

KAUNAS UNIVERSITY OF TECHNOLOGY

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**INTEGRATED APPROACH TO MANAGEMENT MODELS IN THE
CONTEXT OF ECONOMIC TRANSFORMATION:
CULTURAL AND INSTITUTIONAL PERSPECTIVES**

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**INTEGRUOTAS POŽIŪRIS Į VADYBOS MODELIUS
EKONOMINĖS TRANSFORMACIJOS SĄLYGOMIS KULTŪRINIŲ
IR INSTITUCINIŲ VEIKSNIŲ ASPEKTU**

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INTRODUCTION

The process of globalization highlights the importance of specific national competitive advantages in an increasingly universal business environment. Various researchers (Porter, 1990; Sorge, 1991, 1995; Lundvall, 1992; Whitley, 1992; Hampden-Turner, Trompenaars, 1993; Scott, 1995; Anderson, 1997; Clark, 2000; Hall, Soskice, 2001) observe that the patterns of innovative activities and competitive advantages of firms and nations in a global market-space is increasingly dependent on their specific cultural and institutional contexts. The national cultural and institutional infrastructure has a profound effect on the innovation processes (Clark, 2000; Hall, Soskice, 2001). Melnikas (2000) notes that globalization fosters the universal processes of transformation that can be described as the emergence of new values, new objectives, the new horizons of knowledge as well as the creation and consolidation of new technologies and organizational forms. However, the phenomenon of global transformations can hardly be assessed in the context of consolidated and long-standing Western cultural and institutional systems (Pridham, 2000). On the other hand, in the Central and Eastern European countries (CEECs), which have experienced the transition from centrally planned to market economy these changes were and still are more explicit and less “distorted” by the existing infrastructure, so they are easier to structure and assess (Fitoussi, 1997; Maniokas, 2003).

The countries in transition (including Lithuania) not only need to establish the functioning basic market institutions, but also to create the preconditions for the emergence of proper management models. In the context of this research *management model* is perceived as culturally and institutionally integral system of business organization that underlies the innovative processes and patterns of competitive advantage in a specific national context. The countries in transition represent a specific form of transformation that is characterized by the radical changes in the existing institutional framework, forms of organizations and, most likely, changes in their underlying values. Probably the greatest problem of the post-Soviet countries is that the central planning system had imposed the institutional framework, which was an opposite to the institutional framework of the market economy (Murrel, 2003), and that left its legacy in people’s mentality and cultural values (Drakulic, 1993). The old cultural values can no longer support the structurally changed environment, while, on the other hand, no sustainable changes in institutions and management practices can be achieved if they contradict the underlying value systems (Sweeney, Hardaaker, 1994). So the emerging management models in the transition environment are strongly affected by the dynamic institutional and cultural context. Various researchers of the transition environment (Grigas, 1998; Zakarevičius, 1998; Todeva, 1999; Žukauskas, 2000; Melnikas, 2002; Kolman *et al.*, 2003) emphasize the need to take into consideration the specifics of cultural and institutional contexts while “importing” the Western management theories, practices and institutions. It calls for a systemic exploration of the cultural and institutional factors influencing the emerging management models, and their interaction in shaping the innovative processes and patterns of competitive advantage in the “new” countries.

The need to have an integrated approach bridging the cultural and institutional “sides of one coin” is of growing importance in the context of globalization and European integration where national cultural and institutional infrastructure is being increasingly affected by the important institutional developments on the global and EU level. The continuous upheaval in institutional environment has an inevitable influence on the

cultural values. A particular importance of such approach is in researching the transition economies, where very dynamic and complex forces are shaping the emerging management models. Neither *cultural*, nor *institutional* approach apart is capable of explaining the dynamism and complexities of the transition environment.

Research problem

The analysis of management models in the comparative management studies is based on two major theoretical approaches – *cultural* and *institutional* approach.

The *culturalists* (Hofstede, 1980, 1991; Laurent, 1983, 1986; Trompenaars, 1984; Hampden-Turner, Trompenaars, 1993, 2000) regard the management models as products of a set of cultural factors, such as values, beliefs and expectations (van Maanen, Schein, 1979) that influence the patterns of social-economic behaviour. This approach has been adopted in the comparative management studies from such disciplines as social anthropology, sociology or social psychology, and seeks to define the basic cultural characteristics, especially the work-related values, which shape human interaction in a specific socio-economic system. Nevertheless, the cultural approach faces several serious limitations in the context of intense economic transformation. First, the culturalists (e.g. Hofstede, 1980, 1991, 2001; Laurent, 1983, 1986) rely on the historical discourse in their interpretations of value systems which is too static for interpreting the dynamically changing systems. Besides, the culturalist paradigm is capable of explaining the social phenomena only after they had happened (*post hoc* rationalization), rather than the process of change (Wilkinson, 1996). Finally, the culturalist conclusions tell little about the *causal* links, i.e. it often remains unclear what values are responsible for what management models.

On the other side of scale, the *institutionalists* (Maurice, Sellier, Silvestre, 1982; Whitley, 1992; Rhodes, van Appeldoorn, 1998; Hall, Soskice, 2001) regard the management models as products of the historically evolved *legal-institutional* environment, and its elements, such as the economic role of state, corporate governance, industrial relations, vocational training or inter-company relations. This approach which is increasingly gaining ground in the comparative management studies also takes its roots in the theories of other social disciplines, such as political economy, organization studies or institutional economics. This approach provides a more “tangible”, better structurally-institutionally defined framework for the analysis of management models, better takes into account the impact of the universalizing factors, such as globalization (Sorge, Warner, 1986). On the other hand, the institutionalists (e.g. Whitley, 1992) tend to rationalize the institutional environment and underestimate the impact of human interactions; they also often rely a lot on the historical interpretations that make it hard to evaluate the processes of institutional change. In the context of economic transformation, the management models should not be regarded merely as products of rational economic choice – the institutional change may occur and be effective only if adequately supported by the underlying cultural factors (Isaak, 1997).

The researchers in management and organization studies (O’Reilly, 1996; Wilkinson, 1996; Lowe, 1996; Jaffee, 1999) note the remaining gap between the aforementioned approaches even in the contemporary theories and advocate for a more integrated perspective. However, the attempts to obtain such integration remain limited to several researchers and their specific research areas (Dore, 1973; O’Reilly, 1996; Lessem, Neubauer, 1994, 1996; Lowe, 1998; Wilkinson, 1998; Clark, 2001). Moreover, none of them focuses on the transition environment. The author of this dissertation, during his Master studies at Lund university (Sweden), has carried out research regarding one aspect of the integrity of cultural-institutional factors in the context of the European

corporate governance on the Anglo-German disputes over the employee participation provisions within the European Company Statute. This research has revealed the basic problem regarding the existing split between the *cultural* vs. *institutional* approaches that was further developed in this doctoral dissertation. *A systemic research on the interaction of institutional and cultural factors is basically non-existent (Holden, 2002). The absence of integrated methodology reflecting the mutually reinforcing interaction of institutional and cultural factors in shaping the management models remains an important research problem.*

- This problem is addressed by seeking answers to 2 major **research questions**:
1. How to integrate the cultural and institutional conceptual approaches in order to achieve the theoretical framework that enables to reveal the emerging management models?
 2. How should the existing methodologies be modified to better reflect the cultural and institutional factors that influence the development of management models in the context of economic transformation?

Lithuania represents an appropriate context for the analysis of this research problem, as this country is/has been undergoing the fundamental transformation from centrally planned to market economy. Besides, Lithuania is open to the processes of globalization and regional integration, i.e. seeks to create its genuine competitive patterns in the global market-space. The research works of various Lithuanian researchers (Grigas, 1993, 1995; Šalčius, 1997; Zakarevičius, 1998; Šimanskienė, 2000; Savicka, 2000; Žukauskas, 2000; Melnikas, 2002; Mockaitis, 2002) touch upon different aspects of cultural and institutional transformations, however, do not provide a methodologically integrated approach to the emerging management models in a dynamic environment.

In this dissertation the term “transition” represents a specific form of “transformation” and is characterized as a “passage from one state/form to another” (as defined by *Webster Collegiate dictionary*), i.e. from the *centrally planned to market economy*. “Transformation” is considered as a more qualitatively complex process the outcome of which is rather unclear, i.e. not necessarily a *market-based* economic governance system, given the diversity of the capitalist systems and management models even among the West European states. So whereas the term “transition” is more related to the post-Soviet specifics and legacy of the Central and Eastern European countries (CEECs), the “transformation” reflects the more general processes that take place in most of the open economies. There is also an intermediate level of countries, the so-called “latecomers” (Storper *et al.*, 1998), which have the basic characteristics of the developed economies, such as basic physical, educational and innovation infrastructure, but lack the developed modes of coordination, organizational skills and productive structures, and, in more general words, they lack the developed *management models*. Some of the countries in transition, such as Lithuania, that have recently joined the EU are quite comparable to the “latecomer” group of countries, while still maintaining their post-Soviet specifics as the countries in “transition” (Storper *et al.*, 1998). What matters for the scope of this research is that these countries are proper “laboratories” for analyzing the global “transformation” phenomenon, especially when seeking to evaluate the dynamically evolving management models combining the cultural and institutional factors.

The **aim** of the dissertation – to formulate and ground the integrated approach to management models in the context of economic transformation encompassing the cultural and institutional factors so that the obtained methodological synergy enables to assess the emerging management models and their characteristics.

The **objectives** of the research are the following:

1. To provide rationale for the integration of cultural and institutional approaches to management models in the context of economic transformation by constructing an integrated theoretical framework.
2. To provide rationale for the integrated research methodology of cultural and institutional factors underlying the emerging management models.
3. To identify and characterize the cultural and institutional factors that shape the management models in the context of economic transformation.
4. To determine the specifics of management models in the context of economic transformation by integrating the cultural and institutional factors.

The main **theoretical concepts of the research** are the following:

- The research of *cultural* factors underlying the management models is based on the combination of the *functionalist* and *knowledge-management* perspectives, while the research of the *institutional* factors takes conceptual ground in the *new-institutional, social systems of production* and particularly “*varieties of capitalisms*” approaches.

- Culture is a set of values, beliefs and expectations that members come to share” (van Maanen, Schein, 1979) and the collective programming of the mind which distinguishes the members of one human group from another (Hofstede, 1980). The cultural values influence the patterns of economic governance and management models (Grigas, 1993; Hofstede, 1991).

- Institutions are the rules of the game in a society or the humanly devised constraints that shape human interaction (North, 1990). The institutional infrastructure influences the types of innovations and competitive advantages in different national contexts (Hall, Soskice, 2001)

- An effectively functioning management model is characterized by the fit of cultural characteristics and management practices (Newman, Nollen, 1996). Under the conditions of cultural and institutional continuity, the success of organizations is positively influenced by its embeddedness into a wider cultural and institutional environment (DiMaggio, Powell, 1983).

- Whereas there is no one best way of managing the organizations (Drucker, 1998) and different countries are characterized by different cultural (Hofstede, 1980) and institutional (Whitley, 1992; Hall, Soskice, 2001) contexts that ensure different competitive advantages (Clark, 2000), the management models are formed on the basis of specific cultural values and institutions (Hofstede, 1991; Hall, Soskice, 2001).

The **research methodology** is based on the concept of triangulation, combining the descriptive analysis (i.e. analysis of research literature and documents), surveys and expert evaluation as an auxiliary method of research.

The following **research methods** were applied:

- **analysis of research literature**, which was carried out to formulate the theoretical framework integrating the cultural and institutional factors shaping the management models. The same method is used for identifying and describing the institutional factors;

- **analysis of documents** is used for the analysis of institutional factors;

- **surveys** are used for determining the cultural factors and managerial orientations, based on the adapted Hofstede (1980), Trompenaars (1993) and Lindell & Arvonen (1996) methodologies and questionnaires. The cultural survey covered 4312 mixed respondents as well as 463 respondents in the innovative organization and 536 respondents in a more traditional organization. The innovative organization was chosen for its comparability with the IBM corporation in Hofstede survey, while the traditional organization is taken for being a kind of “microcosm” of the society in transition. The survey of managerial orientations covered 224 mixed respondents and 536 respondents

inside the traditional organization. The survey of cultural characteristics received a valuable methodological advice from Prof. G. Hofstede.

- **The analysis of statistical data** was carried out using the methods of descriptive analysis, calculating mean, median, standard deviation (SD), as well as carrying out the factor analysis, principle components method, VARIMAX rotation, ANOVA, non-parametric tests. The data was processed using the SPSS 9.0 (*Statistical Package for Social Sciences*) software.

- **Expert evaluation** method was used for clarifying/validating the identified trends in cultural and institutional factors. Various experts (managers of companies – “Lietuvos telekomas”, “Comliet”, “Ekranas”, and the Danish export consultant course participants coming from the Lithuanian government institutions and NGO’s) have also been subject to unstructured interview, which sought to evaluate the adequacy of cultural characteristics survey questionnaire in the transition context.

The **logical sequence** of the research is presented in Figure 1:

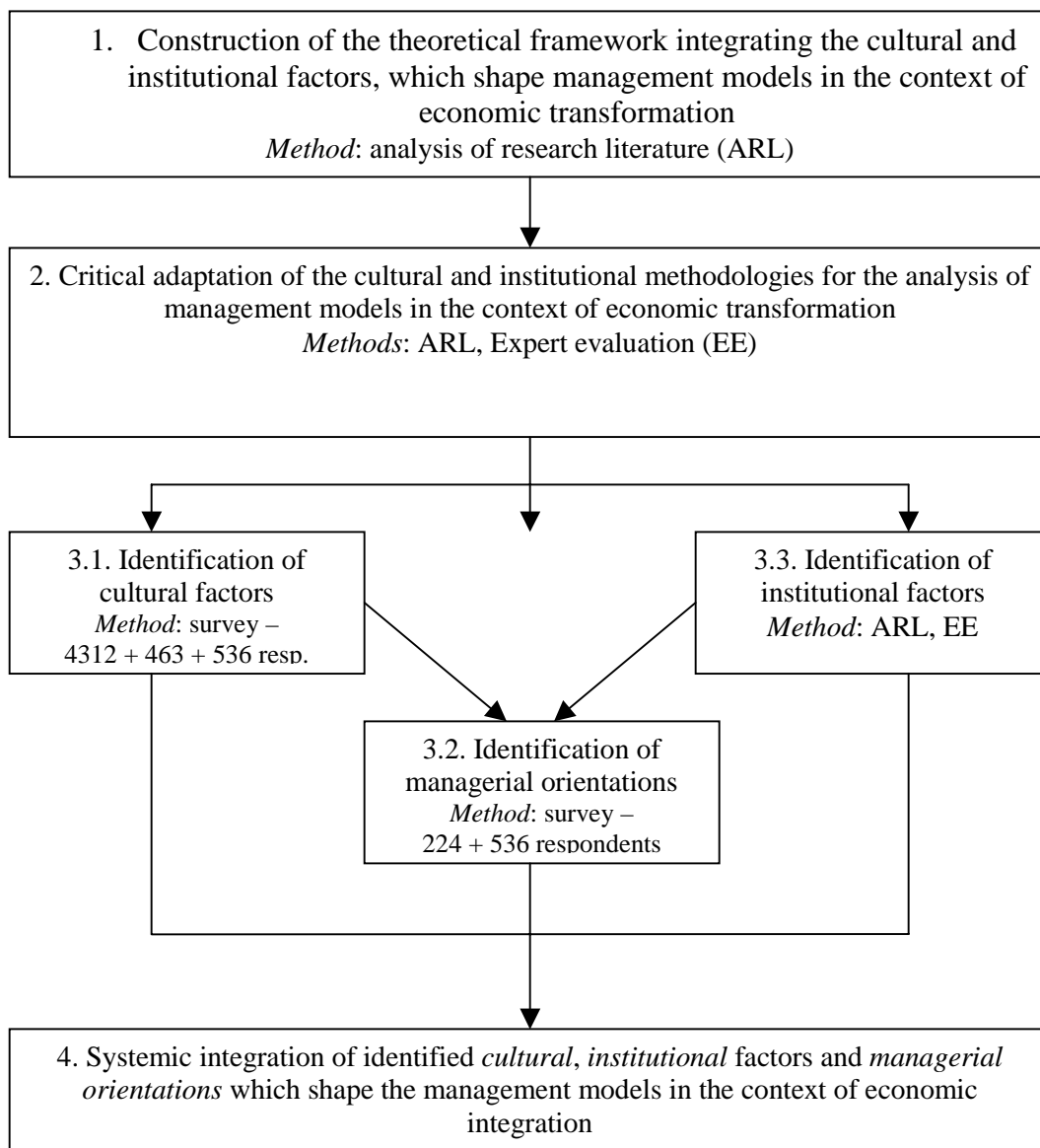


Figure 1. Logical structure of research

The **scientific novelty** and results of the dissertation are defined by the following:

- theoretical framework integrating the cultural and institutional factors, that shape the management models in the context of economic transformation has been substantiated. The research conducted on the basis of this theoretical framework can be replicated in any country for the analysis of the transformation of its management models;

- substantiated differences between the cultural and institutional approaches in the international comparative management studies in the context of management models;

- defined the conceptual links between the *parameters* of the *cultural* methodologies that are used for describing different management models;

- established the conceptual links between the *management models* which are provided by different cultural methodologies;

- established the conceptual links between the institutionalized business systems/management models as proposed by different *institutional* theories;

- proved the limitations of applying Hofstede (1980) *cultural* methodology in the transition environment, and proposed a modified methodological approach for assessing the cultural profile of country in a dynamic transformation;

- proved the limitations of existing *institutional* methodologies for assessing the management models in transition, and proposed an original, integrated methodology for determining the institutionalized business system in a dynamically evolving environment;

- revealed the paradoxical and diverse nature of the cultural and institutional factors which shape the emerging management models in the transition environment. The indicated cultural and institutional factors imply the co-existence of the elements of several management models in a country undergoing the economic transformation. However, the emerging management models in these countries should not be regarded as an instrument for achieving some static, clearly defined competitive advantages, but rather as the continuously evolving systems of *collective learning* that enables the innovation processes and timely adaptation to the changing environment. The existing cultural-institutional paradoxes and diversity should be accordingly managed, rather than be avoided or suppressed.

The practical significance of the research:

- The integrated approach to cultural and institutional factors shaping management models in a transformation environment enables the practitioners of strategic management to get more objective and dynamic perspective on the development of management models.

- The research results promote better understanding of the dominating cultural values in a specific cultural context, their potential dynamics and relations with the emerging institutions and forms of organizations. They contribute to a better informed decision making process and more effective management. The research results have been practically applied by the international managers inside a Lithuanian company in building the organizational culture.

- The research results can be used to assess the emerging management models in the international context, to evaluate their advantages and weaknesses in the global competitive environment. The spread of the results should promote the collective learning processes, elimination of actual/potential drawbacks, and building on the identified strengths.

Approbation of the research results

- The presentations on the dissertation topic were presented at the following conferences:
 - IX World Business Congress “Mastering volatility: success in a changing world” (Koln, Germany, March, 2003)
 - International conference “Learning regions and cities in action: energizing and mobilizing the stakeholders” (Napier university, Edinburgh, Scotland, September, 2003)
 - Conference “Migration and integration: new challenges in the European Union” (Vytautas Magnus University, Kaunas, 2004)
- Discussion of the research results with the managers from different organizations (“Lietuvos telekomas”, “Comliet”, “Ekranas”), the participants of the export consultant course, organized by the Danish Chamber of Industry and Commerce.
- The discussions and academic seminars during various research projects:
 - Scholarly visit to the University of Bocconi (Milan, Italy, 2002);
 - Research project and assistantship at the European University Institute (Florence, Italy, 2003);
 - Research stay at Lund university (Lund, Sweden, 2003);
 - Internship at the International Institute of Public Administration (Paris, France, 2000).
- Publication of the research results in 5 scientific papers (1 of them out of print).

CONTENT

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CONCLUSIONS

REFERENCES

AUTHOR'S PUBLICATIONS

APPENDICES

GENERAL REVIEW OF THE CONTENT

The rationale for the research problem, definition of the research subject, aim, main objectives, research methodology and methods employed, theoretical and practical significance of dissertation are all described in the introductory part of the dissertation.

The *first part* of the dissertation formulates the theoretical framework for the integrating the cultural and institutional factors in the context of economic integration. It includes the analysis of the main concepts and methodologies of both cultural and institutional approaches, as well as the possibilities of their integration. The outcome of the theoretical research conducted in the first part is the conceptual framework for integrating cultural and institutional factors in management models.

The theoretical analysis has shown that the relationship between the cultural and institutional approaches in comparative management represents the enduring “social mind vs. social brain” (Brownstein, 1995) dilemma of the social sciences. This dilemma becomes particularly problematic in the context of the post-Soviet transformation characterized by the dramatic changes in institutional environment and the supporting cultural values. The radical nature of transformation implies the existence of potential/actual gap between the underlying cultural values and the newly emerging forms of economic governance. For the sake of objectivity, any analysis of the *emerging* or *transforming* management models or economic governance structures must take into account both *cultural* and *institutional* variables. The traditional methodologies whose focus of analysis is the more or less organically evolved management models do not make clear distinction between these two types of variables which are considered as complimentary and mutually reinforcing (and in normal conditions should be regarded as such). However, such unilateral focus is clearly insufficient in the transformation context, and thus has to be expanded by creating the *integrated* methodology that includes the adequately adjusted cultural and institutional methodologies allowing for a more *dynamic* and *systemic* approach to the emerging management models.

Section 1.1 draws a conceptual dividing line between the terms of “transition” and “transformation”, where “transition” implies the passage from one state to another, i.e. the replacement of central planning structures with the basic market institutions, while the outcome of “transformation” is much less clear and is closer to the varieties of capitalisms approach (e.g. Hall, Soskice, 2001), i.e. concerns the adoption of the more advanced market institutions and productive systems that form the specific management models and forms of economic governance. Thus, the transition process is more conceptually linked with the post-Soviet nature of the researched countries, while transformation is regarded as a more global phenomenon characteristic to any open economic system.

Section 1.2 positions the relationship between the cultural and institutional approaches within the general dilemma of *universality* vs. *specificity* of international management theory and practice. Although both approaches represent the *specificity* pole of the dilemma, the institutional approach is better able to reflect the universalizing trends such as globalization.

Section 1.3 claims that the cultural approach to the emerging management models should be based *both* on the *functionalist* perspective to culture (e.g. Hofstede, 1980), and the *learning* perspective to culture (e.g. Hampden-Turner, Trompenaars, 2000; Holden, 2002). The first perspective permits to capture and determine the specific management models, while the second perspective enables to reveal the existing paradoxes, and regards the management models as *dynamic* learning systems.

Subsection 1.3.1 presents an overview of a wide scope of the existing cultural theories (Parsons, Shils, 1951; Kluckhohn, Strodtbeck, 1961; Rokeach, 1968; Hofstede, 1980; Laurent, 1983, 1986; Trompenaars, 1984; Schein, 1985; Adler, 1986; Schwartz, 1994) and establishes the conceptual links between various cultural parameters/dimensions set out by different authors. It is concluded that Hofstede (1980) methodology provides the most conceptually concise and integral parameters for evaluating the existing management models, though it also needs to be supplemented with certain aspects/advantages offered by other methodologies, such as Trompenaars methodology.

Subsection 1.3.2 reveals the conceptual parallels between national and organizational culture. Although the organizational culture represents a specific cultural layer of culture, it can also be regarded as a function of national culture – the organizational culture can only dilute, but not to eliminate the impact of national culture (Adler, 1997). So although national culture can accommodate diverse organizational cultures, the methodologies used for the analysis of the organizational culture can also be applied for the analysis of national cultures and the corresponding management models.

Subsection 1.3.3 reviews and establishes the conceptual links among all major types of organizational cultures and national management models which are distinguished by the main cultural methodologists (Harrison, 1972; Handy, 1976, 1999; Hofstede, 1991; de Woot, 1994; Lessem, Neubauer, 1994; Cameron, Quinn, 1999; Hampden-Turner, Trompenaars, 2000). The management models are summarized on the basis of the typology suggested by Hofstede (1991) which consists of four different management models: 1) “village market”, 2) “well-oiled machine”, 3) “pyramid of people”, 4) “family”. This fourfold typology, as stated by Hofstede (1991), conceptually encompasses two distinct dichotomies: *market-hierarchy* (Williamson, 1975) and *bureaucracies-clans* (Ouchi, 1980). The cultural classifications of management models are mainly based on two cultural parameters/dimensions: *power distance* (i.e. hierarchy needs in a society) and *uncertainty avoidance* (i.e. need for rules in a society), as well as supplemented by such cultural aspects as *individualism/collectivism* (emphasis on individual vs. collective objectives) and *masculinity/femininity* (emphasis on professional vs. social objectives). Thus, this work mainly relies on the Hofstedian typology (Figure 2) of management models (though taking a somewhat broader view), which in later sections is related with the classifications provided by the institutional methodologies.

Hofstede: „Well-oiled machine“ Trompenaars: „Guided missile“ <i>(partly, task orientation)</i> Quinn: Market/ task-oriented culture Handy: Task culture	Hofstede: „Pyramid of people“ Trompenaars: „Eiffel tower“ Quinn: Hierarchic culture Handy: Power culture
Hofstede: „Village market“ Trompenaars: „Incubator“, „Guided missile“ Quinn: Spontaneous, market culture Handy: Task culture, people culture	Hofstede: „Family“ Trompenaars: „Family“ Quinn: Clan culture Handy: -

Figure 2. Typologies of management models: a culturalist perspective.

Section 1.4 describes the main managerial orientations, which are perceived as representing the management practices. This perception is based on a conceptual assumption that management is the process of managerial influence during which manager consciously controls the course of actions of his subordinates to attain the

organizational objectives (Hemphill, Coons, 1957). In order to have a clearer picture of the emerging management models in the transformation environment, it is important to separate the analysis of *managerial orientations/practices* and the analysis of *cultural values* as there can be a significant gap between what the employees' perceptions of what the organizational processes *should be* (i.e. *cultural* aspect) and what they actually *are* (i.e. aspect of *practices*). This gap between *cultures* and *practices* may be particularly noticeable in the transition environment. In this subsection, in accordance with Lindell and Arvonen (1996) methodology, three managerial orientations: *task*-orientation, *employee*-orientation and *development*-orientation (or orientation to *innovations*) are distinguished. Based on the preliminary findings of Lindell and Arvonen (1996), we assume that *task*-orientation is more frequently found in the mechanistic forms of economic organization, such as the bureaucratic "well-oiled machine" or the hierarchical "pyramid of people". The *employee*-orientation is more characteristic to the organic forms of economic organization, such as decentralized individualist "village market" and informal collectivist "family". More importantly, the *development*-orientation or orientation to *innovations* should stand at the core of any dynamic and viable management model as it enables its self-regenerating capacities.

Section 1.5 describes the institutional approach in the comparative management and the major management models distinguished by the institutionalists. The institutional analysis in this dissertation relies on the conceptual assumption that under normal conditions, an organization's performance and structures are affected positively by its relationship with larger institutions in society and its embeddedness in the political-economic system (DiMaggio, Powell, 1983; Newman, 2000). The traditional institutional theories are constructed around the *market-hierarchy* dichotomy, e.g. in the transaction cost theory represented by Coase (1937), Williamson (1975, 1985), and further developed by the *comparative business systems* theorist Whitley (1992). A more recent institutional theories focus on the hybrid forms of governance, such as *networks* that enable the societal learning processes and, correspondingly, their institutional analysis revolves around the *market-network* dichotomy (Powell, 1990). The contemporary *varieties of capitalisms* approach in economic sociology distinguishes between the *liberal* and *coordinated* market economies (Hall, Soskice, 2001). In the analysis of the emerging management models in the transition environment the need to combine both the traditional *market-hierarchy* and the latter *market-network* approaches is emphasized. This analysis produces four types of the institutionalized business systems: 1) *market*-based system, 2) *hierarchy*-based system, 3) *horizontal functional network* system, 4) *vertical clan network* system. These four systems create the institutional preconditions/support for the emergence of the *corresponding* micro-level management models that were defined using the cultural parameters: 1) "village market", 2) "pyramid of people", 3) "well-oiled machine", 4) "family". The institutionalized business systems can be evaluated relying on four major criteria: 1) *corporate governance*, 2) *education and vocational training*, 3) *industrial relations*, 4) *intercompany relations* (Whitley, 1992; Hall, Soskice, 2001). *Subsection 1.5.2* describes all four institutionalized business systems on the basis of the aforementioned criteria. Although the actual national systems are too complex to be squeezed into purist theoretical models, all four institutional systems can be regarded as reflecting the dominating features of certain national institutional environments.

Section 1.6 discusses the *advantages* and *drawbacks* of the aforementioned *cultural* and *institutional* approaches in comparative management. The *cultural* approach faces certain restrictions such as a *post hoc* rationalization, emphasis on the historical discourse, undervaluation of cultural dynamics, unclear causal links between the cultural

values and organizational processes. The *institutional* approach is limited by its determinism, “dehumanization” of the institutional environment and its conceptual emphasis on the historically evolved institutional contexts. This analysis shows that two approaches, if taken apart, are incapable of explaining the dynamically changing environment. They must be mutually complementary rather than exclusive to provide a possibly objective picture of the emerging management models in the dynamic transition environment.

Section 1.7 is devoted for the construction of the methodological framework integrating the *cultural* and *institutional* approaches on the basis of the previously defined management models and their *cultural* and *institutional* parameters. The formulation of the integrated methodological framework by the author of this dissertation is supported by the conceptual levels of Lessem and Neubauer (1994) in their *comparative business systems* approach. The theoretical framework presented by the author of this dissertation consists of four major levels: 1) *cultural factors* – represented by values, beliefs and expectations that underlie the specific management models, 2) *institutional factors* – represented by the specific institutional elements, such as corporate governance, industrial relations, vocational training or intercompany relations, that influence the functioning management models, 3) *management practices* – represented by the managerial orientations (task-orientation, employee-orientation) that depict the actual processes in organizations, 4) *orientation to innovations* – showing the innovative capabilities of the system. The analysis of the emerging forms of economic organization takes place in the context of four major management models, by adopting three separate, though closely interlinked, levels of analysis. Besides, all these three levels and their respective management models are permeated by the orientation to innovations as a necessary precondition for their viability (see Figure 3).

The *second part* of the dissertation includes the critical evaluation of the existing *cultural* (Hofstede, 1980; Trompenaars, 1984) and *institutional* (Whitley, 1992; Hall, Soskice, 2001) methodologies, as well as their adaptation for the use in the transition environment.

Section 2.1 is devoted to the analysis and adaptation of the cultural methodologies for assessing the cultural profile of a country undergoing the transformation.

Subsection 2.1.1 provides the critical analysis of Hofstede (1980) methodology, and describes its *strengths/weaknesses* in assessing the cultural specifics of a country affected by the post-Soviet environment.

First of all, the applicability of the narrow sample strategy used by Hofstede in his original cross-cultural research in the post-Soviet context that is characterized by destabilized/deformed social structures is questioned. The results of our research show that most of the answers to the specific questions as well as their cultural dimensions reveal a strong correlation (*Pearson*) with the respondents' age, while the youngest group of the respondents (under the age of 24) has shown the strongest deviation from the general trends. This renders the analysis of the student sample, frequently used in a cross-national analysis (e.g. Kolman *et al.*, 2003; Mockaitis, 2002) problematic for the macro-level generalizations, and thereby underlines the need to employ a *broad sample* research strategy.

Second, the analysis has shown that the exact replication of cultural dimensions in the newly researched countries (i.e. countries newly included into Hofstede's cultural matrix) and the transposition of the obtained results into the original matrix remains problematic. For the purposes of this research, it is more objective to analyze the *general tendencies* of cultural dimensions than to seek the statistically precise indexes of cultural dimensions.

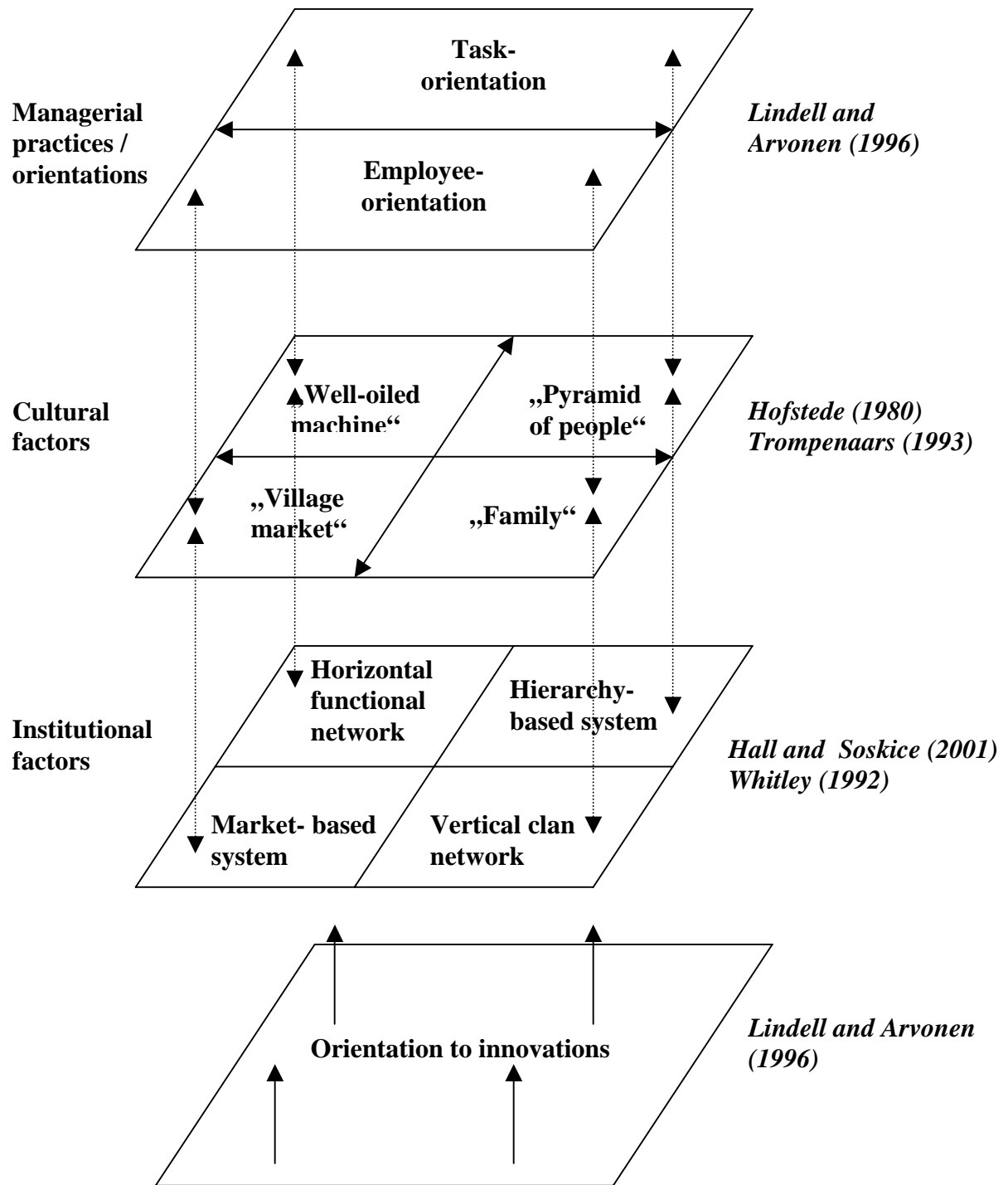


Figure 3. Theoretical framework for integrating the cultural and institutional approaches to management models

Finally (in *Subsection 2.1.2*), the assessment of questions in the Hofstede questionnaire in the post-Soviet context has led to a conclusion that some questions can be valid for the analysis of the deep-rooted work-related values, while others rather reflect the temporary specifics of the transition environment. For example, the respondents' emphasis on the stability of employment is more subject to the structural uncertainties of the transition than their *collectivist* values. Similarly, the judgment that "people's failure in life is not their own fault" is more likely to be a product of the former anti-individualist authoritarian system than a genuine reflection of the *feminine* values in a society. Thus, in this research we identify and focus on the *central* questions in the

questionnaire, which are most suitable for explaining the cultural profile. These questions are also supplemented by the questions from the Trompenaars (1984) questionnaire, especially for getting a clearer picture of the workplace objectives, represented by the cultural dimensions of *individualism/collectivism* and *masculinity/femininity*.

The *central* questions for assessing the general trends in cultural dimensions are summarized in Table 1. The remaining questions are not neglected in the analysis – they are used for supplementing the central findings.

Table 1. Central questions for assessing the cultural profile

Dimension	Central questions
<i>Power distance</i>	How important would it be to you to be consulted by your direct superior in his/her decisions? How frequently, in your experience, are subordinates afraid to express disagreement with their superiors?
<i>Uncertainty avoidance</i>	How much do you agree that a company's or organization's rules should not be broken – not even when the employee thinks it is in the company's best interest? How much do you agree that one can be a good manager without having precise answers to most questions that subordinates may raise about their work?
<i>Individualism</i>	How important would it be to you to have sufficient time left for your personal and family life? + Trompenaars questions
<i>Masculinity</i>	How important would it be to you to work with people who cooperate well with one another? How important would it be to you to have an opportunity for advancement to higher level jobs? + Trompenaars questions

So the methodological analysis has shown that the traditional Western methodologies cannot be directly applied for the analysis of the dynamically evolving cultural and institutional environment, and have to be accordingly adapted for the objectives of this research. This is all done taking into account the specifics of Hofstede's methodological approach (i.e. emphasis on the *cross-country* comparisons, dimensions as products of *ecological correlation* analysis, *narrow* sample research strategy).

Section 2.2 provides the overview of Lindell and Arvonen (1996) methodology for assessing the managerial orientations. This methodology needs less adaptation for the transition context; however, there is a need to distinguish the questions that reflect the *perceived* and those that reflect the *actual* managerial orientations. The major focus of the research should be on the latter questions.

Section 2.3 provides an overview of the parameters for assessing the institutionalized business systems. Table 2 provides a summary of the qualitative characteristics of different institutionalized business systems, taken by the specific institutional elements. The contents of the table are influenced by the writings and research by Whitley (1992), Rhodes and van Appeldoorn (1998), Lawrence and Edwards (2000), Hall and Soskice (2001), Thompson (2001).

Section 2.4 describes the design of the empirical research in all its complexity. It presents all three samples of the respondents used in this research: 1) an unstructured sample of 4312 respondents used for assessing the overall cultural profile in the researched country; 2) a sample of 463 respondents inside an innovative hi-tech organization (comparable with Hofstede's IBM); 3) a sample of 536 respondents inside a traditional organization that passed from the central planning system to the market economy. All three samples serve different objectives of the research; however, central attention is paid and the main conclusions are drawn on the basis of the 4312-respondent sample.

Thus, the actual outcome of the *second part* is the critically adapted cultural and institutional methodologies for the analysis of the complexities of the transition context.

Table 2. The characteristics of institutionalized business systems

Institutional aspect	Market-based system	Horizontal functional network	Vertical clan network	Hierarchy-based system
Corporate governance				
<i>Importance of short-term capital</i>	High	Low	Low	Low
<i>Role of banks in management</i>	Minimal	Important	Important, but within corporation	Important, by family-owned bank holdings
<i>Spread of takeovers</i>	High	Low	Low	Low, yet growing
<i>Family-controlled enterprises</i>	Clear dividing line between ownership and management	Family ownership of importance in SMEs	Large family-run corporations	Widely spread family ownership and control, via holding structures
<i>Administrative boards</i>	One-tier administrative board includes executive and non-executive managers	Two-tier boards – supervisory and management board	Formalized control mechanisms of lesser importance	One-tier administrative board with management and supervisory functions
<i>Degree of managerial autonomy</i>	High	Low	Low	Medium, though high in relationship with the political institutions
<i>Finance for SMEs</i>	Availability of venture capital	Credits by the regional banks	Internal corporation sources	Little finance for SMEs
Industrial relations				
<i>Effectiveness of conflict resolution</i>	Low	High	High	Low
<i>Flexibility of the labour deployment</i>	Low internal labour mobility, high external labour mobility	High internal labour mobility, low external mobility	High work rotation inside the corporation, low external mobility	Low internal and external labour mobility
<i>Influence of labour unions on management decisions</i>	Limited	High	Collective agreements inside the corporation	Limited
Intercompany relations				
<i>Degree of industrial cooperation in research and development-R&D</i>	Low	High, on the basis of industrial associations	High, within the „family“	Low
<i>Degree of formalization of intercompany relations in R&D</i>	Low	High	Medium, informal relations of higher importance	Low, centralized state technology funds of higher importance
<i>Degree of cooperation between enterprises and universities</i>	Low	High	High, especially inside the corporations	Medium, in the specific areas of the technology policy
<i>State support to R&D</i>	Medium	High	Medium, though more indirect	High
Vocational training (VET) and management education				
<i>Prestige of VET programmes</i>	Low	High	High	Low
<i>Availability of workforce with specialised competences</i>	Low	High, in the labour market	High, inside the corporation	Low
<i>Share of managers with specialised / technical competence</i>	Low	High, prepared by the general education system	High, prepared through the training programmes inside the corporation	High, though many managers have formal generalist education/competence
<i>Degree of social dialogue in preparing the VET programmes</i>	Low	High	High, inside the corporations	Ineffective
<i>Ways of obtaining the professional competence</i>	MBA, training programmes	Advanced dual system	Continuous learning in the workplace	Emphasis on formal education

The *third part* of the dissertation deals with the actual identification of cultural and institutional factors underlying the management models in the context of economic transformations. The identification of these factors is based on the conceptual framework and accordingly adapted methodologies. The identified factors are presented in three different sections.

In *Section 3.1* the *cultural profile* of Lithuania as a country in transition is assessed by using the adapted Hofstede methodology, i.e. focusing on the central questions and the *broad sample* research strategy (*Subsection 3.1.1*). The analysis of the data has revealed that that all indexes of cultural dimensions are strongly affected by the age demographic variable. The non-replicated dimension values by the age groups are presented in Table 3, their correlation coefficients presented in Table 4.

Table 3. Non-replicated dimension values by the age groups

Age of respondents		PDI	IND	MAS	UAI	LTO
Under 24 years	Mean	54,31	61,19	39,26	52,50	63,77
	N	876	887	883	882	886
25-34 years	Mean	49,63	52,04	26,53	57,52	51,30
	N	1306	1313	1306	1307	1310
35-49 years	Mean	56,28	48,93	11,86	67,64	40,25
	N	1570	1591	1584	1580	1586
Over 50 years	Mean	62,11	41,26	-4,14	75,17	36,43
	N	469	476	474	471	475
Overall mean	Mean	54,46	51,58	20,28	62,21	48,12
	N	4221	4267	4247	4240	4257

PDI – Power Distance, IDV – Individualism, MAS – Masculinity, UAI – Uncertainty Avoidance, LTO – Long-term orientation

Table 4. Pearson correlation coefficient by cultural dimension and age

	PDI	IDV	MAS	UAI	LTO
Pearson correl.	,045**	-,101**	-,136**	,102**	-,168**
Sig. (2-tailed)	,003	,000	,000	,000	,000
N	4221	4267	4247	4240	4257

It provides sufficient justification for relying on the broad sample research strategy in this research. To meet the basic requirement of Hofstede methodology of the matched narrow samples, we have deduced a sample of master students comparable to the samples used in Mockaitis (2002) narrow-sample study of students in Lithuania and Denmark. The replicated results reveal the medium level of *individualism*, *power distance* and *uncertainty avoidance*, as well as the *masculinity* trend in the Lithuanian “society”. However, these conventional findings remain too generalist and tell little about the complexities of the transition environment. Therefore, a question-by-question analysis (incl. factor analysis) was carried out in the broad sample covering 4312 respondents. The analysis that also included the questions of Trompenaars methodology (*Subsection 3.1.2*) has revealed some major cultural controversies and paradoxes of the transition environment:

- Most answers revealed the general trend of *high power distance*, i.e. the employees prefer a non-consultative manager and avoid showing initiative. The factor analysis shows that career opportunities and interesting work are *not* associated with democratic superior.

- The tendency of *high uncertainty avoidance* is primarily characterized by the strong role clear responsibilities and workplace guarantees than by the respondents’ emphasis on formal rules, which can be broken on the pragmatic grounds. The factor

analysis shows that a strong superior, rather than formal rules perform the stabilization function in the social system.

- The answers to Hofstede methodology questions indicate the general tendency of **collectivism**, however, most of the dimension questions are transition-sensitive and might not objectively reflect the internalized values of the respondents. The factor analysis shows that good relations with superiors and colleagues are more perceived as a workplace guarantee than a collectivist need for group identity. The application of Trompenaars methodology questions has revealed a very strong emphasis placed on **individual** work goals (e.g. the importance of individual result-based motivation, individual achievement, importance of personal welfare), while at the same time an aspiration for a **collectivist** social/organizational environment (e.g. respondents emphasize the social role of companies, high importance of cooperating colleagues)

- Similarly, the answers to Hofstede and Trompenaars methodology questions indicate the tendency of moderate **masculinity** in so far as a low level of trust, emphasis on the individual professional work goals, employee qualifications over the social skills are concerned. However, the answers to Trompenaars questions regarding the **macro**-level preferences reveal much more **feminine** values, represented by the need for socially caring, non-competitive organizational environment.

Thus, neither Hofstede, nor Trompenaars methodology alone is incapable of capturing these complexities of cultural context in transition. Such a split between the *micro*- and *macro*-level cultural preferences may have several explanations. It may mean indicate the post-Soviet legacy of *double standards or double morale* (e.g. *deformed individualism* as defined by Grigas, 2002); it may indicate the gap between *perceived* and *internalized* values (e.g. Todeva, 1999) or it may simply show the prevalence of an old mental framework in understanding the changed socio-economic system.

Subsection 3.1.3 focuses on the analysis of the cultural characteristics across different demographic groups. The transition environment is characterized by the increased tension among various social groups. The research results have revealed the existence of at least two major demographic blocks of respondents that possess different work-related values based on most cultural parameters. The *first* block encompasses the youngest respondents (esp. under 24 years of age), respondents with higher education, employed in the “New economy” sectors, such as the computer science or business services, as well as the higher-level managers, and those who came to work in the organization after its privatization. It can be referred to as *innovative* group of the respondents (it particularly stands out in the surveyed *innovative* organization), which is characterized by a lower need for the hierarchical and formalized organizational solutions, show stronger individualist trend as well as emphasis on the professional work goals. However, the *second* and more numerous demographic block that strongly shapes the overall national cultural profile includes the older, less educated employees, who occupy lower organizational positions and are usually employed in the traditional industrial sectors (e.g. chemical, wood, food processing industry). This group is characterized by the above mentioned trends of high power distance, high uncertainty avoidance, collectivism (*deformed individualism?*), micro-level masculinity – macro-level femininity. The characteristics of cultural profile are summarized in Figure 4.

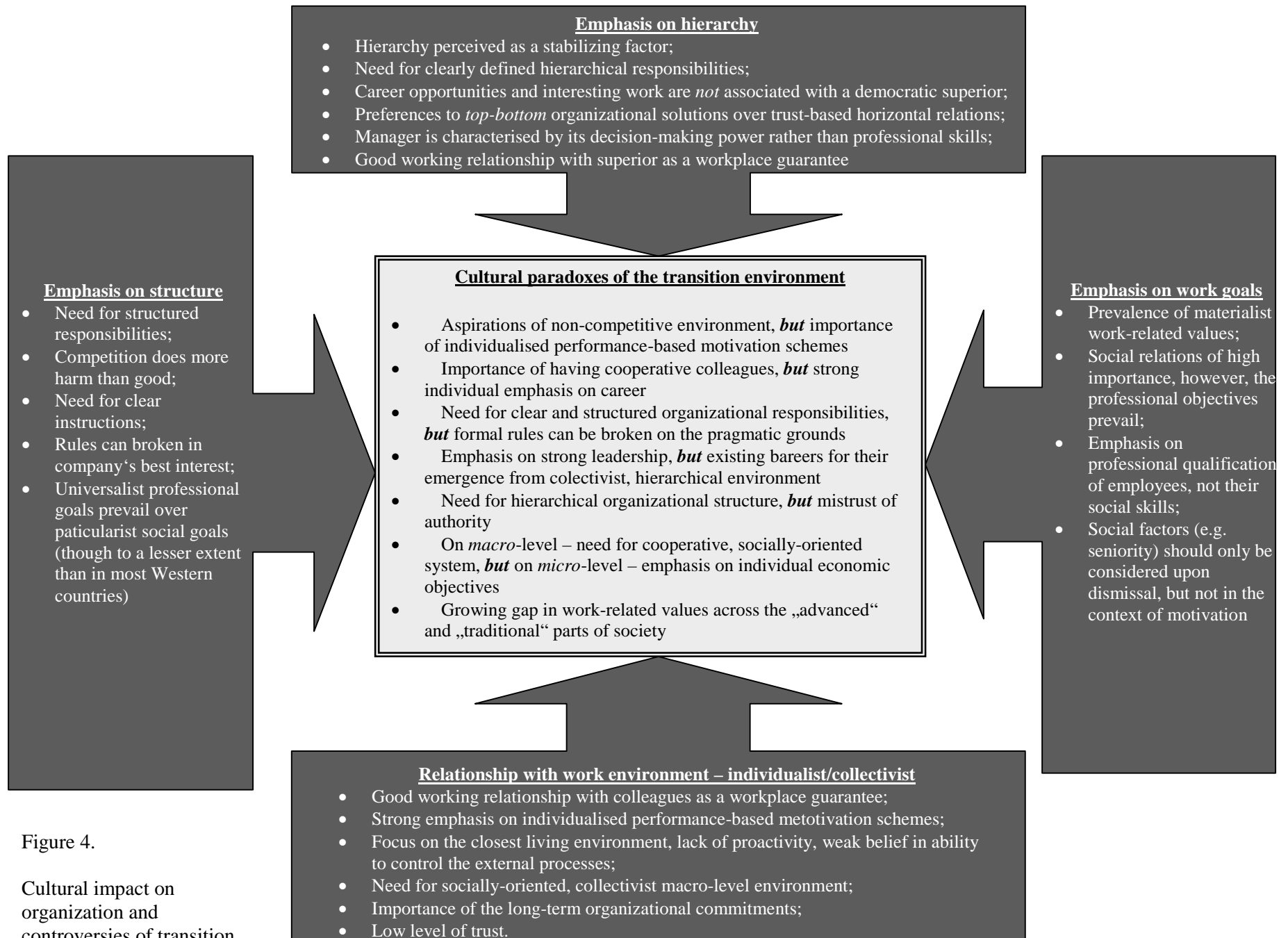


Figure 4.

Cultural impact on organization and controversies of transition

Subsection 3.1.4 provides an overall assessment of the obtained cultural characteristics in the context of the specific management models. The obtained results imply the cultural preconditions for the co-existence of at least two management models. The overall cultural characteristics (high power distance, high uncertainty avoidance) favor the hierarchical bureaucratic structures exemplified by the *taylorist* “*pyramid of people*” model. However, the cultural characteristics of the *innovative* part of the society support the emergence of a flexible, decentralized and spontaneous “*village market*” or “*incubator*” management model. The emergence of the formal, yet decentralized “*well-oiled machine*” model is possible though still hardly probable in a short run due to a generally higher emphasis placed on authority than on formal rules and procedures. The emergence of “*family*” model could be supported by the remaining importance attached to the informal social clan relationships, though is limited by the predominance of individualist work goals.

Section 3.2 presents the *managerial orientations* in Lithuania in the context of South and North European countries and depicts their links with the identified cultural profile. The survey, carried out in accordance with Lindell and Arvonen (1996) methodology, revealed that Lithuanian organization occupies an intermediary position between the North and South European organizations in terms of *employee-* and *task-*orientation. It is noteworthy that the respondents’ answers correspond their cultural profile (i.e. high power distance, high uncertainty avoidance), as they tend to consider authoritarian superior as “friendly”, “considerate” and, thus, *employee-oriented*. However, the differences in two orientations are not significant enough to draw the clear-cut conclusions. The most important finding is weak managerial *development-*orientation or orientation to *innovations*, lower than in any surveyed West European country (Table 5). It confirms the findings of some other studies (e.g. Janiūnaitė *et al.*, 2003) that individuals tend to have adaptive organizational behavior, i.e. to conform to organization routines, rather than generate new ideas, think of new ways of doing things, while innovativeness can be observed only in fragmented and rather basic areas (e.g. in household, small crafts). Thus, the emerging management models in the transition countries may still lack their basic ingredient.

Table 5. Managerial orientations by the regions and samples

	Southern Europe	Northern Europe	Lithuania, 529 resp. (traditional organization)	Lithuania, 224 resp. (mixed sample)
<i>Employee-orientation</i>	1.92	2.01	2,16	1,80
<i>Task-orientation</i>	1.90	1.73	2.09	1,67
<i>Development-orientation</i>	1.88	1.90	1.76	1,68

Section 3.3 is devoted to the analysis of the *institutionalized business systems* in the transition and transformation environment. The section discusses the transition from the centrally planned to market economy as a specific institutional factor (subsection 3.3.1), which is characterized by the prevalence of neo-liberal agenda of the economic reforms (sub-section 3.3.2). The transition and EU pre-accession environment, however, did little to promote the development of the *social capital* supporting the newly emerged institutional environment. Analysis of literature on Eastern European reform process has largely focused on the process of transition characterized by the elements such as privatization, liberalization and stabilization stemming from the market-based system. However, the *new institutional* approach to transformation was almost absent from the transition studies (Murell, 2003), whereas the economic reform agenda had little direct

impact on the substance of the emerging institutions. However, the “new” countries are on the way of developing a specific institutional framework, which impacts and shapes the competitive advantages of their organizations.

Subsection 3.3.3 focuses on the emerging institutionalized business systems, which are evaluated according to four major institutional aspects, which define the nature of capitalist/ market economy system, such as *corporate governance*, *vocational training*, *industrial relations* and *inter-company relations*. The analysis is based on the case of Lithuania.

Subsection 3.3.3.1 analyses the development of *corporate governance* system in the transformation environment, and its emerging models. The analysis is based on the findings of several in-depth studies carried out in the transition economies (Mygind, 2002; Meyer, 2003) positioning them in the context of our defined institutionalized business systems. The research has shown that the corporate governance system in a transition economy is far from consolidated. It is continuously evolving from the *hierarchy-based* system towards *horizontal functional network* combined with the elements of the *market-based* system. The legacy of central planning, hierarchical nature of relations, underdeveloped credit and stock markets, vast managerial autonomy are all closest to the *hierarchy-based* system. However, rapid development of banking sector, active participation of corporatist German and Scandinavian investors, and some pre-Soviet corporate traditions would indicate the trend towards the *horizontal functional network* system. The development of *market-based* corporate governance system has somewhat limited perspectives in a small country like Lithuania, however, the global tendencies, increasing capital mobility and internationalization of the stock markets opens wider opportunities.

Subsection 3.3.3.2 analyses the tendencies of emerging *industrial relations* system in the context of the distinguished models. The analysis of Lithuanian institutional environment has led to a conclusion that there hardly exists any consolidated and effectively functioning system of *industrial relations*. There is a noticeable gap between *de jure* and *de facto* situation. *De jure*, most necessary structures enabling the social dialogue, characteristic to the *horizontal functional network* system, have been set up, however, its functioning *de facto* is impeded by the lack of trust and cooperation tradition among the socio-economic actors. Thus, the actual situation, determined by the stage of economic development and influence of certain interest groups, shares more commonalities with the *market-* or *hierarchy-based* systems.

Subsection 3.3.3.3 analyses the trends in the system of *inter-company relations*. The inter-company relations have suffered a dramatic transformation with the emergence of a great diversity of new enterprises; however, certain legacy of central planning can be noticed. The study has shown the lack of effective industrial association, especially what concerns the innovative activities. The transformed former political networks serve more for representing the company group interests, usually at the expense of small stakeholders. The co-existence of *hierarchy-based* and *market-based* system elements can be observed; they both are based on the low levels of inter-actor trust, competitive rather than cooperative links. The latest (*de jure*) tendencies point towards development of *horizontal functional network* system rather than *vertical clan network* system because the emergence of functional associated structures is far more likely than the emergence of the collectivist family-centered corporations.

Subsection 3.3.3.4 provides the analysis of the trends in vocational training. It is possible to observe the passage from the *bureaucratic* model of vocational training characteristic to the *hierarchy-based* system towards *dual* model found in the *horizontal functional network* system. Here again, we observe a degree of mismatch between *de jure*

and *de facto* situation due to underdeveloped social capital and relations between the stakeholders (i.e. employers, trainers, employees, educational institutions). As far as management training is concerned, a strong tendency towards *market*-based system can be observed, as most management training programs are based on the generalist conceptions of American MBA programs. The technical vocational training programs are also increasingly permeated by the generalist social disciplines.

The overall trends in four elements of the institutionalized business systems are summarized in Figure 5 (Subsection 3.3.4), while their effect on organizational processes revealed in Figure 6.

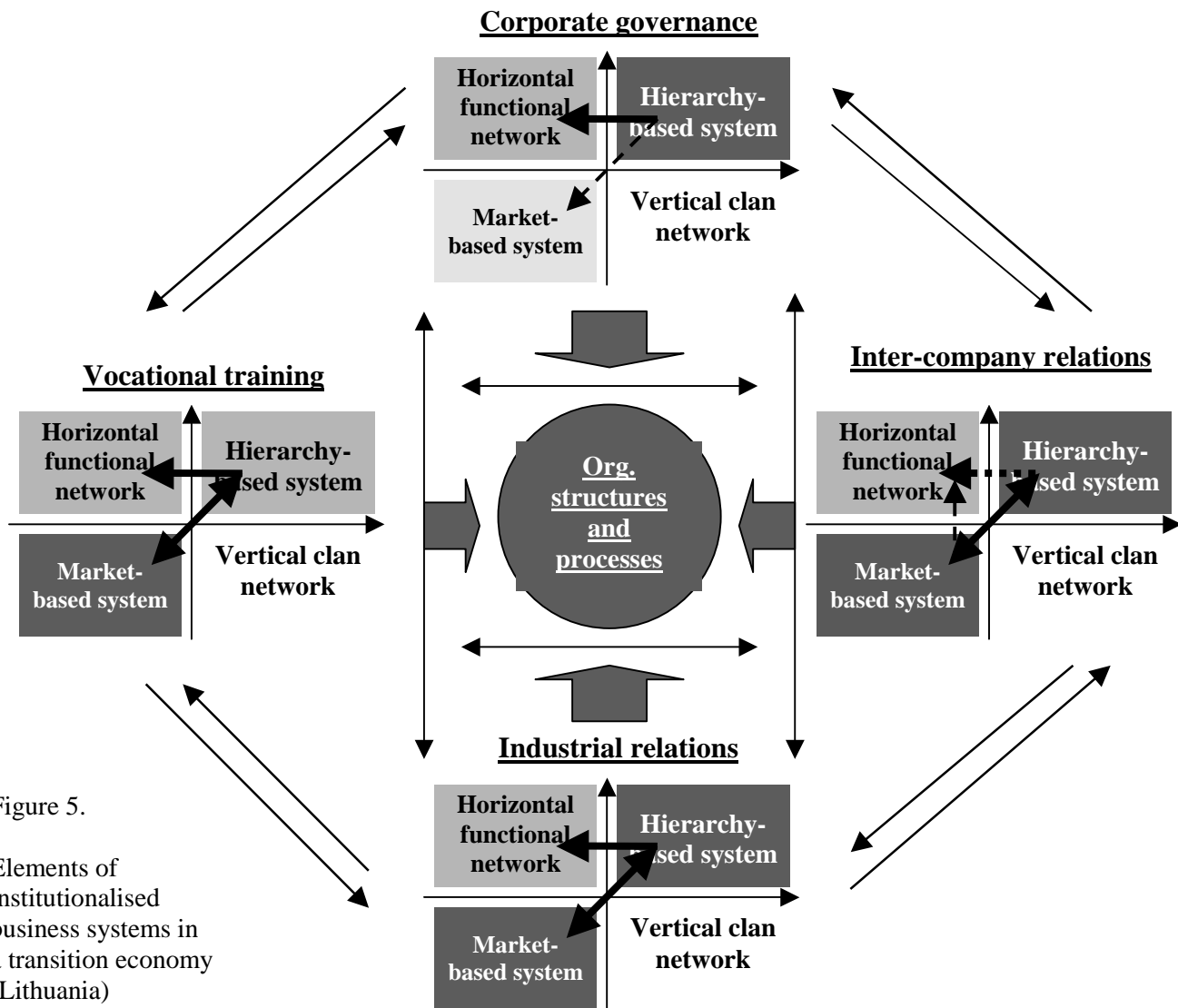


Figure 5.
Elements of institutionalised business systems in a transition economy (Lithuania)

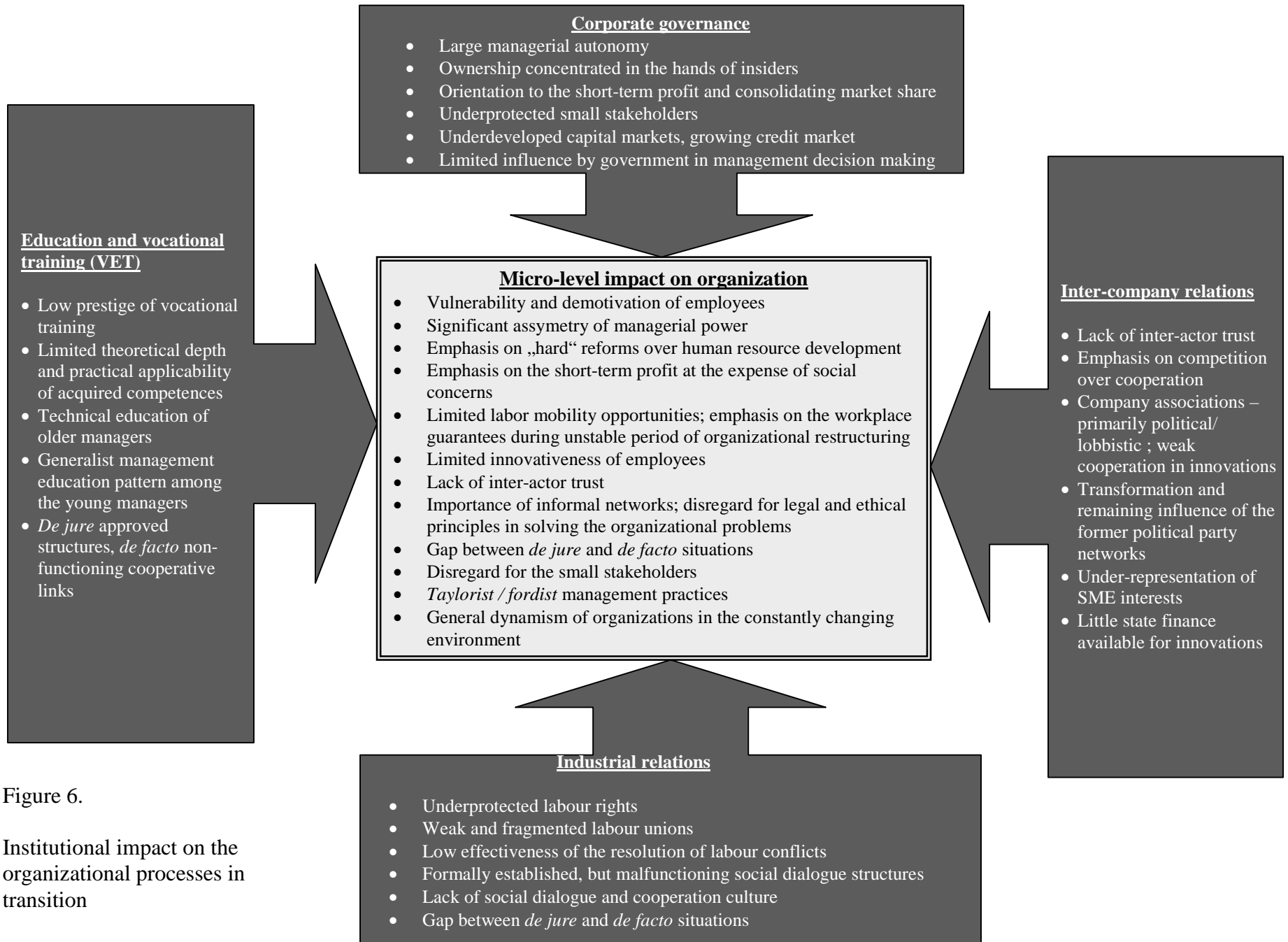


Figure 6.

Institutional impact on the organizational processes in transition

The *fourth part* of the dissertation integrates all the identified cultural and institutional factors into the theoretically defined conceptual framework that reveals the persisting complexity and controversies of the transformation environment (subsection 4.1). The research findings are presented on the basis of the derived theoretical framework for integrating the cultural and institutional approaches to management models (see Figure 7).

The obtained results, as visualized in Figure 7, indicate the presence of both *cultural* and *institutional* “path dependence” in the transition environment. In most general terms, the *co-existence* of the institutional and cultural elements of the *hierarchy-* and *market-based* systems (or “pyramid of people” and “village market” models) can be observed. From the *cultural* perspective, this co-existence of several management models is mainly characterized by the split of work-related values that was found between the two major demographic groups (i.e. “innovative” and “traditional” social-economic groups). From the *institutional* perspective, this co-existence is mainly characterized by the *path dependence* of the *hierarchy-based* institutional environment, the emergence of the new *market-based* institutions, weak network structures, lack of the trust-based relations and a certain gap between *de jure* and *de facto* situations. Thus, the analysis does not allow to claim the existence of one uniform, culturally and institutionally compatible management model, comparable to the models functioning (and evolving) in the consolidated Western market economies. Moreover, it is quite problematic to distinguish between the cultural and institutional factors which are due to the transition specifics and the ones that have deeper roots and, thus, potentially more lasting effects. However, the research (e.g. “Europa ir mes”, 2001) shows that all post-Soviet countries share a higher degree of materialist values (compared with the post-materialist values encountered in the Western world), score relatively high on the *power distance* and *uncertainty avoidance* (replicated Hofstede research, Hofstede, 2001) and shared similar transition specifics, as far as neo-liberal reform agenda is concerned.

Subsection 4.2 reveals the dynamic links of cultural and institutional factors with the management models. The co-existence of *hierarchy-* and *market-based* institutions and cultures at least partially explain the renaissance of *taylorist* management structures in the Eastern European countries. The culturally and institutionally overlapping tendencies are far from being unproblematic. The newly emerging institutional structures and modes of governance contradict the work-related values of a large part of the respondents. There is also an actual/potential conflict between the different socio-demographic groups, based on their age, education, level of income, whose cultural characteristics continuously diverge, creating a potentially misbalancing social split.

Subsection 4.3 provides the interpretations of co-existing management models in the light of the innovation patterns and competitive advantages they produce. In this analysis, it is argued that neither *market-based*, nor *hierarchy-based* management models are capable of producing the types of innovations which are most likely to be appropriate for small, under-developed countries, such as Lithuania. The *market-based* system tends to favor the *radical* innovations, while *hierarchy-based* system may create the preconditions for *strategic* innovations. *Strategic* innovations demand large centralized technology funds that are unavailable given the existing budgetary restrictions; besides their effectiveness is under a serious doubt. As far as the *radical* innovations are concerned, the investments into the creation of radically new products or processes are not rational in the transition countries, which should instead rely on the adaptation and improvement of existing products/processes (i.e. *incremental* innovations). However, the emergence of *incremental* innovations is hindered by the absence of the coordination mechanisms and the underlying cooperation culture. The existing cultural and

institutional preconditions favoring *fordist / taylorist* structures may only lead to *adaptive* innovations whose innovative potential in the knowledge-driven economy remains very limited.

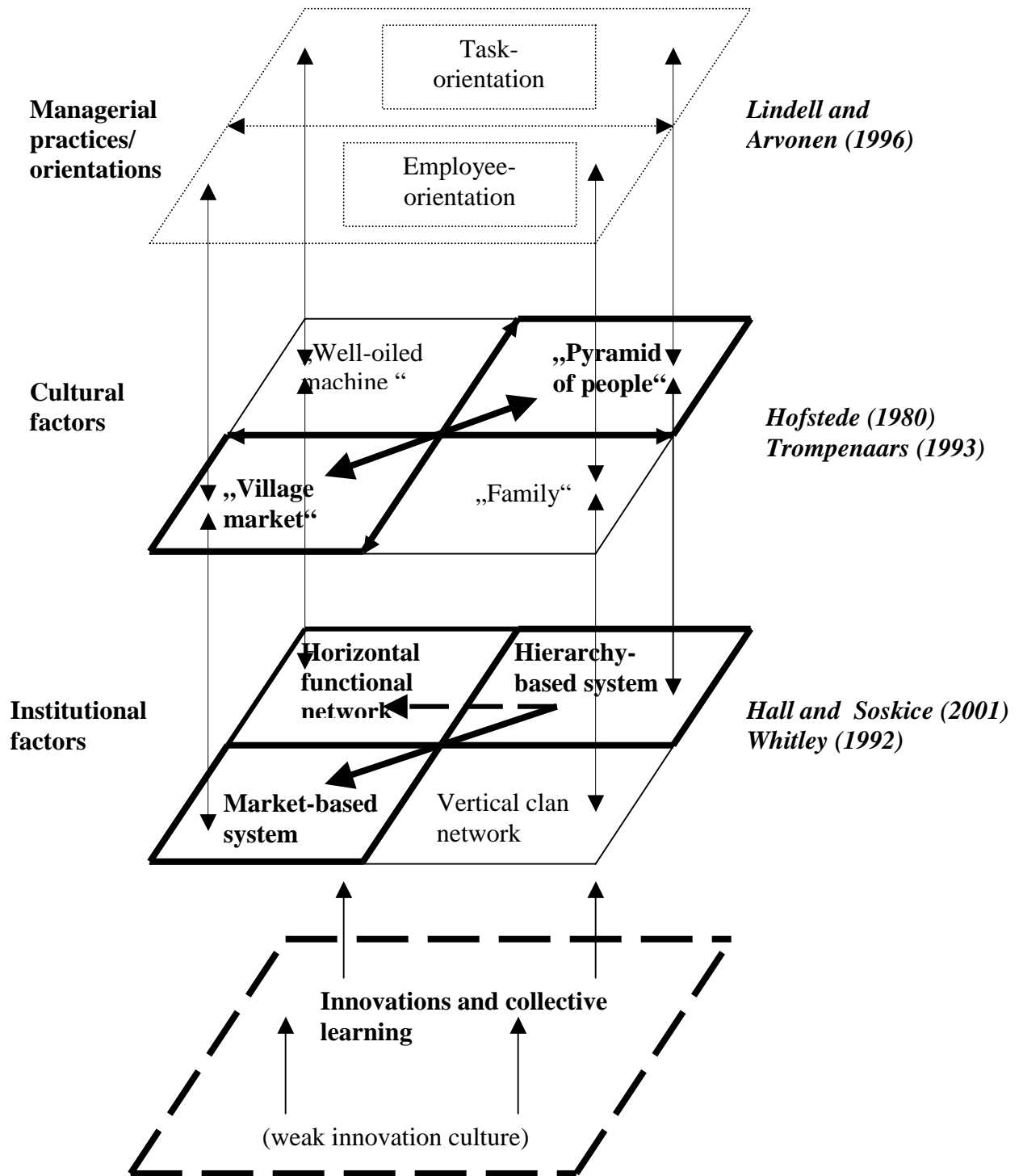


Figure 7. Integrated approach to management models in the context of economic transformation (dot-line indicates insignificant differences, while dash-line represents weak trend)

Section 4.4 concludes the aforementioned analysis in the context of management model as a dynamic, self-regenerating system for innovations and collective learning. It is concluded that the so-called “transition” economies and their organizations are completing the stage of *transition* and entering the stage of continuous *transformation* where the competitiveness will be determined by the processes of the collective learning that would integrate the cultural and institutional aspects of innovative activities. The identified cultural and institutional controversies may be perceived both as a problem and as an opportunity. The managers and policy makers should deal with the environment in all its complexity, i.e. to take into account the diversity of work-related values in the transition environment (i.e. a wide *cultural repertoire* to choose from), to acknowledge the split between *de jure* and *de facto* situations, to understand the employees’ contradictory approaches to authority, formal rules, collectivity and social obligations. The integrated approach promoted in this dissertation should be a valuable conceptual tool at structuring the increasingly complex organizational context.

CONCLUSIONS

1. The proposed theoretical framework integrating cultural and institutional approaches to management models consolidates the advantages of both approaches that enables a more effective and objective evaluation of the emerging management models in a complex transformation environment.

1.1 The integrated framework takes into consideration both the cultural values, which provide legitimacy to functioning management models, and the institutional structures, which influence the patterns of economic organization and overall effectiveness. At the same time, integrated approach allows to avoid such limitations of the singular approaches as their static stance, the *post hoc* rationalization, overemphasis on the historical discourse or unclear causal links.

1.2 The construction of theoretical framework integrating the cultural and institutional approaches encompasses the respective *cultural* and *institutional* methodologies:

- *cultural* factors are best determined using the adapted Hofstede and Trompenaars conceptual frameworks;
- *institutional* factors are best determined using the concepts of Hall & Soskice and Whitley conceptual frameworks;
- *managerial orientations/practices*, influenced by cultural and institutional factors could be determined using Lindell and Arvonen conceptual framework.

1.3 Both cultural and institutional approaches and their respective frameworks provide various configurations of management models. The integrated theoretical framework relies on a conceptual standpoint that effective functioning of management model depends on the congruence of four conceptual levels – *institutional*, *cultural*, *managerial practices/orientations* and *innovativeness / orientation to innovations*.

13.1 Based on the institutional parameters (*corporate governance, vocational training, industrial relations, inter-company relations*), four institutionalized business systems can be distinguished: *market-based, hierarchy-based, horizontal functional network, vertical clan network*.

1.3.2 These systems create institutional context for the corresponding management models: “*village market*”, “*pyramid of people*”, “*well-oiled machine*” and “*family*”. These management models are based on the cultural dimensions, as proposed

by Hofstede, such as *power distance*, *uncertainty avoidance*, *individualism* and *masculinity*.

1.3.3 *Managerial practices / orientations* are influenced by both cultural and institutional factors. The managerial *task orientation* is more characteristic to hierarchical, bureaucratic institutional systems/management models (i.e. “pyramid of people”, “well-oiled machine”), employee orientation is encountered in more individualistic, humanistic institutional systems/management models (i.e. “village market”, “family”).

1.3.4 Finally, *orientation to innovations*, characteristic to the developed management systems, is a basic precondition for the effective functioning of any management model. This orientation stands at the core of the integrated theoretical framework.

2. The Western cultural and institutional methodologies are not directly applicable for the analysis of the countries undergoing the fundamental economic transformations and have to be accordingly adjusted. The integrated research methodology, promoted in this dissertation, relies on the concept of triangulation that allows to effectively assess the different aspects influencing the emerging management models and to analyze the obtained results in an integrated theoretical framework.

2.1 The research of *cultural* factors/characteristics should be based on the *central* questions of Hofstede questionnaire that are most essential to the nature of cultural dimensions and best reflect the deeper work-related values of the respondents, rather than the attitudes influenced by the specifics of the transition environment. For this reason, the research should be supplemented with the questions of Trompenaars questionnaire that better reflect the value-based choices of the respondents. Besides, the *narrow sample* research strategy as used by Hofstede is not quite applicable in the transition environment that is characterized by the increased social misbalances. The *broad sample* research strategy is capable of better grasping the complexity and diversity of the transition environment and, thus, given preference in our research. Any exact replication of Hofstede cultural dimensions in the new countries is problematic, so this research has been focused on identifying the general tendencies in country's *cultural profile*, based on the specific most important questions that would disclose the inherent paradoxes and complexity of the researched environment.

2.2 The research of *institutional* factors should combine both the more traditional *market-hierarchy* and the more contemporary *market-network* approaches to the institutionalized business systems. So this research has combined both Whitley methodology, representative of the traditional paradigm, and Hall&Soskice methodology, reflecting the latter paradigm. Also, based on the criterion of network control, one has to distinguish between at least two forms of networks: the *horizontal functional network* and *vertical clan network*. The evaluation of all the distinguished institutionalized business systems in the transformation context can be based on the traditional institutional parameters, such as the *corporate governance*, *industrial relations*, *vocational training* and *inter-company relations*.

2.3 The research of *managerial orientations* as culturally and institutionally determined management practices should not be limited only to the traditional orientations, such as *employee-* or *task-orientation*. Whereas in the conception of this research, the management model is perceived as an organizational pattern for *innovative* activities, it is important to take into account the innovativeness of system actors,

especially the managerial orientation to innovations. For this reason, Lindell and Arvonen methodology could be used as it encompasses all three orientations.

3. The research carried out in a country in transition (in this particular case – Lithuania) helped to identify the following *cultural* and *institutional* factors affecting the nature and shape of management models. The research has revealed that the transformation environment is characterized by the cultural and institutional complexity, paradoxes and dynamism.

3.1 From the *cultural* point of view, the majority of respondents in the broad sample have revealed an explicit need for hierarchy (i.e. high *power distance*), a need for clearly defined functions and responsibilities (i.e. high *uncertainty avoidance*) and relatively high importance of both personal and professional goals (i.e. moderate *masculinity*). Such cultural characteristics, if regarded in most general and rather static terms, create preconditions for the emergence/functioning of *taylorist*, “pyramid of people” management model. However, the complexity and dynamism of the researched environment must be taken into account. First of all, (1) *age* of the respondents is a major demographic factor influencing all cultural characteristics, which in the case of youngest respondents implies a preference for the “village market” or *market*-based management model. This trend particularly stands out in the case of the surveyed *innovative* organization, what implies that (2) organization shapes its culture by selectively using the cultural variety that exists in a given socio-cultural context. Finally, the integrated (Hofstede + Trompenaars) analysis has revealed (3) the existence of numerous cultural paradoxes, such as: need for a strong leader – critical approach to authority, need for clearly defined functions and responsibilities – pragmatic approach to formal regulations, emphasis on individual economic goals – need for a collectivist, socially-oriented environment. All these findings reassure of the need to take into account all the complexity and dynamism of the researched environment.

3.2 The analysis of *managerial orientations* has basically confirmed the hierarchical nature of organizations, and the cultural support that hierarchy receives among surveyed employees. In terms of *task vs. employee orientation*, the Lithuanian organization take an intermediary position between the South and North European countries, however, significantly falls behind in terms of orientation to innovations. The identified low level of innovativeness may represent a significant burden for the effective functioning and development of management models. It is becoming obvious that the innovation culture must be promoted and should permeate the system no matter what management models happen to emerge.

3.3 From the *institutional* point of view, the generally neo-liberal strategies of economic reforms promoted the emergence of the *market*-based model and reinforcement of its basic institutions. In this respect, Lithuania (and two other Baltic states) stand out even in the context of other Central and Eastern European countries. However, the analysis of the essential elements of *institutionalized business system*, such as corporate governance, industrial relations, vocational training, inter-company relations, implies the embryonic stage of the development of institutionalized business system, which can be characterized by the co-existence of the institutional elements from various systems, especially *hierarchy*- and *market*-based systems. A certain spread of the institutional elements characteristic to the *network*-based systems (esp. the *horizontal functional network*) can also be noted on the *de jure* level, however, their effective *de facto* implementation is hindered by the lack of cooperation culture/incentives and general lack of trust among the socio-economic actors.

4. The application of an integrated approach to the cultural and institutional factors shaping the management models has revealed a central tendency - both cultural and institutional aspects generally show the co-existence of *hierarchical* and *market*-based management models and their institutional elements. However, the cultural and institutional complexity and paradoxes of the transformation environment that influence the *innovative* activities of organizations need to be taken into account.

4.1 The general cultural-institutional environment inside the country is more favorable for the activities inside the traditional, labour- and capital-intensive rather than knowledge-intensive industries. On the other hand, both *traditional* and *innovative* organizations can profit from the diversity of cultural values inside the country (i.e. a wide “cultural repertoire”), by pooling the necessary employees and creating an organizational culture in accordance with the company’s competitive requirements.

4.2 The innovative system in a researched country is at an embryonic stage of development. However, neither *market*, not *hierarchical* institutional systems are capable of ensuring the *incremental* innovations at the absence of the established trust and cooperation links, informal routines of the innovative activities. The attempts to introduce certain elements of the *horizontal functional system*, enabling the incremental innovations, should also be cautious so that to avoid the bureaucratization of the emerging innovative networks.

4.3 The identified cultural and institutional variety can be treated both as a challenge and as an opportunity for the countries undergoing the fundamental transformation. The cultural and institutional paradoxes imply both the immaturity of innovative system, and the dynamism of the environment. One of the main challenges faced by the managers in these countries – how to effectively integrate the persisting organizational controversies, i.e. how to match the need for a strong leader and critical approach towards authority, individualistic/ economic micro-level objectives and collectivist/ social macro-level expectations, high uncertainty avoidance and flexible approach to formal rules, how to achieve the cultural synergies between young and older employees, how to promote the innovation culture taking into account the employees’ general willingness to accept the economically-based changes. The nature of the competitive advantages and innovative processes will largely depend on the success of managing the existing paradoxes.

4.4 The management models and institutionalized business systems are undergoing the process of transformation even in the developed countries. It is becoming increasingly difficult to place them in some traditional, clearly methodologically defined framework. The countries seek to compensate the disadvantages of their own management models/ institutional systems by adapting the best elements of other systems. Nevertheless, there still remain substantial differences between the management models and their competitive strengths. In this context, it is crucial to understand that the significance of the management models as innovative systems lies not in their rendered *static* competitive advantages (i.e. identification of some universal *national* management model remains of a limited value), but in their *dynamic capabilities* enabling the *collective learning* and thus ensuring continuous self-regeneration and adaptation to the changing conditions. The countries undergoing the economic transformation need to create the adequate patterns of coordination, based on trust (more importantly than on formal regulations), enabling the interactive learning of their actors.

4.5 The formed and tested framework for integrating the cultural and institutional factors in management models is a valuable instrument for regular evaluation of cultural

and institutional diversity in the context of innovative activities in Lithuania and other countries in the process of transformation.

PUBLICATIONS

The main findings of the dissertations are presented in the following publications in the research journals recognized by the Science Council of Lithuania:

1. Giedrius Jucevičius. The cultural characteristics of a Lithuanian organisation in the European context // Socialiniai mokslai. ISSN 1392-1231. Kaunas: Technologija, 2001, Nr.2(28), p. 20-27.
2. Giedrius Jucevičius. Hierarchy-Market-Network: the Patterns of Emerging Economic Governance System in an EU Pre-accession Country // Socialiniai mokslai. ISSN 1392-1231. Kaunas: Technologija, 2003, Nr.4(41), p. 7-16.
3. Palmira Jucevičienė, Renata Viržintaitė, Giedrius Jucevičius. „Brain-drain“ in Country In Transition: Paradox of Higher Education // Socialiniai mokslai. ISSN 1392-1231. Kaunas: Technologija, 2004, Nr.2(44), p. 45-55.
4. Giedrius Jucevičius. The Enlarged European Union - Towards an Economic Governance System for the Collective Learning and Innovation? in P.Jucevičienė, G.-B. Reinert (eds.). Learning and Development for Innovation, Networking and Cohesion, Frankfurt am Main: Peter Lang, 2004, p. 13-35, (*out of print*).

Other publications:

5. Darius Žėruolis, Giedrius Jucevičius. Strategic dimension of Lithuanian economic policy – substance and comparative analysis // Lietuvos karo akademija, Strateginių tyrimų centras, Lietuvos metinė strateginė apžvalga, Nr. 1 (1). p. 237-259.

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Research interests: economic governance, industrial and innovation policy, national competitiveness, cultural issues in management and economic organization, comparative management.

Reziუმэ

Globalizacijos procesas išryškina šalių ir jų organizacijų tarptautinio konkurencingumo svarbą. Tyrinėtojai (Porter, 1990; Sorge, 1991, 1995; Lundvall, 1992; Whitley, 1992; Hampden-Turner, Trompenaars, 1993; Scott, 1995; Anderson, 1997; Hall, Soskice, 2001) pastebi, kad, tarptautinė konkurencija vis labiau remiasi skirtingose šalyse susiformavusiomis kultūrinėmis vertybėmis bei jomis grindžiamais vadybos modeliais ir institucinėmis struktūromis. Globalios žinių ekonomikos sąlygomis šalies tarptautinį konkurencingumą apsprendžia jos vykdoma inovacinė veikla, besiremianti specifinėmis žmonių ir organizacijų vertybėmis ir gebėjimais, bei pastarųjų realizavimą užtikrinančiomis institucijomis ir vadybinėmis praktikomis (Clark, 2000; Hall, Soskice, 2001). Melnikas (2002) pabrėžia, kad globalizacijos kontekste pastebimas universalus transformacijų poveikis pasireiškia tiek naujų vertybių, pažinimų horizontų, tikslų formavimusi ir pasklidimu, tiek naujų technologijų bei organizacinių formų sukūrimu ir įgyvendinimu. Tačiau transformacijas kaip reiškinį yra gana sudėtinga įvertinti per ilgą laiką nusistovėjusių Vakarų valstybių kultūrinių-institucinių sistemų kontekste (Pridham, 2000). Tuo tarpu pereinamojo laikotarpio Vidurio ir Rytų Europos šalyse, nors ir patiriančiose specifinę transformaciją, šie pokyčiai yra tokie ryškūs ir mažiau „iškreipti“ iš anksčiau egzistuojančios infrastruktūros, todėl gali būti lengviau išryškunami ir analizuojami (Fitoussi, 1997; Maniokas, 2003).

Pereinamojo laikotarpio šalys (tarp jų ir Lietuva) siekia ne tik sukurti pagrindines rinkos institucijas, bet ir sudaryti prielaidas efektyviai veikiančių vadybinių modelių, užtikrinančių šių šalių konkurencinius pranašumus, formavimuisi. Ši specifinė transformacija pasireiškia radikaliais vyraujančių institucijų, organizavimo formų ir, tikėtina, vertybių pokyčiais. Pasak Murrel (2003), pagrindinė pereinamąjį laikotarpį išgyvenančių šalių problema yra ta, kad iš viršaus primesta centrinio planavimo sistema pasireiškė galingomis institucijomis, savo prigimtimi visiškai priešingomis rinkos ekonomikos sistemai, o šios, savo ruožtu, įtakojo žmonių mąstymą ir vertybes (Drakulic, 1993). Struktūriškai pakitusioje terpėje nebeįmanoma vadovautis senosiomis kultūrinėmis vertybėmis, o jokie ilgalaikiai instituciniai/vadybiniai praktikų pokyčiai nėra įmanomi be esminio kultūrinių veiksmų palaikymo (Sweeney, Hardaaker, 1994). Taigi pereinamojo laikotarpio šalyse vadybinių modelių formavimasis yra stipriai įtakojamas dinamiško institucinių, o taip pat kultūrinių veiksmų kaitos konteksto. Lietuvos tyrinėtojai (Grigas, 1998; Zakarevičius, 1998; Žukauskas, 2000; Šimanskienė, 2000; Melnikas, 2002) pabrėžia būtinybę atsižvelgti į nacionalinį kultūrinį ir institucinį kontekstą taikant Vakarų valstybėse suformuotas vadybines teorijas, verslo formas ir institucijas.

Vadybinių modelių analizė lyginamosiose vadybos studijose iš esmės remiasi dviem pagrindiniais požiūriais – *kultūrinio* ir *institucinio*. *Kultūrinį* požiūrį atstovaujantys autoriai (Hofstede, 1980, 1991; Laurent, 1983, 1986; Trompenaars, 1984; Hampden-Turner, Trompenaars, 1993, 2000) ir jų pateikiamos koncepcijos pirmiausiai traktuoja šalyse susiklosčiusius vadybinius modelius kaip *kultūrinių* veiksmų – žmonių grupei bendrų vertybių, įsitikinimų, lūkesčių (van Maanen, Shein, 1979) sąlygotas veiklos sistemas. *Institucinį* požiūrį atstovaujantys mokslininkai (Maurice, Sellier, Silvestre, 1982; Whitley, 1992; Hall, Soskice, 2001; Rhodes, van Appeldoorn, 1998) vadybinius modelius vertina kaip istoriškai susiklosčiusios *teisinių-institucinių* aplinkos – nusistovėjusio valstybės vaidmens ekonomikoje, korporacinio valdymo, darbo santykių, santykių tarp įmonių, profesinio mokymo sistemų – išvestines. Vis dėlto, šie požiūriai dėl tokių savo apribojimų kaip *post hoc* racionalizacija ar akcento veiksmų istoriškumui nėra pilnai pajėgūs paaiškinti vadybinių modelių dinamikos bendrajame ekonominės

transformacijos kontekste. Vadybos ir organizavimo teorijas sistemiškai nagrinėjantys autoriai (O'Reilly, 1996; Jaffee, 1999; Wilkinson, 1996; Lowe, 1996) pastebi išliekančią šių požiūrių takoskyrą šiuolaikiniuose vadybos tyrimuose ir tuo pačiu pažymi integruoto požiūrio svarbą. Vis dėlto pastangos integruoti abu šiuos požiūrius yra pastebimos tik kai kuriuose fragmentinius klausimus keliančiuose darbuose (O'Reilly, 1996; Lessem, Neubauer, 1994; Clark, 2001; Lowe, 1998; Wilkinson, 1998; Dore, 1973). Todėl *teoriškai pagrįstos kultūrinių ir institucinių požiūrių į vadybos modelius integravimo metodologijos nebuvimas yra aktuali mokslinė problema.*

Disertacijoje sprendžiant šią mokslinę problemą bus ieškoma atsakymų į tokius 2 svarbiausius tyrimo klausimus:

1. *Kaip integruoti kultūrinius ir institucinius konceptualiuosius požiūrius, kad šios integracijos rezultate gautas teorinis sprendimas (modelis) leistų atskleisti besiformuojančius vadybinius modelius?*

2. *Kaip turėtų būti modifikuojamos šiuo metu taikomos metodologijos, kad jos geriau tiktų atskleisti kultūrinius ir institucinius veiksnius transformacijas patiriančios šalies sąlygomis?*

Tyrimo tikslas - pagrįsti ir atskleisti integruotą požiūrį, apjungiantį kultūrinius ir institucinius veiksnius, veikiančius transformacijas patiriančioje šalyje taip, kad gauta metodologinė sinergija įgalintų išvelgti besiformuojančius vadybinius modelius bei jų ypatumus.

Tyrimo tikslas realizuojamas sprendžiant šiuos **uždavinius**:

1. Teoriškai pagrįsti kultūrinių ir institucinių požiūrių į vadybinius modelius integracijos galimybes ekonominės transformacijos kontekste, pasiūlant jų integravimo naują teorinį sprendimą.

2. Pagrįsti kultūrinių ir institucinių veiksnių, formuojančių vadybinius modelius, integruotą tyrimo metodologiją.

3. Nustatyti kultūrinių ir institucinių veiksnių, formuojančių vadybinius modelius, raišką ekonominę transformaciją patiriančioje šalyje.

4. Atskleisti pereinamąjį laikotarpį patiriančios šalies vadybos modelių, nustatytų integruojant institucinius ir kultūrinius veiksnius ekonominės transformacijos kontekste, ypatumus.

Disertacinis darbas remiasi šiomis **konceptualiomis nuostatomis ir sąvokomis**:

- Kultūrinių veiksnių analizė apima *funkcionalistinę* ir *žinių valdymo* požiūrį į kultūrą, o institucinių veiksnių analizei artimiausios *naujojo institucinio, socialinių gamybos sistemų* ir ypač „*kapitalizmą įvairovės*“ požiūrių koncepcijos.

- Kultūra yra „visuomenės/grupės nariams bendros vertybės, įsitikinimai ir lūkesčiai“ (van Maanen, Schein, 1979), o taip pat „kolektyvinis proto programavimas, atskiriantis vienos grupės narius nuo kitos“ (Hofstede, 1980). Visuomenės kultūrinės vertybės įtakoja joje vyraujančių ekonominės veiklos organizavimo formų pobūdį (Grigas, 1993; Hofstede, 1991)

- Institucijos yra „visuomenės žaidimo taisyklės arba žmogaus sukurti tarpžmogiškosios sąveikos apribojimai“ (North, 1990), „standartizuotos ir taisyklėmis reglamentuotos elgsenos visuma“ (Tayeb, 1995). Šalyje funkcionuojančios institucinės struktūros įtakoja įmonių inovacinės veiklos ir jos sąlygojamų konkurencinių pranašumų pobūdį (Hall, Soskice, 2001).

- Efektyviai funkcionuojantis vadybinis modelis pasižymi kultūrinių ir institucinių veiksnių integralumu (Newman, Nollen, 1996). Normaliomis institucinio ir kultūrinio testinumo sąlygomis organizacijų veiklos sėkmė priklauso nuo to, kiek glaudžiai jos yra

susijusios su platesnėmis visuomenės institucijomis ir vertybėmis (diMaggio, Powell, 1983).

- Kadangi neegzistuoja viena geriausia veiklos organizavimo forma (Drucker, 1998), o šalys pasižymi savitais kultūriniais (Hofstede, 1980) ir instituciniais (Whitley, 1992; Hall, Soskice, 2001) kontekstais, užtikrinančiais jų konkurencinius pranašumus (Clark, 2000), globalizacijos ir pereinamojo laikotarpio sąlygomis vadybinių modelių formavimasis vyksta šalyje egzistuojančių savitų kultūrinių vertybių ir institucijų pagrindu (Hofstede, 1991; Hall, Soskice, 2001).

Tyrimo metodologija remiasi trianguliacijos koncepcija, derinant deskriptyviają (mokslinės literatūros ir dokumentų) analizę bei apklausas raštu, o kaip pagalbinių metodą vartojant kokybinį tyrimą – ekspertinį vertinimą.

Disertaciniame tyrime taikyti šie tyrimo **metodai**:

- **Mokslinės literatūros analizė**, kuria buvo siekiama atskleisti kultūrinių ir institucinių veiksnių santykio problemą vadybos modeliuose ekonominės transformacijos kontekste ir pagrįsti institucinių ir kultūrinių integravimo vadybiniuose modeliuose teorinį sprendimą. Mokslinės literatūros analizė taip pat pasitelkta apibūdinant ekonominės transformacijos sąlygomis veikiančius institucinius veiksnius, remiantis Hall ir Soskice (2001), iš dalies – Whitley (1992) išskiriamais instituciniais parametrais.

- **Dokumentų analizė** pasitelkta analizuojant institucinius veiksnius (tarptautinių organizacijų, pvz. World Heritage Foundation, metiniai pranešimai, LR teisės aktai).

- **Apklausa raštu** atlikta siekiant atskleisti kultūrinių veiksnių ir jų įtakojamų vadybinių orientacijų pobūdį tiriamoje terpėje. Nustatant kultūrinius veiksnius, remtasi adaptuotomis Hofstede (1980) ir Trompenaars (1993) metodologijomis ir klausimynais, nustatant vadybines orientacijas – Lindell ir Arvonen (1996) metodologijos klausimynu. Siekiant nustatyti kultūrinius veiksnius, apklausti 4312 respondentai mišriojoje respondentų imtyje, 463 - inovatyvioje ir 536 - labiau tradicinėje organizacijoje. Siekiant nustatyti vadybines orientacijas, apklausti 224 respondentai mišriojoje respondentų imtyje ir 536 respondentai tradicinėje organizacijoje. Atliekant tyrimą, buvo gautos metodologinės G.Hofstede konsultacijos.

- Apklausa raštu **statistinė duomenų analizė** buvo atlikta taikant aprašomosios statistikos metodus ir skaičiuojant respondentų nuomonių aritmetinį vidurkį (M), rezultatų standartinį nuokrypį (SD), faktorinę analizę, atskleidžiant kultūrinių charakteristikų ryšius, taikant principinių komponentų metodą, VARIMAX rotaciją ir faktorinį svorį (L). Duomenys apdoroti naudojant **SPSS 11.0** (*Statistical Package for Social Sciences*) programinį paketą.

- **Ekspertinio vertinimo metodas** buvo taikytas siekiant patikslinti kai kurias nustatytas kultūrinių ir institucinių veiksnių tendencijas. Nestruktūrizuotu interviu apklausti ekspertai atliekant kultūrinių veiksnių metodologijos klausimų adekvatumo pereinamojo laikotarpio sąlygoms analizę.

Disertaciniame tyrime laikomasi tokios tyrimo ir gautų rezultatų pateikimo **logikos**:

Pirmojoje dalyje buvo atlikta išsami mokslinės literatūros analizė, leidusi apibūdinti kultūrinių ir institucinių veiksnių santykio problemą vadybos modeliuose ekonominės transformacijos kontekste ir suformuluoti šių veiksnių integravimo vadybiniuose modeliuose ekonominės transformacijos kontekste teorinį sprendimą. Šis teorinis sprendimas (modelis) apima tris skirtingus metodologinius lygius: *kultūrinį, vadybinių orientacijų/praktikų* ir *institucinį*, savaip įtakojančius vadybinių modelių plėtrą. Tolesnis tyrimas, atliktas Lietuvoje ir jos organizacijose, buvo orientuotas į kiekvieno iš šių lygių charakterizavimą, darbo pabaigoje sistemiskai aptariant gautus rezultatus.

Antrojoje dalyje atliktas išsamus naudojamų metodologijų (Hofstede (1980, 1991, 2001), Trompenaars (1984, 1993), Whitley (1992), Hall ir Soskice (2001)) kritinis įvertinimas šio disertacinio tyrimo kontekste. Įrodyti Vakarų autorių suformuluotų kultūrinių ir, iš dalies, institucinių metodologijų apribojimai ekonominę transformaciją patiriančios šalies analizei; metodologijos atitinkamai adaptuotos atliekamo tyrimo tikslams.

Trečiojoje dalyje, remiantis adaptuotomis metodologijomis, atlikta analizė, siekiant nustatyti kultūrinius ir institucinius veiksnius, formuojančius vadybinius modelius.

Trečiosios dalies pirmame skyriuje, remiantis adaptuota Hofstede (1980) metodologija, nustatytas šalies kultūrinis profilis, jį apibūdinančios kultūrinės charakteristikos ir santykis tarp šalyje ir inovatyvioje organizacijoje vyraujančių kultūrinių charakteristikų. Siekiant gilesnio kultūrinio profilio suvokimo taip pat pasitelkiama Trompenaars (1993) metodologija.

Trečiosios dalies antrame skyriuje, remiantis Lindell ir Arvonen (1996) metodologija, atlikta vadovų vadybinių orientacijų analizė leido nustatyti organizacijose vyraujančias vadybines praktikas tiek tarptautiniame, tiek nustatytų kultūrinių charakteristikų kontekste.

Trečiosios dalies trečiajame skyriuje, daugiausiai remiantis Hall ir Soskice (2001) ir Whitley (1993) metodologijose išskiriamais instituciniais parametrais, buvo įvertinti pereinamojo laikotarpio sąlygomis konkrečių institucionalizuotų verslo sistemų/vadybinių modelių formavimąsi veikiantys instituciniai veiksniai.

Ketvirtojoje, paskutinėje dalyje, pateikiamas gautų rezultatų apibendrinimas darbo pradžioje sukurtų kultūrinių ir institucinių veiksnių integravimo vadybiniuose modeliuose teorinio sprendimo pagrindu.

Darbo **mokslinį naujumą** ir **teorinį reikšmingumą** apibrezia tai, kad jame:

- Suformuluotas ir pagrįstas kultūrinių ir institucinių veiksnių integravimo vadybos modeliuose teorinis sprendimas (modelis) ekonominės transformacijos kontekste. Šio sukonstruoto teorinio sprendimo pagrindu atliktas tyrimas gali būti pakartotas bet kurioje kitoje ekonominę transformaciją patiriančioje šalyje, norinčioje pažinti savo nacionalinio vadybinio modelio transformacijas.
- Konceptualiai pagrįsti kultūrinio ir institucinio požiūrių skirtumai bendrosios tarptautinės vadybos universalumo-specifiškumo kontekste.
- Atskleistos kultūrinį požiūrį atstovaujančių metodologijų pateikiamų kultūrinių parametrų tarpusavio konceptualios sąsajos.
- Atskleisti vadybinių modelių, pateikiamų kultūrinį požiūrį atstovaujančių metodologijų, tarpusavio ryšiai.
- Atskleisti institucinį požiūrį atstovaujančių įvairių socialinių teorijų ryšiai jų grindžiamų vadybinių modelių/institucionalizuotų verslo sistemų kontekste.
- Susisteminti instituciniai parametrai, apibrėžiantys institucinį požiūrį atstovaujančių metodologijų nustatomas institucionalizuotas verslo sistemas.
- Įrodyti kitų autorių tyrimuose plačiai naudojamos Hofstede (1980) kultūrinių charakteristikų tyrimo metodologijos ribotumai pereinamojo laikotarpio kontekste ir pasiūlyta modifikuota metodologija, geriau tinkanti šalies kultūriniam profiliui nustatyti.
- Įrodyti egzistuojančių institucinių metodologijų ribotumai vertinant besiformuojančius vadybinius modelius ekonominę transformaciją patiriančiose šalyse.
- Pasiūlyta originali/integruota metodologija šalyje vyraujančiai institucionalizuotai verslo sistemai nustatyti.

- Nustatyta, kad pereinamojo laikotarpio šalies sąlygomis atsiskleidžia vadybinius modelius įtakojančių kultūrinių ir institucinių veiksnių paradoksalumas ir įvairovė, neleidžiantys konstatuoti konkretaus vadybinio modelio susiformavimo. Vis dėlto, intensyvią ekonominę transformaciją patiriančioms šalims svarbu pasiekti ne kokį nors apibrėžtus statinius konkurencinius pranašumus generuojantį vadybinį modelį, bet nustatytų paradoksų pagrindu formuoti efektyvius *kolektyvinio mokymosi* procesus, įgalinančius inovacinę veiklą ir nuolatinį sistemos adaptavimąsi prie kintančių konkurencinių sąlygų.

Darbo **praktinį reikšmingumą** sudaro:

- Integruotas požiūris ir jo pagrindu sukurta originali kultūrinio ir institucinio požiūrių derinimo metodologija leidžia vadybos praktikams, o ypač – užsiimantiems strateginiu valdymu, objektyviau įvertinti besiformuojančius vadybinius modelius ekonominę transformaciją patiriančioje šalyje.

- Tyrimo rezultatai gali padėti bet kurios šalies organizacijoms ir ekonominės politikos formuotojams geriau suvokti gyventojų tarpe vyraujančias vertybes, jų kaitą ir santykį su šioje kultūrinėje aplinkoje diegiamomis institucijomis bei organizavimo formomis, ir priimti geriau informuotus sprendimus.

- Tyrimas padeda įvertinti Lietuvoje išskirtų kultūrinių ir institucinių veiksnių pagrindu besiformuojančius vadybinius modelius tarptautiniame kontekste, įvertinti potencialius organizacijų ir jų kultūrinio/institucinio konteksto privalumus ir trūkumus tarptautinėje konkurencinėje aplinkoje. Tyrimo rezultatų sklaida gali paskatinti kolektyvinio mokymosi visuomenėje procesus.

Disertacijos tyrimo rezultatų įdiegimas

Atlikto tyrimo rezultatais ir rekomendacijomis rėmėsi tirtų organizacijų vadovai atlikdami įmonių restruktūrizavimo procesus.

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