

I PART. PECULIARITIES

1.1. CRITICAL ISSUES IN ORGANIZATIONAL CULTURE FORMATION: A CASE STUDY OF ESTONIAN COMPANIES IN THE ENERGY SECTOR

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Introduction

Balancing between the interests of a wide variety of stakeholders, organizations face several multidimensional tasks they have to cope with. One of the topical assignments in modern management is managing the organizational culture (further on OC), which is a rather complicated task. Companies face the challenge of creating, developing or maintaining OCs, which can contribute to achieving the goals of the company in a most efficient manner. A large amount of management and organizational behavior literature has been dedicated to the issue of OC in the merger process, but there are processes taking place the other way round as well. The question “What happens to OC when organizations spin off from each other and a new company is floated?” is interesting at least to the same degree. The discussion about whether the formation of OC is a case of *carte blanche* or if there are any constraints to be con-

sidered while creating the appropriate culture for the company is relevant when a spin-off company is in the focus of interest.

The aim of the present article is to bring out the critical issues in the OC formation process of a spin-off company. The article is designed as a case study focusing on the companies operating in the Estonian energy sector. Narva Elektriteenused (Narva Electrical Services Ltd, further on NET), an electrical engineering company, is in the focus of the study. NET is a spin-off enterprise from the distributor and seller of electricity, Narva Elektrivõrk (Narva Distribution Network Ltd, further on NEV) that is highlighted in the analysis for the sake of comparison.

The article starts with a theoretical overview of the essence of OC and its sources of formation. The empirical part gives an overview of the OC in NET as compared to the OC in NEV. The OC is studied by means of a questionnaire, interviews and document analysis. The crucial factors behind the formation of OC in NET will be analyzed in the discussion part of the article.

Organizational culture

Organizational culture is a phenomenon defined and investigated in various ways by different researchers. For example, Schein (2004, pp. 14–15) summarizes the critical elements of OC, which are *stability* (culture is shared and stable because it defines the group), *depth* in a sense that culture involves unconscious parts of organizational life; *breadth* as it covers all of an organization's functioning and *patterning*, because OC ties together the various elements. Hostede *et al.* (1990) bring out the intersection of different authors' opinion about the essence of OC, namely, that OC is a "soft" part of an organization; it is a holistic; historically determined and socially constructed, and therefore not easily changing concept. OC can be defined as "social or normative glue that holds an organization together" (Wiener, 1988, p. 535).

In its essence OC is a multilevel phenomenon with values in its core. Values are “the beliefs held by an individual or group regarding the means and ends that organizations “ought to” or “should” identify in the running of the enterprise, in choosing what business actions or objectives are preferable to alternate actions, or in establishing organizational objectives”. (Enz, 1988, p. 287)

Similarly to the discussion about the essence of OC, there is no univocal position about how culture is formed. Different authors have discussed the mechanisms how shared values and OC are created. There are several approaches, which stress the importance of different factors in the OC formation process.

One important influencing factor is the environment in which the organization operates. Hofstede *et al.* (1990), Koopman *et al.* (1999) and van Muijen *et al.* (1999) have found in their research that organizational values are strongly influenced by the national culture within which a particular organization is physically situated. Besides the general environment, specific environments (industry and stakeholders) are at play in the formation of OC. O’Reilly, Chatman and Caldwell (1991) stress that organizations’ cultures are similar when the organizations belong to relatively homogeneous industries and when their structures, regulatory demands and orientations are similar. Padaki (2000), Chatman and Jehn (1994) have also accentuated the importance of the business sector in the OC formation process. For example, Gordon (1991) claims that organizations are founded on industry-based assumptions about the stakeholders’ interests (customers, competitors and society as a whole). Those assumptions give origins to the organizational values, which then redound to the strategies, structures and processes that are developed in the organization. Ostroff and Schmitt (1993) have found that among the other aspects ownership of the organization also has an impact on OC.

The history or origin of an organization in the sense of its continuity and traditions may leave traces on its OC as well. Usually

organizations with a long history have rooted cultures and the organizational members perceive their organization in a more homogeneous manner. (Wiener, 1988; Kekäle, Kekäle, 1995)

The viewpoint that OC is a rather stable and immutable aspect of organizational life is rather common among the researchers. Different authors suggest that changes in OC are possible but transformation takes time (e.g. Schein, 2004; 1996; Gagliardi, 1986; Amis, Slack, Hinings, 2002).

OC and values are nothing one can separate from the individuals connected to the organization. Some authors view powerful members of an organization – founders and leaders – as the main source of OC, because their personal values, their vision of the organization as a whole, and their way of acting shape the culture of the organization (e.g. Schein, 2004; Padaki, 2000; Wiener, 1988; Jaakson, Reino, Vadi, 2004). In fact, management ideology powerfully impregnates OC patterns (Alvesson, 2002).

While the role of leaders is definitely significant, the contribution of organizational members should not be underestimated in the process of culture formation. Wiener (1988) emphasizes the role of workers as carriers of organizational values (those are traditional values in his formulation). Padaki (2000) and Schein (2004) bring out the role of workers in the OC formation process. On the one hand, Schein (2004) emphasizes the learning experience of workers (ability to mature with their organization, and continuity of values), and on the other hand, the important role of new members with different values, which may have an impact on OC.

Next we will dwell on the sources that are believed to be most relevant to the case under investigation – the specific environment, the history of the company, and organizational members.

The case of Narva Elekriteenused

The environment and background of the organization

The present study focuses on the OC of the spin-off company NET, but for better understanding of the case, it will be necessary to describe the background and environment of the organization. As NET is tightly connected to NEV, a brief overview of the environments and histories of both companies will follow.

NET and NEV operate in the north-east of Estonia, in Ida-Virumaa (East-Virumaa) County, which is one of the most important industrial areas in Estonia, giving 16% of the country's total industrial production (Regional Statistics of Estonia, 2003). Both heavy and light industries are well developed in the region. Ida-Virumaa differs from the rest of the country by its high percentage of non-Estonian population (further on Russian-speakers will be used). 80% of the inhabitants of Ida-Virumaa County being Russian-speakers (Ida Virumaa Portaali, 2005); in Narva the percentage of Russian-speakers is even higher – 95% (Rahvastik elukoha ja ..., 2000). The Russian-speakers living in Ida-Virumaa, especially in Narva and Sillamäe, form a large community on linguistic grounds, which lessens the necessity for them to use the official language, Estonian. Insufficient knowledge of the Estonian language might restrict the mobility of workforce in Estonia; as a result, people living and working in Ida-Virumaa County have stayed there for years and even for generations. Besides the cultural and industrial disparities, North-Eastern Estonia has some other aspects that set the region apart from the rest of Estonia. In 2004, the unemployment rate of Ida-Virumaa was the highest in Estonia – 9.4% compared to the Estonian average – 4.4% (Estonian Labour Market Board, 2005). In the press Ida-Virumaa is often referred to as a problematic district because of some other social issues (e.g., HIV, drug addiction).

The general environment is important for every organization as it has an implicit impact on business. Even more important is the specific environment counting for organizational performance in a most direct way. NEV and NET operate in the electric energy sector, which is highly regulated. So there are direct regulations for NEV as a distributor and seller of electricity. These regulations have an impact on NET as a company related to NEV.

The Electricity Market Act (from July, 2003) prescribes the principles for the operation of the electricity market. In the present case the Act regulates the performance of NEV. The Electricity Market Act (2003) regulates the generation, transmission, sale, export, import and transit of electricity and the economic and technical management of the power system, but it does not regulate electrical engineering. Before the Act was passed, NEV operated as a distribution, selling and engineering company. The performance of NEV is also regulated by the Estonian Energy Market Inspectorate (EEMI). The inspectorate has the right to monitor the activity of fuel and energy traders in respect of the areas of activity specified in their activity licenses, and to review the financial performance of the fuel and energy traders dominating the market. The EEMI approves and reviews the prices of fuel and energy sold by these traders (EEMI, 2005). Thus, several changes have taken place in the energy sector in Estonia. Further reforms are expected in the sector, as by the year 2007 the Estonian electricity market will be partly and by the year 2013 completely open for competition. (Euroopa Liidu Infokeskus, 2005) The monopolistic sector will turn into an open market, which will bring new challenges for all attendants.

Legislation has an impact on an organization's performance in a remarkable manner. Actually, the initial inducement to form NET followed from the legislation (Electricity Market Act in first place) and from the future trends in the energy sector. The functions of the enterprise were separated and in May 2004 NET was founded on the basis of NEV departments. The main task of NET

is to provide complex high-quality electrical services, considering the needs of their customers, owners and personnel of the company. (Narva Elektrivõrk, 2005) Unlike the distribution company NEV, the performance of the engineering company NET is not regulated in detail by the government. The most important legal act regulating its performance is the Electrical Safety Act (Electrical Safety Act, 2002).

NET was formally founded more than a year ago, but it actually has its origins in its past affiliation to NEV. The history of NEV goes back to the 1950s when the Narva Electricity Distribution Network was established within the competence of Eesti Kommunaalenergia. Subsequently the company has been restructured several times. In 1993, the Narva Electricity Distribution Network (NEV) was instituted as an independent company within Eesti Energia (Estonian Energy), which started a “new epoch” in the company’s history. In 1997, NEV started operating separately from Eesti Energia and was privatized in 1998–1999. (Homepage of NEV, 2005)

NEV has a good reputation, being known by its stability and success in different areas (NEV Customer Satisfaction..., 2001, 2002). The company has held high positions in various rankings. In 2004, NEV ranked 10th among Europe’s Best Employers and 3rd among the Estonian companies (The Wall Street Journal Europe, 2004). In 2005, NEV acquired the 3rd place among Estonian enterprises in the family-friendliness category, 5th place in worker-friendliness and 8th place in the category of employees’ development (Väljaste, 2005).

Today NET is related to NEV, both companies having the same ownership, the Austrian investment company ECE European City Estates AG and Sthenos Group Ltd. The companies are also related through contractual links that fix the scope of the services NET renders to NEV. Both companies are medium-sized (60 and 62 employees in NET and NEV, respectively). The great majority of the employees in NET and NEV belong to the Russian-speak-

ing minority of the country, while the top managers of both companies are Estonians without local roots.

The culturally diverse backgrounds of organizational members may have an impact on OC as different ethnic groups bring different values with them into the working place. Successful management of diversity brings economic benefits and presents major opportunities for companies to be more synergetic and effective (Mead, 1994).

As referred before, the two companies share a common history, the same ownership, similar general environment and several intersections in day-to-day business, but they have a different range of business goals and distinct specific environments. NET operates in a competitive market and in a less regulated environment than NEV. From that basis also differences in their OCs may be expected to derive.

Method and sample

Research of the OCs in NET and NEV took place in January-April 2005. In order to diagnose the features of the OCs of the enterprises, a qualitative analysis was conducted. The Competing Values Questionnaire developed by A. Reino was applied to study OC on the basis of organizational values. The method is based on The Competing Values Framework introduced by Quinn and Rohrbaugh (1983). In it organizations are placed into the framework formed by two dimensions – flexibility vs. stability and internal vs. external focus. Four types of OC can be distinguished: the Human Relations, the Open System, the Rational Goal and the Internal Processes Model. (Quinn, Rohrbaugh, 1983)

The Human Relations type of OC is characterized by flexibility and internal focus. Human resource development is achieved through high cohesion and morale, trust and belongingness. (Quinn, Rohrbaugh, 1983; Kalliath, Bluedorn, Gillespie, 1999)

The Open System type of OC values adaptability, change capacity and orientation to customers (Brown, Dodd, 1998). Organizations where this kind of OC is dominating take risks and favor creativity (van Muijen, Koopman, 1994), having as the target to achieve growth, resource acquisition and external support (Quinn, Rohrbaugh, 1983). The Rational Goal type of OC favors planning and goal-setting to achieve productivity and efficiency as ends (*Ibid.*). The last type – the Internal Processes type – aims to achieve stability and control (*Ibid.*), consolidation and continuity (Lamond, 2003) that could be attained by formalized communication and a centralized decision-making process (Howard, 1998). Usually the features of all the OC types described above are peculiar to an organization, but organizations vary along the dominating type of OC and balance between the other types.

The above questionnaire consists of 53 statements about the organization; the respondents were asked to indicate their attitude to the items on a 10-point scale where 1 means ‘completely disagree’ and 10 means ‘completely agree’ with the assertion. The assertions were first prepared in Estonian and then translated by three bilingual translators into Russian, as the majority of the respondents were Russian speakers. The translators worked independently of each other.

Descriptive statistics, one-way ANOVA analysis and t-test were used for data analysis. The differences in the mean values are important at the significance level $p \leq 0.05$. In addition, unstructured interviews with the CEO of NET were conducted. Focus group interviews with the middle managers and workers of NET were used to discuss and reflect on the results of the study. Also, observation and document analysis were used. Sample characteristics are displayed in Table 1.

Table 1. Sample characteristics

Org.	Average age	Sex			Tenure	Position			
		M	F	NA		MM	S	W	NA
NET N = 45	45.6	30	13	2	8 months*	5	12	25	3
NEV N = 47	44.0	24	21	2	15.6 years	10**	22	9	6

Notes: M – male; F – female; NA – not answered; MM – middle manager; S – specialist; W – worker

* The average working tenure of employees of NET in NEV is 17 years

** In the sample of NEV “MM” includes 2 top managers as well

The sample was representative as 75% of the organizational members of NET and 75.8% of the employees of NEV participated in the study. All hierarchical levels of the organizations were engaged, with the exception of the NET CEO who did not fill out the questionnaire but answered the interview questions.

Results

For mapping the OC of NET, the employees were asked to fill out the Competing Values Questionnaire. The results of the analysis show that the predominant type of OC in NET is the Rational Goal type with results orientation as a central value (see results in Table 2).

Table 2. Mean values of OC types in NET

Type of OC	Sample	Mean values for OC types*	Standard Deviation
Human Relations type	32	6.98	1.59
Open Systems type	31	7.12	1.51
Rational Goal Type	33	7.76	0.96
Internal Processes type	33	7.30	1.07

Notes: * OC estimations are given in a scale from 1 (the lowest rate) to 10 (the highest rate)

The results of the paired samples t-test analysis show that the estimations to the Rational Goal type of OC were significantly higher than those given to the other types. The mean values given to the Internal Processes type of OC were lower than those of the Rational Goal type, but still higher than the estimations to the Human Relations type of OC. The details are presented in Table 3.

Table 3. Statistically significant differences in the estimations to the OC types

Pairs of OC types	t	p
Rational Goal type – Human Relations type	–4.166	.000
Rational Goal type – Open Systems type	–4.091	.000
Rational Goal type – Internal Processes type	2.687	.012
Human Relations type – Internal Processes type	–2.381	.025

Figure 1 gives a picture of the Competing Values Model of NET. The picture shows the dominance of the Rational Goal type of OC, while all the other types almost balance out.

The organizational members of NET perceive the culture and organizational values in the same manner. Indeed, there were some differences between the subunits of the organization (differences may be caused by the different work contents of those units), but the other variables (age, sex, position and tenure) did not affect the opinions about the OC.

A similar survey was carried out in NEV in order to compare the cultures of the two companies. An analysis of data shows almost complete resemblance between the OCs of the two companies. The Rational Goal type of OC with efficiency and productivity as its central values dominates in both organizations. No significant differences were revealed between the estimations of the OC types in the two organizations. Figure 2 presents the opinions about the OC types in NET and NEV.

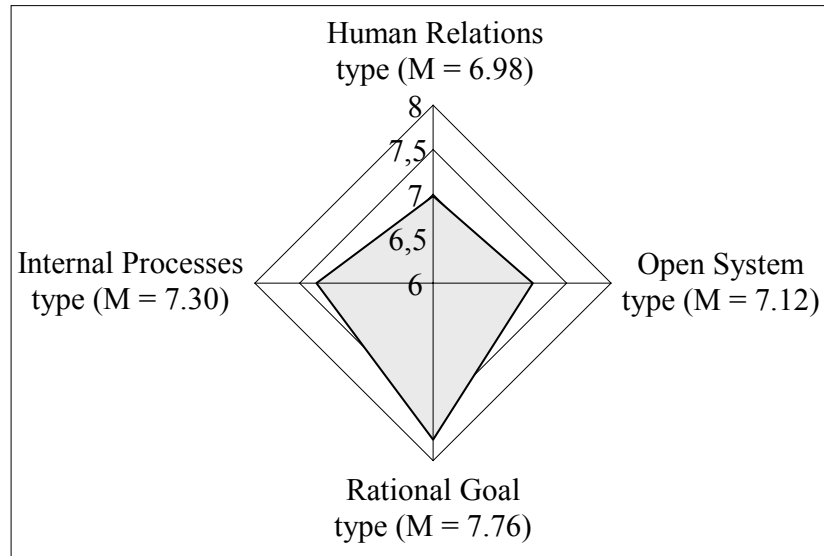


Figure 1. The Competing Values Model in Narva Elektriteenus Ltd.

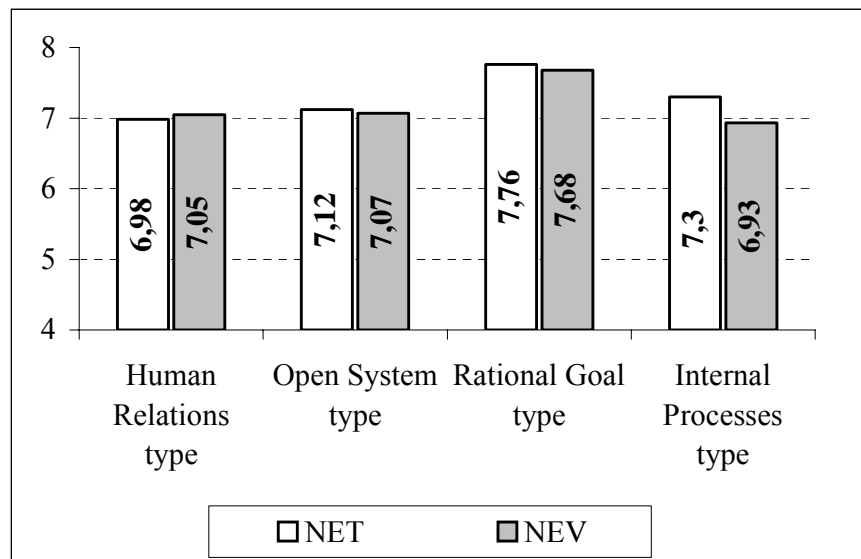


Figure 2. The OC types in NET and NEV.

The questionnaire consists of 53 statements, each representing certain values. Estimations of each item enabled us to detect how distinctive a particular value is for the organizational members. Those values that got higher scores and lower variance in estimations by respondents are believed to be more characteristic of the organization than those, which got lower scores. Such analysis enabled us to reveal the value pattern of the organization.

A comparison of NET and NEV on the basis of shared values also points to the similarity of those organizations. Table 4 reflects the values hierarchy of the two companies. Both companies have the same values at the top of the values hierarchy, the differences between the values patterns being only marginal.

Table 4. The values patterns of NET and NEV

	NET	NEV
1.	profit maximization	perfect image
2.	security	profit maximization
3.	development and growth	security
4.	outpacing competitors	development and growth
5.	perfect image	outpacing competitors

The similarity of the two organizations was evidenced by the research. The members of NET and NEV perceive their organizations as very results-oriented; no large differences in OC estimations were revealed. The employees of both organizations perceive their organization in a similar manner, which speaks of rooted culture.

Discussion and conclusions

The results from the OC study of NET are in accordance with the statements of Märt Viileberg, the CEO of NET, about the priorities for the company, which are profit maximization and expand-

ing the market share (Viileberg, 2005). When NET was founded, new horizons opened up for the company in terms of entering a competitive market. From the beginning, the CEO of NET emphasized the new targets and strategy – being more profit-oriented was believed to be the distinguishing feature of NEV. NET was basically founded for profit maximization; the organization has coped with challenging orders and the leaders of NET are results-oriented and business-minded. Therefore a different culture and different attitudes of the employees were expected. The statements of the CEO of NET supported our expectations about OC. In an interview Märt Viileberg accentuated that NET should be different from NEV on the basis of OC (Viileberg, 2005). However, from the analysis it appeared that the organizations actually do not differ on the basis of their cultures.

The outcomes of the study provoke debate about the reasons behind the results. Our discussion will concentrate mainly on the crucial factors that influence the creation of OC in a spin-off company.

In the theoretical part of the article possible factors influencing the OC formation process were discussed. In the light of the conducted study we would like to point out some crucial issues of the OC formation process relevant to the case under discussion, first and foremost, the role of organizational members and time span. The roles played by the environment and owners will be briefly dwelt on as well.

The study proved the fact that OC is a matter of perception that always involves some subjectivity. It also verified the critical role of organizational members in the OC formation process – shared values among the workers are one of the important components of OC. While the CEO and middle managers of NET emphasized several times during the discussions that NET is different from NEV, having different objectives, strategies and also different organizational culture (in the sense of being more results-oriented, flexible and developing), the workers of the company were more

of the opinion that no large changes had taken place. “We are still the same company”, was one of the statements by the workers (Middle managers ..., 2005). In the discussion about the relationships between the two organizations emotionality played an important role. On the one hand, the employees of NET had a considerably long working experience in NEV and whole NEV departments started over in the new organization. More than half of the respondents had previous working experience and rather long tenure in NEV (average tenure in NEV was even longer than the same figure for the employees of NET; see for details Table 1). Thus the employees of NET share a long affiliation to NEV and presumably feel emotional belongingness to the company. On the other hand, we have to consider the ethnicity of the employees. As stated before, most of the employees in NET and NEV are Russian-speakers. Research has proved that compared to Estonians, Russians perceive OC to be more relationships-oriented (Vadi, Allik, Realo, 2004). Personal contacts count very much for the employees. In a formal juridical sense there are two different companies, but on the workers’ level it is still very much one and the only organization. For example, asking the employees of NET in the questionnaire about their most positive experience with NET, many employees reported some experience or event that took place in the period when there was still one company. That proves again that employees do not perceive that big changes have taken place. Starting over in a new organization is confusing for everyone indeed. It is hard to feel the real changes because there are still day-to-day contacts with the previous employer, no large changes have been made in visual artifacts, and the traditional events still take place with NEV.

The situation evolved could be referred to as an organization with multiple identities (Skålén, 2004). The case proves again the statement by Schein (2004, p. 63) that “individuals bring their past experience with them into the new organization” and as culture is a group-based phenomenon, it is stable in essence. Thus we cannot speak about the situation of *carte blanche* while consider-

ing the topic of OC formation in a spin-off company. There are people who bring their previous experiences and individual values with them and there are shareholders whose interests set limits on the formation of OC.

Although previous studies have demonstrated the role of general and specific environments in the OC shaping process, the present study verifies the relevance of environment. On the one hand, the organizations in the sample operate in a similar general environment, on the other, the specific environments of the organizations are different, but the present research could reveal no direct influence of the specific environment on the OC of NET. Next we will discuss the reasons why the study does not support the position about the environment's crucial role in the OC formation process.

We expected NET to be more results-oriented than NEV, as the legal environment favors profit taking for NET and restricts it for NEV; also because NET operates on a competitive market while NEV is on a monopolistic market. From the research we saw that both organizations have formed OCs, which are very much results-oriented, their main target being to be efficient and productive, and maximize profit. Searching for reasons, one has to remember that when NEV was privatized, there was no law restriction about profit maximization and for several years NEV operated as a business unit aiming to get profit and to attain efficiency. Therefore the predominance of the Rational Goal type of OC in the company might not be surprising. And as was argued before, OC is a stable and group-based phenomenon. Change in the specific environment (regulation change in our case) does not give immediate reactions in the sense of changes in OC, but one must consider a time lag. As the study of OC was conducted less than a year after the formation of NET, the conclusion may be drawn that it is an overly short time for attaining radical changes in the OC of any company, especially if there is rooted culture and if two organizations continue "under the same roof", having daily contacts.

NET can be expected to have even more results-oriented specific environment in the future and probably its owners' interests favor that. But this is still only one possible trend. If the management of the spin-off company NET perceives that the OC and values shared by the members are suitable for achieving the goals of the company, no big changes need to be made at all. Every change brings along some vagueness, which is conducive to maintaining the *status quo*. In the energy sector, stability is a value in itself, and no radical changes may therefore be anticipated.

Though in literature the role of owners in the OC formation process has been referred to, the impact of the owners could not be ascertained in the present study. The authors of the article do not deny the role of owners in the OC formation process, though. But as the owners of NET and NEV are the same and also the cultures of the two companies resemble each other, it is not possible to draw conclusions in the framework of the present study about how ownership affects OC.

The survey proves that there are several issues, which may be crucial in the creation of OC. From the study it appears that not all factors are equally important in the process, but it highly depends on the investigated case, which factors have a more significant role to play in the formation of culture in an organization. Considering management issues, it is necessary to be aware and pay attention to possible obstacles in the process of shaping the presumed OC. Each organization has its own "story" to tell and the researcher has to face the challenge of uncovering the driving forces behind the processes in it.

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KOKKUVÕTE

Organisatsioonikultuuri loomist mõjutavad tegurid: Eesti energeetikaettevõtete juhtumianalüüs

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Organisatsioonikultuuri (OK) loomine, hoidmine ja arendamine on üks kaasaegsete organisatsioonide ees seisvatest ülesannetest. Ettevõtte eesmärkide realiseerumist toetava kultuuri loomine on väljakutse iga organisatsiooni jaoks. Kui organisatsioonialases kirjanduses võib kohata küllaltki palju uurimusi selle kohta, mis toimub OK-ga organisatsioonide ühinemise protsessis, siis märksa vähem on pööratud tähelepanu vastupidisele protsessile – kuidas mõjutab kultuuri ettevõtete eraldumine.

OK on sotsiaalne nähtus, ta on ajalooliselt kujunenud ning oma olemuselt terviklik ja küllaltki stabiilne nähtus. Siit tõstatub küsimus – kas ettevõtete eraldumise käigus loodud uut ettevõtet saab kultuuri kujunemise vaatepunktist pidada nn puhtaks leheks? OK-i mõjutavaid tegureid võib välja tuua mitmeid – üldine (nt. rahvuskultuur) ja spetsiifiline keskkond (nt. seadusandlus, tööstusharu),

organisatsiooni liikmed (juhid, töötajad), omanikud ja organisatsiooni ajalugu. Käesoleva artikli eesmärgiks on tuua välja kõige olulisemad tegurid, mis mõjutavad OK kujunemist organisatsioonide eraldumise kontekstis.

Käesolev artikkel on koostatud kahe Eesti energeetikasektoris tegutseva ettevõtte – Narva Elektriteenused (NET) ja Narva Elektrivõrk (NEV) juhtumianalüüsina. Esimene on spin-off ning teine küllaltki pika ajalooaga ettevõtte. Artiklis antakse ülevaade organisatsioonide ajaloost ning keskkonnast, milles ettevõtted tegutsevad. Autorid viisid mõlemas organisatsioonis läbi kvalitatiivse uuringu, kasutades organisatsioonikultuuri analüüsimiseks Konkureerivate väärtuste küsimustikku (loodud A. Reino poolt). Lisaks kasutati intervjuutehnikat (struktureerimata intervjuud ning fookusgrupi intervjuud), vaatlusi ning dokumentide analüüsi.

Tuginedes NET-i juhtkonna käest saadud informatsioonile ning spetsiifilise keskkonna analüüsile eeldati, et kahe organisatsiooni kultuurid on erinevad. Uuringu tulemusel selgus aga, et organisatsioonide kultuurid on sarnased. Mõlemas organisatsioonis domineerib tulemustele orienteeritud OK tüüp; ka organisatsioonide väärtused on sarnased. Väärtuste hierarhias esinevad vaid marginaalsed erinevused. Autorid diskuteerivad artiklis saadud tulemuste üle ning toovad esile kõige olulisemad tegurid, mis on NET-i kultuuri mõjutanud, s.o. organisatsiooni ajalugu ning organisatsiooni liikmed. Samuti leiavad autorid, et OK kujunemisel on väga oluline tähtsus ajal – NET-i loomisest oli uuringu läbi viimise ajaks möödas pisut üle aasta, mis on liialt lühike aeg, et saaks rääkida OK muutumisest. Käesolevas uuringus ei leidnud kinnitust spetsiifilise keskkonna mõju OK-i kujunemisele. Autorid ei eita mõju olemasolu, vaid analüüsivad, miks konkreetse juhtumi puhul spetsiifilise keskkonna mõju tagaplaanile jäi. Uuring annab kinnitust sellest, et kuigi OK-i mõjutavaid tegureid on mitmeid, on nende tegurite mõju ulatus ning olulisus iga organisatsiooni puhul erinev ning selleks et analüüsida organisatsioonikultuuri, tuleks vaadelda iga organisatsiooni eraldi juhtumina.