

Value Orientation and Contrasting Emphasis on Processes in Organizations A Comparative Analysis in the German- speaking Cultural Cluster

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1. Project Outline

- Cultural and individual heterogeneity
- With-in country/regional differences
- German-speaking cluster = regional context
- Hidden Champions in D-A-CH

- Raising interest in regional cultural differences
- Consensus about within-country differences

- Little in-depth research within Germanic cultural cluster
- From outside rather homogenous = common language
- Bilateral encounters = noticeable differences
- Little research on organizational culture of HCs

2. Overall Assumptions

- Individual preferences for cultural values vary from region to region
- Regional differences in organizational culture
- Emphasis on different processes due to influence of **regional** cultural values
- Emphasis on different processes due to **individual** value preferences
- Limited resources and personal decisions/preferences guide management behavior
- People familiar with cultural cluster tend to be very sensitive regarding regional differences
- People not familiar with cultural cluster tend to underestimate these differences

3. Research Questions

RQ 1

What are the perceived prevailing similarities and differences in organizational cultures regarding processes?

→ Find out possible (regional) differences in org cultures through the comparison of individual perceptions

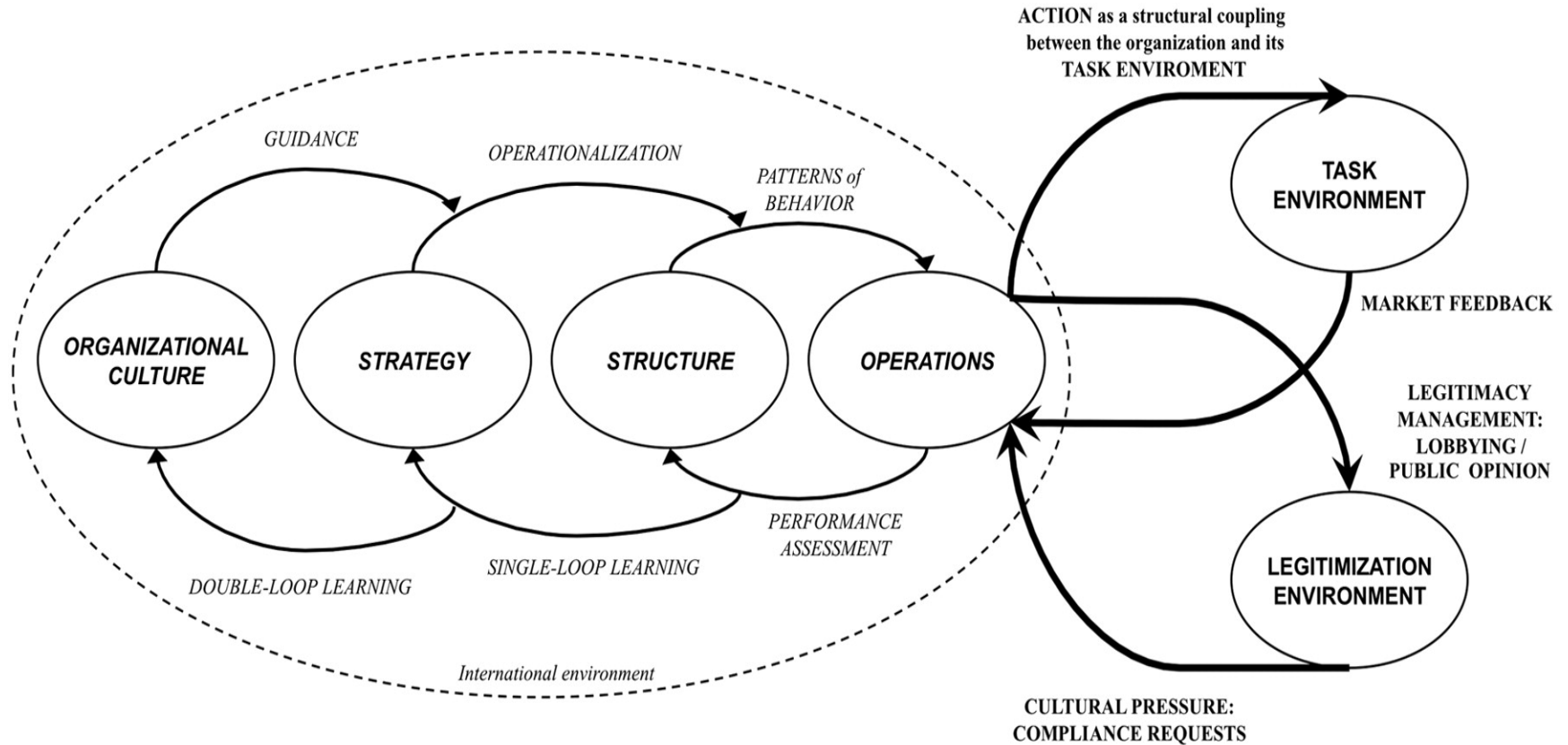
RQ 2

In which regard can differences in the importance given to ongoing organizational processes be explained with differences in value orientations?

→ Better understanding of how processes work

→ Priority given to specific processes in relation to leadership style and individual values preferences

4. Theoretical Background



Configuration Model of Organizational Culture

- ➔ Link between the different domains
- ➔ Grouped in pairs with forward- and backward linkages

Source: Dauber/Fink/Yolles 2012:11

4. Theoretical Background

Individual decisions/emphasis on processes

GLOBE Leadership Styles						
Country	Charismatic	Team Oriented	Self Protective	Participative	Humane Orientated	Autonomous
Germany West	5.84	5.49	2.97	5.88	4.44	4.30
Germany East	5.87	5.51	3.33	5.70	4.60	4.35
Austria	6.03	5.74	3.07	6.00	4.93	4.47
Switzerland German	5.93	5.61	2.93	5.94	4.76	4.13
Scores						
1 - 3,5	inhibits outstanding leadership					
3,5 - 4,5	does not matter for outstanding leadership					
4,5 - 7	contributes to outstanding leadership					
Source	Den Hartog et al. 1999. Culture specific and cross-culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed? In: The Leadership Quarterly, 10, 2, p219-256					

4. Theoretical Background

Mindset Agency Theory = > Meta-model of agency

- Based on living systems theory
- Organization = plural agency
- Agency is adaptive
- Normative personality with formative traits
- Different personality mindsets

Cultural value pairs = > Sagiv & Schwartz 2007

- Embeddedness vs autonomy
- Hierarchy vs egalitarianism
- Mastery vs harmony

4. Theoretical Background

Value Orientation Bi-polar Traits

Traits	Dimensions/ Poles	Values/Items
Cognitive	Intellectual Autonomy	broad-mindedness, freedom, creativity, curious
	Embeddedness	polite, obedient, forgiving, respect tradition, self discipline, moderate, social order, family security, protect my public image, national security, honor elders, reciprocation of favor
Figurative	Mastery and Affective Autonomy	successful, ambitious, independent, influential, social recognition, choosing own goals, daring, capable
		exciting life, varied life, pleasure, enjoying life, self-indulgent
	Harmony	accept my portion in life, world at peace, protect environment, unity with nature, world of beauty
Operative	Hierarchy	authority, wealth, social power; humble
	Egalitarianism	loyal, equality, responsible, honest, social justice, helpful

Source: Fink/Yolles 2013:15 and Sagiv/Schwartz 2007

5. Study Design

Exploratory study

- Mixed methods
- Sequential data collection and analysis
- Several research cycles
- In-depth investigation
- Regional level = NUTS2
- D = 16 federal states
- A = Eastern, Western and Southern Austria
- CH = Zurich, Northwest, Central and Eastern Switzerland

Hidden Champions

- Long-term orientation
- Flexibility
- Global orientation

6. Methods

Qualitative section

Open interviews = > *n per region? m/f?*

- Familiar and not familiar with regional context
- Different hierarchical levels
- From different departments
- Critical incidents related to organizational processes
- How individual behavior is perceived
- Text analysis = > Mayring text reducing method

Quantitative section

Web-based survey = n?

- Adapt existing OCT-NPI questionnaire
- Level of analysis = organization
- Control for company size, type of business, hierarchical level, occupation, gender ... ?
- Moderators ...?

7. Expected Results

Insights

- Role of regional cultural context in decision-making
- Critical factors on individual level in decision making process
- How implementation of decisions is perceived on individual level

- Patterns of how decisions regarding emphasis on processes take place
- If no similar patterns regarding prioritization of processes emerge either across regions or across organizations
- Organizations are so different even on regional level

7. Expected Results

Relevance

- Team composition and team work
- Insights about cultural differences in a context in which differences are supposed to be rather small
- More nuanced picture of Germanic cultural cluster

What is original

- Mindset Agency as meta-theory
- Test the Configuration Model of Organizational Culture in the context of HCs

Limitations

- HCs mostly manufacturers in B2B
- Low willingness to participate
- Only little scientific literature on HCs in CH
- D-A-CH are open and highly developed economies

8. Discussion

**Thank you for your attention and
your feedback!**

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