

THE MEASUREMENT OF ORGANIZATIONAL CULTURE: CROSS-COUNTRY PERSPECTIVE

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Abstract

This paper contributes to the research on organizational culture (OC) from a cross-country perspective. From the economic point of view we see that society today has led us to increasing international cooperation and globalization. Despite the opening of economic borders there are still limits to consider when operating across national boundaries. One of those limits can be associated with culture – the way things are commonly understood and accepted in different national entities. This can be of special importance for small countries, as they need to adjust to their larger counterparts in order to be economically competitive.

Research focuses on different aspects when studying OC, but it is generally agreed that task orientation and interpersonal relationships become important dimensions when we analyze this phenomenon. In order to understand OC and to measure it in cross cultural settings, a universal measurement tool is needed; however, drafting such a tool has for some time been a sticky task. In this paper the measurement invariance of the Organizational Culture Questionnaire (Vadi et al. 2002) is examined by comparing the data from seven countries representing Eastern and Western Europe, Russia, and China. This sample covers both small and large countries. A confirmative factor analysis was used as a means to test measurement invariance across the selected samples. In addition, Multidimensional Scaling technique was applied to provide a visual representation of the data. An analysis was carried out using the statistical software *SPSS/AMOS 17.0*. The results indicate that task orientation can be found as a common dimension whereas relationship orientation seems to hold a diverse meaning across countries. Instead of relationship orientation, a dimension reflecting negative employee emotions towards the organization was detected. It also turned out that the strength of the relationship between the obtained subscales shows interesting variation across countries. These findings potentially allow us to better understand and lead international collaboration between countries and organizations.

Keywords: organizational culture, cross-country perspective, measurement invariance

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1. Introduction

Economic life is often hindered by problems that can be successfully solved by tapping into cultural concepts. In this, culture unites the behavior of people, but it may also create barriers between different groups, and therefore, the economy has to face the consequences of culture for various reasons. Cultural theory is based on the idea that something distinguishes a particular culture from outsiders or other cultures (Barnes 2001). Therefore, culture enables people to compare the similarities and differences of organizations and consequently, to analyse organizational life, which plays an important role in the economy. In addition, it could be possible to find synergy in those differences. The analysis of similarities and differences in culture is topical in this respect.

The popularity of the concept of OC is related to the desire to gain organizational efficiency and success, particularly in turbulent environments. It is necessary to predict the potential support or resistance that may emerge from OC in cases where the organization wants to function and develop. In the current research we focus on the country level, as previous research indicates that national cultures have an important impact on organizations.²

Environment has been regarded as one of the factors forming organizational culture (Deal, Kennedy 1982; Schein 1992; Kotter, Heskett, 1992). Organizational culture is influenced by the environment because members of an organization transfer values to the organization from the external environment and these values can vary greatly. Both states and organizations must often accept and assist people who have a contrary perception of the world from that formed in the local culture. For example, immigrants in the US with an Islamic background have accepted an American-style organizational culture, but in their everyday relations they prefer to retain the traditions of their national culture (Alkhazraji et al 1997). This supports the perspective that management practices and organizational culture are constrained by national culture. The cultural perspective has become one of the most important focuses in the management studies because of the practical needs of modern society.

The cultural concept is multifaceted by nature and characterized by a significant number of definitions, which reflect various approaches to the phenomenon (for instance, Allaire, Firsirotu 1984). In the current article, we adopt a sociological approach and define culture as a pattern of shared values, beliefs and behaviours in a group of people, whether a small group or an entire society. Culture provides a people-centred view of the organization and could explain the intangible side of organizations. In this light it can be argued that OC is not an easily measurable phenomenon due to its multifaceted structure.

² Previous research has indicated that in one culture often many subcultures exist and the content of culture is very complex, therefore we believe that country is a more accurate term than culture in the context of our study. Still, these kinds of studies are typically seen as cross-cultural and hereby the terms culture, society, nation, country are applied according to the original references used and it should be kept in mind that they are often treated synonymously.

Quite clearly, the ability to cope with the task environment depends on the organizational members' desire to accept the goals of the entity and the intensity of the feeling of togetherness. We consider these domains of a social entity as broad by nature. The aim of the article is to find out whether there are generic indicators for measuring OC on the basis of task and relationship orientations across countries. This study makes an attempt to take in various countries and so the sample consists of countries representing Eastern Europe, Western Europe, and Asia, thereby providing a wide-ranging basis for a cross country analysis. The research aims to mitigate the deficiency of the measurement tool, which meets the psychometrical requirements of the assessment of OC. Psychometrical requirements and traditions of assessment become important for being positive about the results of measurements and accordingly comparisons of different organizations (i.e. located in different countries).

The paper is divided into four chapters. Chapter 2 provides an overview of the measurement of organizational culture and the main measurement requirements across countries. Chapter 3 describes the sampling and measurement, presents the analysis and the results. Chapter 4 discusses and summarizes the main findings.

2. Theoretical Overview of the Measurement of Organizational Culture in the Cross-Country Context

Cross-country studies have become an increasingly important field of study as the impact of culture on human behaviour has been gradually more recognized by both scholars and practitioners. This is relevant especially because of the globalizing economic context, where success may often lie in understanding how people may make sense of their environment in a different manner. The theoretical part of the paper covers two main aspects. First, the background to the phenomenon (OC) under observation is briefly explained. Second, themes related to the measurement of OC across cultures and countries are explored.

2.1. The Measurement of Organizational Culture

OC can be seen as a reflection of the pattern of values and attitudes that are shared in a social system, and this helps individuals understand how society functions and provides norms for acceptable behaviour (Deshpande et al 1993). We can study cultural variations at different levels or in different entities, as the division of subcultures depends on our point of interest. Previous research has been conducted on cultural variations across nations (often using cultural dimensions provided by Hofstede, 2001; Schwartz 2006; Trompenaars, Hampton-Turner 1998), organizations (often using the Competing Value Framework by Quinn and Rohrbaugh 1981; but also the Organizational Culture Inventory by Cooke and Lafferty 1989), position, background variables, and so on. In the current research the focus is on OC across countries, and more precisely in order to find a measurement tool that holds similar meaning across countries with diverse backgrounds.

When looking at the concept of culture, most researchers refer to it as a set of shared meanings that are rather stable in essence and that help people of a given culture in interpreting the world around them. One of the well-known definitions of culture is provided by Hofstede as “the collective programming of the mind that distinguishes one group or category of people from another” (2001: 9). There are various definitions, but in general culture can be seen as a useful abstraction reflecting shared and stable meanings that are created by the members of a collective.

When conceptualizing and measuring culture, several authors use various value dimensions (Inglehart 1991; Trompenaars 1998; Hofstede 2001; Schwartz 2006) reflecting the common themes that have to be dealt with in every society. As organizations function within societies, they “must adapt to nation level values that prevail in their society to gain and maintain legitimacy and to function effectively” (Sagiv, Schwartz, Arieli 2011: 515). Therefore, these values form the basis for what is acceptable in organizational settings. However, it has been found that the common themes in organizations are somewhat different in societies. Hofstede et al. (1990) categorized organizational practices into six opposing pairs of dimension (process vs. results orientation, employee vs. job orientation, parochial vs. professional, open vs. closed system, loose vs. tight control and normative vs. pragmatic), whereas Quinn and Rohrbaugh (1981) posit that organizations can be characterized along only two dimensions (the degree of centralization and control over organizational processes vs. decentralization and flexibility and orientation towards the internal environment, and processes versus external environment and relationships with external entities). Different authors highlight diverse aspects when studying OC, but generally task and relationships related issues are agreed to be of importance when we look at this phenomenon. Organizational task orientation reflects employee attitudes towards organizational goals and encompasses also employer attitudes towards employees. Organizational relationship orientation, on the other hand, underlines warm and harmonic interpersonal relationships. As these dimensions seem to be vital in viewing the concept of OC, an instrument that enables us to measure these two aspects is used in the current study. Task and relationship orientations are suitable for researching OC, as they bring forth the most general aspects in social groups. The same orientations are also analysed when exploring leadership, group processes and conflict management.

In OC studies, there are only very few studies available controlling for the applicability of the measurement models across samples. For example, Helfrich et al. (2007) assessed the validity of the Competing Value Framework (CVF) across employee positions (using Explorative and Confirmative Factor Analysis on a sample of 212,877 Veterans Health Administration employees in the US) and found that the initial four-factor solution converged to a two-factor solution. The results indicate that the CVF internal structure may not remain stable when applied to a sample of non-managers, and therefore, it should be used more cautiously. Another study was conducted by Kwantes and Boglarsky (2007) using the Organizational Culture Inventory (OCI) on a sample of six English language based countries. The results remained controversial (NFI, CFI and RMSEA were provided only, the former indicating a rather good fit and the latter a poor fit) showing that even for

countries with the same language base it is complicated to confirm measurement tool invariance.

Consequently, there is no good measurement tool for OC that has demonstrated stable psychometric characteristics in cross-cultural settings. In the current research we apply the OCQ in order to assess whether a common set of statements can be found in order to measure OC across countries.

2.2. The Practices and Requirements of Measuring Organizational Culture Across Cultures

Previous research indicates that OC is influenced by the values of the national culture (Hofstede 2001; Trice, Beyer 1993) it operates in, and therefore, it makes sense to study OC in this framework. For example, Nelson and Gopalan (2003) and Alkhazraji and Gardner (1997) investigated how immigrants perceive OC and the national culture of a destination country and found that immigrants accepted the local OC but in everyday activities retained the values of their national culture. This supports Hofstede's view that people carry different layers of "mental programming" within themselves, including "a national level according to one's country" and "an organizational or corporate level according to the way employees have been socialized by their work organization" (Hofstede 1991:10). Therefore, it may be assumed that country of origin does not have a significant influence on OC practices for employees.

Studies have indicated that values vary significantly in different societies and these also influence organizational practices. Trice and Beyer (1993) have connected culture with the environment, seeing OC as a collective response to uncertainty and chaos. Another view, presented by Schein (1992), says that on the one hand, the surrounding environment is one of the sources of OC; while on the other, OC creates feedback which affirms or disapproves of the validity of common values and aspirations. Therefore, the environment is deeply absorbed into OC.

In the current article, OC is viewed as the common understanding, held by organizational members about organizational issues, that manifests itself in organizational practices and is influenced by the values that prevail in society. This kind of approach may take us closer to an understanding of the common themes behind the concept OC, and therefore, what can be considered either universal or unique when operating in different societal contexts.

Cross-cultural studies are much more complex than mono-cultural ones due to several methodological as well as content related aspects, not to mention translation and adaptation issues, control for measurement invariance, data analytic methodological issues and making sense of differences in the outcomes. Bond and Van de Vijver (2011: 80) have noted that "the emphasis of cross cultural studies has shifted from initial focus of exploring to explaining cross-cultural differences", and this is certainly a challenge, but as a precondition, the methodological aspects need to be controlled. Indeed, country characteristics provide other important matters for

analysis too. The size of a country may be one of those factors. For example, in small countries, common understandings can be shared more easily via educational, social, and media channels than in large countries, although organizations in small countries are usually smaller than in large countries. In the current study it is of particular interest to see if any small country traits can be identified when compared to their larger counterparts.

OC has previously been studied extensively in different countries using various measurement tools, but several problems have been encountered specifically in cross-cultural settings. Here two main problems are presented. First, the main concern seems to be that only very seldom is measurement invariance controlled for the measurement instruments applied. For example, Tsui et al. (2007) note in their overview of research into cross-cultural organizational behaviour that only one quarter of the studies apply statistical tests to ensure measurement invariance. Indeed, this kind of research may lead us to misleading conclusions, as the patterns of how OC can be interpreted and understood in various countries may be significantly diverse. Secondly, studies controlling for measurement invariance have indicated poor cross-cultural applicability. Therefore, according to the authors best knowledge there is no good international measurement tool of OC that represents good comparability in cross-cultural settings.

Kwantes and Dickson (2011: 507) draw attention to challenges in researching OC in the context of societal culture and highlight two important aspects: a) the sample matters – OC may be experienced in a different way by individuals at the top, middle or lower levels of management or by staff workers, b) the OC construct has primarily Western origins reflecting an independent rather than interdependent self, and therefore, revealing a research paradigm within which the construct is defined, operationalized and research questions developed. Therefore, the applicability of the proposed models needs to be controlled across samples.

In the literature measurement invariance is generally classified into at least two hierarchical levels (see Van de Vijver, Leung 2011; Vandenberg, Lance 2000 for an overview) – configural invariance and metric invariance. Configural invariance means that the same underlying dimensions capture the same observed items, and metric invariance means that the items are related to underlying dimensions in the same way (leading to the possibility to make relative comparisons across groups). There are various methods available to investigate internal structural invariance, but in the current study confirmatory factor analysis (CFA) and multidimensional scaling (MDS) are used. These methods can be used as alternative ways to demonstrate measurement invariance (see Fisher, Fontaine, 2011 for an overview) or as complementary tools for measuring invariance across countries (as done by Arciniega et al 2009). CFA makes it possible to evaluate the measurement invariance based on several goodness-of-fit indexes, whereas MDS provides a geometrical representation of the items so that distances between points can represent associations between items. Both techniques are useful for understanding the associations behind the data, and therefore, are used in a complementary manner in the current study.

3. Method

3.1. Participants and Measurement

The participants in the study were drawn from seven countries representing a very diverse cultural background – Germany, China, Great Britain, Latvia, Estonia, Russia and Finland. This sample consists of organizations from both small and large countries, and therefore, this research sheds light upon on whether size matters in terms of organizational location. In every case the local nationals were used as collaborators in the study in distributing and collecting the questionnaires in the target country. The only requirement for participation was the respondents' employment in some organization in the target country. The responding procedure was anonymous and voluntary. The final samples were approximately the same size. The sample characteristics are provided in Table 1.

Table 1. The sample sizes across countries

	Ger- many	China	Great Britain	Latvia	Estonia	Russia	Fin- land	Total
Sample size	230	222	138	288	278	264	115	1535
%	15	14.5	9	18.8	18.1	17.2	7.5	100

Source: Based on authors' calculations

OC is measured using the Organizational Culture Questionnaire (OCQ) developed by Vadi et al. (2002). In order to observe the common latent variables behind the observed items, an explorative factor analysis (EFA) technique was applied. To evaluate measurement invariance across countries, a confirmatory factor analysis (CFA) and Multidimensional Scaling (MDS) were applied. CFA makes it possible to evaluate the measurement invariance based on several goodness-of-fit indexes, whereas MDS provides a geometrical representation of the items so that distances between points can represent associations between items.

The OCQ was developed on the basis of 43 items that covered a wide range of topics related to organizational culture, such as interpersonal relationships between members of the organization and understanding an organizational task. The latter is a complex issue, and therefore, several aspects of it were covered, including the dynamics of the organization, leadership issues, emotions towards the organization and the degree of accepting the organizational goal. The OCQ was administered to respondents in a paper format. Participants were asked to indicate their attitudes on a ten-point Likert scale ranging from completely disagree (1) to completely agree (10).

The items were originally developed in Estonian and then translated into the target languages. The translation of the OCQ was conducted previously by other authors (e.g. English version by Kallast 2003; German version by Andrijevskaia 2004;

Chinese version by Metelitsa 2011). The translation and back-translation process used qualified translators knowledgeable of the language and culture of the target country. The process consisted of three phases: 1) translation into target language, 2) back translation by independent parties, 3) evaluation and comparison of the initial and back translated versions of the OCQ by independent parties to confirm or reject and discuss the semantic comparability with the original meaning.

The following data analysis was performed: 1) exploratory factor analysis on the total sample and on separate samples to detect a common factor structure for explaining OC across the selected countries, 2) confirmatory factor analysis on the total sample followed by a multi-group analysis in order to identify whether the proposed model can be considered appropriate for describing the data, 3) multidimensional scaling (MDS) for a visual investigation of whether the items that we assume to belong together are represented in the same region within a geometric representation.

3.2. Analysis and Results

The analysis was conducted using the statistical software SPSS/AMOS 17.0. Firstly, an exploratory factor analysis (EFA) was run in order to identify a common factor solution for the total sample. The factors were allowed to correlate (oblique rotation was used), as the dimensions of OC do not necessarily need to be independent. The EFA resulted in a two-dimensional solution with five items related to the first dimension and three items related to the second dimension.

The items are listed in Table 2. The items loading high on the first factor emphasise how people perceive their organization and the way their organization supports the accomplishments of organizational goals. Therefore, we label this task orientation. The items loading high on the second factor accentuate a reluctance towards ones job, and negative emotions towards their organization. Therefore, we name this dimension internal climate.

While computing the EFA for each country separately, a third dimension was also detected consisting of items that cover interpersonal relations. However, the content of relationships was described using diverse items across countries suggesting that the content carries different meaning in different countries. Therefore, this dimension could not be selected for further analysis of identifying a common structure of OCQ across countries.

Table 2. OCQ items describing task orientation and internal climate

Dimension 1 - task orientation	Dimension 2 - internal climate
In our organization...	
5... people are proud of their organization	31... people feel ashamed while talking about their job
7... people are acknowledged for their good work	32... people come to work unwillingly
23... positive changes take place constantly	41... there are many people who would like to change their job
35... people enjoy their work	
38... people's welfare is thought of	

Source: OCQ by Vadi et al 2002, items selected by authors' analysis (EFA) results

The measures of internal consistency and between factor correlations are indicated in Table 3. The internal consistency of items on the task orientation dimension was moderate, with a Cronbach's alpha ranging from .72 – .95. Reliability for the internal climate dimension was modest, with a Cronbach's alpha ranging from .53 – .96. The correlation between factors ranged from -.87 to -.29 indicating that these dimensions are generally seen in a mutually exclusive way.

Table 3. Descriptive measures of OCQ dimensions across countries

	α for Task Orientation	α for Internal Climate	Correlation between factors
Total sample	.816	.739	-.30
Germany	.812	.638	-.33
China	.953	.962	-.87
Great Britain	.823	.535	-.71
Latvia	.723	.731	-.41
Estonia	.840	.677	-.29
Russia	.787	.647	-.56
Finland	.833	.667	-.16

Source: Based on authors' calculations

Based on the results of the EFA, we tested the obtained solution using a CFA. Although the previously obtained model was acceptable, the modification indexes (MI) were investigated in order to obtain a potentially better representation of the data. Based on the MI we added an error covariance between items 5 to 7, 5 to 35 and 7 to 38 (indicating that these items share a measurement error). The final model is provided in Figure 1.

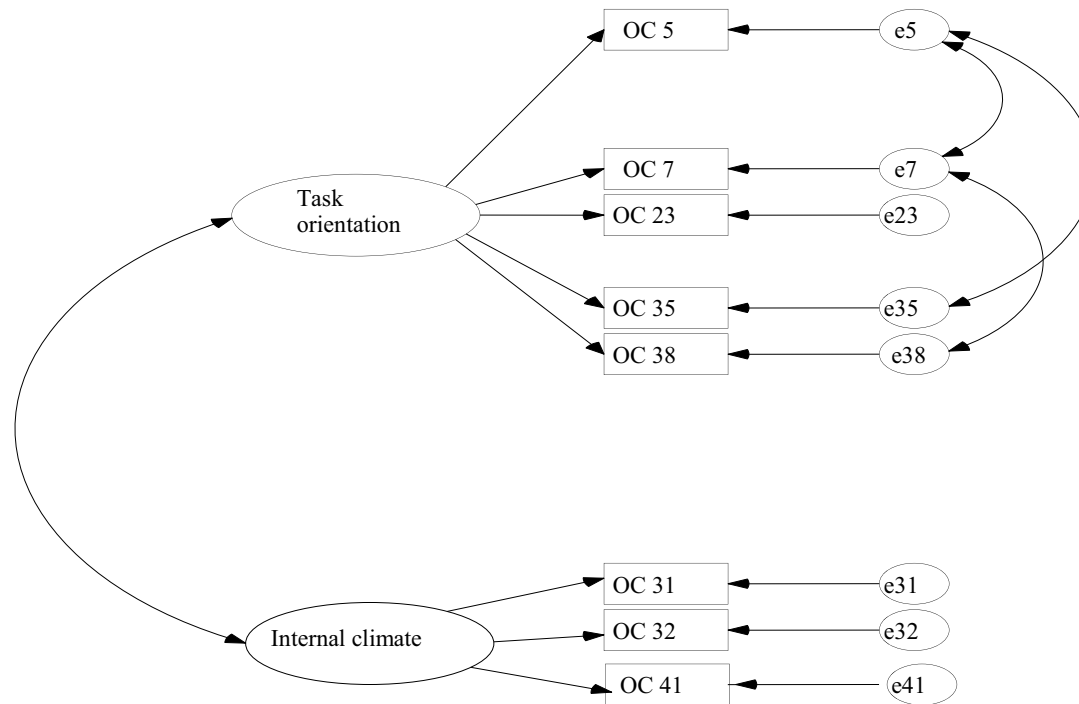


Figure 1. Two factor model solution for OCQ (total sample)

Note: Rectangles represent observed variables, ellipses on the left represent latent constructs and ellipses on the right represent error terms. The curved double-headed arrows indicate correlations between latent constructs and between error terms.

Source: Based on authors' analysis

Based on MGCFA we found adequate goodness of fit indexes for the proposed two-dimensional model of the OCQ. The results of the configural and metric invariance models are presented in Table 4. The configural invariance model provides a good level of fit to the data. The only controversial issue is a statistically significant Chi-square statistic. However, the Chi-square statistic is declared to be problematic for the assessment of goodness of fit (see Fisher, Fontaine 2011), and therefore, the additional fit indexes need to be considered.

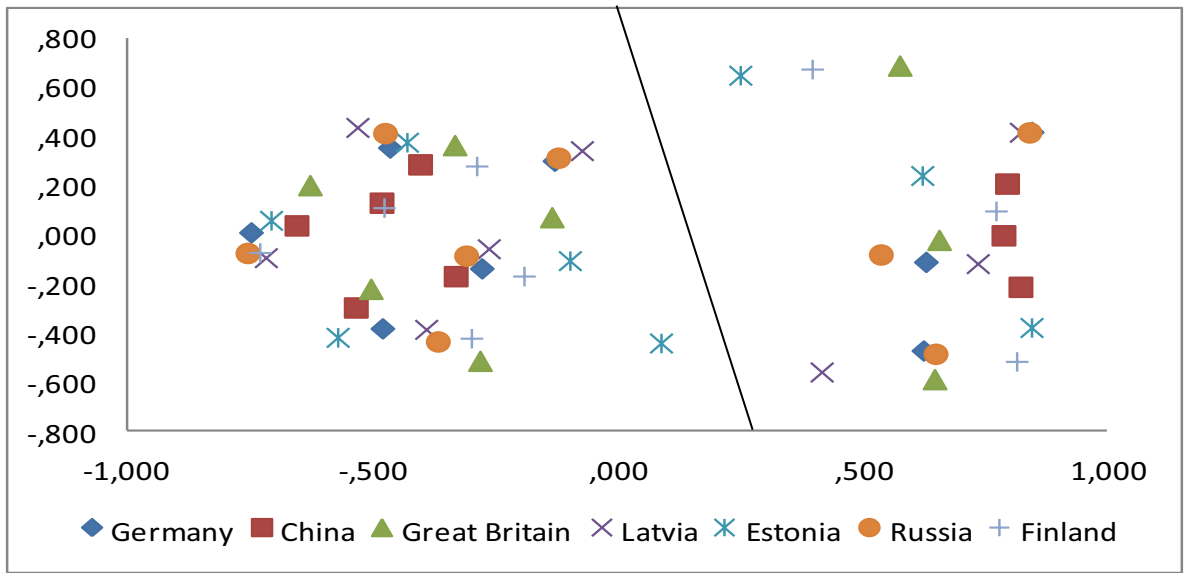
The metric invariance model indicates relatively little decrement in model fit compared to the configural invariance model. Though the change in Chi-square statistic is statistically significant, the difference in TLI is .04 (below the cutoff criteria of .05) and the value for RMSEA remains within the 90% confidence interval of the previous model. As again the Chi-square is problematic, based on additional fit indexes the more restricted model can be selected (See Fisher, Fontaine, 2011 for overview).

Table 4. Goodness of fit measures of the OCQ two-dimensional scale

OCQ (2 dimensions, 8 items)	Configural invariance	Metric invariance
Measures of Absolute Fit		
χ^2	359.7	506.79
df	133	181
χ^2/df	2.7	2.8
p	< .001	< .001
RMSEA	0.033	0.034
90 per cent C.I.	0.029 .038	0.031 0.038
In Incremental Fit Measures		
NFI	0.934	0.908
CFI	0.957	0.938
TLI	0.937	0.933

Source: Based on authors' calculations

We then computed an MDS configuration separately across all countries (Figure 2). The figures show that the items display similar clustering across countries indicating two separate dimensions behind the data. A closer look demonstrates that item 41 is slightly separated from other items of the internal climate dimension for Estonia, Finland and Latvia. Also, item 5 stands a little away from the task orientation dimension on the Estonian sample. However, the overall picture supports the proposed two-dimensional solution for the items.



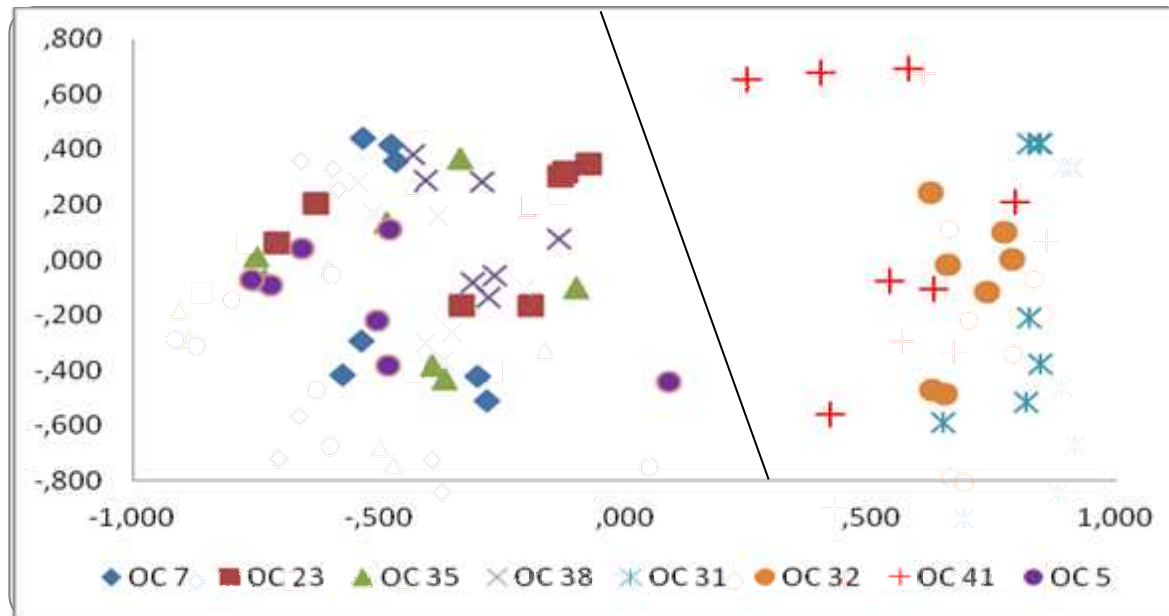


Figure 2. An MDS representation of the 8 OCQ items listed in Table 2. On the first figure the items are positioned by countries and on the second by item numbers.
 Source: Based on authors' analysis

As the items for internal climate carry the meaning of negative emotions towards one's organization, it was of interest to find out what might lie behind these emotions. The moderate correlations behind task orientation and internal climate on the data for several countries (see Table 3, p.12) indicates that even when the task related aspects are satisfied, people may still be unsatisfied with their workplace. We decided to control whether interpersonal relations could be related to the internal climate dimension. Therefore, an analysis of variance (ANOVA) was carried out. There was a significant effect of how employees estimate interpersonal relations on how the internal climate is perceived at the $p < .05$ level. Post hoc comparisons indicated that the higher the average scores that employees gave on the items "managers can be easily contacted if necessary", "there is a strong feeling of togetherness in difficult situations" and "people think the same way about many things in the world" the higher they also estimated the internal climate. At the same time, the higher average scores employees gave on "it is embarrassing in front of other members of the organization in case of mistakes" the worse they estimated the internal climate. Taken together, the results suggest that interpersonal relations affect the way employees perceive the internal climate in organizations.

4. Discussion

The main purpose of the study was to find a set of indicators that can be used in order to assess OC across diverse countries based on samples from China, Estonia, Finland, Germany, Great Britain, Latvia and Russia. This study shows that organizational culture varies across countries significantly, and therefore, it confirms the need to consider the location of an organization as an important factor in the organizational analysis and design. Some differences were also detected in respect to the size of the country. Indeed, these are not crucial aspects but some variables from the *internal climate* dimension are grouped in the close-set in the case of Estonia, Finland and Latvia.

In this study we were able to consider the requirements of measurement invariance, specifically configural and metric invariance for an organizational culture measurement tool (OCQ) across countries. In so doing we found that the OCQ covers two broad domains in the organizational setting – task and internal climate dimensions. The main result of our study is that in this framework it is possible to design a measurement tool for OC, which meets the basic psychometrical requirements; however, there are also some vulnerable aspects.

More specifically, our findings can be summarized as follows. Based on the OCQ consisting of 43 items, a two-dimensional model was developed represented by 8 items that demonstrated an adequate fit for data from Eastern Europe, Western Europe, Russia and China. We named these two dimensions task orientation and internal climate. Using confirmatory factor analysis and multidimensional scaling techniques, we concluded that these dimensions have conceptually the same meaning across these countries.

Our initial idea of finding universal indicators for task and relationship orientations had to be adjusted, as the scope of relationship orientation displayed a diverse meaning across countries. Relationships still remain an important aspect of OC as they affect the way employees perceive the internal climate.

An interesting result is that the correlation between the OC dimensions obtained is different across countries. The correlations were highest for the samples from China and Great-Britain indicating that there might be something common behind these dimensions that determines how both dimensions are perceived for employees. The correlations were lowest for Finland, Estonia and Germany demonstrating that employee perception of task orientation does not allow us to make assumptions about internal climate as the climate is determined by something else (possibly by relationships).

Ultimately, we may say that based on the OCQ there is a common part of OC that can be used when studying the manifestations of OC across countries. The current research represents an attempt at using the OCQ for a cross-country analysis. The main limitations of the research are the relatively modest sample sizes, and therefore, the representativeness of the results. It should be acknowledged that using such small samples may not bring out the full attributes of the population.

We note that whereas a country-level study makes a more detailed analysis of a data possible, cross-country research allows us to demonstrate what is common behind the data, but certainly it remains a simplified approach as there continues to be a great amount of country specific content undetected.

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ORGANISATSIOONIKULTUURI MÕÕTMINE: KULTUURIÜLENE PERSPEKTIIV¹

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Käesolevas artiklis vaadeldakse organisatsioonikultuuri avaldumist eri rahvus-kultuuride kontekstis. Tänapäevased majanduse perspektiiv on oluliselt lihtsustanud rahvusvahelist koostööd ja globaliseerumist. Majanduslikus mõttes on piirid küll avatud, kuid lisaks majanduslikele eksisteerivad rahvuskultuuride eripärad, mille mõistmine on rahvusvahelise koostöö puhul oluliseks teemaks.

Ettevõtete koostöö riikide tasandil on mõjutatud organisatsioonikultuuri (OK) mõistest. OK puhul peetakse oluliseks erinevaid aspekte, kuid üldiselt ollakse üksmeelel, et organisatsiooni ülesanne ning liikmete omavahelised suhted on OK oluliseks komponendiks. Rahvusvahelise tasandi puhul on oluline, et neid dimensioone oleks võimalik ühtselt mõõta ning selleks on vaja ühtset mõõtmisvahendit. Sellise mõõtmisvahendi väljatöötamine on osutunud keerukaks väljakutseks, sest viis, kuidas erinevates kultuurides läbivaid teemasid mõistetakse, on sageli erinev.

Käesoleva uurimuse eesmärgiks on selgitada, kas kultuuriülel on võimalik leida ühtseid OK selgitavaid dimensioone. Selleks kasutatakse uurimuses Organisatsioonikultuuri küsimustikku (OKKÜ) (Vadi et al 2002), mis on välja töötatud OK suhte- ja ülesandeorientatsiooni mõõtmiseks. Sellise valiku kriteeriumiks on asjaolu, et nii organisatsiooni ülesanne kui organisatsiooni liikmete omavahelised suhted on organisatsiooni olemuse seisukohast vältimatud teemad. Seega need võiksid kultuuriülel erinevates organisatsioonides esindatud olla.

Uurimus koosneb teoreetilise ja empiirilise osast. Teoreetilises osas käsitletakse OK mõõtmise võimalusi kultuuriülel. Empiirilises osas kontrollitakse OKKÜ samaväärsust erinevate rahvuskultuuride kontekstis, kasutades selleks kinnitavat faktoranalüüsi (confirmative factor analysis, CFA) ning multidimensionaalset skaalerimist (multidimensional scaling, MDS). CFA võimaldab selgitada, kuivõrd on OKKÜ ülesande ja suhteorientatsioon kultuuriülel sarnaselt mõistetavad ning MDS võimaldab andmeid visuaalselt esitleda.

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1. Sissejuhatus

Majandusliku koostöö puhul tulevad sageli ette probleemid, mille lahendamisel on kultuuriliste sarnasuste ja erinevuse mõistmine heaks võimaluseks. Kultuur on ühelt poolt inimeste käitumist ühendavaks jõuks, kuid teisalt võib ta olla ka erinevate gruppide vahel barjääride tekitajaks. Kultuuriteooria põhineb ideel, et iga kultuur eristub teistest millegi poolest (Barnes 2001). Läbi sarnasuste ja erinevuste tekib võrdluse võimalus, mis omakorda annab vahendid vajaliku sünergia loomiseks. Seepärast on nende sarnasuste ja erinevuste mõistmine ning analüüsimine oluline.

Organisatsioonikultuuri mõiste on muutunud oluliseks seoses efektiivsuse ja eduga eelkõige tänases pidevalt muutuv keskkonnas. Organisatsiooni tasandil on vajalik hinnata OKst tekkivat potentsiaalset toetust või vastuseisu, mis võimaldab võtta vastu edukaid otsuseid organisatsiooni edu ning koostöösuhete juhtimisel. Varasemad uuringud viitavad, et rahvuskultuur on oluliseks OK mõjuteguriks ning seepärast vaadeldakse käesolevas uuringus OK rahvuskultuuri tasandil.

Kultuuri mõiste selgitamisel on erinevad autorid välja toonud mitmesuguseid definitsioone, põhinedes erinevatele lähenemistele. Käesolevas uurimuses lähtume sotsioloogilisest vaatenurgast, mille raames defineeritakse kultuuri kui jagatud väärtuste, uskumuste ja käitumiste mustrit, mis kehtib kas vaadeldava grupi või ühiskonna tasandil. Kultuuri raamistik võimaldab vaadelda organisatsiooni selle liikmete vaatenurgast ning annab võimaluse nn pehmete väärtuste mõõtmiseks. OK mõiste on mitmetahuline ja seepärast on tema mõõtmine heaks väljakutseks. Varasemate uurimuste põhjal võib öelda, et ühisosa leidmiseks erinevates rahvuskultuurides on mõistlik OK määratleda võimalikult lihtsalt, nii on võimalused ühisosa leidmiseks suuremad. Mida erinevamaid aspekte püütakse katta, seda keerulisemaks võib kujuneda selle ühiselt mõistetava osa leidmine.

Keskkonda peetakse üheks organisatsioonikultuuri mõjuteguriks (Deal, Kennedy, 1982; Schein 1992; Kotter, Heskett 1992). See mõjutab OK-d läbi organisatsiooni liikmete, kuna organisatsiooni liikmed sisenevad organisatsiooni igauks oma väärtuste pagasiga. Need väärtused võivad olla vägagi erinevad. Nii riikide kui organisatsioonide tasandil on üheks oluliseks väljakutseks võimaldada kohaneda neil, kelle väärtused erinevad kohaliku kultuuritausta raames levinud väärtustest. Uuringud on siiski näidanud, et näiteks islami taustaga immigrandid võtavad omaks ameerikaliku organisatsioonikultuuri, kuigi oma igapäevatoimetustes eelistavad nad järgida oma koduriigist kaasa võetud traditsioone (Alkhazraji et al 1997). Seepärast võib arvata, et erineva päritoluga inividid kohanduvad organisatsiooni tasandil väliskeskkonnas levinud väärtushinnangutega ning organisatsioonides aktsepteeritud tegevusmustreid on võimalik rahvuskultuuri tasandil selgitada.

Organisatsiooni toimimine on seotud tema liikmete sooviga toetada organisatsiooni kui terviku eesmärke ning organisatsiooni liikmete omavahelisest ühtsustundest. Käesoleva artikli eesmärgiks on selgitada, kas OK ülesande ja suhete dimensioone saab kultuuriüleselt ühtselt määratleda. Uurimuses on esindatud Ida Euroopa, Lääne Euroopa ja Aasia riigid – tegemist on kultuuriliselt väga erineva taustaga riikidega ning seepärast pakub käesolev valim head võimalust OK kultuuriüleseks testimiseks.

Uurimuses püütakse selgitada, kas OK rahvusvaheliseks mõõtmiseks vajalikud psühhomeetrilised eeldused on täidetavad, kui mõõtmise aluseks võtta organisatsiooni toimimise seiskohalt olulisemad baasdimensioonid – ülesanne ja suhted. Kultuuriüleste uurimuste psühhomeetrilised nõuded on olulised veendumaks, et erinevates organisatsioonides (mis paiknevad omakorda erinevates riikides) mõistetakse mõõdetavat teemat ühtsel viisil.

Artikkel on jaotatud neljaks osaks. Peatükk 2 selgitab organisatsioonikultuuri mõõtmise võimalusi ning eripära kultuuriüleses kontekstis. Peatükk 3 hõlmab valimi ja meetodi osa, analüüsi protsessi ja tulemusi. Peatükk 4 võtab kokku peamised tulemused.

2. Teoreetiline ülevaade organisatsioonikultuuri kultuuriülese mõõtmise kontekstist

Kultuuriülesed uurimused on muutunud oluliseks teemaks, sest üha enam on hakatud mõistma kultuuri mõju inimkäitumisele. Eriti oluline on see teema rahvusvaheliste koostöösuhete kontekstis, kus üheks eduteguriks on sageli arusaam, et erinevates kultuurides mõtestatakse oma keskkonda erineval moel. Teoreetiline osa on jaotatud kaheks, esimeses alaosas selgitatakse OK olemust ning teises OK kultuuriülese mõõtmisega seonduvat temaatikat.

2.1. Organisatsioonikultuuri mõõtmise võimalused

Organisatsioonikultuuri võib vaadelda kui ühes sotsiaalses süsteemis peegelduvat väärtuste ja hoiakute mustrit, mis aitab mõista selles süsteemis aktsepteeritavaid norme ja käitumismustreid (Deshpande et al 1993). Käesolevas uuringus vaadeldakse OK kui organisatsiooni liikmete ühtset arusaama organisatsioonis toimuvast, mis avaldub tegevuste tasandil ning on mõjutatud ühiskonnas levinud väärtushinnangutest. Selline vaatenurk võimaldab selgitada OK taga peituvaid kultuuriüleseid universaalseid või unikaalseid jooni.

Kultuuri ja subkultuuride avaldumist võib uurida erinevatel tasanditel, sõltuvalt huvipakkuvast probleemipüstitusest. Varasemalt on uuritud näiteks kultuuri avaldumist riikide tasandil (põhinedes sageli Hofstede 2001; Schwartz 2006; Trompenaars, Hampton-Turner 1998 väljatöötatud kultuuridimensioonidele), organisatsioonide tasandil (sageli kasutatavateks mõõtmisvahendiks on Quinn ja Rohrbaugh poolt välja töötatud Konkureetivate Väärtuste Raamistik 1981 ning Cooke and Lafferty Organisatsioonikultuuri Mõõdik 1989), ning ametikohtade, taustatunnuste jm näitajate lõikes. Käesolevas artiklis selgitatakse OK avaldumist kultuuriülesest. Kuna varasemad uurimused on näidanud, et erinevate OK dimensioonide kultuuriülese rakendatavuse eeldusi on keerukas täita, siis on huvitav selgitada, kas organisatsiooni põhiolemusega seotud ülesande ja suhete dimensioonid on erinevates kultuurides ühtselt mõistetavad.

Varasemate uurimuste põhjal võib öelda, et ühiskonnas aktsepteeritud väärtused võivad olla erinevates riikides väga erinevad ning see avaldub organisatsiooni

tasandil läbi tegevuste. Trice and Beyer (1993) toovad välja, et OK on keskkonnaga seotud läbi viiside, kuidas kollektiivselt ebakindlust välditakse. Schein (1992) tõlgendab ümbritsevat keskkonda ühena OK mõjuteguritest ning teisalt tagasiside võimalusena üldiselt aktsepteeritud väärtuste ja hinnangute kontekstis. Seega keskkond on üks olulistest OK mõjuteguritest.

Kultuuri määratlemisel ja mõõtmisel pakuvad erinevad autorid välja erinevaid väärtuste dimensioone (Inglehart 1991; Trompenaars 1998; Hofstede 2001; Schwartz 2006), mis peegeldavad ühiskonna tasandil olulisi teemasid. Kuna organisatsioonid tegutsevad laiemas ühiskonnas, siis “eduka toimimise tagamiseks on vajalik kohaneda ühiskonnas laiemalt aktsepteeritud reeglite ja väärtustega” (Sagiv, Schwartz, Arieli 2011: 515). Seepärast on need väärtused ka organisatsiooni toimimise aluseks. Ühiskonna tasandil keskendutakse üldiselt väärtuste selgitamisele, mis organisatsiooni tasandil avalduvad läbi tegevuspraktikate. Hofstede et al (1990) on organisatsiooni peamised tegevuspraktikad võtnud kokku kuue vastandliku dimensioonide paarina (protsess vs tulemused, töötajad vs ülesanne, tööalane vs isiklik, avatud vs suletud süsteem, vabadus vs kontroll, reeglid vs praktilisus), Quinn and Rohrbaugh (1981) selgitavad organisatsioone peamiselt läbi kahe vastandliku dimensiooni (tsentraliseeritus ja kontroll vs detsentraliseeritus ja paindlikkus ning organisatsiooni sisekeskkond ja protsessid vs väliskeskkond ning välised üksused). Seega erinevad autorid peavad oluliseks erinevaid dimensioone, kuid reeglina on ülesanne ja suhted nendes dimensioonides esindatud. Organisatsiooni ülesandorientatsioon peegeldab töötajate hoiakuid organisatsiooni üldiste eesmärkide kontekstis ning suhteorientatsioon kajastab organisatsiooni liikmete omavahelisi suhteid. Need dimensioonid toovad esile sotsiaalsete gruppide (sh organisatsioonide) põhiolumusega seotud teemaderingi ning seepärast võib neid pidada OK selgitamisel olulisteks ja vajalikeks. Neid dimensioone peetakse oluliseks ning kasutatakse ka eestvedamise, grupiprotsesside ja konfliktjuhtimise teemade analüüsimisel.

Varasemates OK uurimustes on vaid harvadel juhtudel kontrollitud mõõtmisvahendi samaväärsust erinevatel valimitel. Näiteks Helfrich et al (2007) kontrollisid Konkureerivate Väärtuste Raamistiku mõõtmisvahendi valiidsust erinevate ametipositsioonide lõikes (kasutades uurivat ja kinnitavat faktoranalüüsi USAs Veteranide Tervise Juhtimise organisatsiooni töötajate valimil, 212 877 osalejat) ning tõdesid, et mõõtmisvahendi esialgne 4-faktoriline struktuur taandus 2-faktoriliseks. See viitab, et mõõtmisvahendi struktuur võib erinevatel valimitel avalduda erinevalt ning seepärast tuleb enne tulemsute esitlust mõõtmisvahendi samaväärsust erinevatel valimitel kindlasti kontrollida. Teises uurimuses kontrollisid Kwantes and Boglarsky (2007) Organisatsioonikultuuri Mõõdiku rakendatavust 6 riigis (kus rahvuskeeleks inglise keel) ning taas olid tulemused vastandlikud viidates, et isegi sama keeleruumiga riikides on keeruline mõõtmisvahendi samaväärsust tagada. Kokkuvõttes võib öelda, et kuigi mõõtmisvahendi samaväärsuse teema on oluline, siis selle tagamine on osutunud pigem keerukaks ülesandeks. Siin võib üheks põhjuseks olla asjaolu, et mida enam dimensioone on uurimustes kaasatud, seda keerukam on nende samaväärsuse tagamine. Seepärast võetakse käesolevas uurimuses vaatluse alla vaid need dimensioonid, mis on organisatsiooni toimimise seisukohalt

vältimatud ning võiksid olla esindatud sõltumata asukohariigist. Selleks kasutatakse Eestis välja töötatud Organisatsioonikultuuri Küsimustikku (Vadi et al, 2002), mis keskendub OK ülesande ja suhte aspektidele.

2.2. Organisatsioonikultuuri mõõtmise eeldused kultuuriüleses kontekstis

Varasemad uuringud viitavad, et rahvuskultuur on oluliseks OK mõjuteguriks (Trice, Beyer 1993; Hofstede, 2001). Lisaks viitavad mitmete uurimuste tulemused (Nelson, Gopalan 2003 ja Alkhazraji, Gardner 1997), et näiteks immigrandid kohanduvad sihtriigi OK praktikatega, kuid juhivad väljaspool tööaega siiski oma lähteriigis levinud väärtushinnangutest. See on kooskõlas Hofstede lähene-misega, et inimestel on erinevad vaimsete programmide tasandid, sh rahvuslik ja organisatsiooni tasand (Hofstede 1991:10). Ka Schein (1992) toob esile, et OK üheks oluliseks mõjuteguriks on just organisatsiooni vahetu väliskeskond. See-pärast on põnev selgitada, kuidas OK eri rahvuskultuuride kontekstis avaldub, eeldades et organisatsiooni liikmete lähteriik ei ole siin oluliseks mõjuteguriks.

Kultuuriüleste uurimuste kontekst on oluliselt mitmekesisem ning teistsuguste eeldustega, kui ühe kultuuri või grupi sees huvipakkuva teema uurimine. Arvestada tuleb nii tõlkimise kui kohandamise teemasid, mõõtmisvahendi samaväärsuse tagamist, andmeanalüüsi kui tulemuste tõlgendamisega seotud aspekte. Bond and Van de Vijver (2011: 80) rõhutavad, et kultuuriüleste uurimuste rõhuasetus liigub üha enam erinevuste väljatoomise asemel nende sisulisele selgitamisele, kuid igal juhul tuleb esimesena täita metodoloogilised eeldused.

Mõõtmisvahendi samaväärsuse mõiste selgitamisel on kirjanduse põhjal olulised peamiselt kaks hierarhilist taset (Van de Vijver, Leung 2011; Vandenberg, Lance, 2000): 1) konfiguraalne samaväärsus – uuritavad dimensioonid on esindatud samade väidetega, ja 2) meetriline samaväärsus – väited on erinevates valimites nende taga peituva dimensiooniga ühte moodi seotud. Mõõtmisvahendi samaväärsust on võimalik selgitada mitmete erinevate meetoditega, käesolevas uurimuses kasutatakse selleks kinnitavat faktoanalüüsi (confirmatory factor analysis, CFA) ning mitmedimensioonilist skaleerimist (multidimensional scaling, MDS). CFA ja MDS on kasutatavad kas alternatiividena (vt ülevaadet Fisher, Fontaine 2011) või üksteist täiendavate meetoditena (nt Arciniega et al 2009, uurimuses). CFA võimaldab mõõtmisvahendi samaväärsust hinnata erinevate sobivusindeksite põhjal ning MDS annab võimaluse seoste visuaalseks väljatoomiseks. Käesolevas uurimuses kasutatakse neid meetodeid üksteise täiendusena.

3. Meetod

3.1. Valim ja mõõtmisvahend

Uurimuse valim põhineb seitsme riigi andmetel – Saksamaa, Hiina, Suurbritannia, Läti, Eesti, Venemaa ja Soome. Küsimustike jaotamisel ning täitmise instrueerimisel kasutati sihtriigis olevate ja töötavate partnerite abi. Küsimustike täitmise aiants eelduseks oli töösuhte olemasolu sihtriigis. Küsimustikud täideti paberkandjal ning

vastamine oli anonüümne ja vabatahtlik. Uurimusse kaasati ligikaudu võrdne vastajate arv iga esindatud riigi kohta. Valimi kirjeldus on toodud tabelis 1.

Tabel 1. Valimi suurus riikide lõikes.

	Saksamaa	Hiina	Suurbritannia	Läti	Eesti	Venemaa	Soome	Kokku
Valimi suurus	230	222	138	288	278	264	115	1535
%	15	14.5	9	18.8	18.1	17.2	7.5	100

OK mõõtmiseks kasutati Eestis välja töötatud Organisatsioonikultuuri Küsimustikku (OKKÜ) (Vadi et al 2002). OKKÜ sisaldab 43 väidet, mis kirjeldavad OK ülesande ja suhetega seonduvaid aspekte. Väidetele paluti anda vastused 10-pallises skaalal vahemikus 1 – ei ole üldse nõus kuni 10 – täiesti nõus. Andmete analüüs koosnes järgmistest sammudest: 1) eksploratiivne faktoranalüüs (explorative factor analysis, EFA) selgitamaks, kuidas erinevate riikide andmed koonduvad; 2) kinnitav faktoranalüüs (confirmative factor analysis, CFA) selgitamaks püstitatud mudeli sobivusnäitajaid; 3) mitmedimensionaalne skaleerimine (multidimensional scaling, MDS) – kuidas saadud struktuur geomeetriliselt avaldub.

4.2. Tulemused

Andmete analüüsil kasutati programmi SPSS/AMOS 17.0. Kõigepealt viidi läbi EFA kogu andmestikul lubades faktoritel omavahel korreleeruda, sest OK dimensioone vahelised seosed ei ole välistatud. EFA viitas kahedimensionaalsele lahendusele, kus 5 väidet olid seotud ühe dimensiooniga ning 3 teise dimensiooniga. Esimene dimensioon peegeldas, kuidas töötajad oma organisatsiooni tajusid ning kuidas organisatsioon üldiste eesmärkide täitmisel oma liikmeid toetas. Need aspektid on seotud organisatsioon ülesandega ning seepärast võib neid nimetada ülesandeorientatsiooniks (ÜO). Teine dimensioon oli seotud negatiivsete emotsioonidega oma töö ja töökoha suhtes. Seepärast nimetasime selle sisemise kliima dimensiooniks (SK).

Uurivas analüüsis riike eraldi vaadeldes tuli välja ka kolmas dimensioon, mis peegeldas organisatsiooni liikmete omavahelisi suhteid, kuid suhete dimensiooni sisu avaldus erinevates riikides erineval moel viidates asjaolule, et omavaheliste suhete mõõde omab erinevates riikides erinevat tähendust (nt formaalsed suhted või ka eraeluliste teemade jagamine töökaaslastega). Seepärast ei saanud suhete dimensiooni kultuuriüleselt analüüsi kaasata.

Järgnevalt selgitati kahe avaldunud dimensiooni sisemist reliaablust (Cronbach'i α), mis ÜO puhul jäi vahemikku .72 - .95. ning SK puhul vahemikku .53 - .96. Faktoritevaheline korrelatsioon varieerus vahemikus -.87 kuni -.29. Negatiivne korrelatsioonikordaja on siinkohal ka loogiline, sest SK väited olid seotud negatiivsete emotsioonidega. Madal negatiivne korrelatsioonikordaja viitab siiski, et osades riikides ei ole kõrgemad ÜOle antud hinnangud seotud kõrgemate SK

hinnangutega. Madalaimad korrelatsioonid avaldusid Soome, Saksamaa, Eesti ja Läti andmetel ning kõrgemad Hiina, Suurbritannia ja Venemaa andmetel. Seepärast pakkus huvi selgitada, mis võiks lisaks ülesandele SK hinnangute taga olla, kas olemasolev andmestik võimaldaks neid seoseid selgitada. ANOVA tulemused viitasid SK seostele mitmesuguste organisatsiooni liikmete omavaheliste suhete teemaliste väidetele ($p < .05$). Selgus näiteks, et mida kõrgemad hinnangud anti väidetele: meie organisatsioonis on...“juhiga vajadusel lihtne kontakteeruda“, “keerulistes olukordades tugev ühtekuuluvustunne“ ja “liikmetel paljudes asjades ühtne maailmavaade“, seda vähem tuntakse töö suhtes vastumeelsust ning tahetakse oma töökohta muuta. Seega on nii ülesande kui omavaheliste suhete teemad SK tajumisel olulisteks aspektideks.

CFA (täpsemalt gruppideülene analüüs multigroup CFA, MGCFA) võimaldas testida kahedimensionaalse mudeli sobivust vaadeldavatel andmetel ning sobivuse indekseid väärtused jäid vahemikku, mis lubavad mudeli sobivust kinnitada. Ka MDS kinnitas väidete koondumist kaheks eraldiseisvaks dimensiooniks ning mõlemat dimensiooni esindavad väited olid kõikide riikide andmetel üldjoontes ühtselt koondunud.

5. Kokkuvõte

Käesoleva artikli raames selgitati OK kultuuriülest avaldumist nii väike- kui suurriikide andmetel. Selleks kasutati Eestis välja töötatud Organisatsioonikultuuri Küsimustikku (OKKÜ, Vadi et al 2002) ning kontrolliti mõõtmisvahendi kahe-dimensionaalse lahendi samaväärsust erinevates riikide kontekstis. Tulemused võimaldavad kinnitada OKKÜ kahedimensionaalse lahendi – ülesandorientatsiooni ja sisemise kliima dimensiooni kultuuriülest avaldumist.

Algselt oli plaanis leida kultuuriülesed dimensioonid ülesande ja suhete kui organisatsiooni põhiolemuselt olulisemate aspektide selgitamiseks. Selgus, et ülesandega seonduva dimensiooni puhul saab välja tuua kultuuriülese ühisosa, kuid organisatsiooni liikmete omavahelised suhted omavad erinevates kultuurides nii erinevat sisu, et neid ei õnnestunud ühtse väidete komplektiga selgitada. See eest tuli esile sisemise kliima dimensioon, mis avaldus läbi organisatsiooni liikmete negatiivsete tunnete oma töö ja organisatsiooni suhtes. Sisemise kliima tajumine oli omakorda seotud nii ülesandorientatsiooni kui organisatsiooni liikmete omavahelisi suhteid peegeldavate teemadega. Uurimuse põhjal on keeruline välja tuua väike või suurriikide spetsiifikat, sest keskenduti kultuuriülese ühisosa leidmisele. Riigi spetsiifika avaldub tõenäoliselt, kui analüüsida OK dimensioonide keskmisi väärtusi ning suhteorientatsiooni avaldumise eripärasid erinevat riikide andmetel.

Edasiste uurimuste raames oleks huvitav vaadelda ka ülesandorientatsiooni ning sisemise kliima dimensioonide vaheliste seoste võimalikke tagamaid erinevate riikide andmetel – nt Hiina ja Suurbritannia andmetel olid dimensioonid omavahel tugevalt seotud viidates, et nende taga võib olla midagi, mis võimaldab neid ühiselt määratleda. Soome, Eesti, Saksamaa ja Läti andmetel olid dimensioonide vahelised korrelatsioonid madalad või mõõdukad viidates, et töötajate hinnangud üles-

andorientatsioonile ei võimalda teha olulisi järeldusi sisemise kliima osas ning sisemise kliima positiivne tajumine võib sõltuda hoopis muudest teguritest (võimalik, et omavaheliste suhetega seonduvatest teguritest).

Kokkuvõttes võime öelda, et OKKÜ põhjal oli võimalik välja tuua OK kultuuriülene ühisosa, mida annab edasistes uuringutes aluseks võtta. Uurimus võimaldas läbida kultuuriülestele uurimustele püstitatud eeldused ning on seepärast näiteks ka neile, kes sarnaseid uurimusi edaspidi plaanivad läbi viia. Uurimuse peamisteks piiranguteks võib lugeda võrdlemisi väikest valimit ja sellest tulenevalt ka tulemuste representatiivsust.