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## Employees' Attitudes towards Organisational Change: An Explanatory Model Proposal

### Abstract

The aim of this article is to present formal organisations employees' attitudes towards organisational change explanatory model. Initially, main results of conducted desk research on up-to-date literature in the field are presented. The analysed secondary data sources mainly consist of research results on social phenomena accompanying organisational change. Three main conclusions of desk research constitute a basis for the explanatory model itself: an existence of noticeable need of bridging gaps between paradigms, necessity of taking a more balanced view on distance in employees attitudes towards change initiative and explaining relationship between individual attitudes and organisational culture. Next, the theoretical model of employees' attitudes towards organisational change explanation is presented. It is developed on a basis of three distinguished concepts: Pamela S. Tolbert's and Lynne G. Zucker's micro-institutional theory, Krzysztof Konecki's integrated organisational culture model and Paul J. Di Maggio's and Walter W. Powell's organizational field concept. Finally, the capabilities

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and challenges related to empirical application of presented explanatory model are discussed.

### Key words

employees' attitudes, organisational change, organisational culture, explanatory model

## 1. INTRODUCTION

The rising interest in research on organisational change seems to reflect the rising importance of such processes in organisational life. Contemporary organizations have to respond to changes in their environment probably more often than ever before. The origin of possible events requiring response may be diverse – market, technological, legislative or social; local or global. The necessity of responding to environmental stimuli often causes organisational changes that in general can be defined<sup>2</sup> as all significant “alterations or modifications of organizational structures or processes”<sup>3</sup>. The more precise definition adopted in this paper follows Andrew H. Van de Ven and Marshall S. Poole who conceptualise the organisational change process as “the progression (i.e. the order and sequence) of events in an organizational entity’s existence over time” when “an empirical observation of difference in form, quality, or state over time in an organizational entity” occurs. “The entity may be an individual’s job, a workgroup, an organizational strategy, a program, a product, or the overall organization”<sup>4</sup>. It should be stressed at that point that the article concentrates on the planned change – intentionally implemented in an organisation, not an unconscious (r)evolution ongoing in such units. Intentional actions seem to be more likely to alter existing institutions than unintended events and above-mentioned technological, cross-cultural or economic stimuli affect the

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<sup>2</sup> Defining “organisational change” seems to offer some difficulties and most often is avoided. However, treating that category as taken for granted does not seem extraordinary in social sciences against Bruno Latour’s remarks on ignorance of key concepts in scientific analysis commonness. Compare: P. Quattrone, T. Hopper, *What Does Organizational Change Mean? Speculations on a Taken for Granted Category*, “Management Accounting Research” 2001, No. 12(4), pp. 403–435.

<sup>3</sup> T. Zorn, L.T. Christensen, G. Cheney, *Do We Really Want Constant Change? Beyond the Bottom Line*, San Francisco 1999, p. 10. While Zorn, Christensen and Cheney claim that “any” such alteration or modification is an organizational change, the author of this article assumes that the focus should be put on those modifications/alterations that influence organizational life significantly.

<sup>4</sup> A.H. Van de Ven, M.S. Poole, *Explaining Development and Change in Organizations*, “Academy of Management Review” 1995, No. 20(3), p. 512.

change necessity consciousness of organisational actors<sup>5</sup>. In consequence, contemporary organisations seem to follow a shift from the Weberian model of bureaucracy to Toffler's/Mintzberg's adhocracy model – and that transition is probably accelerating. That shift may be placed in a wider context of contemporary social-economic conditions' evolution that according to some authors makes bureaucracy an inefficient form of organisation<sup>6</sup>. As organisations are constituted of complex social relations networks, the organisational change initiatives cause various social processes. From the neoinstitutional perspective adopted in the following paper, organisational change may be perceived in the context of social norms and rules functioning. On the one hand, organisational change may be treated as a result of norms and rules affecting an organisation and its actors in its organisational field. On the other hand, it may be interpreted as an alteration of internal organisational norms and rules. In both perspectives the social norms and rules exert an influence on individuals and collectivities. Individual and collective reactions to such organisational phenomena constitute an interesting research object for sociology of organisation, as well as organisation theory or management studies. Therefore, the aim of this article is to present formal organisations employees' attitudes towards organisational change explanatory model. The purpose will be accomplished in the four following steps: firstly, the literature review general conclusions constituting a starting point of the concept will be outlined, secondly, the model and its theoretical inspirations will be presented and, last but not least, a discussion of model's capabilities and challenges will be conducted.

## 2. CHOSEN REMARKS ON THE STATE OF ART<sup>7</sup>

As developing an explanatory model for human behaviour should be conducted with reference to the prevailing literature output, main conclusions of secondary data analysis being a basis for further work will be presented at that point. First of

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<sup>5</sup> S.R. Barley, P.S. Tolbert, *Institutionalization and Structuration: Studying the Links Between Action and Institution*, "Organization Studies" 1997, No. 18(1), pp. 93–117.

<sup>6</sup> A. Etzioni, *On Thoughtless Rationality (Rules-of-Thumb)*, "Kyklos" 1987, No. 40.4, p. 502, also published in Chapter 10 of A. Etzioni, *Moral Dimension: Toward a New Economics*, The Free Press, Simon and Schuster, 1988.

<sup>7</sup> Presented synthesised results of desk research were published in an extended version in: W. Nowak, *Kultura organizacyjna a przebieg procesu zmiany organizacyjnej – przegląd badań [Organisational culture and organisational change course – research review]*, "Zarządzanie i Finanse. Journal of Management and Finance" 2013, No. 1, Part 2, pp. 211–228.

all, analysis of expressed and not expressed assumptions constituting the theoretical background of research on organisational change and employees' attitudes<sup>8</sup> towards organisational change proves its multiparadigmism. The variety of existing paradigms may be systematised with a typology developed by Adriana J. Kezar<sup>9</sup> basing on A.H. Van de Ven's and M.S. Poole's<sup>10</sup> classical model. According to A.J. Kezar, six general types of change process may be indicated: evolutionary, teleological, life cycle, dialectical, social cognition, and cultural<sup>11</sup>. At the same time, demands for crossing the paradigm borders were identified, which initiated an idea of incorporating institutional theory and organisational culture perspective in the developed explanatory model<sup>12</sup>. Particularly, the possible benefits of joining those (sometimes treated as competing) perspectives for explaining cross-level processes were taken into account. Secondly, the review of available literature in the above-mentioned field demonstrates a domination of publications from management and organization theory perspective. These publications often present very pragmatic view and are oriented on delivering guidelines on managing employees during organisational change. In terms of the above-mentioned typology, these publications most often represent teleological or evolutionary perspective. Usually, it implies (untold or expressed) normative assumptions of management's aspiration for organisational change positive valuation and possible employees' resistance negative valuation. Even though the article takes a neutral rather than normative perspective on organisational change, the discussion on advantages and disadvantages of existing change imperative should not be disregarded. Some authors claim that noticeable contemporary aspiration for continuous change causes negative consequences to employees' well-being, organisational efficiency and finally the outcomes of change initiatives themselves<sup>13</sup>. Third, particular attention was paid to analysing

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<sup>8</sup> An attitude is treated, following Icek Ajzen, as a particular disposition to respond in a favourable or unfavourable manner to an object, person, institution, organisation or event. Attitude as a hypothetical construct is inaccessible to direct observation and has to be inferred from measurable events or attributes. The events or attributes may represent background of cognitive, affective or behavioural nature and occur verbally or nonverbally. However, attitudes "can change rapidly as events unfold and new information about a person or issue becomes available". I. Ajzen, *Attitudes, Personality and Behavior*, Milton-Keynes, England 2005, pp. 3–6.

<sup>9</sup> A. Kezar, *Understanding and Facilitating Organizational Change in the 21<sup>st</sup> Century*, "ASHE-ERIC Higher Education Report" 2001, No. 28(4), p. 147.

<sup>10</sup> A.H. Van de Ven, M.S. Poole, op.cit.

<sup>11</sup> A. Kezar, op.cit., p. 26.

<sup>12</sup> K. Aten, J.Howard-Grenville, M.J. Ventresca, *Organizational Culture and Institutional Theory A Conversation at the Border*, "Journal of Management Inquiry" 2012, No. 21(1), pp. 78–83.

<sup>13</sup> E.g. T. Zorn, L.T. Christensen, G. Cheney, op.cit.

the literature output on relations between employees' attitudes towards change initiative and organisational culture. It turned out that basing on the up-to date literature it is difficult to explain an eventual influence of organisational culture on employees' attitudes towards change. Moreover, existing conceptual models taking into account interplay of organisational culture and organisational change process (*The Burke-Litwin Causal Model of Organizational Performance and Change*<sup>14</sup>, *Kilmann's Integrated Sequence of Eight Tracks for Transformation*<sup>15</sup>, *Bartunek's Model of Schema Conflict and Resolution*<sup>16</sup>, *McLaughlin's Mutual Adaptation Model*<sup>17</sup>) seem to be insufficient in more detailed explanations in that field. To sum up, three main conclusions of desk research were a basis for further work: an existence of noticeable need of bridging gaps between paradigms, necessity of taking a more balanced view on distance in employees' attitudes towards change initiatives and explaining relationship between individual attitudes and organisational culture. These three conclusions are also the main reasons and motivations underlying the idea to develop the model described in the following paragraphs.

### 3. EXPLANATORY MODEL PROPOSAL

The elaboration of presented formal organisations employees' attitudes towards organisational change explanatory model was based on the above-mentioned conducted literature review. The following paragraphs will be spared for the presentation of the model's theoretical inspirations and the model itself. The presented theoretical model of employees' attitudes towards organisational change explanation was developed on three essential bases: Pamela S. Tolbert's and Lynne G. Zucker's micro-institutional theory<sup>18</sup>, Krzysztof Konecki's integrated organisational culture model<sup>19</sup> and Paul J. DiMaggio's and Walter W. Powell's organizational field con-

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<sup>14</sup> W.W. Burke, G.H. Litwin, *A Causal Model of Organizational Performance and Change*, "Journal of Management" 1992, Vol. 18, Iss. 3.

<sup>15</sup> *Handbook of Organizational Culture and Climate*, N.M. Ashkanasy, C.P. Wilderom, M.F. Peterson (eds.), Thousand Oaks–London–New Delhi 2000, pp. 238–242.

<sup>16</sup> *Ibidem*.

<sup>17</sup> J. McLaughlin, P. Rosen, D. Skinner, A. Webster, *Valuing Technology: Organisations, Culture and Change*, London 2002.

<sup>18</sup> P.S. Tolbert, L.G. Zucker, *The Institutionalization of Institutional Theory* [in:] *Handbook of Organization Studies*, S.R. Clegg, C. Hardy, W.R. Nord (eds.), London 1996.

<sup>19</sup> K. Konecki, *Kultura organizacyjna. Główne perspektywy analityczno-badawcze* [Organi-

cept<sup>20</sup>. The inspiration to integrate the above-mentioned perspectives was partially drawn from the results of organisational studies researchers' debate conducted in the January 2012 edition of the "Journal of Management Inquiry"<sup>21</sup>.

The basic assumption of the presented explanatory model is integrating traditionally opposed in organisational studies concepts of social actors: rational actor model (that might be also described as *homo oeconomicus* ideal type) and institutional actor model (in other words *homo sociologicus* ideal type)<sup>22</sup>. The former assumes that individuals, in general, constantly estimate benefits and costs of their actions, which leads to perception of individual behaviour as a result of the maximum utility calculation. The latter treats individuals, first of all, as accepting and following social norms without real reflection or resistance basing on individual interest. The above-mentioned integration of these conceptual models means treating rational actor model and its institutional equivalent as the opposite ends of the continuum representing possible decision processes, attitudes or behaviours. Therefore, further theoretical and empirical research should in the first place concentrate on identifying conditions determining profile of attitudes and behaviour on the imaginary continuum<sup>23</sup>. Decision to incorporate that assumption into the developed model was related with a need to take into consideration normative influences on organizational attitudes. It was originally applied to explain the decision-makers' bounded rationality and explore its implications. In the presented model it is applied to explain how and under what conditions rationality is bounded in case of employees' attitudes towards organisational change (not limited to decision-makers, but all of employees' categories) – in other words, what makes these attitudes closer to particular end of the above-mentioned continuum. Following that directive, in the proposed model organisational culture is treated as a significant determinant of attitudes towards organisational change (as the Figure 2 presents). Obviously, it is not the only condition influencing human behaviour in organisations – individual and situational factors are next to

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sational Culture. Main Analytical/Research Perspectives] [in:] *Szkice z socjologii zarządzania* [An Outline of Sociology of Management], K. Konecki, P. Tobera (eds.), Łódź 2002, pp. 121–122.

<sup>20</sup> W.W. Powell, P. Di Maggio, *The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields*, "American Sociological Review" 1983, No. 48(2), pp. 147–160.

<sup>21</sup> "Journal of Management Inquiry", January 2012, Vol. 21.

<sup>22</sup> P.S. Tolbert, L.G. Zucker, op.cit.

<sup>23</sup> *Ibidem*.

organisational culture its essential determinants<sup>24,25</sup>. Such assumption is adequate to the organisational change process as well as to other organisational circumstances. However, according to micro-institutional theory the relation between culture and individual behaviour is more complex due to its recursive nature. On the one hand, individual actions are influenced by institutions (partially constituting organisational culture – what will be explained further), while on the other hand, those institutions are modified by individual behaviour in the long term perspective. Institutions in the micro-institutional perspective are defined as common norms that characterise the appropriate social actors' behaviour and relations<sup>26</sup>. The institutionalisation process itself leads to a common understanding of what is an appropriate behaviour in an organisation<sup>27</sup>. As such, norms are one of the essential organisational culture's components, institutions take important part in its shaping (or emerging – depending on the organisational culture research paradigm) process<sup>28</sup>. However, the relations between organisational culture and institutions are highly complex what may be illustrated with the Majken Schultz's typology of their four possible relationships: 1) cultural filtering of institutional pressure from isomorphism, 2) organizational culture as a source of new institutional elements, 3) organizational culture as a source of positioning towards institutions, 4) counterculture as redefining institutions<sup>29</sup>. The differences in the intensity of mutual adaptation in each of the relationship types are illustrated on Figure 1.

Due to above-mentioned general multiparadigmatism in organisational studies, organisational culture seems to be a notion that is particularly variously conceptualised depending on the applied research perspective. That is why a concept chosen to be incorporated in the presented explanatory model aims at integrating

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<sup>24</sup> E.H. Schein, *The Role of the Founder in Creating Organizational Culture*, "Organizational Dynamics" 1983, No. 12(1), pp. 13–28, following: B. Rubineau, L.C. Vincent, *Mundane Management: Implications of a Cultural Perspective on Workplace Violence*, Ithaca, NY 2012, [http://www.ilr.cornell.edu/workerinstitute/initiatives/equity-at-work/upload/RubineauVincent2012\\_Mundane-Management\\_OrgSci-1-18-2012-4.docx](http://www.ilr.cornell.edu/workerinstitute/initiatives/equity-at-work/upload/RubineauVincent2012_Mundane-Management_OrgSci-1-18-2012-4.docx), [Access date: 16.12.2013].

<sup>25</sup> That is why during the empirical verification of the described model, various variables will be controlled – e.g. organisational change types basing on Ralph Stacey's typology: closed change, contained change and open-ended change. R.D. Stacey, *Managing the Unknowable: Strategic Boundaries between Order and Chaos in Organizations*, San Francisco 1992.

<sup>26</sup> S.R. Barley, P.S. Tolbert, op.cit., following: B. Rubineau, L.C. Vincent, op.cit.

<sup>27</sup> L.G. Zucker, *Organizations as Institutions* [in:] *Research in the Sociology of Organizations*, S. Bacharach (ed.), Greenwich 1983, B. Rubineau, L.C. Vincent, op.cit.

<sup>28</sup> B. Rubineau, L.C. Vincent, op.cit.

<sup>29</sup> M. Schultz, *Relationships Between Culture and Institutions New Interdependencies in a Global World?*, "Journal of Management Inquiry" 2012, No. 21(1), p. 103.

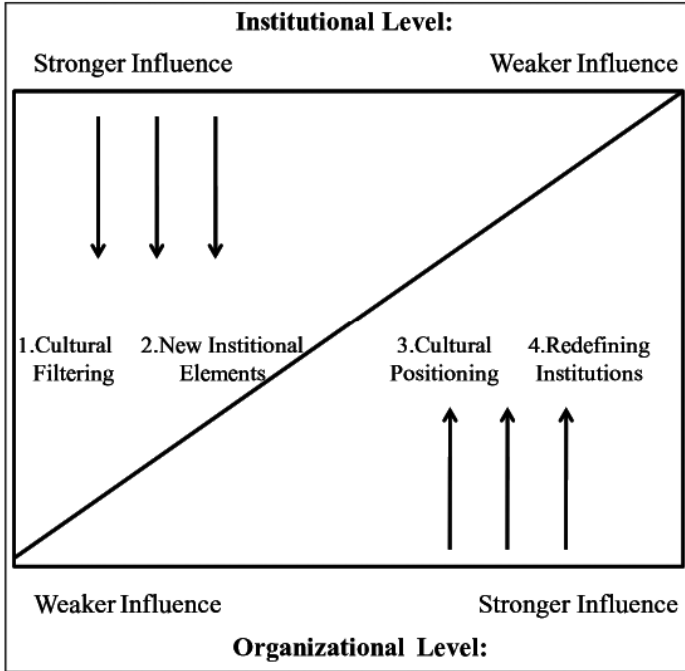


Figure 1. Relationships between organisational culture and institutions  
Source: M. Schultz, op.cit., p. 103.

various (often competing) perspectives on the cultural aspects of organisational life. It was chosen because it enables to analyse the organisational culture as an independent variable, dependent variable and an autonomous/undetermined phenomenon. Such benefits characterise Krzysztof Konecki's integrated model<sup>30</sup> defining organisational culture as "collectively shared in a particular organisation and often derived from its environment values' and norms' systems, common and often unconscious assumptions, related to them, created by organisations' members, action rules and the entire internal organisation's symbolic sphere". According to K. Konecki, the organisation's functioning symbolic sphere includes: beliefs, language, ideologies, myths, knowledge systems, and rituals<sup>31</sup>. Integrated organisational culture model takes into consideration a possibility of its interaction with internal organisational factors such as transaction costs, leaders' actions,

<sup>30</sup> K. Konecki, op.cit.

<sup>31</sup> Ibidem.



structure, life phase, size, strategy and mission. The importance of the first mentioned factor – transaction costs are linked to the intensifying trend of replacing classical bureaucratic control and coordination by managing norms and values internalised among employees<sup>32</sup>. The second issue – leaders' actions may be aimed at shaping positive attitudes towards work, work environment and ongoing changes among employees<sup>33</sup>. Further, strategic choices and mission expression are linked to organisation's adaptive ability<sup>34</sup>. However, what is also visualised on Figure 2, the possible influence is not one-sided and totally deterministic. Human actions in some circumstances may be independent from those (mainly managerial) factors or even affect them – their relation may be recursive. Incorporating organisational culture in the explanatory model consisting of neo-institutional elements seems to enrich the focus on institutional logics and fields in Merton's middle range. It provides an explanatory perspective taking into account the middle range between individual and society. According to some authors, it is particularly relevant “when global corporations are increasing their influence across the world and what is more, when managers have become sophisticated in their understanding and uses of organizational culture”<sup>35</sup>. Moreover, such fusion of ideas may be beneficial not only for the theoretical purposes, but for “capitalising on the relevance of organization theory to practice”<sup>36</sup> as well.

Last but not least, the importance of an organisational field for emergence of employees' attitudes towards planned change has to be stressed. According to P.J. DiMaggio and W.W. Powell, using the organisational field as a unit of social reality analysis facilitates focusing attention on the totality of relevant organisational actors<sup>37</sup>. Organisations that together create a recognised area of institutional life: key suppliers, purchasers, contractors, competitors, and regulative agencies, undoubtedly influence to some degree each other's intraorganisational social processes. Thus, taking the organisational field perspective benefits in a holistic view of

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<sup>32</sup> G.R. Jones, *Transaction Costs, Property Rights and Organizational Culture: An Exchange Perspective*, “Administrative Science Quarterly” 1983, Vol. 28, pp. 454–467; A.L. Wilkins, W.G. Ouchi, *Efficient Cultures. Exploring the Relationship between Cultures and Organizational Performance*, “Administrative Science Quarterly” 1983, Vol. 28, pp. 468–481, following: K. Konecki, op.cit.

<sup>33</sup> K. Konecki, op.cit.

<sup>34</sup> K. Konecki, *Tożsamość organizacyjna* [Organisational Identity] [in:] *Szkice z socjologii zarządzania* [An Outline of Sociology of Management], K. Konecki, P. Tobera (eds.), Łódź 2002.

<sup>35</sup> M.J. Hatch, *Bringing Culture Back from Institutional Siberia*, “Journal of Management Inquiry” 2012, No. 21.1, p. 86.

<sup>36</sup> *Ibidem*.

<sup>37</sup> W.W. Powell, P. Di Maggio, op.cit.

normative external conditions that may influence attitudes of intraorganisational individuals and collectives. However, the phenomena ongoing in organisational fields most often are analysed from the perspective of decision processes on various management structures levels (P.S. Tolbert's and L.G. Zucker's micro-institutionalism also takes that point of view). An exemplification of such inter-/intraorganisational influences may be the phenomenon of a management fashion. Management fashion is a "relatively transitory collective belief, disseminated by management fashion setters, that a management technique leads rational management progress"<sup>38</sup>. The concept explains the mechanism of certain managerial innovations' popularisation and takes into consideration the decision-makers in the first place. However, even though the direct influence relates to management staff, indirectly the fashions present in an organisational field concern other employees. On one hand, the implementation of management fashion's object requires engagement and cooperation of various categories of employees. On the other hand, employees thanks to their social networks to various extent may be aware of processes ongoing in an organisational field (i.e. particular innovation implementation in other organisations and its outcomes). As a result, the employees' knowledge about the implemented structure derived from an organisational field may determine their attitudes towards change initiative and related managerial actions<sup>39</sup>. At that point, it should be stressed that negative attitudes are not necessarily undesired from the perspective of organisation's collective interest. In some circumstances – when executives are facing new complex situations – adaptation of rules that constitute organisational change may not be an effective solution or may be limited to the partial problem area<sup>40</sup>. Moreover, arguments on the negative consequences of management fashions particularly<sup>41</sup> and organisational change imperative in general<sup>42</sup> are raised. Then critical attitudes and expression of doubts may become beneficial for organisations' functioning. Apart from fashion metaphor, spread of

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<sup>38</sup> E. Abrahamson, *Management Fashion*, "Academy of Management Review" 1996, No. 21(1), p. 257.

<sup>39</sup> Particularly when "an attitude" is treated as a general evaluative summary of the information derived from three bases: cognitive, affective and behavioural. L.R. Fabrigar, T.K. MacDonald, D.T. Wegener, *The Structure of Attitudes* [in:] *The Handbook of Attitudes*, D. Albarracín, B.T. Johnson, M.P. Zanna (eds.), Mahwah, New Jersey–London 2005.

<sup>40</sup> A. Etzioni, *op.cit.*, p. 502.

<sup>41</sup> G. Lang, M. Ohana, *Are Management Fashions Dangerous for Organizations?*, "International Journal of Business and Management" 2012, No. 7(20), p. 81.

<sup>42</sup> T. Zorn, L.T. Christensen, G. Cheney, *op.cit.*

management ideas may be also described using a virus metaphor<sup>43</sup> that is probably more adequate in terms of an organisational innovation expansion among not only decision-makers, but rank and file as well.

Yet, the added value of the proposed explanatory model of attitudes towards organizational change emergence results from, inter alia, the assumption that institutionalization processes influence the individual social actors placed on the lower levels in organizational structures. Employees' attitudes towards planned

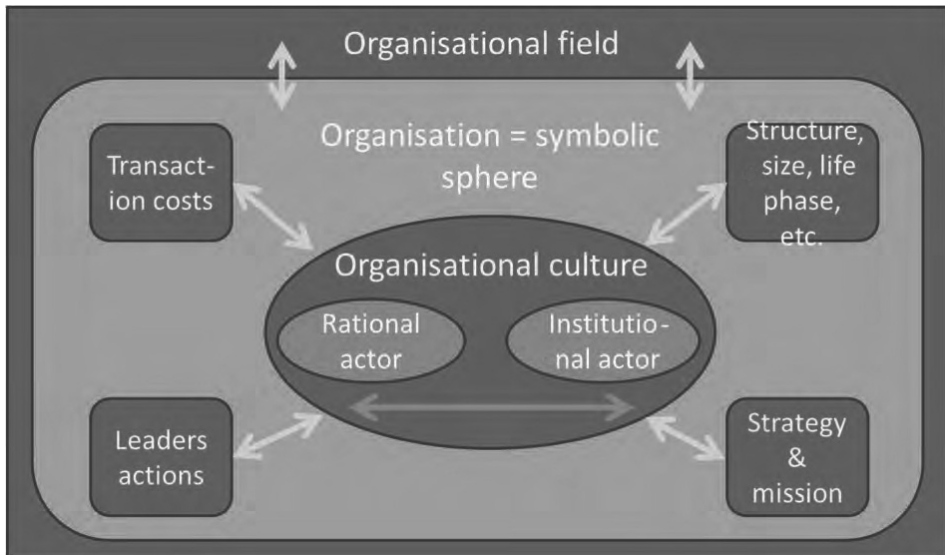


Figure 2. Attitudes towards organisational change explanatory model

Source: Self-study based on: P.S. Tolbert, L.G. Zucker, op.cit., K. Konecki, *Kultura organizacyjna...*, op. cit., W.W. Powell, P. Di Maggio, op.cit.

reform seem to be dependent on the implemented innovation's phase of institutionalization in the particular organizational field. Other conditions will be observable during the habitualisation phase than during objectification. The former stage, when innovations in various organisations constituting an organizational field are implemented rather independently and number of innovators (and knowledge about them) is limited, influences individuals differently than the latter, when

<sup>43</sup> K.A. Røvik, *From Fashion to Virus: An Alternative Theory of Organizations' Handling of Management Ideas*, "Organization Studies" 2011, No. 32(5), pp. 631–653.

a consensus regarding particular structure value appears and its popularity rises<sup>44</sup>. An exemplification of such differences may be above-mentioned employees' attitudes influence by knowledge about particular implemented structure derived from organisational field – especially other relevant organisations having experience in its implementation. Following those assumptions will also facilitate bridging organisational culture and institutional perspectives, as traditionally they have been present on different levels of analysis. The former has focused on single organizations' insides, while the latter has been concentrated on the interorganizational or field level.<sup>45</sup>

#### 4. DISCUSSION

The presented model requires empirical verification for the complete assessment of its explanatory potential. However, at that point it is possible to mention main potentials and limitations of the theoretical assumptions. Beginning with expected benefits, first, it should be stressed that integrating neo-institutional and cultural perspective on organisational change is consistent with M.J. Hatch's demand on taking into consideration Merton's middle range in organisational analysis<sup>46</sup>. The expected effect includes obtaining a more complete picture of employees' attitudes towards change determinants on micro-, meso- and macro-level of social phenomena analysis (comparing to the models based only on neo-institutional or cultural concepts). Second, what is partially related to the first point, the integration of concepts from various levels of social reality analysis enables tracing the cross-level course of organisational change process with reference to employees' attitudes (not only its picture on particular levels). Third, the model is normatively neutral with reference to possible resistance (or maybe *distance*, as it is a more neutral category itself) to organisational change. For this reason, it seems to be universal and applicable in sociological as well as in management studies<sup>47</sup> research.

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<sup>44</sup> P. S. Tolbert, L.G. Zucker. op.cit.

<sup>45</sup> K. Aten, J. Howard-Grenville, *Encouraging Trade at the Boundary of Organizational Culture and Institutional Theory*, "Journal of Management Inquiry" 2012, No. 21(1), p. 115.

<sup>46</sup> M.J. Hatch, op.cit.

<sup>47</sup> As management studies, in a most dominant view, are concentrated on description and explanation of "regularities of management practice in social organisations, but also making that practice more efficient through formulating normative models of its rationalisation and directives of their implementation", their normative assumptions are quite distinctive against other social sciences. [P. Banaszyk, *Rozpad paradygmatu nauk o organizacji i zarządzaniu* [Organisation and

Another advantage of the proposed model results from applying well-recognised concepts of: micro-institutionalism and organisational field, in a new context. Both theoretical/analytical perspectives have been traditionally applied to analyse the decision-makers level of organisational reality. As has been mentioned in the previous section of the paper, a thesis that institutionalisation processes influence employees at various levels of organisational structure seems to be justified. Obviously, the influence on rank and file staff might be conditioned by different factors than in case of decision-makers. However, the similar normative influence from organisational field may appear and empirical verification of the model will enable to verify such an assumption. Moreover, gained knowledge seems to be promising in terms of the course of convergence processes in organisational fields explanation. Differences in the tempo and ways that organisations react to the same pressure and influence may lie in the attitudes of employees towards change initiatives.

Last but not least, the explanatory model presented in the paper may be developed as a tool for organisational change management. Even though it was designed for academic reasons – to describe social processes in formal organisations and explain their determinants, it may be also adapted for managerial purposes. Particularly, it might be useful as a basis for an attitudes' diagnostic tool development. Such a tool may be applied in the organisational change initial implementation phase to assess the employees' attitudes and diagnose prospective distance or resistance areas. In the long-term perspective, gathered knowledge on the relations between organisational culture, organisational field and employees attitudes towards change may benefit for change management as well.

Moving on to limitations of the discussed concept, they will probably appear fully in the course of empirical verification. At that point, an unquestionably noticeable challenge results from the research methods preferred in organizational culture and institutional researchers' *milieu*. "The latter adopted positivistic, quantitative approaches favored in sociology, political science, and economics, whereas the former adopted interpretive, qualitative approaches favoured by anthropologists and sociological ethnographers"<sup>48</sup>. Real integration of those, potentially complementary, approaches and corresponding techniques surely requires quite sophisticated methodological solutions. According to some authors, simple con-

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Management Studies Paradigm Disintegration], "Prace Naukowe Akademii Ekonomicznej we Wrocławiu" 2002, No. 928, p. 23.

<sup>48</sup> C. Morrill, *From Bridges to Trading Zones in Organizational Culture and Institutional Research*, "Journal of Management Inquiry" 2012, No. 21(1), p. 110.

nection of qualitative and quantitative very often leads to negligence of particular approaches methodological and theoretical specific character<sup>49</sup>. Similarly, the adopted organisational culture concept itself poses challenges in its operationalisation process as it requires qualitative and quantitative methods and data integration. Nevertheless, described obstacles seem to be at that point rather challenges that need to be taken into account than serious limitations depreciating the proposed model itself. However, as mentioned before, the future empirical implementation of the model will fully verify its value.

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