. The time period for the studies under the analysis was set at last ten years, with the exceptions for classical studies on organizational culture and individual values. After the separate exploration of two issues – individual values and organizational culture in Germany - the fourth section focuses on discussion and synthesis of possible relationships between those issues.

The second part of the paper represents the empirical study. At first, the methodology employed for detecting relationship between organizational culture and individual values in German context is presented and justified. The empirical study is based on three questionnaires, two of which were adapted to German context, since it is the first time that the questionnaires are applied in Germany. After the introduction to the study design and procedures, the study sample is being characterized. The next subdivision treats the results of studies on organizational culture and individual values separately. Thereby the dimensions of organizational culture are defined, the value patterns are highlighted, and the connection of these two issues to socio-demographic features is discussed. The last chapter is dedicated to explorative analysis of relationship between organizational culture and individual values, and to the testing of the hypotheses that were developed earlier.

In modern times, when complexity of organizational environment is increasing, the organizational culture is becoming a useful mechanism of organizational self-regulation. The values of employees are an important element of this internal organizational system, thus the knowledge of the links between the values of employees and the organizational culture would be beneficial for explaining the functioning of the informal regulative mechanism of an organization.

1. ORGANIZATIONAL CULTURE AND INDIVIDUAL VALUES IN GERMAN CONTEXT

1.1. German context - the factor, influencing organizational culture and individual values

The human behavior in companies is naturally influenced by the national cultures of the countries they are based in (see Hofstede (1994), Sackmann (2002)). The following figure 1 clarifies the relations between organizational, national cultures, and the individual. The organizational culture (OC) therefore depends on individual values and capabilities of an employee, as well as on specific societal structure, and values. In case of Germany, the history played a very important role in formation of OC and individual

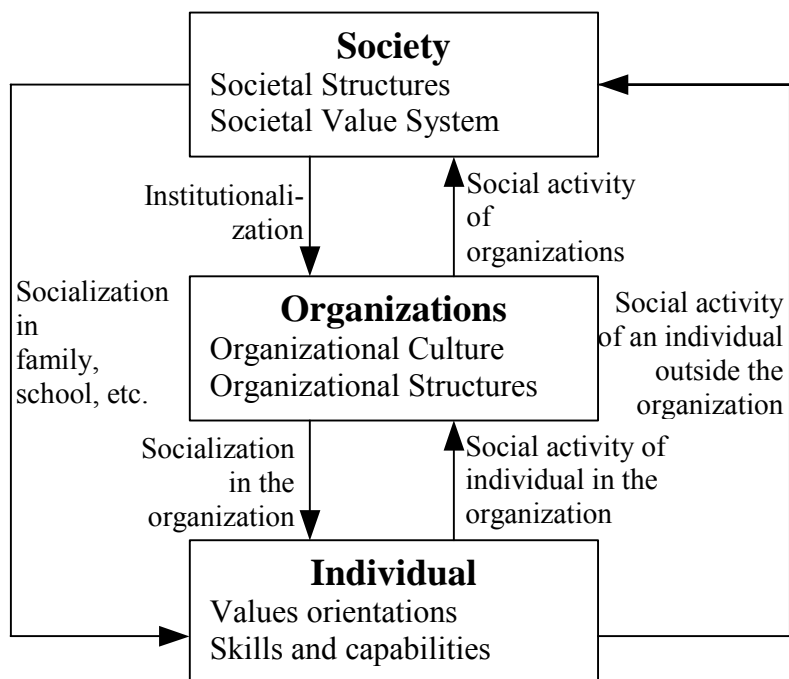


Figure 1. Relationships between society, organizational culture and individual.

Source: own presentation, based on Wiswede (1991), Lang (1996)).

values (Kagan *et al.* 1998: 1008). Eckstein (1997: 141) claims, it was the Nazi ideology's dramatic consequence that caused conservatism towards organizational slogans and action-symbolism in modern German companies. Thus various indicators and traditions of German society have an impact on OC and individual values. Herewith, the present chapter, being focused on discussion historical, economic, and societal events and symbols in Germany helps us understanding the context, in which OC and individual values are being formed.

The Federal Republic of Germany, as it is now, is a very young nation. The consolidation as a nation state came merely in 1870. The unification process was led under the influence of autocratic Prussian minister president - Otto von Bismarck. In time of his governance, the rule of democracy was applied only minimally in Germany (Glaser 1999: 316). Autocratic Prussian traditions and minimal concessions to democracy lasting for almost 50 years have certainly influenced attitudes of German population. The order is reported to have traditionally high ranking in the Germans' priorities. Even though its importance started to decline over the last 15 years, it nevertheless remains in the first five values of German population (Duncker 2000: 79-82, Oesterdiekhoff, Norbert 2001: 121). Impact of an autocratic historical period on organizational level is reflected in strict, official language in traditional German companies, as well as through a large number of rules and prescriptions for an employee (Opresnik 1999: 94-97).

The national conflict in Germany led to next historical stage - the beginning of the First World War (1914-1918). Germany was defeated, whereas Germans saw the peace treaty of Versailles as excessively punishing. Established Weimar Republic fell, and in 1933, the leader of National Socialist German Workers' Party – Adolf Hitler, became the head of the government. The Second World War (1939-1945) was the most catastrophic conflict in human history and had a great impact on values of German people (Pulzer 1998: 20-43). For most of the Germans, the post-Hitler German nationalism remains a dirty word. Surveys indicate the lowest rate of national pride in Germany in comparison to other European nations except the Slovaks (Germany... 2000, Schmidt 1998: 274). In time of political domination of the Nazi Party, multiple instruments were applied for collective programming of German citizen, this expectedly caused the Germans'

conservativeness towards emotional involvement into organizational activity, discussed above.

After the defeat of Germany, the war victors – the United States, the United Kingdom, France and the Soviet Union, occupied Germany. Each country occupied a certain zone, however later the United States, France and the United Kingdom unified their zones. Thus, Germany was divided into two states: 1. The Federal Republic of Germany (FRG, West Germany) - capitalist state with the parliament democracy along Western European traditions, and 2. The German Democratic Republic (GDR, East Germany) - socialist state, dominated by a single party (Kolinski, van der Will, 1998: 11). Different political regimes not only have influenced the economy of separated states, but also had an impact on individual values and OC (Gensike 1996, Meulemann 2002, Edeling 1998). For example, people in West Germany are more religious than East Germans. Being employed, the West Germans are more goal- and performance-oriented, while the East Germans in contrast are more work- and process oriented (Gensicke 1996: 12, Edeling 1998: 274).

In the post-war era West Germany enjoyed remarkable economic successes, this miracle made it the third largest economy in the world after the United States and Japan (Kagan *et al.* 1998: 1217). Among the Germans ground political values were the pride of economic achievements and the assumption that West Germany was a model democracy for the rest of Europe. On the personal level, the values of self-responsibility gained importance in the post-war era, inducing pluralism, individualism, constructive oppositions and debates (Kolinski, van der Will, 1998: 15-16). These values in West Germany contributed to freeing the people from ideological conformity lasting up to the end of the Second World War.

Until the end of the 1990s, another central shared value for the Germans had been a confession to social market economy (“*soziale Marktwirtschaft*”). This policy, introduced after the Second World War in West Germany, demanded the economy to be governed by market forces, whereas the government, trade unions and companies are obliged to maintain public welfare, social justice, and cooperative industrial relations (wage bargaining system) (Eckstein: 113-115). Despite the past success, this German economic model has recently come under severe critique and is being revised.

Nevertheless, the lasting experience of extensive social security programs influenced German population: the value “social justice” is (similarly to the value “order”) highly appreciated by 67-69% of the Germans (Gensike 1996: 11, Duncker 2000: 80).

As the former German Democratic Republic (East Germany) became part of the Federal Republic in 1990, the costly long-term process of modernization and integration of the eastern German economy began. New states prompted the structural unemployment and brought the need for financial support. The following table 1 represents information on recent economic indicators of unified Germany. For a better overview the indicators are presented over the several years. The indicators are discussed below.

Table 1. Economic and social indicators of Germany, year 2003

Economic indicator	1999	2001	2003
GDP, billions	2.04	2.07	2.13
GDP per capita, EUR	24,800	25,200	25,800
GDP real growth rate	1.5%	2.6%	0.8%
Unemployment rate	10.5%	10.1%	10%

Source: Composed by the author, based on Statistisches... (2003).

In the late 1990s slowing export demand, low wages growth, and sharp stockmarket fall depressed German economy, leading to the low real GDP (Gross Domestic Product) growth rate (Germany. Country... 2003). High level of unemployment rate (10-11%) over the last six years, persistently weak domestic demand, increased costs of social support, and rigid labor protection system forced government to change policies, raising indirect taxes and restructuring benefits (Germany... 2002: 45-46). Instability of employment and dissatisfaction with other economic indicators has influenced German population, increasing feelings of insecurity and frustration among the Germans (Pomrehn 2004). Thus 35% of the Germans consider unemployment the most serious domestic problem. Among the most important international problems the terrorism has recently been perceived by the Germans as a serious threat to national and personal security (European public... 2004). These indicators of current attitudes of the Germans towards the political and economic situation can find the reflection on the value level of individuals, as well as on German OC. For example, traditional value structure can be altered, thus implying the change of potential relationship between OC and individual values.

Despite economic difficulties registered over the last several years in Germany, the GDP per capita of EUR 25,800 (in the year 2003, see table 1) positions Germany among the wealthiest countries in the world (see table 2). High development of German economy and society is also reflected in the high index ranking on the United Nations Human Development index for the country (Human Development... 2002). The welfare of the society and individuals, personal freedom and achievements have led previously industrial German society to post-materialism (Inglehart 1997: 18), that caused slow changes in value priorities, and in factors of motivation for German employees (Barth 1998: 52).

Table 2. Ranking of ten selected economies according to the values of economic indicators, year 2002

Countries	Indicators		
	GDP	GDP per capita	UN development index
Australia	7	7	4
Belgium	8	4	3
Canada	6	5	2
Germany	3	8	9
France	4	9	8
Japan	2	6	6
Luxemburg	10	1	10
Norway	9	3	1
United Kingdom	5	10	7
United States	1	2	5

Source: Composed by the author, based on Economy. Nation... (2003).

Beside the historical and economic factors characterizing Germany, also various elements of societal structure can have a potentially strong impact on OC and individual values in German national context. It is reported that domination of a certain religion in a country influences individual values and OC (Sass 2000). However, in Germany two major religions – Protestantism and Roman Catholicism – are equally distributed among populations (see table 3). According to regional statistical surveys, Protestantism is especially strong in North-West Germany (Schäfers 1997: 34), that is causing, in the opinion of sociologists, idealistic attitudes of people (Daheim *et al.*: 25). Additionally there is a sharp difference between religious attitudes of West Germany population and

people living in former GDR – in latter case the majority are atheists (Schäfers 1997: 35).

Table 3. Indicators describing population of Germany, year 2003

Indicators describing population		
Population		83,544,851
Population density		234 person per km ²
Religion:	protestants	34.0%
	roman catholic	34.0%
	muslim unaffiliated	3.7%
	other	28.3%

Source: Composed by the author, based on Statistisches... (2003).

Among further elements of societal structure that may have an impact on OC are the legal system, gender issues, and business education traditions. In case of the legislation, the regulation of social market (especially in respect of industrial relationships) and German taxation system induces management toward long-term orientation, planning, and maintaining lasting relations with partnering institutions. For example, taxation system enables exempting the capital gains income on the assets that are held in an organization for more than six months or, in case of real estate - for more than two years (Corporate taxation...2001). This motivates the manager to build long term assets management programs and induces the long-term orientation of employees.

Regarding gender issues, West German states belong to the group of countries, where the genders are treated most equally (Inglehart, Norris 2002). However, other surveys report that only 2-4% of two top hierarchy positions (member of board of directors or head department manager) in German organizations are occupied by women (Schäfers 1997: 52). Thus managerial positions are dominated by men, who are reported to be less oriented on social issues in organizational environment (Holzl, Kirchler, Rodler 2001: 62).

Addressing the specifics of business education in Germany it is noticeable that until the early 1980, the management as a separate, human resource oriented science was rarely taught in German universities. The courses were mostly concentrated on business administration (Gaugler 2002: 54-58). Therefore, the expectation concerning German

managers is that they mostly have a specialist background, and may not be oriented on development of organizational relations and values within a company.

The preliminary analysis of German context enabled detecting several connections between specifics of German culture, politics and history on the one hand, and OC and individual values on the other hand. The further in-depth examination of academic discussions and empirical studies will prepare the basis for developing hypotheses on relationships between OC and individual values in Germany.

1.2. Organizational culture in German organizations: academic discussions and empirical studies

The following chapter is focused on analyzing OC from two points of view. Firstly, the academic literature is surveyed, in order to evaluate the development of OC theory in Germany and to detect key points of OC modern research. Secondly, 13 large sample empirical studies are analyzed. Based on the findings of these studies the characteristics of traditional for German companies OC are outlined in order to enable the analysis of relationship between OC and individual values in the later chapter.

The literature on OC subject in Germany can be divided into three groups, subject to the grade of importance for the current research. The first and the 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 theoretical OC approaches is discussed in the first part of this chapter. The contribution of the third category, which consisting of large sample empirical studies (Beyer, Fehr 1997, Pflesser 1999, Mareé 1997), is examined in the second part of the chapter and is the major basis for determining characteristics of OC in German enterprises.

The early development of OC theory in Germany (beginning of the 1980s) was restricted to a descriptive adoption of American concepts of OC, whereas monographs of Deal and Kennedy (1982) and Peters and Waterman (1982) won a special attention. The original and innovative German concepts were rarely introduced before the second

half of the 1980s (Krulis-Randa 1990: 7). However, already 60 years before that Nicklisch (1924) discussed the term “culture of a company” (“*Kultur im Betrieb*”) explicitly, underlying the importance of social interaction of people in an organization.

Among German scientific papers on OC (“*Untermehmenskultur*”, “*Organisationskultur*”, “*Firmenkultur*”, “*Corporate Culture*”), three flows of study may be distinguished based on approaches to OC definition (see figure 2). 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 has developed from American OC research, but had only limited implication in Germany. The subjective approach is criticized for the high degree of subjectivity that diminishes scientific, as well as practical value of the concept (Zimmer 2001: 16). No recent studies were detected to be using this OC perspective; the earlier studies of Maturana (1982), Luhman (1984) used mostly qualitative evaluation methodology.

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

focusing on measuring easily visible, objective element of OC: symbols, rituals, explicit organizational values and norms.

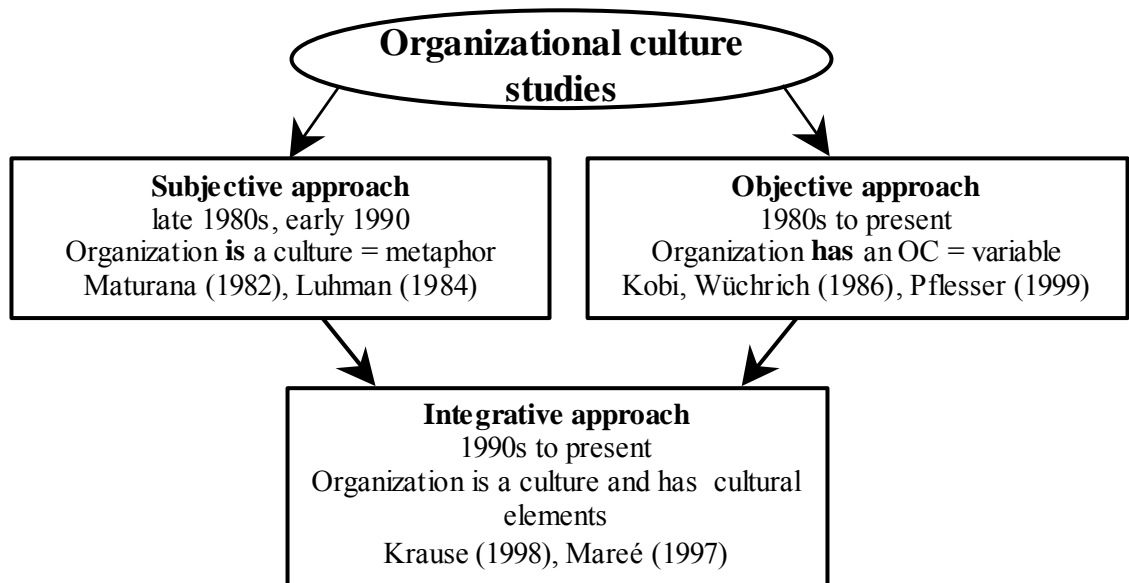


Figure 2. Three main flows of organizational culture research in Germany: the name of the study flow, respective time period and example of followers.

Source: composed by the author.

Based on critique of OC models, the integrative approach formed, which became the most discussed and accepted OC concept of the last decade (Ochsenbauer, Koflat 1997: 96-98, Kaschube 1993: 104-106, Sackmann, 1996: 265-270). This concept develops further the two previously discussed approaches, integrating them into a single model, according to which, the organizations *are* cultures and simultaneously *have* cultural elements. OC components are not necessarily visible, but compounded of several interdependent levels. There are diverse methods to measure an OC following the integrative perspective. Some studies focus on analyzing levels of OC, others – on detecting OC elements. Hereby several innovative concepts were developed in Germany, for example FISO-principle (Functional-Interpretative-Subjectivistic-Objectivistic) by Scholz and Hofbauer (1990), and 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 most justified in 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 the clear-cut, universal for all industries characterization of German OC does not exist. From one side, the competition forces companies to differentiate in their operation modes and organizational values, from another – there are companies with geocentric management orientation, whose OC is less dependent on national context (Schreyögg 1996: 65-72). Nevertheless, several studies report similarities of organizational values and practices in German companies (compare, for example, 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 for German employees favors formation of “well-oiled machine” type of OC, where the order is of paramount importance.

In order to get a view of recent development of OC studies in Germany, several officially published large-sample studies, conducted over the last ten years were examined by the author. The aim was to analyze the findings of the studies and to identify employed methodologies. The collected data was systemized, considering the following details:

1. General information about the paper – the author, title, year of publishing.
2. Methodology - methods of collecting data, profiles of respondents.
3. Main results of the research paper - conclusions of the empirical study, which would enable making generalizations about the state of OC in German organizations or find out the relations between OC and individual values. Usually three most important conclusions were included in this section.

The complete table analyzing 13 studies is presented in the table 4. Further the findings of these studies are examined, enabling making several conclusions on German OC and applied research methods.

Table 4. Systematization of OC empirical studies in Germany, 1994-2003

Author, year	Methodology	Conclusions
Barth, M. 1998	Not available	1. Change of values in Germany leads to change of OC function (from normative to instrumental). 2. People are satisfied with weak OC.
Bayer, H., Fehr, U. 1996	Questionnaire, interviews, workshops, case studies. 18 large companies	1. The OC in traditional German industries is rigid, bureaucratic, authoritarian, collegial. 2. Employees seek for more participation. 3. In new sectors org. values are - to be modern, creative, dynamic.
Eckstein, J. 1997	Qualitative analysis. Secondary data: empirical study of Krüger (1994), KOMPASS model	1. Considerably weak action-symbolism in West German organizations. 2. Strong subcultures detected. 3. Some organizations are strongly influenced by American management approaches.
Fischer, H., Steffens-Duch, S. 2000	Questionnaire, interview, focus-groups, questionnaire. Two banks, 1096 r.	1. In both banks employees are characterized as competitive and assertive in their task orientation. 2. Strong subcultures detected. 3. Self-realization was more valued in the smaller institution.
Gontard, M. 2002	Interviews, questionnaires, case study. One middle size company: production industry, 283 r.	1. Task orientation - strong org. value. 2. Most important working values: good working conditions, to be supported. 3. Time of working in a company is negatively correlated with support of organization.
Graf, A. 2000	One large size company, 472 r.	1. The reorganization process caused decrease of employees' trust. 2. Managers failed to establish clear communication and effective motivation systems.
Krause, A. 1998	Questionnaire, interviews, group discussions. Media company, 973 r.	1. Management is often criticized for authoritarianism in decision-making. 2. Insufficient communication of working tasks, organizational plans, and changes.
Lässig, A. 2002	Questionnaires (1996, 1998), interview. One organization, 1828 r.	1. Change of org. processes (new communication, remuneration systems) causes change of OC. 2. Management of OC brought only small changes.
Mareé, R. 1997	Questionnaire. Industries: chemicals industry, electronics, food processing, 147 r.	1. Strong subcultures detected. 2. Employees working for longer time, support organization less. 3. Employees are satisfied with the grade of independence, but seek for more information.
Opresnik, M. O. 1999	Case studies, studies of Hofstede (1990), Trompenaars (1994), Hoffmann (1989)	1. OC and individual values in Germany cause org. inflexibility, rigidness. 2. High bureaucratization, formalization, risk-consciousness are detected. 3. Strong communicational rituals, many written rules.
Pflesser C. 1999	Questionnaire, interview, content analysis. Sectors: machinery, electrotechnic, insurance, 160 r.	1. Artifacts enforce market-oriented org. effectiveness, but they are rarely used. 2. Org. values supporting market orientation are: innovation, flexibility, openness of internal communication.
Poehch, A. 2003	Questionnaire. Industries: automobile, chemistry, pharmacy, services, 1118 r.	1. Employees, who often communicate proposals on org. improvement, evaluate OC more positively. 2. High org. innovativeness is related to bigger quantity of applied proposals on org. improvement.
Rohrmoser, H. 1997	Interviews, observations. Siemens AG	1. Change of OC needs clear and open communication and strong managerial support.

Source: Composed by author.

Note: org. – organizational, r. – respondents.

Albach (1994), Eckstein (1997), Perlmutter (1995) distinguish between German traditional companies and those affected by American theories of management¹. The OC of the first category of companies is reported to carry the following features: an emphasis on formal rules and procedures, a desire for stability and security, and a strong belief in company's own elaborated and tested methods (Peppard, Fitzgerald 1997: 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 less important on horizontal organizational level. The discussed type of culture 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, constructions, chemicals, banking and insurance companies (Eckstein 1997: 142).

The second category of companies, which are strongly affected by American management styles, consists not only of German companies connected with American partners (through ownership or cooperation agreement), but also includes newly emerged innovation-oriented German companies that have no relation to the United States. Beyer and Fehr (1997) (see table 5) detected two profiles of German-based companies with non-traditional OC. These companies are usually less formalized and more market-oriented than companies with traditional German OC.

Table 5. The relations between company profiles and organizational culture in German context

Company's profile	Milestones of organizational culture
Established in last 10-15 years, with innovative strategies	Dynamic-informal, performance and client-oriented, more informal relationships, weak working council, flat hierarchies.
Established, successful on standard market	Partnership-model. Oriented on market and innovation. Well-developed company's philosophy. Strong working council.
Companies in traditional, industries (chemicals) with a renovated strategy	Traditional OC. High grade of formalization, organization, conservatism and product rather than client orientation.

Source: Composed by the author, based on Beyer, Fehr 1997: 47-53.

¹ 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: 20).

Traditional German OC is also discussed by Opresnik (1999). Based on secondary data, he compares OC in the USA and Germany and concludes that strong rituals, inflexibility, centralization are characterizing German OC (Opresnik 1999: 157-161). German collectivist society favors inflexibility and resistance to change, employees are strongly oriented on past success (Bleicher 1989: 197), hence hindering innovations 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 West and East German OC. 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 used², except for status and success symbols (Pflesser 1999: 131). Remembering the domination of Nazi ideology the Germans avoid collective programming. Instead of emotional, enthusiastic orientation on organizational objectives, average German employee rather *follows* the organizational rules (Eckstein 1997: 126). This, however, would rather refer to history-conscious elder generations, who accept less eager American management style (Albach 1994: 21) and OC.

In German companies the performance orientation is much stronger than the orientation on relations (Gontrard (2002), Fischer, Steffens-Duch (2000)). Being collectivistic on family level, the Germans strictly separate family and friendship circle from job issues, thus setting a boarder between private and working life. In due turn, the organization management accepts this attitude of German employee and avoid evoking excessive emotional involvement into organizational processes (thus contrasting to US-American companies) (Eckstein 1997: 134). This can be another reason for weakness of OC in Germany. We can therefore conclude that the corporate culture in Germany is not strongly binding and the identification function of OC remains superficial. As the result, German employee perceives OC and working environment rather neutral. According to the survey results of Mareé (1997), employees are satisfied with the degree of independence in organizations. The wish to keep distance in relations with colleagues is

² Also earlier studies confirm low symbolism in German organisations. See, for example, Neuberger and Kompa (1987: 112-134).

also in line with the change of German values from industrial to post-materialistic pattern. In post materialistic society OC cannot be normative, aimed at binding and at building commitment, - claims Barth (1998).

Performance-oriented German employees are characterized by a high degree of risk consciousness and uncertainty avoidance (Opresnik 1999, Gontard 2002). This may be one of the reasons for inflexibility of German organizations, and employees' resistance to change. But inflexible organizations do impact employee's attitudes negatively. Thus the time of work in a company with traditional OC is negatively correlated with the employee's satisfaction level, support of the organization and with the number of innovative proposals (Gontard 2002: 180, Mareé 1997: 154-155). Knowing that the satisfaction degree grows with the number of innovative ideas communicated by an employee (Poech, 2003: 162), German managers could focus on initiating change of inflexible OC. But the findings of several studies suggest that managers experience difficulties managing change of OC and organizational processes (Graf 2000, Rohmoser 1997, Krause 1998). This could be an indirect consequence of German universities' management programs (discussed in the previous chapter).

The examination of empirical studies allows making twofold conclusions. Firstly, paying attention to methodology of the studies, it appears that:

1. The OC research in Germany does not consider explicitly the impact of individual values on OC, often the OC studies ignore the unity and complexity of OC concept. There is lack of total, dimensional approach embracing the OC as a whole entity.
2. Often the OC is studied in a narrow field, either within the certain industry (media, electronics) or organizational function (marketing, innovation), the connection of OC patterns to national culture is not explored in recent studies.
3. Only few studies with trustful methodology and large (more than 150 respondents) sample were conducted in Germany during the last ten years.

Secondly, the analysis of available studies led 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 bounded.

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.

These conclusions enable specifying the empirical study of the present research. From the other hand, the conclusions are to be used in developing the hypotheses on relation between OC and individual values.

1.3. Individual values in German national culture

In this chapter the analysis of studies of individual values in German cultural context is presented. The analysis enables outlining the structure of individual values characteristic for German society and hence contributes to further development of hypotheses on relationship between individual values and OC in Germany.

Multiple classical discussions consider the system of individual values to be the core element of national culture (Lindert 1994: 34, Hofstede 1994). The difficulty in analyzing the studies on individual values lays in the large number of existing definitions (Harari 1989, Braithwaite 1994). Internationally accepted and tested for reliability by several studies is the Rokeach’s two-dimensional method of surveying individual values (Johnes, Sensing, Aschmore 1978: 255-257, Katz, Juni, Matz 2001: 342-342). Rokeach determines two groups of values: 1) terminal values, defined as desirable end states of existence, goals (for example, happiness, a world at peace, wisdom), and 2) instrumental values, defined as desirable modes of behavior instrumental to the attainment of mentioned previously end states (for example, ambitious, broad-minded, capable) (Rokeach 1973: 120-122). In German context Rokeach method was applied in studies of Hogan (1980) and Günter (1975).

Over the last ten years, however, the Rokeach method was not employed in Germany, thus the discussions in the present chapter are based on studies of various

methodologies. The empirical studies can be grouped according to several criteria: geographical focus, subject focus, and time perspective. Following this systematization method, the value studies conducted in the last ten years are grouped in the table 6 and are discussed further in the chapter.

In international value surveys, Germany is often evaluated together with other German-speaking countries. Researchers justify the pooling of several German-speaking countries in a single cluster by the geographical proximity of the countries, language similarity, shared historical roots and similar cultural background (Ronen, Shenkar, 1985, Smith 1997, Tixier, 1994: 10, Zander, 1997: 38). In contrast, there are numerous culture-oriented surveys that treat Germany independently from neighboring countries (see table 6). According to these studies, even within this single country two historically formed clusters (East and West Germany) should be differentiated, since people in West and East Germany have statistically different value structures (Borg, Braun 1996, Ester *et al.* 1993, Gensicke 1996, Meulemann 2002, Szabo *et al.* 2002). For example, the West Germans give higher preference to free time and self-realization and personal growth than the East Germans do (Gensicke 1996: 69) and value less monetary remuneration and security of work (Borg, Braun 1996: 547). The results refer to the higher prioritization of post-materialistic values in West Germany and also suggest that undifferentiated examining of both parts of Germany (Western and Eastern states) would hide regional heterogeneity and hence would lead to imprecise conclusions. The empirical part of the current research will be, therefore, focused on one part of Germany – the Western States, involving companies functioning in traditionally democratic environment, where employees tend to possess post-materialistic values.

Achievements, equality and co-decision are typically highly appreciated in modern *industrial* societies (Meulemann 1998: 112). However, in the Western German states the importance of achievement- and performance-orientation started to decrease already since late 1960s, indicating the beginning of reorientation to post-materialistic values (Hillmann 2001: 16). Decreasing performance-orientation did not result in rapid fall of performance-preparedness, but, instead, the notion “performance” was transformed. If earlier, the success was the major element of performance, it is now substituted by such values as orientation on personal experience, enjoyment, and setting of

Table 6. Systematization of the major individual value studies in Germany, 1994-2003

Author, year of publication	Geographical focus			Subject focus				Time perspective	
	inter-nationally comparative	German studies of the whole country	German studies, differentiated: West/East	change towards post-materialistic values	dimensional values structures	working values	weakly structured value surveys	static	dynamic
Albach (1994)		x					x	x	
Ardichvili <i>et al.</i> (2001)	x				x			x	
Borg, Braun (1996)			x			x		x	
Duncker (2000)		x					x		x
Gensicke (2001)			x				x		x
Gensicke (1996)			x	x					x
Gupta <i>et al.</i> (2002)		x				x		x	
Hofstede (2001)	x				x			x	
Klages (2000)			x	x					x
Klages (1995)			x	x					x
Klages <i>et al.</i> (1998)		x				x		x	
Meulemann (1998)		x		x		x		x	
Meulemann (2002)			x				x	x	
Müller-Schneider (2001)		x		x					x
Oesterdierdiekhoff (2001)		x					x	x	
Rosenstiel (2000)		x		x				x	
Riffault (1998)	x					x		x	

Source: Composed by the author.

Note: gray rectangle with a sign “x” against the author of a study means the orientation of the correspondent study on selected subjects.

individual tasks (Gensicke 2001: 13-14, Meulemann 1998: 106). The importance of work and success-oriented performance decreases as the education level increases, but grows together with increase in income and social status (Meulemann 1998: 124). Indeed, education enables the person to become more distant from values of the society, and high social status causes the wish to keep status quo through increased performance orientation and stronger identification with working tasks.

In post-materialistic countries people tend to be more individualistic, endorsing plurality of values (Rosenstiel and Nerdinger 2000: 147). Plurality of values means, that within the society, not just one value pattern prevails, but instead several value structures are of similar importance (Klages 1984: 58). In his, now classical, study of German value structure Klages (1984) detected four patterns of values. The results of empirical study and further explanations of value clusters are presented in the table 7, where the last column shows the recent trends, reported by Sackmann (2002). According to the

Table 7. Four value patterns characterizing German society.

Value pattern	Description	% in 1984	Trend since 1984
Traditional, order oriented	- high duty and authority consciousness - clear organizational order and material security are preferred - low interest in receiving information - strong family orientation	19	↘
Active realist	- high duty and authority orientation is combined with willingness for self-realization - initiative, engaged and willing to take responsibility and receive information - interested in self-realization opportunities	31	↗
Resigned, with no perspectives	- low level of duty, authority consciousness - low will for responsibility, self-realization, engagement and personal contacts - follows organizational order to avoid conflicts	29	↘
Non-conformative idealist	- willing for self-realization and autonomy - accepts organizational order when it is participative and human-oriented - strong engagement with goals that are personally accepted, friendly in communication	21	↗

Source: Composed by the author on the base of Clages (1984:58-62), Sackmann (2002: 96-98).

Notes: sign “↗” means increasing, and sign “↘” - decreasing trend in value preference.

findings, the traditional, order-oriented value pattern is characteristic only for less than 20% of the Germans, most of whom are people older than 50. The later generations, influenced by liberal trends in the society, are less duty and authority conscious, and are reoriented to self-realization (Sackmann 2002: 98). The non-conformist values are most characteristic for students and intellectuals (Klages 1991: 62).

Gensinke showed, that the percentage of active realists (persons who value both highly duty and self-development) is the highest and is growing in Germany. Also the growth of hedonistic values was detected among the Germans (Gensinke 1995: 13), that presumably would enforce individualization of organizational processes (Barth 1998: 70).

The discussion of post-modernization of German value structure was started in the late 1970s (see Inglehart 1977, Klages 1984, Kmiecik 1976, Noelle-Neumann 1978, Pawlowski 1986). However, dynamic surveys oppose the opinion of changing values in German society. Duncker, for example, reports that the traditional values are changing only in a very slow pace and are still dominant in German society (Duncker 2000: 172). Several studies suggest that traditional German values are: honesty, security, social justice and order. The values shared by more than 50% of the Germans are represented in table 8. Duncker reports that even though the order-orientation is becoming less important for Germans, the importance of several other traditional values has increased during the last few years. For example, over the last ten years people started to

Table 8. Ranking of individual values, relevant for 50-80% of Germans, three surveys compared

Nr.	Allensbacher... (2002)	Duncker (2000)	Oesterdiekhoff, Nobert (2001)
1	Honesty	Honesty	Partnership
2	Security	Right and Order	Good family life
3	Social justice	Security	Friendship
4	Responsibility awareness	Social justice	Order
5	Freedom	Responsibility awareness	Environment awareness
6	Good, versatile education	Freedom	Health awareness

Source: Composed by the author, based on Allenbacher (1999: 265), Duncker (2000: 141), Oesterdiekhoff, Nobert (2001: 124).

appreciate security, social justice, support of family and friendship more. Least preferred values include toleration, proud of history, power/influence (Duncker 2000: 93, Oesterdiekhoff, Nobert, 2001: 124).

Another approach to characterizing individual values on the national level is by using value dimensional models. Hofstede's (1993, 2001) applied internationally method includes four value dimensions: power distance (PDI), masculinity-femininity (MAS), uncertainty avoidance (UAI), and individualism-collectivism (IND). The scores of the value dimensions for a certain nation have a merit meaning on their own, thus the comparative scores of several nations have to be presented. The following table 9 represents value dimensions of the Germans in comparison with nine other countries.

Table 9. Characterization of ten national cultures using Hofstede's culture dimensions

Country	Masculinity/ Femininity	Power Distance	Uncertainty Avoidance	Individualism/ Collectivism
Denmark	16	18	23	74
France	43	68	86	71
Germany	66	35	65	67
Italy	70	50	75	76
Japan	95	54	92	46
Netherlands	14	38	53	80
Norway	8	31	50	69
Spain	42	57	86	51
United Kingdom	66	35	35	89
USA	62	40	46	91

Source: Composed by the author based on Hofstede (2001: 132, 138, 142,153).

According to Hofstede (2001) German employees display low PDI, IND and high UAI, MAS. Ardchivili and Kuchinke measured German values dimensions with different scale, but these findings are similar to those of Hofstede (Ardchivili, Kuchinke 2002: 112). Brodbeck *et al.* (2002: 23) report about the high MAS (contrasting to Hofstede method), but the contradiction can be explained by differences in methodologies and the fact that Brodbeck *et al.* study values of managers (Brodbeck *et al.* 2002: 16).

Despite the assertion that post-materialistic societies (to which Germany is generally referred to) are characterized by low level of collectivism (Klages 2000: 62), it is not the case for Germany. German culture belongs to the one of the most collectivist countries in Europe and empirical surveys disprove the claims that individualism is growing

among German values (Müller-Schneider 2001: 102). In Hofstede's model, the individualism-collectivism value dimension is aggregated for all social situations. Some studies, however, show that German act individualistic within organizational environment, especially when communicating with person of higher hierarchical position, but are more collectivist within a family circle and on national/state level (enforced by state's dominating bureaucracy) (Daheim *et al.* 2001). Hence differentiated measure of individualism-collectivism would be appropriate in further studies.

Several authors studied working values of the Germans (see table 6). These studies enable revealing characteristics of German managers. Contrasting to results of general sample of German population, level of collectivism among German managers is much lower on all its levels (Brodbeck *et al.* 2002: 19). Stereotypical German business leader is technically skilled, performance- and future-oriented, and his interpersonal behavior is formal and straightforward (Perlitz 1994: 58, Szabo *et al.* 2002: 65), they value individual self-esteem more than group loyalty (Gupta *et al.* 2002: 13). Characteristic for German managers' high individualism and low level of human orientation can explain particularly high autonomy of business leaders in Germany. Relatively often use of participative management³ registered in Germany (Brodbeck *et al.* 2002) may be explained by traditionally institutionalized systems of labor representation, enforcing consideration of working council. German managers pay attention to guarding good communication norms, correctness and politeness; stressing qualitative objectives and, recently, orientation on market (Albach 1994: 16). The traditional German working ethics also include thoroughness of people, tendency for perfectionism, and high consciousness of the quality (Eckstein 1997: 80).

Even though the Germans are typically described as performance-oriented people who "live to work" (Meulemann 1998: 113), recent surveys confirm contradictory hedonistic trend in German society. In comparison to the other Europeans, the Germans appreciate to have more free time, only 34% of the Germans consider work to be "very important in one's life" (respectively 60% of the French) (Riffault 1998: 118). This trend is especially valid for younger generation under the age of 35, thus supporting Klage's

³ Participative Leadership – leader focuses on consulting with subordinates and taking their suggestion into account before making a decisions (Branch 2001).

hypothesis of pluralization of individual values. Large part of employees (43%) would not let the work disturb private life. The work is only on the sixth place among the priorities of a German employee, coming after such priorities as health, partnership, nature, family and free time (Duncker 2000: 148).

On the basis of analyzed literature, it is possible to make several conclusions concerning value patterns in Germany. The traditional for the Germans set of values includes first of all values of honesty, security, order, and orientation on family and nature. Even though the change of values among the Germans is often stressed in the literature, the mentioned values continue being highly ranked. The changes are noticeable in the working values. People start valuing enjoyment and interest at work, but since the rigid working environment often does not correspond to their expectations, the Germans place it only at sixth place in their life priorities. Conducting a study of individual values in Germany it would be necessary to distinguish between West and East Germany. Even though the unification of the country was completed 14 years ago, the recent surveys report significant differences in values of the West and East Germans. Another differentiation is preferable while measuring collectivism of the Germans. Because of strict separation of family and working life, multi-layer collectivism can characterize German society better.

1.4. The hypotheses development on relationship between organizational culture and individual values in German organizations

Ulijn, Weggeman (2001) and Sackmann (1996) point out that employed people are affected by four different cultures: national culture, branch culture, regional, and organizational cultures. As the figure 3 shows cultures on organizational and national level are connected, however, OC is not necessarily "...a subculture of a national culture" (Krulis-Randa 1990: 5), neither would it be right to say that "companies... present a sub-system of a society" (Rosenstiel 1989: 47). Slow weakening of national political borders in Europe, intensifying cross-cultural management in multinational companies, and increasing activity of global organization make the impact of national culture on organizations questionable. Indeed, Schreyögg (2000: 285-287) reports that

also in Germany there are international companies, where the elements of national culture are only weakly reflected in organizational behavior. Excluding multinational companies from the empirical study, the present research concentrates on examining those German organizations that are traditionally linked to German cultural context. This chapter discusses the relationship between national and organizational culture, focusing on exploring the relations between individual values (as a core of national culture) and OC in Germany national context. Thus the research contributes to answering the question whether the values, characterizing German national culture, are related to OC. The conclusions and hypotheses are mainly based on analysis of theory and empirical studies, presented in previous chapters.

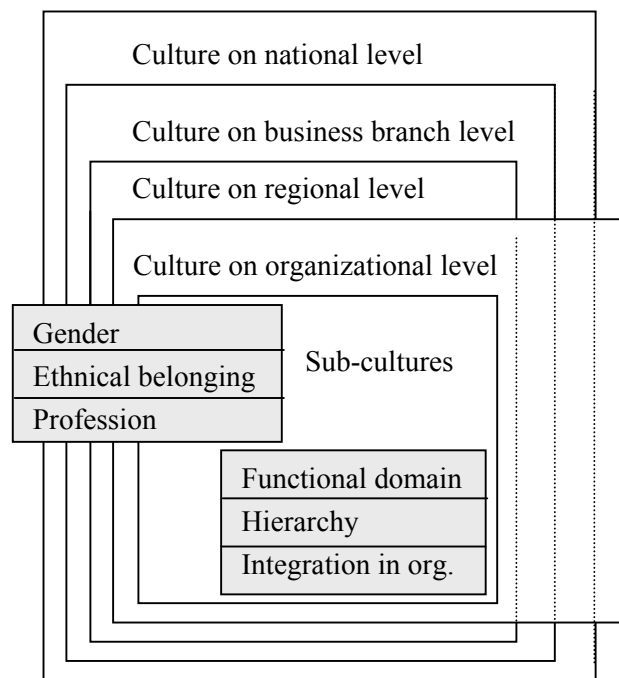


Figure 3. Relation of various cultures affecting an employee.

Source: Compiled by the author, four cultural layers concept is based on Sackmann (1996), Ulijn, Nagel, Liang (2001).

In German context the number of large-scale empirical studies on OC is rather limited (see 1.2) whereas only few early researchers considered the relationship between OC and individual values. Thus the development of hypothesis on relationship between OC and individual values can mainly rest on indirect arguments, such as those that have

been discussed in previous chapters regarding the specific features of German OC and individual values.

Several researchers explored general links of the organizational culture and national culture. On international arena, the relationship between individual values and OC was explored by Hofstede (1993, 2001), Meglino and Ravlin (1998), McNeely and Meglino (1994), O'Connor (1995). However, the universal pattern of relationship could not be detected. For example, Hofstede (1993) makes a conclusion that relatively high score on masculinity value dimension (characteristic for Germany) implies strong interconnection of private and professional life of an employee. But several German studies (Duncker 2000, Daheim *et al.* 2001) disprove Hofstede's generalization showing that the Germans prefer working issues not to interfere with private life. Thus making conclusions on relationship between OC and individual values, the results of international studies have to be treated cautiously, always in the context of German national culture.

According to multiple researches in Germany (Günter 1975, Schneider, 1980, Silberer, 1991) the relation between single individual values and single organizational behaviour variables is weak. But techniques, involving multivariate analysis and dimensional approach detect significant relations (Chatman, Polzer *et al.* 1998, Schürmann 1999). Hence, the conclusion can be drawn that values influence only general modes of behavior, whereas an impact on specific OC elements is less intensive. Therefore, exploring OC and individual values, the dimensional method would be more appropriate for measuring relationships.

As discussed previously, an employee and OC are interrelated in national context (see figure 1 and figure 3). The specifics of German traditional organizations is that their cultures are strongly task oriented, the roles of employees are described in detail and managers, even though not distant from employees (low PDI), promote performance orientation and conformation with the set of rules (Gupta *et al.* 2002: 13-14). The domination of OC over an individual (and his/her values) in Germany can lead to the situation, where only the impact of highly prioritized German individual values (honesty, responsibility, friendship) can be detected in German OC. The low priority values are suppressed by formalized, task oriented OC. The application of one of the

most reliable value ranking method – Rokeach's value questionnaire – would enable checking the hypothesis.

Hypothesis 1: The cultural dimensions of German organizations reveal stronger relationship with individual values of high priority, than with individual values of lower priorities.

German OC does not bind an individual by strong symbolic management or orientation on emotional involvement. Relations in German organizations are often restricted to being polite, helpful and following organizational norms. Hence it might be expected that traditional in Germany separation of private life from working issues, results in weak links between individual values and OC dimensions that reflects orientation on relations. From the other hand, traditionally performance-oriented German OC encourages employees to focus on the task. Therefore it is expected that OC on task orientation is related strongly to individual values.

Hypothesis 2: The links of individual values to relationship-oriented OC dimension is less intensive (supported by smaller number of related individual values) than the link to task-oriented OC dimension.

The German culture has a collectivistic nature and even though several discussions on post-materialism assume growing individualism, the empirical studies disprove this hypothesis (Müller- Schneider 2001: 102). Appreciation of partnership and having a family have even increased over the last ten years (Duncker 2000: 96-98) and Germany remains to be among the most collectivistic societies of Europe (Hofstede 2001: 72). A few international studies show that OC is a collectivistic phenomena where the culture is formed by individual values (Triandis, Chen, Chan 1998), whereas collectivism influences OC elements (Hofstede 2001: 153). The question arises, how the high collectivism level of the Germans is reflected on OC. The complexity of answering this question consists in the fact, that there are several differently rated levels of collectivism detected in German national context (family, state and partnership relations). Therefore, the expectation is that various levels of collectivism have different patterns of relationship with OC. Considering the fact that the Germans avoid interrelation of family and organizational life, the conclusion can be made that collectivism on family

level would not be positively connected to collectivism (relation-orientedness) on organizational level. Since predicting of other relationships between OC and collectivism value dimensions is too speculative, this part of the empirical study will have an exploratory character.

Hypothesis 3: The strong collectivism characteristic for German society is reflected on OC level, whereas various levels of collectivism have different pattern of relationship.

Since the end of 1970s the change of individual values has been discussed intensively in Germany (see Inghardt 1977, Klages 1984, Gensicke 1996, Meulemann 2002). Germany moves towards the society with a post-materialistic value pattern. The following figure 4 represents the change of individual values in German organizational context.

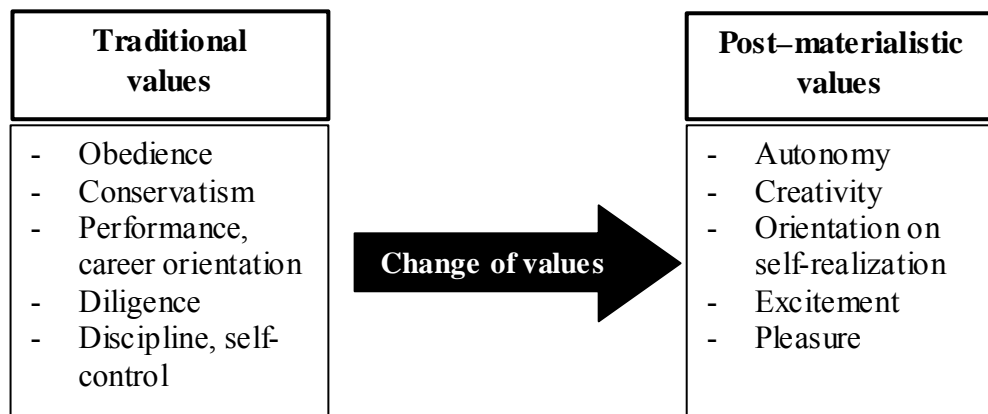


Figure 4. Change of individual values in Germany.

Source: Klages (1995: 84-86), Simon (1997: 9).

The presented above figure shows that there is large gap between traditional German values and post-modernistic values (reported to be characteristic for people under the age 40 (Klages 1995: 84)). The dramatic change of values is expected to have an impact on OC. If the methodology used in the present research would enable differentiating respondents with post-modernistic individual values (high priorities on such values as *pleasure, exciting life, imaginative, independent*) then the relationship to OC would be different from the relationship detected on the example of other respondents.

Hypothesis 4: The relationship pattern between OC and individual values is different between people with post-materialistic value priorities and other respondents.

According to the model described in figure 1, the balance of the system “individual-society-organization” depends on the interaction between the elements of the system. Already in the middle of the 1970s the academic literature declared the change of one element of the system – values on individual level, showing the need of society and organization to adapt. Individual values tended to reflect post-materialistic attitudes of the Germans. Especially for the younger generation the work is losing its value, employees wish for an individual approach to themselves (Drumm 1989: 119). This leads to motivation crisis, social disorientation and organizational disintegration of an employee in a traditionally formalized German organization (Krause 1998: 173). Therefore the organizational management have to develop new appropriate motivators, communication norms and decision-making procedures. However, several modern researches report that organizations working in traditional German industries are still inflexible (Opresnik 1999: 140-142) and their human orientation and orientation on innovation does not correspond with the needs of modern society. An employee with post-modernistic value pattern, appreciating free time, excitement and autonomy, can get a strong dissatisfaction with traditional, formalized German OC and management style, as his or her important expectations are not met.

The impact of post-materialistic values on OC may have been reduced during the last years of economic stagnation in Germany. Therefore people, who used to appreciate opportunities for self-realization and autonomy, could for a certain period become more conscious of security and basic needs. As the result, the impact of initial individual values on OC may be reduced by the strong impact of external economic environment. Nevertheless, it is possible to conclude that in a view of change of values in the society the OC will play more important role in organizational performance in future. Several academic articles discuss the increasing function of OC as a coordination tool. The figure 5 presents the interrelation of organizational elements and different needs of individuals.

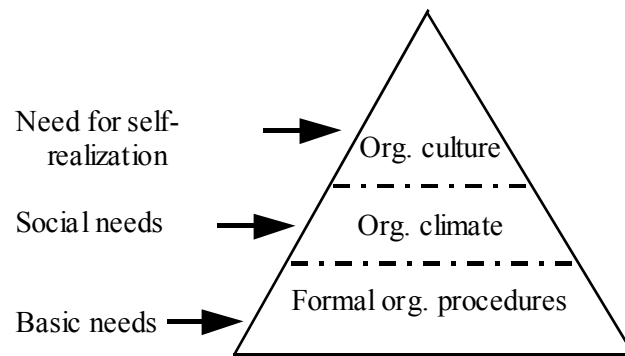


Figure 5. Hypothetical correspondence between individual needs and organizational coordination tools.

Source: Own presentation, based on Simon 1997: 8.

Note: org. – organizational.

While formal organizational elements are mainly oriented on satisfying the lower levels of Maslow pyramid of needs, the OC can be an appropriate instrument for coping with higher level needs of employees. Knowing the particular relationship between OC and individual values would reveal the problems and opportunities that may arise in case the OC becomes an organizational coordination tool.

2. THE EMPIRICAL STUDY OF ORGANIZATIONAL CULTURE AND INDIVIDUAL VALUES IN GERMAN ORGANIZATIONS

2.1. Study design and description of the sample

There are multiple techniques to examine OC and individual values, for example, case studies, experiments, interviews and questionnaires. In the current paper, the examination of relationship between OC and individual levels is based on questionnaire research method, employing three specific measurement instruments (see table 9). After the discussion and justifying of the methods chosen for the study, the author presents stages of the study, showing the logic supporting the achievement of the research objective. Thereafter a considerable attention is given to the adaptation procedure of the questionnaires to the German context, which can be a helpful guide to the further adaptations of the questionnaires to other linguistic contexts. The chapter closes with the explanation of selection criteria for the collection of empirical data and with the description of the sample.

Table 9. Major instruments employed in the research

Nr	Instrument	Authors, year of development, institution	Original language	Brief description of the method
1	Organizational culture questionnaire	Vadi, Realo, Allik, 2002, University of Tartu	Estonian	Based on 43 statements two factors extracted, each of 11 items: a) task orientation, and b) relation orientation.
2	Questionnaire of collectivism	Vadi, Realo, Allik, 2002, University of Tartu	Estonian	Based on 24 statements three factors extracted, each of 8 items: a) family, b) state, and c) peer levels of collectivism.
3	Questionnaire of individual values	Rokeach, 1973, Washington State University	English	Ranking of two sets of values, 18 items each: a) terminal values, and b) instrumental values.

To measure OC, the method of detecting OC orientations was used. This method corresponds to the integrative approach discussed in (1.2) and enables treating OC concept on a complex level, avoiding excessive simplifications (common for objective approach, see 1.2). Most elaborated OC orientation approaches are those of Schein (1992) and Harrison (1995). These authors defined two OC dimensions: task and relationship orientations. However, in German context several authors detected other orientations (Bosler 1993, Kobi, Wütrich 1986). In present paper the questionnaire developed by M. Vadi was used to explore German OC orientations. The questionnaire consists of 43 statements and is oriented on exploring dimensions of OC. In context of Estonian and Latvian organizations two dimensions were detected: first, the positive/negative OC dimension, therefore the extent, to which members of the organization are willing to support the objectives of the organization, and second, the strong/weak dimension of OC - the strength of relationship-orientation of employees in an organization (Vadi 1999, Tolmats 2003). These two dimensions reflect the values and beliefs on organizational level and characterize the relation between an individual and an organization. However, it is not necessary that OC dimensions detected in Estonian and Latvian context (Vadi *et al.* 2003: 16) would coincide with dimensions of German organizations. The organizational culture questionnaire (OCQ) measures respondents' perception of OC on a 10-point Likert scale. The aspects covered by the questionnaire include statements on communication attitudes, behavior norms, relation with management and other issues (see appendix 1, 2, 3 for German versions of OCQ).

The second target for the empirical study is to measure individual values. In the present research, while measuring the individual values, the special attention is given to measuring the collectivism value dimension. On one hand, Germany is one of the most collectivist nations in Europe, on the other, the large differences are detected among the levels of collectivism (family, state levels) in Germany. These findings increased the interest towards separate analysis of collectivism value dimension, as this may lead to specific conclusions relevant only to German context. The chosen approach for measuring the collectivism was developed by Vadi, Allik, Realo (2002). This method distinguishes collectivism on three following levels: a) family, b) friends and colleagues, and c) state, nation, public opinion. Respondents rank their attitudes on scale 0 through 4. On the basis of ranking of statements, three subtypes of collectivism

were constructed. These three dimensions do not construct single continuum, but are relatively independent, therefore if a person is collectivist on family level, it is not possible to draw a conclusion of the extent of collectivism on other levels.

The scientific interest towards exploration of values exists on multiple levels: sociology, psychology, politics etc. Silberer (1991: 30-57) presents an overview of the methods to measure individual values. The values of an individual influence an organization and its culture (discussed in 1.1 and 1.4). In the current study, to measure general structure of individual values, the method developed by M. Rokeach was chosen. M. Rokeach divided values into two categories: terminal and instrumental. Terminal values (for example, *wisdom, family security*) represent those goals in life, which are important as end-states of existence. Instrumental values (for example *honesty, courage*) are the beliefs, which guide conduct of everyday life (Rokeach, 1979: 48-50). Survey respondents are asked to rank each of two sets of values in order of importance, in ascending order from 1 to 18. The application of this proved for reliability method enables detecting clear priorities in individual values and then to explore how the OC dimensions are related to individual values.

The following figure 6 presents the schema of research process. While the first parts of the present paper (1.1-1.3) were focused on the analysis of existing surveys of OC and individual values, the analysis presented in chapters 2.2 and 2.3 is based on the empirical study, which employed three chosen methods described above.

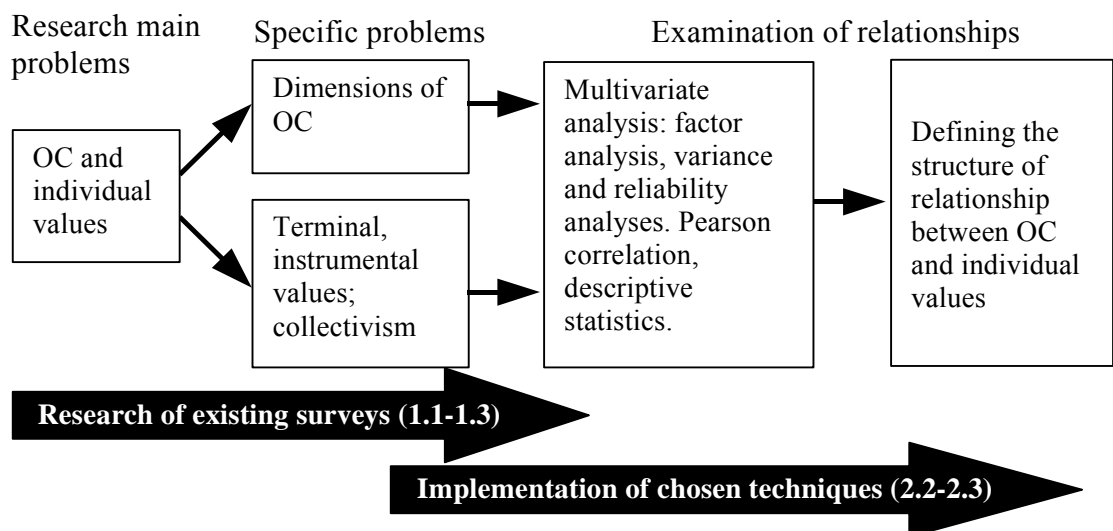


Figure 6. The schematic presentation of the research process.

Note: Numbers in the figure refer to the corresponding chapters of the present research.

The research schema above describes the major stages of conducting the study. The chosen methodology could not have been applied unless two out of three questionnaires were adapted to German context. In contrast to the Rokeach value survey, which has been previously conducted in Germany⁴, the organizational culture questionnaire (OCQ) and the questionnaire on collectivism (CQ) were being tested in German context for the first time. The original language of both questionnaires is Estonian (see table 10). Although translated into English, Finnish and Russian languages, the two questionnaires have not been adapted to German linguistic context yet. The adaptation process followed several phases, which are described by the figure 7.

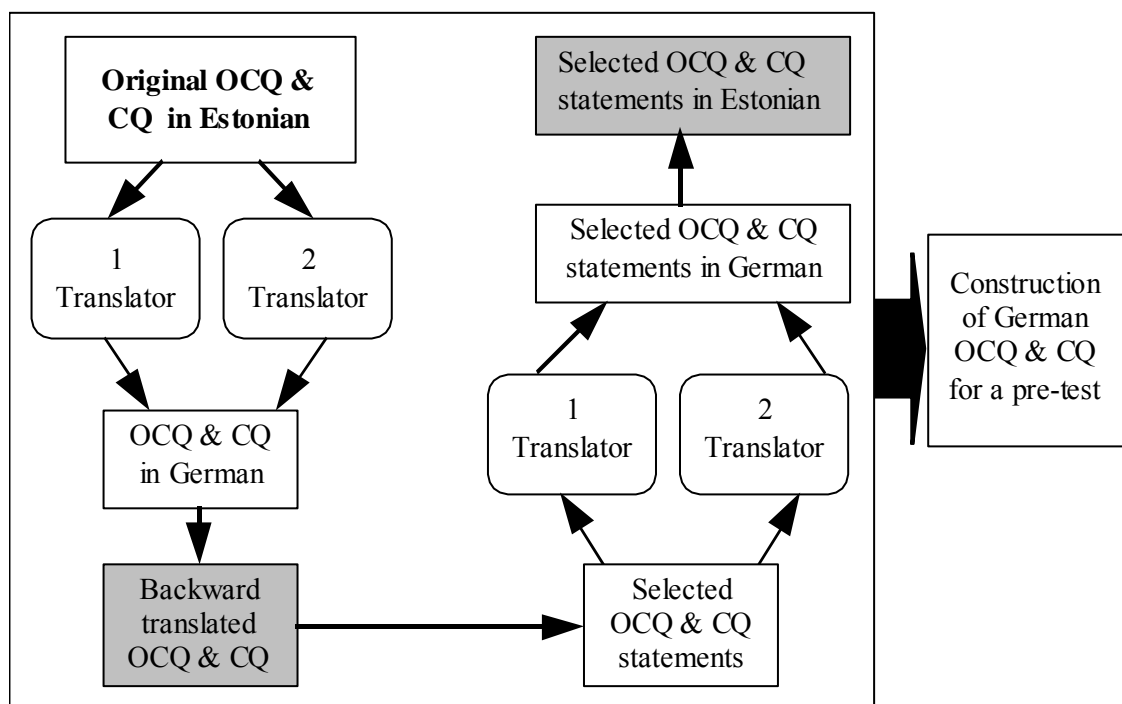


Figure 7. The adaptation process of organizational culture questionnaire and collectivism questionnaire to German linguistic context.

Note: The gray color highlights the expert panel stages, where the authors of the questionnaires evaluate the quality of translation. OCQ & CQ – questionnaire of OC and questionnaire of collectivism.

The adaptation process consisted of several elements: repeated forward and backward translations of the questionnaires, use of expert panel and pre-testing. Two independent translators undertook the first translation of the two-part questionnaire: organizational culture and collectivism questionnaires. The translators then worked cooperatively to

⁴ The Rokeach value survey was applied in German context by Hogan (1980), Günter (1975).

determine the variations in translated statements of the questionnaires and to reach a single version of translation. The independent translator then translated the constructed single German questionnaire into Estonian language. At this stage (stage of expert panel), authors of OCQ & CQ together with the author of the current research evaluated the original and backward-translated questionnaires deciding what statements were significantly different. The selected statements were again forward and backward translated. Then the second expert panel was organized. The second backward translation was almost identical with the original Estonian version, thus, the full version of German questionnaire could be constructed. The following table represents the summary of the most important improvements conducted over the German version of OCQ & CQ.

Table 10. The statements of organizational culture questionnaire and collectivism questionnaire that undergone the most important changes during translation

Original statements	First backward translations	Final translation
Meie organisatsioonis...	In unserer organisation bzw. Firma...	In unserer Organisation bzw. unserem Unternehmen...
... korraldatakse ühisüritusi	... werden Firmenevents organisiert	... werden gemeinsame Veranstaltungen organisiert
... tuntakse hästi konkurente	...ist man gut über die Konkurrenz informiert	... kennt man die Wettbewerber gut
... teatakse, kuidas omavahel suhelda	... weiß man, wie die Kommunikation verlaufen soll	... weiß man, wie man miteinander umgehen soll
... on eksimuste korral piinlik teiste organisatsiooni liikmetele	... schämt man sich bei Fehlritten vor anderen Mitgliedern der Organisation	... ist es peinlich, wenn man einen Fehler macht
... on häbi tunnistada teistele oma töökohta	... schämt man sich seines Arbeitsplatzes	... schämt man sich, seinen Arbeitsplatz in der Öffentlichkeit zu nennen
... ei karda inimesed eksida	... haben Menschen keine Angst, etwas falsch zu machen	... haben Menschen keine Angst, sich zu irren
... tuntakse tööõnnumu	... arbeitet man mit Freude	... empfindet man Arbeitsfreude
... tahavad paljud töökohta vahetada	... wollen viele einen anderen Arbeitsplatz	... wollen viele den Arbeitsplatz wechseln

Before the OCQ & CQ was prepared for conducting the study, the pre-test procedure was run in order to determine whether the statements that compose the experimental version of the questionnaire are clear, written without ambiguity and that the language is grammatically correct and understood by the target population. Several post-graduate students and two Ph.D. persons - all native speakers of German - took part in the pre-test and suggested minor changes in the presentation of the questionnaire.

After the combination of OCQ & CQ with the Rokeach questionnaire of values, the adapted questionnaire was distributed among multiple companies. The companies to be involved in the study were selected using the database for German companies (Firmendatenbank 2002). The companies were selected by industry, number of employees, and location. As discussed in chapter 1.3 the strongest influence of individual values in German national context may be detected in traditional German industries. Therefore, the contact companies were selected from such industries as machinery, electronics, optical industry, chemicals and several others, where the company's name does not imply the multinationality of the company. Inclusion of various industries into the survey minimizes the industry effects on OC research. Decision about the second criterion – the number of employees in the company exceeding 100 people - was made following the conviction that in small companies, the subcultures are stronger, whereas the manager usually dominates over the behavior of employees (Pfleßer 1999: 121), so that the impact of individual values may be reduced significantly. If only small companies had been used, the study in that case would have reflected attitudes of managers rather than OC and shared values of employees. The companies involved in the study are from West Germany, since as discussed earlier, the OC of East Germany (former German Democratic Republic, GDR) and West Germany (former Federal Republic of Germany, FRG) do encounter statistically significant differences in several OC elements. Most of the companies are from Northern part of Western German States, since it was comfortable for conducting the research and negotiations. The empirical data was collected during the period November 2003 – March 2004.

Because the pilot contacts per e-mail did not prove to be effective, the improved method of data collection method consisted of several subsequent stages: a) first contact by e-

mail or by sending a fax message, b) telephone call to the company, c) (optional) personal presentation of the research to a human resource manager or a chief executive officer. In case of positive response, the contact person was instructed about the method of collecting questionnaires.

During the pre-test of the questionnaire two personnel managers pointed out that the confidentiality is very important to secure for adequate answers. Therefore, to reduce anxiety of being checked for negative comments on OC, in most organizations, respondents were offered to use an envelope to seal the filled out questionnaires. The questionnaires were sent to people from different departments within each organization.

The 167 companies were selected for the empirical investigation. The rate of companies that took part in the study was 6%, or 10 companies. The average number of received questionnaires per company was approximately 17 that builds the general sample of 169 respondents.

Table 11. The sample structure by industry

Branches	Number of respondents	% of all respondents
Production of electrotechnics	81	48.5
Machinery, ship construction	52	31.1
Electricity works	34	20.4

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 of non-German nationality. The average age of respondents is 40.8 years (standard deviation 11.5), average time of working in the same company is 12.5 years (standard deviation 10.4).

The table shows that almost 70% of respondents are males. Natural explanation of the high men percentage is the technical orientation of companies involved into the study, where men are dominating on regular and especially managerial positions in Germany (Lang 1996: 15). There are relatively few young people in the sample representing

Table 12. Sample structure by the socio-demographic characteristics of respondents

Criterion	Number of respondents	% of all respondents
Position		
managers	58	36.5
regular employees	101	63.5
Gender		
men	110	69.2
women	49	30.8
Education		
secondary	68	42.8
higher	91	57.2
Time working in the company		
up to five years	45	28.3
over five years	114	71.7
Age		
up to 35 years	43	27.0
over 35 years	116	73.0

selected German industries. Considering the high average tenure of respondents (12.5 years) it is possible to conclude that companies have relatively stable staff. Thus the individuals, evaluating OC, are expected not to be superficial.

2.2. The evaluation of organizational culture and individual values

The chosen study method, consisting of three questionnaires, enables a) detecting and measuring OC dimensions, b) defining individual values of employees in studied organizations, and c) exploring the relationship between the measured issues. While the chapter 2.1 presented the adaptation process of the questionnaires from linguistic perspective, the current chapter is focused on questionnaire data, represents statistical processing of the data and evaluation of results.

One of the tasks of the present paper was to adapt the methodologies developed by Vadi, Allik and Realo (studies of OC and collectivism value dimension) to German context. After the filled out questionnaires were collected, it was necessary to prove whether the dimensions of OC and collectivism that were valid in Estonian context (see table 9) could be also defined based on the data from German companies.

Both instruments – measurement of OC and collectivism – employ factor analysis for detecting the dimensions of explored issues. Therefore, to examine the validity of the methods in German context, the factor analysis was also conducted, whereas the Cronbach’s alpha ($\alpha_{Cr}>0.6$) was used as a criterion for the reliability of extracted factors. After the factors were determined, the differences between the initial factors’ composition (developed by Vadi, Allik, Realo (2002)) and the factors valid within the studied sample could be discussed. Then the results of factor analysis can be presented in closer details and also in respect to socio-demographic features of the respondents.

Statistical processing of data on OC resulted in two-dimensional factor solution. Analysis of the statements comprising two extracted factors (see table 13) leads to the conclusion that the first OC factor reflects task, and the

Table 13. The loadings of the two factors on organizational culture

Statements	Loadings	
	factor 1	factor 2
... positive changes take place constantly	0.70	0.24
... the information required is accessible to everyone	0.70	0.27
... people are proud of their organization	0.67	0.17
... the competitors are well known	0.67	0.03
... traditions have high importance	0.67	-0.19
... the goals of the organization are known	0.64	0.18
... every person is evaluated	0.63	0.24
... people communicate politely with each other	0.28	0.73
... all failures are reacted strictly	0.03	-0.62
... there are many people who would like to change their job	0.25	-0.62
... people come to work unwillingly	0.05	-0.61
... people help each other in work related issues	0.23	0.60
... each other's hobbies and out-of-work activities are known	0.06	0.57

Note: Factor loading in bold corresponds to the statements included into the factor.

second – 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.*: 322). The reliability coefficient of both factors (α_{Cr}) exceeds 0.72 showing the internal consistency of the solution. Therefore the factor may be applied for the further analysis.

The detected two-dimensional OC factor solution is similar to results of Vadi *et al.* (2002: 183). However, instead of 22 statements (valid in Estonian context) 13

statements describe two OC factors in the German context. Paying attention on factors' composition it is possible to notice that the first factor consists of uniform task-oriented issues (goals, task-related information etc.), however, the second factor initially reflecting relation-orientation, has different perspective in German context. The second factor is indeed relation oriented (including issues on common hobbies, polite communication), but it consists by 50% of negative statements. The finding is in accordance with discussed in 1.2 traditional German OC: employees, while being strongly task oriented, avoid intensive friendship relations at work, the relations are neutral. The weak relation orientation of German employees can thus be detected mostly through formal organizational behavior (norms of being polite) or through communication of negative attitudes (wish to change the job, behavior in conflict situations). Despite the specifics of relation-orientation factor in German organizations, the two OC factors, initially proposed by Harrison, Schein and Vadi can be also distinguished based on the data of the present study.

The scores of the OC dimensions are represented in the table 14. Considering that the measuring scale of OC questionnaire statements was one through ten (in ascending order of importance from irrelevant to absolutely relevant statement), the conclusion can be drawn that average orientation on task and relations is perceived by respondents as positive rather than negative.

Table 14. Scores of two organizational culture orientation

	Mean value	Standard deviation
Task orientation	5.90	1.57
Relation orientation	7.03	1.32

The methodology of the study enables measuring the socio-demographic parameters of respondents, thus it is possible to investigate how the perceptions of OC are dependent on 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 15). Thus among the people who are considerably higher task oriented are the employees on managerial position, people who are older than 45 years, and people working in the same company for more than 20 years. The higher than average employee's task orientation of managers is not surprising, the same findings were

reported in international surveys (Brodbeck 2000: 19), in German context (Rosenstiel, Nerdinger 1995: 49) as well as in Estonian organizations (Vadi *et al.*: 21).

Table 15. Differences between perceptions of task orientation between various socio-demographic groups

Group of respondents	Task orientation			
	mean value	st. deviation	F(1,158)	p
Position				
managers	6.67	1.44	24.61	0.00
other employees	5.39	1.47		
Age				
up to 45	5.41	1.74	12.07	0.00
over 45	6.64	1.58		
Time of working in the company				
up to 20 years	5.62	1.66	2.92	0.04
more than 20 years	6.46	1.56		

According to the table, younger people are oriented on organizational objectives less. It might have been expected that younger people, being career-oriented would as well be more task-oriented, but from the other the chapter 2.2 dedicated to discussion of individual values in Germany points out the change of values in German society towards post-materialistic pattern. 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 on task. The high task orientation of people working in a company for more than 20 years may be explained by high degree of managers in this group: managers are, as discussed in chapter 1.3, very concerned with being oriented on organizational goals and promoting high motivation among employees. Based on the present sample, orientation on task does not depend on gender or level of education.

No statistically significant relationship between relation orientation and socio-demographic parameters of respondents is detected in the present study. Therefore the organizational relation (in terms of following the set norms and not seeking for strong organizational cohesiveness) is homogeneous for all socio-demographic groups that are studied in this survey.

The second method being employed in the present study is the questionnaire of collectivism. The factor extraction based on the data of the present study confirmed the three component solution, proposed by Vadi, Allik and Realo (2002: 16) (see also table 9). The following table represents the results of a factor extraction. The percentage of variance explained by factor solution is high (exceeding 50%) considering the social character of the empirical study. The internal consistency of the solution is confirmed by the value of Cronbach's alpha that exceeds in case of all three factors value 0.63.

Table 16. The loadings of the three factors on collectivism

Statements	Loadings		
	factor 1	factor 2	factor 3
The highest thing that a person can do in life is to dedicate him/herself to his/her family	0.76	0.11	0.01
In life, family interests are most important	0.72	-0.24	0.04
The most important decisions in a person's life should be made within the family circle.	0.67	0.20	0.18
Family celebrations are the most important events in one's life	0.57	0.13	0.27
A family should have one joint budget	0.55	0.12	0.19
In life, the interests of one's family are not most important	-0.55	0.04	0.27
A person should sacrifice him/herself for the future of his/her nation	0.09	0.80	0.06
The interests of nation outweigh the individual interests of its members	0.13	0.72	0.06
If necessary, one should die in the name of one's nation	-0.06	0.71	-0.05
If required by the interests of the state, individuals must surrender their own comforts	-0.22	0.58	-0.04
Every nation should remember and honor its heroes	0.26	0.53	0.10
There should be no secrets between friends	0.21	0.01	0.82
One does not have to tell everything to one's friends	0.03	0.04	-0.76
Everything should be equally shared between friends	0.09	0.15	0.62

Note: Factor loading in bold corresponds to the statements, included into the factor.

The results of factor solution suggest the similar interpretation of the three collectivism dimensions of Vadi *et al.* (2002: 16). Thus all statements of the first factor are oriented on family issues (collectivism on family level, familism), second factor is representing collectivism on societal level (patriotism), and the last factor is representing collectivism on friendship level (companionship). All three dimensions of collectivism are described by less than initial eight statements (Vadi, Allik, Realo 2002: 23), referring to the fact that structure of collectivism factor is not completely identical with

the collectivism factor of the Estonian respondents. The important difference from the solution of Vadi *et al.* (2002) encounter the third factor – “collectivism on peer level”. In the present study it is determined only by three statements instead of initial eight statement solution of Vadi *et al.* (2002).

The specifics of German national culture are manifested through the small number of statements describing the third level of collectivism – peer-related collectivism (companionship). Vadi *et al.* (2002: 17) defines companionship as “relations between an individual and his/her neighbors, friends and co-workers”. Thus the initial factor on peer-related collectivism includes statements regarding friends, co-workers and neighbors. However, as discussed in 2.2 and 2.3, the Germans differentiate strictly relations with friends from other relations. Thus the initial factor, including statements on relations with various social groups (friends, co-workers and neighbors) has a relatively low internal consistency in German context. The detected in this study alternative dimension of third level collectivism includes the statements only concerning friendship relations (see table above, “factor 3”). The derived factor has an adequate reliability.

The scores of determined three levels of collectivism are presented in the table below. It is necessary to note that the scale used for measuring collectivism is different from OC measurement scale. In case of collectivism study, rating “0” - means strong agreement and “4” – means strong disagreement with the statement determining level of collectivism of a person. Thus the data in the table 17 refers to the fact that the Germans are relatively collectivistic on family level, whereas collectivism on friends and societal level is significantly lower. The detected factors of three collectivism levels in German context have significantly different scores; this supports the discussion of chapter 1.3, where the need for differentiation of levels of collectivism in German society was underlined.

Table 17. Scores of the three levels of collectivism

Levels of collectivism	Mean value	Standard deviation
Family	2.49	0.76
Society	1.17	0.73
Friends	1.62	0.89

Also in the case of collectivism the socio-demographic parameters of respondents were important predictors of differences in collectivism. The differences were detected in all studied socio-demographic groups on each level of collectivism. Thus the author has decided to present only the results of the collectivism level (familism), which have the highest score in the present survey. The table below presents the findings.

Table 18. Differences between collectivism on family level between various groups of respondents

Group of respondents	Collectivism on family level			
	mean value	st. deviation	F(1,158)	p
Position				
managers	2.34	0.77	14.00	0.00
other employees	2.79	0.66		
Gender				
men	2.16	0.74	14.09	0.00
women	2.64	0.69		
Age				
up to 45	2.37	0.85	4.55	0.01
over 45	2.74	0.78		
Time of working in the company				
up to 20 years	2.43	0.91	3.91	0.01
more than 20 years	2.84	0.69		

The higher family collectivism level among women and subordinates in comparison to men and managers respectively is rather natural in European society. The findings of the present study present, however, more specific information. According to the analysis of variance, women and subordinates are more collective on both level (family and state level) in comparison to men and managerial staff respectively. Whereas age and time of working in the same company is in the positive correlation with the collectivism on family and state level. Since the socio-demographic features are strong predictors of level of collectivism, it would be necessary to check if relationship between OC and collectivism value dimension is also influenced by socio-demographic parameters of respondents.

The Rokeach method of value measurement is the last instrument applied in the present study. The method is internationally accepted and was also applied previously in Germany. Thus the reliability of the method in German context has already been tested

(Günter 1975, Hogan 1980). Therefore there is no need for re-proofing the method on reliability. Only the major findings are considered in the present study. The Rokeach method enables detecting hierarchy of individual values. Based on the sample of 167 respondents, the pattern of terminal and instrumental values is represented in the table below.

Table 19. Ranking of first nine terminal and instrumental values of the respondents

Nr.	Terminal values	Instrumental values
1	Family security	Honest
2	Freedom	Broadminded
3	World at peace	Responsible
4	Inner harmony	Loving
5	Self-respect	Helpful
6	True friendship	Capable
7	Happiness	Independent
8	Mature love	Polite
9	World of beauty	Forgiving

There are several values in the table that coincide with the results of previous individual value surveys in Germany. Thus such terminal values as *family security*, *freedom*, *true friendship* and such instrumental values as *honest*, *responsible*, and *polite* are traditionally highly ranked by the Germans. The high priority of the terminal value *world at peace* can be caused by recent unstable international political environment as well as by the memory of the Nazi dictatorship and its tragic consequences (see also 1.1). The high ranking of orientation on order reported in other German individual value surveys was not detected in the present study, instead rather highly were ranked such values as *independent*, *freedom*.

The analysis of the individual values showed that there are multiple dependencies between the values and socio-demographic features of the respondents. Since the number of dependencies was large, the table below represents only the links to the nine most prioritized values, which are reflected in the previous table. Thus top managers and employees over older than 45 years rank *family security* higher than other respondents. Manager may appreciate the family because of the psychological support they receive from it, and older people may feel vulnerable if detached from their family. *True friendship* being highly prioritized among the Germans, is appreciated more by

younger people. This finding coincides with the statement of Duncker (2000: 172), who reported that despite the change of values, the importance of several traditional values (such as friendship) is even increasing in Germany. Rather logical is the fact that highly educated people value *self-respect* more than do less educated people. Higher education enables more independence and self-realization at work.

Table 20. Differences of terminal and instrumental value ranking between various groups of respondents

Values, group of respondents	Individual values			
	Mean value	St. deviation	F(1.158)	p
<i>Family security</i>				
managers	3.72	2.71	3.95	0.04
	other employees	4.90		
up to 45 years old	4.92	4.27	3.40	0.04
	over 45 years old	3.65		
<i>True friendship</i>				
up to 35 years old	6.00	3.61	3.86	0.02
	over 35 years old	7.75		
<i>Happiness</i>				
up to 45 years old	6.48	4.52	4.24	0.02
	over 45 years old	8.52		
<i>Self-respect</i>				
secondary education	7.18	4.09	4.13	0.04
	higher education	5.84		

Concluding the evaluation of the three methods measuring OC and individual values, important was the confirmation of the applicability of these instruments in German context, though with significant corrections. Thus two OC dimensions could be distinguished in studied German companies: task and relation orientation. Regarding the collectivism dimensions, three levels are detected: collectivism on family, society and friendship level. These dimensions correspond with the theoretical statements discussed thoroughly in the paper of Vadi, Allik, Realo (2002) as well as with the German context discussed in the present paper. From the other hand the results correspond to the empirical data on OC and individual values previously presented in the academic literature and discussed in 1.2 and 1.3. Thus being confident in reliability of the instruments applied, the further analysis of relationship can be performed.

2.3. The discussion of relationship between organizational culture and individual values and testing of hypotheses

The major objective of the present paper is to determine the relationship between OC and individual values in German organizations. As concluded in previous chapters this relationship was not sufficiently studied in German context. Those few papers that consider the subject, either focus on specific group of respondents (e.g. managers) or study the relationship of selected OC elements (e.g. organizational values), thus choosing narrow approach to OC study. The methodology adapted in the present study enables to evaluate the relationship between two sets of variables:

1. OC dimensions. The analysis of the reliability of OC methodology revealed two OC dimensions in studied German organizations: orientation on task, and relation orientation.
2. Individual values. Collectivism value dimensions consist of the three levels: familism, patriotism and friendship. General hierarchy of values is explained based on Rokeach terminal and instrumental value method.

To analyze the relationship between these two sets of values, the Pearson product moment correlation was used. After the interpretation of detected relationships the further aspect of the research is addressed – testing of the hypotheses developed in the chapter 1.4.

Examining the relationship between OC and individual values on terminal and instrumental level (Rokeach approach), it is necessary to underline that Rokeach value survey method is based on ranking technique. Thus in evaluation process the signs of the correlation coefficients need to be treated cautiously. “Minus” sign in front of the correlation coefficient would define positive correlation, and “plus” sign – correspondingly negative correlation.

Addressing the table 19 that summarizes the findings of all relationships between the OC and individual values detected in the present study, the relationship between OC task orientation and individual values will be discussed at first. The relationship with general individual values is detected in five cases. Task-oriented OC dimension is related to the values *national security*, *pleasure*, *true friendship* (terminal values),

helpful and *responsible* (instrumental values). Thus people who highly prioritize values *national security* and *responsible* are also more task oriented. In contrast, the people who prioritize values: *pleasure*, *true friendship*, and *helpfulness*, these respondents indicated lower results on task orientation. Analyzing the meaning of these relations, it is possible to conclude that employees who rank highly relations-oriented values and personal pleasure support the organizational goals less, whereas work-related value of being responsible is leading to higher performance orientation. Also the employees, who are national security conscious support an organization and are more performance oriented. This relationship was not discussed in academic literature, neither it was valid for respondents in Estonia and Latvia, thus indicating a unique characteristic of the present sample. The interpretation may be that those employees, who care for the state's safety against invaders, are eager to contribute to the country's welfare by being engaged and task oriented. Even though the Germans are reported to be one of the least patriotic nations in Europe (Germany: Ja... 2000), the national security is nevertheless reflected on OC level.

Table 21. Correlation between individual values and two dimensions of organizational culture

Values	Task orientation		Communication orientation	
	Pearson correlation coef.	significance level	Pearson correlation coef.	significance level
Terminal values				
<i>national security</i>	-0.21	0.01	-	-
<i>pleasure</i>	0.20	0.01	-	-
<i>true friendship</i>	0.16	0.04	-	-
<i>family security</i>	-	-	0.16	0.03
<i>wisdom</i>	-	-	-0.18	0.02
Instrumental values				
<i>helpful</i>	0.16	0.10	-0.19	0.01
<i>responsible</i>	-0.19	0.02	-	-
Collectivism value dimentions				
<i>state level</i>	0.23	0.00	-	-

Also the last row of table 21 indicates that the relation of national security and patriotism with OC in Germany is not accidental. The relatively strong positive correlation is detected between society-related collectivism and task orientation.

Therefore patriotic people, "...dedicated to serve one's nation by surrendering one's personal comforts..." (Vadi *et al.* 2000: 18) express greater support to organization in comparison to less patriotic people. Thus the findings of the present study are in line with theoretical scheme presented in the figure 3 (on the page 28): the OC of traditional German organizations certainly reflect the national culture of employees. According to the present sample, people who are patriotic in respect if the German Republic and support their national culture are also more task oriented.

Paying attention to relationship between relation orientation and individual values (see table 21), the remarkable notice is that the relationship is represented by less number of significant correlation coefficients. Only three values represent the relationship: *family security*, *wisdom* (terminal values) and *helpful* (instrumental value). The greater extent of orientation on relation reveal those people who highly prioritize values *wisdom* and being *helpful*. In organizational environment the Germans and especially the German managers reveal low levels of human and relation orientation. Values such as *wisdom* and being *helpful*, however, foster the person to understand life from less self-centered perspective and accept more eagerly the need for smooth interpersonal relationship and cooperation. The appreciation of the value *family security* in contrast diminishes the orientation on relations of a German employee. Being centered on family interests and taking care of loved family members, the average German person is more distant in relations on organizational level, and tends to perceive organizational relation environment more negatively.

There is only one individual value that is related to both dimensions of OC. The value *helpful* is negatively correlated with task orientation and positively – with relation orientation. This result is not surprising: when a person spares more time on helping others, it is natural that he or she has less time for support of organizational objectives.

The examination of the OC and individual values in respect of socio-demographic features of the respondents led to the similar structure of relationships, which was valid for the whole sample. Several variations were only detected between gender groups. Thus men, who value *comfortable life* are less task oriented and thus are pursuing other interest than the objectives of the employer-company. Similarly to the latter finding, the young (under 35 years old) employees, who appreciate *honesty*, are also oriented on

task less. *Honesty* is a value of a top priority among the Germans (see discussions in 1.3), in combination with young age and thus appreciation of post-materialistic values (Klages 1991: 62), honesty may cause strong non-conformity with formalized organizational processes in German companies, and thus lead to disregard of company's objectives.

As the finding of OC and values are discussed, the next stage of the study is to test the hypotheses on relationship between OC and individual values. Five hypotheses that were generated in chapter 1.4 are discussed below.

To test the first hypothesis it is necessary to distinguish groups of individual values that are prioritized more than average values and less than that. The present study uses the Rokeach' values survey that implies ranking of 18 values. Therefore the values of high priority belong to the first nine-value group and lower prioritized values are in the last nine-value group. Two upper-priorities nine-value groups (one group of terminal values and another - of instrumental) are calculated based on the empirical data and are presented in chapter 1.2 (see table 19). To test the hypothesis manifesting that high priority values are expected to have stronger impact in German OC than low priority values, the comparison of table 19 and table 21 is needed. For an overview of the tables' comparison the author composed the figure 8.

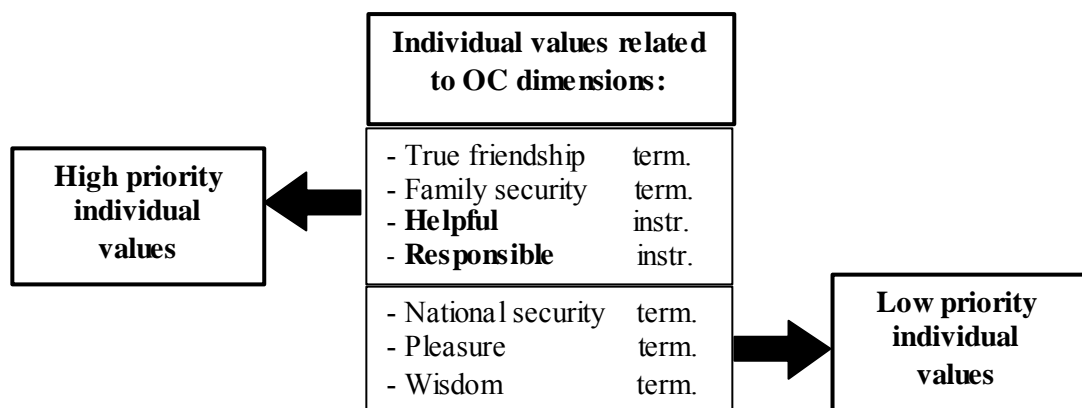


Figure 8. The individual values related to OC dimensions: differentiation between high and low priorities.

Note: instrumental values are highlighted in “bold” font; term.- terminal, instr. – instrumental.

At first sight the number of high priority values (four items) overweighs the low priority values (three items) only insignificantly. Thus the hypothesis is not clearly supported by the empirical data. However, returning to methodology description, Rokeach distinguished two groups of values – terminal and instrumental groups. Instrumental values are those that guide person in his every day life. As the figure 8 indicates only highly ranked instrumental values (*responsible, helpful*) are related to OC, whereas low priority instrumental values are not present in relationship. Thus the conclusion can be made (in the light of discussion presented in 1.4) that even though the OC in traditional German organizations is affected by both terminal and instrumental values, only strongly prioritized instrumental values are reflected in OC. Less strongly prioritized values appear to be irrelevant to OC, which may be an outcome of strongly formalized OC in German organizations.

The traditionally weak engagement and emotional cohesiveness of employees in German organizations (Lang 1996: 16) led to the development of the second hypothesis, according to which, the relation between individual values and OC task orientation is stronger than the relation of individual values to relation orientation. Indeed, the figure 9 shows that the majority of values are linked to OC through its task-oriented dimension.

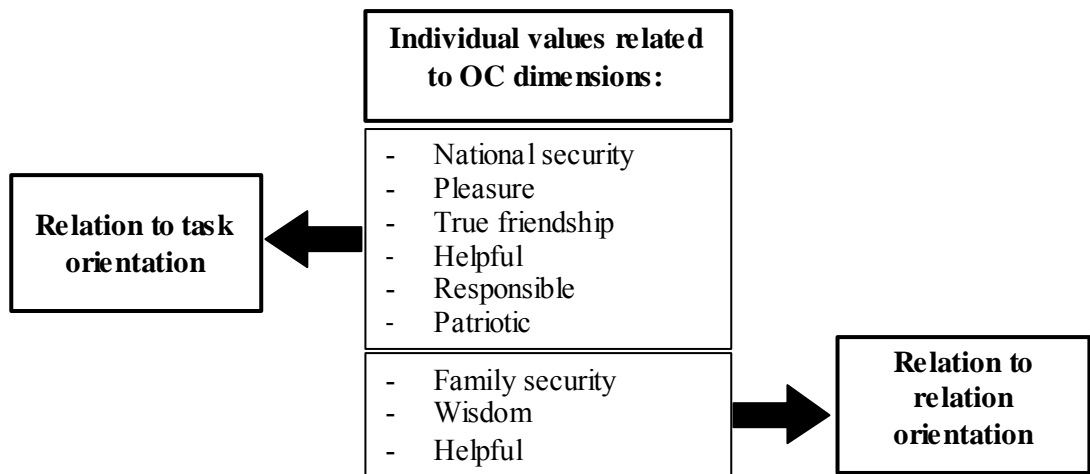


Figure 9. The individual values related to organizational culture dimensions: differentiation between orientations on task and relations.

Thus the conclusion can be drawn that in German traditional organizations, the task orientation of employees is more deeply implied in the nature of German national values. The orientation on relations is less connected to individual values that may be a reflection of the influence of organizational norms, regulating relations in German traditional OC.

The German nation is reported to be highly collectivist in comparison with most other European countries, thus the testing of the third hypothesis on collectivism of German employees may reveal its important relationship with OC. According to multiple researches, collectivism in Germany has multiple layers (see 1.3). Also the data of the present study reveals significant variations of OC levels on family, societal and friendship level, the scores vary from 2.49 on family level to 1.17 on societal level (on four-point scale). Thus it is justified to expect that various levels of collectivism have different impact on OC. In the framework of present sample only the correlation between societal level of collectivism and OC was statistically significant. Thus those people who are more patriotic also support stronger the objectives of an organization. This finding coincides with results of several studies that detected relationship between OC and societal culture (Vadi *et al.* 2002: 31) and thus support the idea that OC is influenced by the national culture through an individual affiliated with it.

To detect the impact of changing values on OC in German society and thus test the fourth hypothesis, it is necessary to make a differentiation between group of people with post-modernistic values and other respondents. The Rokeach method for individual values survey consists of 36 values, among which there is a certain number of values that reflect post-materialistic value pattern. According to the figure 4, presented and discussed in 1.4, the German post-materialism is reflected by the following values of individuals: pleasure, autonomy, creativity, orientation on self-realization, and excitement. Most of these values can be transposed to the Rokeach set of values, as the figure below indicates.

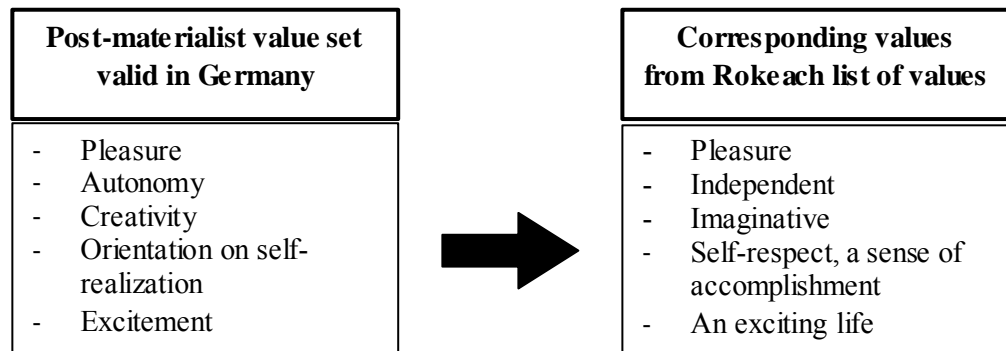


Figure 10. Adaptation of German post-materialist values through the set of values in the Rokeach value survey.

The attempt to differentiate the people who rank the five selected values highly (ranking 1 through 9) led to construction of the very small sample of four people. Even when criteria for selection were loosened: three instead of five post-materialist values and ranking up to 12 were considered, only 28 people were selected, which is not sufficient for conducting a test of a hypothesis. The conclusion is that on the basis of the present sample (even though the methodology is suitable) it was not possible to prove whether post-materialist values structure is affecting perception of OC in German organizations or not. The explanation can be in the character of companies included in the sample. The sample consist of traditional German companies, most of them have a long operation history and are likely to correspond to traditional German OC, discussed in chapter 1.2. Thus people with intensive post-materialist orientations could have preferred working in other companies with more flexible OC and with more opportunities for self-realization.

The testing of hypotheses and an evaluation of relationship between OC and individual values enables to make multiple statements. The two dimensions of OC valid in German context have a distinct relationship with individual values. Even though the relationships were relatively sensitive to socio-demographic parameters of respondents, the hypotheses could be tested on the total sample. Thus it was found that probably it is the high formalization of German organizational culture that causes the lack of strong relationship between individual values and relation orientation of OC. Strong relationship between collectivism on societal level and OC dimension detected in the present study is also supported by previous studies and enables concluding that national

culture is reflected on organizational level through the values of individuals. In general the method for evaluation of OC and individual values in Germany has given good results and may be further applied in German context.

Multiple Germany-specific relationships between OC and individual values were revealed during the study. The knowledge on these relationships and also the understanding of relation of OC to socio-demographic pattern of a person would help human resource manager to organize corporate processes in a way that prevents conflicts with individual values of employees.

Germany belongs to the countries of high welfare standards, where the population is characterized by the slow shift of values: from traditional order orientation to self-realization and individual freedom. Thus mechanistic management and hierarchical control of employees is expected to hinder people's motivation and thus hinder development of an organization (Opresnik 1999: 162). Management by values is a recently emerged leadership concept, which focuses on inflexibility problem of an organization, and may well address the problem of the German organizations. This concept is oriented on coordination of employees through building of working OC with such organizational values that coincide with ethical values of employees (Dolan, Garcia 2000). The results of the present study are contributing to the development of the new management concept in German organizations. Not only does the current study enables evaluating the values of individuals in German organizations, but it also specify, which of those values are related to the task orientation of an employee.

The results of the study are also helpful for those organizations that are planning cooperation with traditional German organizations. The method of OC study presented in the present paper is proved to be reliable in German context. This method has been also successfully tested in Estonia, Latvia and Lithuania (see Vadi *et al.* 2002, Tolmats 2003). Reliable methodology enables managers, starting a cooperation, to conduct a cross-cultural comparison of organizational cultures of partner companies. For example, the manager of an Estonian company conducts an OC study in the company he represents (according the methodology elaborated by Vadi *et al.* 2002) and then compares obtained results with the results of German traditional OC presented in the Appendix 4. It is, however, important to remember the limitations of the present study

regarding the composition of a sample (West Germany ethnocentric companies from selected industries).

Based on the present study, and those conducted in Estonia it is possible to complete a statistical comparison of OC and individual values in German and Estonian organizations. Such analysis may reveal straightforward differences, stemming from specifics of national cultures of two countries. The information on cross-cultural differences would foster more efficient cross-cultural management during, for instance, cross-boarder business cooperation and would contribute to reducing of cross-cultural conflicts on business level.

In the framework of the current research the new OC study was firstly tested in Germany. The detailed presentation of the adaptation process of OC questionnaire (developed in Estonia) to the German linguistic context is an additional application opportunity of the study. Thus the presented description of the multi-stage adaptation procedure is a helpful tool that can guide further adaptations of the questionnaires to other national contexts.

SUMMARY

Cultural aspects on national, organizational and individual level can affect the success or failure of a company in a number of ways. The present paper contributed to the exploration of the relations between organizational culture and individual values in German organizations indicating how the core of the national culture – individual values – are reflected on corporate level.

To achieve the objective of the paper seven tasks were raised. Herewith, the brief conclusion on fulfillment of the tasks is presented. Prior the examination of the relationship between organizational culture and individual values, the separate study of organizational culture and individual values in the German context was conducted. Both theoretic considerations and evidence of German empirical studies indicate that national context, influencing individual values has also an impact on organizational culture. Thus for example, with the introduction of social market economy in German Democratic Republic the individual value "social justice" became one of the most highly appreciated among the Germans. Regarding the organizational culture, the social market economy enforced cooperative industrial relations that led to establishment of a new organizational value – intensive communication between various hierarchy levels.

The subject of organizational culture has been widely discussed since the early 1980s in Germany. Various approaches to organizational culture study were tested in Germany over the last ten years, whereas the complex integrative approach is considered the most appropriate for empirical exploring the issue. Building portray of a traditional German organizational culture it was necessary to narrow the field of the studied organizations. The reasons were, firstly, that there are strong differences between organizational culture in West and East Germany, and secondly - multinational companies and companies practicing American management style are much less influenced by German national culture. Thus the author decided to focus in the present research on study of

West German companies, which are expected not to be strongly influenced by American management approaches. Based on analysis of the literature the following conclusions were made: German organizational culture is strongly task oriented, whereas the orientation on relation is relatively weak, the communication is formalized and employees do not wish to be strongly bounded by organizational values.

The results of examination of individual values of the West Germans indicated that values are studied from numerous perspectives in Germany. According to the several studies, the most important individual values of the Germans are honesty, security, freedom, social justice and responsibility awareness. Other studies underlined the change of values that takes place in German society, thus causing new values become relevant for the Germans: autonomy, creativity, pleasure and self-realization. Characteristic feature of the German society is a high level of collectivism in comparison with other European level. It also appeared that studying collectivism in Germany one has to differentiate between its several levels. This fact was taken into account while choosing the methodology for the empirical study.

To control the developed hypotheses, three questionnaires were included into the methodology. Two questionnaires - questionnaire of organizational culture and collectivism questionnaire - have been developed in Estonia, and had to be adapted to German context. Together with the third method – Rokeach value survey – the questionnaires were distributed among West German organizations.

The collected empirical data enabled making several conclusions. Indeed, two orientations of organizational culture were detected: task orientation and orientation on relations. The task orientation of the organizational culture is related to much greater number of individual values in comparison with relation orientation. This finding is in accordance with discussions of academic research and developed hypothesis. Since the interpersonal relations in traditional German organizations are strongly formalized and employees avoid close, emotional bounds with other colleagues, individual values are not intensively reflected on organizational culture level. In contrast the task-orientation is intensively promoted in German organizations, and supported by greater number of individual values. The Germans who are highly patriotic, responsible, and care for national security, are more task oriented, whereas helpful people and those who value

individual wisdom tend to support relation orientation. The hypothesis was approved that the values guiding employees' everyday life (instrumental values) are weakly connected to the relation orientation of organizational culture. The meaning behind this argument is that the formalized relations in German organizations causes an employee not to reveal his/her personal values in organizational environment, but rather to follow the established norms of organizational behavior.

Various socio-demographic indicators influence organizational culture perception in German organizations. Thus, for example, managers support the organizational goals more intensively, thus complying with the reported result on international level, that managers are more task oriented than regular employees.

The author of the current research conducted a systematization of German organizational culture and individual value studies. Several conclusions based on early studies coincided with findings of the empirical study. This indicates that the methodology of the study, a part of which is applied in Germany for the first time, is valid for measuring organizational culture and individual values in German context and may be applied in further researches.

The empirical data collected for the present research could be compared with the data on organizational culture and individual values in other countries, such as Estonia, Latvia, Lithuania, where the research based on similar technique is being conducted. Conclusions, presented in the paper are valuable for a) the human resource manager of German organization, leading to elaboration of renovated motivation mechanism and recruiting techniques, and for b) managers of Estonian organizations, who plan starting cooperation with a traditional German organization, and can predict and better overcome the source of potential cross-cultural conflicts prior to cooperation. The further comparison of the present study with the results of organizational culture study in Estonian companies would lead to more detailed understanding of differences between organizational cultures of the two countries.

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Organizational culture questionnaire adapted to German context

Was bindet Menschen an ihren Arbeitsplatz? Das vorliegende Forschungsprojekt versucht diese Frage zu beantworten. Dabei bitten wir auch um Ihre Hilfe! Bei den folgenden Aussagen gibt es kein „richtig“ oder „falsch“.

Menschen arbeiten in verschiedenen Organisationen. Unter einer Organisation soll hier ein Zusammenschluss von Menschen zur Erreichung eines gemeinsamen Ziels verstanden werden. Versuchen Sie bitte auf einer 10-Punkte-Skala zu bewerten, in welchem Maße die folgenden Behauptungen auf Ihre Organisation zutreffen. Falls Sie mit der Behauptung vollkommen übereinstimmen, kreuzen Sie bitte 10 an. Wenn Sie meinen, dass die Behauptung in keiner Weise auf Ihre Organisation zutrifft, kreuzen Sie 1 an.

IN UNSERER ORGANISATION BZW. USEREM UNTERNEHMEN ...

... gibt es viele untergeordnete Einheiten

1 2 3 4 5 6 7 8 9 10

... gibt es eine angenehme Arbeitsatmosphäre

1 2 3 4 5 6 7 8 9 10

... kennt man die Kollegen gut

1 2 3 4 5 6 7 8 9 10

... werden gemeinsame Veranstaltungen organisiert

1 2 3 4 5 6 7 8 9 10

... ist man stolz auf seine Organisation

1 2 3 4 5 6 7 8 9 10

... kennt man die Wettbewerber gut

1 2 3 4 5 6 7 8 9 10

... werden gute Leistungen der Angestellten anerkannt

1 2 3 4 5 6 7 8 9 10

... weiß man, wie man miteinander umgehen soll

1 2 3 4 5 6 7 8 9 10

... kann man bei Bedarf den Chef sprechen

1 2 3 4 5 6 7 8 9 10

... weiß man über die Ziele der Organisation Bescheid

1 2 3 4 5 6 7 8 9 10

... werden neue Angestellte gut aufgenommen

1 2 3 4 5 6 7 8 9 10

... sind Traditionen sehr wichtig

1 2 3 4 5 6 7 8 9 10

... wird auf jeden Rücksicht genommen

1 2 3 4 5 6 7 8 9 10

... sind Menschen in Bezug auf viele Themen derselben Meinung

1 2 3 4 5 6 7 8 9 10

... ist die nötige Information für alle zugänglich

1 2 3 4 5 6 7 8 9 10

... kennt man auch Dinge aus dem Privatleben der Kollegen

1 2 3 4 5 6 7 8 9 10

IN UNSERER ORGANISATION BZW. USEREM UNTERNEHMEN ...

... stimmen die Meinungen der leitenden und einfachen Angestellten oftmals überein

1 2 3 4 5 6 7 8 9 10

... ist es peinlich, wenn man einen Fehler macht

1 2 3 4 5 6 7 8 9 10

... hat man in schwierigen Situationen ein starkes Gefühl der Zusammengehörigkeit

1 2 3 4 5 6 7 8 9 10

... würden Angestellte mehr über ihre Organisation wissen wollen

1 2 3 4 5 6 7 8 9 10

... hat jeder bei der Ausübung seiner Tätigkeit viel Freiraum

1 2 3 4 5 6 7 8 9 10

... haben Menschen keine Angst, sich zu irren

1 2 3 4 5 6 7 8 9 10

... finden ständig positive Veränderungen statt

1 2 3 4 5 6 7 8 9 10

... werden Missverständnisse untereinander frühzeitig geklärt

1 2 3 4 5 6 7 8 9 10

... werden Unterschiede in der Stellung der leitenden und Angestellten nicht unterstrichen

1 2 3 4 5 6 7 8 9 10

... denken Menschen mehr an ihre eigenen Bedürfnisse als an die Ziele der Organisation

1 2 3 4 5 6 7 8 9 10

... werden diejenigen anerkannt, die gute Beziehungen zu der Organisationsleitung pflegen

1 2 3 4 5 6 7 8 9 10

... kennt man die Hobbys und Freizeitbeschäftigungen voneinander

1 2 3 4 5 6 7 8 9 10

... haben sich mehrere Freundeskreise gebildet

1 2 3 4 5 6 7 8 9 10

... verhält man sich höflich zueinander

1 2 3 4 5 6 7 8 9 10

... schämt man sich, seinen Arbeitsplatz in der Öffentlichkeit zu nennen

1 2 3 4 5 6 7 8 9 10

... kommt man ungern zur Arbeit

1 2 3 4 5 6 7 8 9 10

... schätzt man gute Laune

1 2 3 4 5 6 7 8 9 10

... ist man einander bei Arbeitsproblemen behilflich

1 2 3 4 5 6 7 8 9 10

... empfindet man Arbeitsfreude

1 2 3 4 5 6 7 8 9 10

... wird alles Wesentliche untereinander besprochen

1 2 3 4 5 6 7 8 9 10

... wird auf jeden Fehler heftig reagiert

1 2 3 4 5 6 7 8 9 10

IN UNSERER ORGANISATION BZW. USEREM UNTERNEHMEN ...

... denkt man an das Wohlergehen der Menschen

1 2 3 4 5 6 7 8 9 10

... erfüllen alle ihre Arbeitsaufgaben gut

1 2 3 4 5 6 7 8 9 10

... erfreuen sich Firmenveranstaltungen und -feste großer Popularität

1 2 3 4 5 6 7 8 9 10

... wollen viele den Arbeitsplatz wechseln

1 2 3 4 5 6 7 8 9 10

... arbeiten viele Menschen schon lange zusammen

1 2 3 4 5 6 7 8 9 10

... werden Aufgabenstellungen genau erläutert

1 2 3 4 5 6 7 8 9 10

Collectivism questionnaire adapted to German context

Der Fragebogen der Werte I

Abteilung für Psychologie der Universität Tartu, Estland

Dieser Fragebogen setzt sich aus 25 Aussagen zusammen. Lesen Sie bitte jede Aussage aufmerksam durch und geben Sie an, ob Sie sie für richtig oder falsch halten. Ziehen Sie bitte einen Kreis um **eine** der fünf hinter jeder Behauptung stehenden Zahlen, die Ihre Meinung am besten widerspiegelt. Antworten Sie bitte auf jede Frage! Antworten Sie bitte nach der folgenden Skala:

	0 <i>falsch</i>	1 <i>nahezu falsch</i>	2 <i>schwer zu sagen</i>	3 <i>fast richtig</i>	4 <i>richtig</i>
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					

Appendix 2 continued

24	Wenn es staatliche Interessen erfordern, sollte man seinen persönlichen Komfort aufgeben	0	1	2	3	4
25	Im Ausland sollte man immer im Auge behalten, dass man sein Land und Volk repräsentiert	0	1	2	3	4

Rokeach questionnaire of individual values

Der Fragebogen der Werte II

Werte bestimmen, was wir wichtig und was wir unwichtig finden, was relevant und was irrelevant ist, was gut und was schlecht ist. Werte können als Leitfaden im Leben eines Menschen angesehen werden. Daher trägt die Kenntnis der Wertvorstellungen eines Menschen zu einem besseren Verständnis seines Handelns bei.

Am Ende des Fragebogens geben Sie bitte Ihr Alter, Ihr Geschlecht, Ihren Beruf (bzw. das Fach, das Sie studieren), Ihren Bildungsstand, Ihre Nationalität, die Dauer des derzeitigen Arbeitsverhältnisses und das heutige Datum an.

Bitte lesen Sie die folgende Liste aufmerksam durch und überlegen Sie sich, welcher der Werte **Ihnen am wichtigsten** erscheint. Tragen Sie vor diesem Wert die Nummer 1. Überlegen Sie sich danach, welcher Wert für Sie an zweiter und dritter Stelle kommt usw. Den für sie am irrelevantesten erscheinenden Wert markieren Sie bitte mit der Nummer 18. Sie bringen damit die aufgeführten Werte in eine persönliche Rangordnung von 1 bis 18.

- ein angenehmes Leben
- ein aufregendes Leben
- das Gefühl, etwas erreicht zu haben
- eine friedliche Welt
- eine schöne Welt
- Gleichheit
- Sicherheit für die Familie
- Freiheit
- Glück
- Innere Harmonie
- reife Liebe
- staatliche Sicherheit
- Genuß
- Erlösung (zum ewigen Leben)
- Selbstachtung

- gesellschaftliche Anerkennung
- wahre Freundschaft
- Weisheit

Bitte lesen Sie die folgende Liste aufmerksam durch und überlegen Sie sich, welche der aufgeführten Eigenschaften **Ihnen am wichtigsten** erscheint. Tragen Sie vor diesem Eigenschaft die Nummer 1. Überlegen Sie sich danach, welcher Eigenschaft für Sie an zweiter und dritter Stelle kommt usw. Den für sie am irrelevantesten erscheinenden Eigenschaft markieren Sie bitte mit der Nummer 18. In Kürze - bringen Sie bitte die folgenden Eigenschaften nach ihrer Wichtigkeit für Sie in einer Rangordnung von 1 bis 18.

- ehrgeizig
- tolerant
- fähig
- munter
- sauber
- mutig
- nachsichtig
- hilfreich
- ehrlich
- phantasievoll
- unabhängig
- intellektuell
- logisch
- liebevoll
- gehorsam
- höflich
- verantwortlich
- beherrscht

Mean value and standard deviation corresponding to the statements of the three questionnaires employed in the research.

State-ment	Mean value	Std. Deviation
Questionnaire of organizational culture		
OC 1	6.18	2.53
OC 2	7.00	1.92
OC 3	6.84	1.88
OC 4	5.07	2.67
OC 5	6.03	2.24
OC 6	6.21	2.50
OC 7	5.85	2.27
OC 8	6.47	2.06
OC 9	8.26	1.91
OC 10	6.95	2.35
OC 11	7.69	1.66
OC 12	5.90	2.28
OC 13	5.06	2.14
OC 14	5.38	1.79
OC 15	5.93	2.37
OC 16	5.46	1.92
OC 17	5.10	2.03
OC 18	5.02	2.20
OC 19	6.11	2.10
OC 20	6.19	1.97
OC 21	6.43	1.84
OC 22	5.96	1.92
OC 23	5.23	2.27
OC 24	4.96	2.05
OC 25	5.94	2.22

State-ment	Mean value	Std. Deviation
OC 26	5.85	1.91
OC 27	5.81	2.37
OC 28	5.47	2.17
OC 29	5.14	2.26
OC 30	7.31	1.74
OC 31	2.03	1.96
OC 32	3.38	2.39
OC 33	7.70	1.78
OC 34	7.39	1.79
OC 35	6.83	1.79
OC 36	6.56	1.85
OC 37	3.95	2.09
OC 38	5.78	2.08
OC 39	5.90	2.12
OC 40	5.69	2.83
OC 41	3.69	2.17
OC 42	7.96	1.51
OC 43	5.84	2.12
Questionnaire on collectivism		
Col 1	0.62	1.10
Col 2	3.10	0.88
Col 3	2.89	1.02
Col 4	1.80	1.29
Col 5	2.10	1.21
Col 6	1.69	1.29
Col 7	0.76	1.00
Col 8	2.91	1.22
Col 9	3.01	1.14

State-ment	Mean value	Std. Deviation
Col 10	1.31	1.04
Col 11	1.56	1.28
Col 12	1.29	1.34
Col 13	1.22	1.23
Col 14	1.85	1.33
Col 15	2.08	1.24
Col 16	2.74	0.91
Col 17	1.83	1.27
Col 18	2.43	1.34
Col 19	2.06	1.17
Col 20	1.77	1.18
Col 21	2.27	1.22
Col 22	2.03	1.23
Col 23	1.92	1.27
Col 24	1.19	1.06
Col 25	2.61	1.20
Rokeach value questionnaire Terminal values		
Term 1	9.04	4.67
Term 2	11.52	4.35
Term 3	8.72	3.80
Term 4	5.94	4.58
Term 5	11.27	3.98
Term 6	11.70	4.95
Term 7	4.44	3.60
Term 8	4.96	3.68
Term 9	7.28	4.37
Term 10	6.41	3.66

State-ment	Mean value	Std. Deviation
Term 11	9.34	4.47
Term 12	12.21	4.07
Term 13	13.85	3.03
Term 14	16.14	3.76
Term 15	6.57	4.10
Term 16	12.37	3.71
Term 17	7.15	3.51
Term 18	11.74	4.93
Rokeach value questionnaire Instrumental values		
Instr 1	10.17	4.94
Instr 2	5.26	4.29
Instr 3	8.26	4.20
Instr 4	11.99	3.70
Instr 5	11.72	4.18
Instr 6	10.62	4.59
Instr 7	9.83	4.37
Instr 8	8.09	4.04
Instr 9	3.35	3.51
Instr 10	10.18	4.26
Instr 11	8.38	4.89
Instr 12	12.19	4.62
Instr 13	11.70	4.13
Instr 14	6.80	4.43
Instr 15	16.58	2.53
Instr 16	8.66	3.81
Instr 17	5.52	4.18
Instr 18	11.86	4.71

RESÜMEE

ORGANISATSIOONIKULTUURI NING INDIVIIDI VÄÄRTUSTE VAHELISED SEOSED SAKSAMAA ETTEVÕTETE NÄITEL

Janita Andrijevskaia

Saksamaa ja eesti kultuurid on olnud seotud aastasadu ning riikide majandussuhetel on suur potentsiaal, arvestades Eesti liitumist Euroopa Liiduga ning tulevast liitumist Euroopa Rahaliiduga. Üheks tõhusa ettevõtetevahelise koostöö eeltingimuseks on võõra kultuuri tundmine nii rahvus- 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 ning indiviidi väärtuste seostest oluline. Arvestades Saksamaa ühiskonnas toimuvat väärtuste muutust, peetakse organisatsioonikultuuri ettevõtete üheks tulevaseks koordineerimismehhanismiks, mis vähendab praeguse juhtimise jäikust ning tugevat formaliseeritust Saksamaa organisatsioonides.

Käesolevas magistritöös uuritakse kahte tegurit: organisatsioonikultuuri Saksamaa ettevõtetes ning indiviidi väärtusi, eesmärgiga määrata kindlaks nende tegurite vahelisi seoseid. Magistritöö eesmärgi saavutamiseks püstitatakse töös järgmisi uurimisülesandeid:

1. Uurida Saksamaa kultuurilist konteksti ning tuua välja faktorid, mis on oluliselt mõjutanud nii organisatsioonikultuuri kui ka indiviidi väärtuste kujunemist Saksamaal.
2. Analüüsida ning süstematiseerida akadeemilisi ning empiirilisi uurimistöid organisatsioonikultuuri valdkonnas, ning selle alusel tuua välja traditsioonilise Saksamaa organisatsioonikultuuri tunnusjooni.

3. Uurides indiviidiväärtuste alast kirjandust, selgitada, millised indiviidi väärtused on rohkem või vähem olulised sakslaste seas.
4. Toetudes Saksamaa organisatsioonikultuuri ning indiviidiväärtuste analüüsile, püstitada hüpoteese nende nähtuste seoste kohta.
5. Kohandada eesmärgi saavutamiseks valitud metoodikat Saksamaa kontekstile.
6. Koguda empiirilisi andmeid, mis võimaldaksid leida seoseid organisatsioonikultuuri ning sakslaste indiviidi väärtuste vahel.
7. Rakendades statistilise andmetöötluse programmi (SPSS 11.0), uurida, milliseid seoseid on võimalik määrata uuritava valemi põhjal, ning seejärel testida püstitatud hüpoteese.

Käesolev uurimus on üks osa rahvusvahelisest organisatsioonikultuuri võrdlevast uuringust, mida viiakse läbi selleks, et selgitada, kuidas avalduvad organisatsioonikultuuri ning indiviidi väärtuste vahelised seosed erinevates rahvuskultuurides. Uurimistöö käigus selgus, et Saksamaa rahvuskultuur mõjutas läbi ajaloolis-poliitiliste ning majanduslike faktorite nii Saksamaa organisatsioonide kultuuri kui ka indiviidi väärtusi. Näiteks, Lääne- ja Ida-Saksamaa pikaajaliselt erinev poliitiline kontekst (pärast teist maailmasõda kuni 1990. a.) peegeldub ka praegustes lääne- ja idasakslaste väärtustes ning organisatsioonikultuuride erinevustes. Lääne- ja Ida-Saksamaa oluline erinevus võimaldas autoril uurimisvaldkonda piiritleda, keskendudes Lääne-Saksamaa organisatsioonikultuuri uurimisele. Teine uurimistöö piirang põhineb teoreetilistel väidatel, et rahvuskultuur ei pruugi avaldada suurt mõju organisatsioonikultuurile rahvusvahelise firma kontekstis. Seega võeti uurimise aluseks need Lääne-Saksamaa kohalikud ettevõtted, mis tegutsevad traditsioonilistes Saksamaa majandusharudes (näiteks masinaehitus, keemiatööstus, optika).

Magistritöö esimene osa oli keskendunud teoreetiliste arutluste ning empiiriliste tööde analüüsimisele kahes valdkonnas: organisatsioonikultuur ning indiviidi väärtused Saksamaal. Organisatsioonikultuurialaste uuringute süstematiseerimine võimaldas järeldada, et vaatamata intensiivsele teoreetilisele diskussioonile on organisatsioonikultuuri viimase kümne aasta empiiriliste uuringute hulk pigem mõõdukas ning ei käsitle indiviidi väärtuste mõju. Pöörates tähelepanu Saksamaa traditsioonilise organisatsioonikultuuri tunnusoontele, järeldati, et organisatiooni-

kultuur on tugevalt ülesandele orienteeritud, ning inimestevahelised suhted on suurel määral formaliseeritud. Viimase põhjuseks on nii ajalooline kontekst kui ka inimeste soov hoida töökaaslastega emotsionaalset distantsi.

Uurides sakslaste väärtusi, analüüsis autor nii rahvusvahelisi uuringuid kui ka kohalikke uurimistöid ning süstematiseeris andmeid kokkuvõtvides tabelites. Vastavalt indiviidi väärtuste arutlustele on sakslased üks kollektivistlikumaid rahvusi Euroopas ning nende jaoks on traditsiooniliselt tähtsad järgmised väärtused: ausus, kindlustatus, sotsiaalne õiglus, vabadus ning vastutus. Oluliseks tendentsiks peetakse ka väärtuste muutust saksa ühiskonnas: selle tendentsi järgi peavad inimesed (peamiselt nooremad põlvkonnad) tähtsateks väärtusteks hoopis sõltumatust, mõnu, loovust ning eneseteostust.

Uurimise eesmärgi saavutamiseks püstitati hüpoteese organisatsioonikultuuri ning indiviidi väärtuste seoste kohta, mida oleks võimalik kontrollida uurimisvalimi põhjal. Hüpoteeside empiirilisele kontrollile eelnes metodoloogia kohandamine Saksamaa kontekstile. Autor võttis kasutusele kolm küsimustikku, millest kaks - organisatsioonikultuuri ning kollektivismi küsimustikud – rakendati Saksamaa kontekstis esimest korda. Nende kahe küsimustiku kohandamise protseduur oli uurimistöö oluliseks etapiks ning see koosnes mitmest faasist – mitmekordsest tõlkimisest kuni küsimustike piloottestini. Kohandatud küsimustikud on toodud antud töö lisades. Kohandamise valmimisel ühendati need kaks küsimustikku Rokeach väärtuste küsimustikuga ning saadeti väljavalitud ettevõtetesse.

Järgnevalt toodud tulemuste aluseks oli valim, mis koosnes 167 inimesest, kümnes Saksamaa firmas. Organisatsioonikultuuri meetodika võimaldas kindlaks määrata organisatsioonikultuuri kaks dimensiooni: ülesandele orienteeritus ning suhtlemisele orienteeritus. Orienteeritus ülesandele oli kõrgem meestel, juhtidel ning vanematel inimestel (üle 45 aasta). Kollektivismi hinnati kolme faktorina: kollektivism perekonna, riigi ning sõpruse tasemel. Rokeach'i väärtuste meetodika järgi väärtustasid küsitlavad kõige rohkem järgmisi väärtusi: perekonna turvalisus, vabadus, ausus ning tolerantsus.

Uurides statistiliselt olulisi seoseid indiviidi väärtuste ning organisatsioonikultuuri vahel tegi autor järgmised järeldused: ülesandele orienteeritust kirjeldab suurem arv indiviidiväärtusi. Nende väärtuste hulgast on ülesandele orienteeritusega positiivselt seotud järgmised väärtused: rahvuslik julgeolek, vastutus ning kollektivism ühiskonna tasemel, negatiivselt seotud väärtused on mõnu, tõeline sõprus ning abivalmidus.

Suhtlemisele orienteeritus on seotud vaid kolme indiviidi väärtusega. Nõrk seostatus on vastavuses töös püstitatud hüpoteesiga, mis väidab, et Saksamaa traditsioonilise organisatsioonikultuuri tugev formaliseeritus ning inimeste soov emotsionaalse distantsi järele vähendab töötajate väärtuste avaldumist organisatsioonikultuuri tasemel. Seoste uurimisel selgub, et inimesed, kes väärtustavad tarkust ning abivalmidust, on aktiivsemad suhete väärtustajad organisatsioonis. Teisalt aga on töötajad, kelle jaoks olulisem perekonna turvalisus ning hoolivus armastatute suhtes, hindavad organisatsioonikultuuri vähem suhetele orienteerituna. Indiviidi väärtuste ja organisatsioonikultuuri vaheliste seoste tundmine on oluline organisatsioonijuhi jaoks personali motivatsiooni-, hindamis- ning värbamispoliitika kujundamisel.

Käesoleva uurimuse oluliseks panuseks on uue metodoloogia testimine Saksamaa kontekstis. Kuna empiirilisest uurimusest saadud tulemused kinnitavad ka varem Saksamaal läbiviidud uuringuid, siis järeldati, et antud meetodika rakendamine Saksamaal on valiidne ning seda on võimalik kasutada järgnevatel uuringutes. Käesoleva uuringu empiiriliste andmete võrdlemine Eesti organisatsiooni andmetega võimaldab tuua tulevikus välja detailsemad erinevused Saksamaa ning Eesti organisatsioonikultuuride vahel, mis aitab kaasa rahvusvahelist organisatsioonikultuuri tundmisele ning soodustab ettevõtetevahelist koostööd.