Culture Eats Strategy (and Leadership) for Breakfast

Dr. Sebastian Kunert
Culture eats strategy for breakfast

Peter Drucker
1909-2005
modul_or
Modular Inventory for Organisational Research
13.06.2019
 artic - Institut an der Humboldt-Universität zu Berlin

cf. Kunert (2016)
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cf. Kunert (2016)
cf. Kunert (2016)
Das modulare Inventar zur Organisationsdiagnose (modul-or)

20. April 2016
- Dr. Sebastian Kunert

Themenfelder

Uncategorized
Coaching
Führung
Does organisational culture affect organisational performance?
Table 1: Correlation matrix of variables for organizational culture

<table>
<thead>
<tr>
<th></th>
<th>1.1</th>
<th>1.2</th>
<th>1.3</th>
<th>1.4</th>
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<td>1.1 Course</td>
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<tr>
<td>1.2 Adaptation</td>
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<td>1.3 Participation</td>
<td>.6</td>
<td>.47</td>
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<tr>
<td>1.4 Trust</td>
<td>.62</td>
<td>.48</td>
<td>.61</td>
<td>1</td>
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<tr>
<td>5 Organizational Performance</td>
<td>.45</td>
<td>.36</td>
<td>.44</td>
<td>.45</td>
</tr>
</tbody>
</table>
Brown, Schmied & Tarondeau (2002):  
Meta-Analysis: General and strong effect, regardless of definitions.

Damanpour (1991):  
Meta-Analyses: No differences between organisations from different domains.

Wang & Rafiq (2014):  
No differences between organisations from different countries.
Does leadership affect organisational performance?
### Table 2: Correlation matrix of variables for leadership styles

<table>
<thead>
<tr>
<th></th>
<th>2.1</th>
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<td>2.2 Adaptation orientation</td>
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<td>2.3 People orientation</td>
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<td>2.4 Stability Orientation</td>
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<td>5 Organizational Performance</td>
<td>.4</td>
<td>.4</td>
<td>.4</td>
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</tbody>
</table>


What affects organisational performance more: Organisational culture or leadership?
Outcome Variable
organisational performance

Predictor
leadership repertoire

Moderator
organisational culture

Multiple regression

$\beta = .07 \ (p = .5)$

$\beta = .5 \ (p < .01)$

$R^2 = .3$
Predictor
*leadership repertoire*

Moderator
*organisational culture*

Outcome Variable
*organisational performance*

\[ \beta = -.02 \ (p = .8) \]

\[ \beta = .9 \ (p < .01) \]

\[ \beta = -.03 \ (p = .61) \]

Moderator analysis

\[ (R^2 = .37) \]
Mediator analysis

\[ \beta_1 = .62, t = 26.17, \quad p < .01 \]

Independent Variable

\[ \text{leadership repertoire} \]

Mediator

\[ \text{organisational culture} \]

\[ \beta_2 = .9, t = 11.93, \quad p < .01 \]

Outcome Variable

\[ \text{organisational performance} \]

\[ \beta_3 = -.01, t = -.22, \quad p = .83 \]

\[ R^2 = .56 \]
Lok & Crawford (2004); Nystrom, Ramamurthy & Wilson (2002):
Intercultural Study: Organisational culture & leadership contribute to satisfaction & commitment, but no connection between corporate values and leadership styles.

Lau & Ngo (2004):
No relation between manager’s personality and organisational culture.

O’Reilly et al. (2014): Relation between manager’s personality and organisational culture.
How important is a fit / misfit between organisational culture and leadership?
Stability 

Flexibility 

$r = -.15 \ (p < .01)$

$r = -.1 \ (p = .01)$

$r = -.07 \ (p = .09)$

$r = -.11 \ (p = .01)$

Organisational culture

Leadership
Fit hypothesis: Leadership must mirror organisational culture, otherwise psychological safety is reduced. Especially on team level.

Hartnell, Kinicki, Lambert, Fugate, & Corner (2016):
Complementarity hypothesis: Leaders act as substitute for maladaptive characteristics of organisational culture. Resulting tensions are seen as productive. Especially on organisational level.
cf. Kunert (2016)
• Organisational culture: $\beta = .31 \ (p < .01)$
• Leadership $\beta = -.09 \ (p = .21)$
• Team climate $\beta = .1 \ (p = .19)$
• Motivation $\beta = .32 \ (p < .01)$
Parsons (1951, 1961):

“There are only two levels of relevance:
• the psychological system (humans) and
• the social system (organisation).
Other levels are only variations of little relevance.”
The End!


