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## Impact of Organizational Climate and Organizational Strategy on Strategic Behaviors

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## Abstract

Prior research has explored the concepts of company strategy and company climate extensively. Little research has explored both concepts together. In a preceding study particular strategy types were matched to particular climates. This 'climate-strategy fit' was found to be related to performance. In this study the fit of strategy and climate will be linked to strategic behaviors. A positive relation between the 'strategy-climate fit' and the strategic behaviors: 'knowledge sharing', 'customer orientation', 'innovative behavior' and a number of different affective commitments is expected. The data that were gathered in five medium sized companies in the technical branch could not support the expected relationships.

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## Introduction

In the past a lot of research has been done about the concepts of organizational strategy and organizational climate. Various definitions of these two concepts have been formulated and different typologies have been developed. This study uses the strategy topology of Porter (1985). Further development of the topology by Dess and Davis (1984) resulted in the five strategy categories: 'cost leadership', 'innovation differentiation', 'marketing differentiation', 'quality differentiation' and 'service differentiation'. Organizational climate is categorized into a 'group climate', an 'internal process climate', a 'developmental climate', and a 'rational goal climate'. The impacts of the two concepts have been under the attention of research as well. Strategy is claimed to be positively related with the performance of a company (Gibcus & Kemp, 2003). However, empirical studies show mixed results. The concept of organizational climate is seen as the mediating link between human resources management and performance among others by Bowen and Ostroff (2000).

In spite of the extensive research of both concepts, little research has investigated the interrelationship between those two concepts and the interaction effect of them. One exception is the study of Burton, Lauridsen and Obel (2004). In their study they found an effect of the fit of strategy and climate on the performance of the company. They created 'misfits' by connecting the strategy types with a climate type that is not matching with the strategy type. As result they found that these misfits had a negative influence on the return on assets. The question in which way the alignment of fit influences the performance of the company stayed unanswered. One possibility is that the fit of strategy and climate influences the performance of a company through the strategic behaviors of the employees. The main question of this study therefore is if and in which way the fit between strategy and climate influences the strategic behaviors of the employees. The strategic behaviors used in this study are 'affective commitment', 'innovative behavior', 'customer orientation, and 'knowledge sharing'. All strategic behaviors have a positive influence on the performance of companies (e.g. Shore & Wayne, 1993, Rozell, Pettijohn, & Parker, 2004) and are therefore of great importance for companies.

Another topic that just had very little research attention is the category of medium sized enterprises. Most research has been done in large companies and little in small and medium sized enterprises (Heneman, Tansky & Camp, 2000). Therefore this study will focus on the category of medium sized enterprises.

With this study contributes to the scientific insight of the fit of strategy and climate and its possible impacts. Furthermore if more is known about the relationship between strategy and climate and its effects, managers can use this information and implement it in their work. A more concrete practical gain of this study is, that the companies that took part in the research got a research report with findings made by the analysis of the data collected in the company and recommendations.

To examine this question first the concepts organizational climate and organizational strategy and their different typologies will be described in more detail. After discussing the concept of fit in general, attention will be turned to the fit of organizational strategy and organizational climate specifically. Furthermore, the relationship between the fit of strategy and climate will be theoretically related to the

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strategic behaviors ‘affective commitment’, ‘innovative behavior’, ‘customer orientation, and ‘knowledge sharing’. This leads to the hypotheses and research model of this study. In the method section the research design, the sample and the used measures are described, followed by the description of scale construction and the used statistical analysis methods. After that the results will be described and discussed, and conclusions will be drawn from it, limitations and future research possibilities are reviewed.

## Theoretical Background

### *Organizational Strategy*

Research suggests that companies which follow a clear and consistent strategy will perform better than companies without such a strategy (Gibcus & Kemp, 2003, Baum, Locke & Smith, 2001). Economic challenges, especially in times of globalization, force companies to adapt and react to market influences and changes; they have to optimize their procedures, and strategies to maintain their competitive advantage (Becker & Gerhart, 1996).

De Wit and Meyer, (1998) claim that strategy is about achieving a fit between organization and environment, or developing a course of action (in Paauwe, 2004). An often used definition is from Mintzberg (1978: 934). He defines strategy as “a pattern in a stream of decisions“. Phrased differently, if in a sequence of decisions a pattern can be recognized, this consistency can be attributed to a strategy. This definition covers two ways in which strategy can form, first the strategy can be formulated through conscious processes before the decision making or the strategy can form gradually through the decision making process itself. Another definition of the term strategy is from Chandler (1990). He defines strategy as “the determination of the basic long term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals” (Chandler, 1990: 13). This definition is limited to strategies that are formed consciously and a-priori. This is also the biggest difference between this definition and the definition by Mintzberg (1978). The similarity of these two definitions is the process of decision making. Chandler (1990) does not name ‘decision’ literally but the determination of goals, the adoption of courses of action, and the allocation of resources can be within the province of decision making or at least make use of decisions. Mintzberg (1978: 935) describes the definition of Chandler (1990) as a “plan”. According to Porter (1996) strategy is the process of creating a unique and valuable position with means of another set of activities. Taking this perspective, strategy can be seen as a combination of activities and the creation of a connection between the activities form the strategy of a company. By strategic positioning Porter means the choice for activities that are different than those of the competitors with the goal to win a competitive advantage. Porter’s (1996) and Chandler’s (1990) approaches match each other in the point that the concept of action is of great importance. Strategy is not only an abstract planning in the heads of some managers or on paper but the emphasis lies on the execution of the plans.

In conclusion, Mintzberg (1978), Chandler (1990), and Porter (1996) all take a different perspective on strategy. Mintzberg (1978) sees strategy as a process; Chandler (1990) takes the perspective of strategy as resource allocation; and as a plan of action. Porter (1996) sees strategy as the creation of a unique position.

Just as numerous as the definitions of strategies are, are the typologies that are developed to categorize different strategies (e.g. Mintzberg, 1978; Chandler, 1962; Porter, 1985; Miles & Snow, 1978). These typologies classify different strategies or patterns of strategic behavior (Gibcus & Kemp, 2003). One of the typologies, which attracted a lot of researchers, is from Miles and Snow (1978). They divide strategic

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behavior in the following four categories: defenders, prospectors, analyzers, and reactors. Nicholson, Rees & Brooks-Rooney (1990) have expanded the typology of Miles and Snow (1978) through dividing 'analyzers' into two subgroups – 'analyzers with innovation' and 'analyzers without innovation'. Another typology of strategy is developed by Porter (1985). He is one of the most cited authors in strategy-oriented, leading academic journals in the field (Gibcus & Kemp, 2003). Porter (1985) states that there are two basic types of competitive advantage a company can process: low cost or differentiation. Furthermore a difference can be made for the scope of activities for which a company wants to realize its competitive advantage: broad target versus narrow targets. These two competitive advantages, combined with the scope, lead to four generic strategies: cost leadership, differentiation, cost focus and differentiation focus. A firm that engages in each generic strategy but fails to achieve any of them is so-called 'stuck-in-the-middle'. The typology of Porter was further developed by Dess and Davis (1984) and Beal (2000). They split the differentiation strategy into four sub-strategies: 'innovation differentiation', 'service differentiation', 'marketing differentiation' and 'quality differentiation'.

In this research the typology of Porter is preferred above the typology of Miles and Snow (1978) because although Miles and Snow (1978) and others "described business strategies in detail, their work predates the more theoretically sophisticated strategic notions of Porter" (Miller, 1988: 281). Porter is also one of the most cited authors in strategy-oriented, leading academic journals in the field (Gibcus & Kemp, 2003). Ross (1999) stated that the most widely used strategy model relies upon Porter. Finally, Porter's typology is particularly applicable to small businesses (Beal, 2000).

As mentioned before the typology of Porter and the additions made by Dess and Davis (1984) and Beal (2000) arranges strategies of companies into the five categories: 'cost-leadership strategy', 'innovation differentiation', 'service differentiation', 'marketing differentiation', and 'quality differentiation'. The 'cost-leadership strategy' emphasizes low costs relative to competitors. The companies following this strategy seek to secure a low-cost position within their markets (Beal, 2000). Worded differently the company is offering product or service for a lower price than competitors, what results in a competitive advantage. To be able to offer products or services for a lower price different methods are of importance. One possibility is to produce products in mass-production and save cost during the manufacturing process but also throughout the whole company (Beal, 2000). Other factor that is of importance is to gain a relative high market share and have access to raw materials (Porter, 1980). Also high productivity, efficiency, and productivity improvements are of extreme importance (Dess & Davis, 1984; Beal, 2000). The four differentiation strategies require "that the firm create something, either a product or a service, that is recognized industry wide as being unique, thus permitting the firm to command higher than average prices" (Dess & Davis, 1984: 469). The 'innovation differentiation strategy' "involves the production and marketing of new products with unique features or performance characteristics" (Beal, 2000: 32). A company that uses innovations to gain a competitive advantage often has to act quickly to be faster than the competition (Bloodgood, Sapienza & Almeida, 1996). They are also exposed to the threat of imitation through competitors what could result in a decline of the sales figures. The 'marketing differentiation strategy' creates "perceptions in the minds of targeted customers that the firm's products are distinctively different from those

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of their competitors” (Beal, 2000: 32). Companies following a ‘marketing differentiation strategy’ concentrate on advertising, personal sales, promotion and distribution, and make large expenditures in all these areas (Miller, Friesen & Mintzberg, 1984). Furthermore it is important for them to build a brand or company identification and securing reliable outlets for distributing (Beal, 2000). The quality differentiation strategy emphasizes on superiority in reliability and durability (Beal, 2000). Factors that are associated with this strategy are: strict product quality control techniques, benchmarking best manufacturing processes in the industry, benchmarking best manufacturing processes in any industry, and product improvements based on detailed assessments of gaps in meeting customer expectations (Beal, 2000). The service differentiation theory emphasizes “customer services before, during, and after purchase” (Beal, 2000: 34). The three competitive methods that are of great importance in this strategy are the development of new customer services, improvement of existing customer services; and improving sales force performance (Beal, 2000).

### *Organizational Climate*

There is general agreement that climate affects work performance and organizational effectiveness (Glisson et al., 2008). This influence is realized by how people go about their work, the priorities they emphasize in their work, and the psychological impact and meaning of that work for the individual workers.

Numerous definitions have been offered to clarify the concept of organizational climate (Verbeke, Volgering and Hessels, 1998; Moran & Volkwein, 1992; Burton et al., 2004; James & Jones, 1974). Verbeke et al. (1998: 319) defined organizational climate as “a reflection of the way people perceive and come to describe the characteristics of their environment”. Another definition comes from Moran and Volkwein (1992); they stated that “organisational climate is a created response which an interacting group of individuals, who are informed and constrained by a common organisational culture, make to the demands and contingencies arising from the organisation’s internal and external environments”(in Allen, 2003: 66). According to Burton et al. (2004: 69) organizational climate is “the attitude of the individuals concerning the organization - its degree of trust, conflict, morale, rewards equity, leader credibility, resistance to change, and scapegoating as seen by the individuals”.

The concepts of organizational climate and organizational culture are often not clearly distinguished. To make this distinction clear some definitions for organizational culture will be given.

Organizational culture has been defined as “the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization by Hill and Jones (2001) (in Appelbaum et al, 2008: 24). Timmermann and Bajema (2000: 190) stated that “the shared perception among employees of daily practices is fundamental in shaping organizational culture”. Hofstede (1991: 5) defined organizational culture as “the collective programming of the mind which distinguishes the members of one organization from another”. One difference between organizational culture and climate is that they have their roots in different disciplines. Climate studies were first made in the field of Gestalt psychology and later in social psychology and the roots of the concept

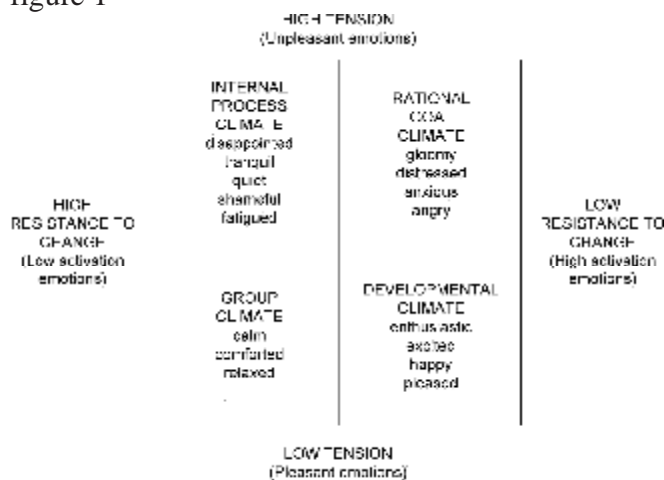


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organizational culture are in symbolic interactionism and anthropology (Reichers & Schneider, 1990). There are also differences in the methods that are used to assess the concepts. Culture studies make more use of qualitative field observations whereas the climate studies make more use of quantitative survey data (Kallen, 2003). Another difference is the main focus of organizational climate and culture research. Culture researchers are more concerned with the evolution of social systems over time whereas the main focus of climate studies is the impact that organizational systems have on groups and individuals (Denison, 1996). Denison (1996) also argues that the differences might not be that big and that the difference lies more in the perspective that is taken instead of the phenomena that are studied. Koys and De-Cottis (1991) established three rules to distinguish climate from culture and sort out the confusion. Any dimension of organizational climate a) has to be a measure of perception, b) has to be a measure describing (not evaluating) activities, and c) cannot be an aspect of organizational or task structure.

Coming back to the concept of organizational climate, this study will make use of the competing values framework initially developed by Quinn and Rohrbaugh (1983). This typology has proven to be very versatile for capturing the complexity of a variety of management issues (Burton et al., 2004). Other reasons for this choice are that the competing value framework is robust across many applications and that it is a reliable measurement instrument (Burton et al., 2004). Burton et al. (2004) also demonstrate with the help of the criteria of Koys and De-Cottis (1991) that the competing values framework can be used as measure for organizational climate.

Based on a framework of flexibility versus control, and an internal versus an external view, the following four climates are distinguished: 'group', 'developmental', 'internal processes, and 'rational goal'. The 'group climate' is concentrated on internal focus with high trust, morale and flexibility. The 'developmental climate' is more externally oriented, also with high trust, morale, and flexibility – and low resistance to change. The 'rational goal climate' is externally oriented to succeed with a high level of control, but with lower trust and morale, and low resistance to change. And, the 'internal process' climate is more mechanical with a high resistance to change, high levels of control, and an internal focus (Burton et al., 2004). The four climates are illustrated in figure 1



Source: Håkansson et al. (2007a), based on Burton and Obel (2004), and Fay (2002)

Figure 1 – The four climate types

*Fit of strategy and climate*

The concept of fit is a central theme in strategy literature (Venkatraman & Camillus, 1984). Scholz (1987: 78) defined the strategic fit as “the situation in which all the internal and external elements relevant for a company are in line with each other and with the corporate strategy”. Through matching elements of a company in a complementary fashion, other elements can become more valuable (Milgrom & Roberts, 1995). This consistency, or internal fit, among organization’s elements has a positive effect on the performance of a company (Khandwalla, 1973; Drazin & Van de Ven, 1985). Also a lot of scholars are convinced that the strategy and the structure of a company have to fit each other (O’Reilly, 1989, Scholz, 1987, and Milgrom & Roberts, 1995; Hamilton & Shergill, 1992). The climate of a company has an overlap with the structure of a company (James & Jones, 1974). Moran and Volkwein (1992) see organizational climate as a manifestation of the organizational structures. Due to the close relationship between the concept of structure and climate it can be assumed that not only the structure of a company but also the climate of the company has to be aligned with the strategy of a company.

Furthermore it is found that the culture of a company and its strategy are strongly influential to each other (Vinzant & Vinzant, 1996, and Ross, 1999). Scholz (1987) speaks about the strategy-culture fit. He states that the ultimate goal should be a strong strategy that matches with a strong culture. The culture-strategy-fit will lead to “an easy acceptance of that strategy within the organization, as well as to reinforcement of the strategy through the culture” (Scholz, 1987: 84). If there is a good fit between strategy and culture the biggest opportunities for success are given (Scholz, 1987). Ross (1999) developed a framework for assessing the fit of a country’s culture and generic strategies of a company and found the culture of a country to be of high importance. As mentioned earlier there is an apparent similarity between the concepts of culture and climate (Lok, 1997). Denison (1996: 646) argued that that “the culture and climate literatures actually address a common phenomenon: the creation and influence of social contexts in organizations”. Some writers even use the two terms interchangeable (e.g. Schneider, 1990 in Gillson, Duke & Green, 2006). However there is a clear overlap between the two concepts (Denison, 1996). Due to the overlap of the two concepts it can be assumed that if a good fit of culture with strategy is of great importance the same applies to the fit of climate and strategy. This is a second indication that a good strategy-climate fit is important. According to Burton et al. (2004) it is obvious that an organization’s strategy has to be aligned with the views and feelings of those who implement it.

Regardless the extensive research of the concept of fit in general and various fits of different organizational elements, little attention is drawn to the strategy-climate fit. The little research that is done in this field demonstrates the importance of this fit. In the study of Burton et al. (2004) strategies are paired with climates that do not fit. In other words a misfit was created. Burton et al. (2004) found that companies that had a mismatch between their strategy and climate had a lower performance level.

The current study adopts the concept of fit but takes another angle by not creating misfits but pairing every strategy with the best matching climate. The innovative differentiation strategy matches best with the developmental climate. The developmental climate creates a dynamic, energetic and creative atmosphere what enables innovative

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behavior. Furthermore employees are encouraged to take risk. Without taking risks a successful innovative behavior is not possible. The low resistance to change that is present in a developmental climate (Burton et al., 2004) matches with the requirements of the innovation differentiation theory.

The quality strategy matches best with internal process climate and the rational goal climate. The internal process climate is rules-oriented and inwardly focused and therefore well suited for a strategy where the focus on process is important (Bluedorn & Lundgren, 1993 in Burton et al., 2004; Burton & Obel, 1998 in Burton et al., 2004). The internal process climate is also more mechanical (Burton et al., 2004) what matches with the quality strategy. The internal process climate offers a structured work environment what is beneficial to the high goals a quality strategy goes for. The rational goal climate is oriented to succeed (Burton et al., 2004) and therefore matches with the quality strategy. Competition is an important factor of the rational goal climate what matches with quality strategy.

The cost leadership strategy is correlated with the use of controls (Miller, 1988) and therefore matches best with the internal process climate. The cost leadership strategy requires that product lines remain rather stable (Porter, 1980). This aspect also match with the internal process climate that is rather stable than flexible. The cost leadership strategy emphasizes formal profit and budget controls in order to keep costs, and thus prices, at a minimum (Miles & Snow, 1978; Porter, 1980). These goals need a structured environment with formal controls. These requirements are given with an internal process climate.

The strategy of marketing differentiation fits best with a rationale group climate. The strategy of marketing differentiation needs clearly an external orientation. The external orientation is given by the rational goal climate. Furthermore with a marketing strategy it is important to adapt quickly. The rationale goal climate has a low resistance to change and matches therefore with marketing strategy. An important factor of the rational goal climate is competition this matches perfect with the marketing strategy which centers on completion.

The service strategy fits best with a group climate. In the group climate the care for the customer is of great importance this matches with the service strategy which has as most important goal to fulfill the needs of the customers. The group climate familiar atmosphere, the employees have a high level of trust. Probably these positive qualities will also recur in the contact with the customer what would be beneficial for the service strategy.

The made matches between the strategy and climate types are summarized in table 1.

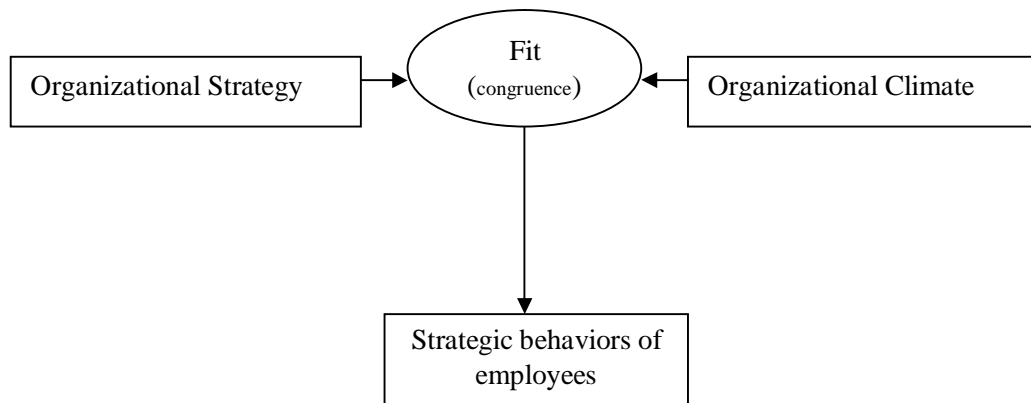
<b>Strategy</b>	Marketing Diff.	Quality Diff.	Service Diff.	Innovation Diff.	Cost Leader S.
<b>Climate</b>	Rational Goal	Internal Process + Rational Goal	Group	Developmental	Internal Process

**Table 1 – Fit of strategy types with climate types**

*The impact of fit on strategic behaviors*

Burton et al. (2004) found out that some pairings of strategy and climate have a negative effect on return on assets. More general speaking the fit of strategy and climate has influence on the company's performance. Also other scholars found that a fit among an organization's elements is positively related to performance (Khandwalla, 1973; Drazin and Van de Ven, 1985; and Hamilton, 1992). Bergeron, Raymond, & Rivard (2004) stated that in literature a fundamental proposition about strategic alignment is that organizational performance is the consequence of a fit between two or more factors such as strategy, structure, technology, culture, and environment.

Turning back to the study of Burton et al. (2004) the question through which processes the influence from 'strategy-climate fit' on performance take place is not investigated. One possibility is that fit influences the performance of a company via the mediating variable strategic behaviors of employees. The influence from strategic behaviors of employees on company performance is already proved by Olson, Slater and Hult (2005). When the 'strategy-climate fit' has a positive influence on performance and also strategic behaviors lead to higher performance, it is possible that 'strategy-climate fit' has an influence on strategic behaviors. Perhaps strategic behaviors are the mediating variable between the 'strategy-climate fit' and performance. This possibility has not been the focus of research yet, but will be addressed in this study. The current study will focus on the effect from fit of strategy and climate on strategic behaviors of employees. It is assumed that a better fit leads to better strategic behavior. These relationships are combined to research model used in this study (figure 2).



**Figure 2 – Research Model**

Innovative Behavior: Innovation is a key factor of competitive advantage. Many companies therefore try to stimulate the innovative behavior of their employees. Scott and Bruce (1994) categorized individual innovative behavior as a set of three different behavioral tasks: idea generation, idea promotion, and idea realization.

As mentioned above it is assumed that a good 'strategy-climate fit' leads to better performance via the mediating variable of strategic behavior. Relating this assumption

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with the evidence that innovative behavior is positively related to performance leads to the first hypothesis:

H1: A better fit of strategy and climate leads to more innovative behavior

Knowledge Sharing: Knowledge is a critical factor affecting the competitiveness of company (Bollinger & Smith, 2001). The concept of knowledge is defined by Bollinger and Smith (2001: 9) as “the understanding, awareness, or familiarity acquired through study, investigation, observation, or experience over the course of time. It is an individual's interpretation of information based on personal experiences, skills, and competencies”. They use four criteria to demonstrate that knowledge is a strategic asset. Consequently organizations have to think about how to create and make the best use of the organizational knowledge base. This process is called knowledge management. Knowledge management will help organizations become more competitive by using new knowledge to reduce costs, increase speed, and meet customer needs (Grayson & O'Dell, 1998). The key factor in the process of knowledge management is the employee. He has to be willing, have the ability to share his knowledge with his colleagues. Combining this information with the assumptions about the ‘strategy-climate fit’ above leads to the second hypothesis:

H2: A better fit of strategy and climate leads to more knowledge sharing

Affective commitment: Commitment has been the focus of a considerable amount of research over the past decades (Irving, Coleman & Cooper, 1997). Commitment can have different foci (Becker, 1992, Reichers, 1985). Individuals can feel committed to the organization, top management, supervisors, or the work group (Becker, 1992). Besides these foci, research has examined workers' commitment to careers (e.g., Blau, 1985), the work (Torka, 2003), and professions (e.g., Morrow & Wirth, 1989). This commitment can have three different forms or roots: a feeling of moral responsibility (normative commitment), emotional attachment (affective commitment) or the effort and cost of leaving the organization would be too high (continuance commitment) (Allen & Meyer, 1990). The most prevalent approach to commitment in the literature is one in which commitment is considered as an affective or emotional attachment (Allen & Meyer, 1990). Affective commitment is therefore chosen as the focus of this study above normative and continuance commitment. Affective commitment can be defined “as an attachment characterized by an identification to and involvement in the target entity” (Allen & Meyer, 1991 in Vandenberghe, Benstein & Stringlhamber, 2004).

There is disagreement about whether commitment is an attitudinal or a behavioral phenomenon (Jaros, Jermier, Koehler, Sincich, 1993). According to the behavioral approach commitment develops through behavior: “Commitment is a state of being in which an individual becomes bound by his actions and through this actions to beliefs that sustain his activities and his own involvement” (Salancik, 1982:207 in Torka, 2003). The current study will use the behavioral approach of commitment. A relation is found between commitment and different performance measures (e. g. Shore & Wayne, 1993). Turning back to the focus of commitment it is noticeable that in literature about commitment, commitment is often related to one object, the organization as a whole

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(Torka, 2003). Allen and Meyer (1990: 2) consider organizational commitment as “an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership, in the organization”. Combining this information with the assumptions about the ‘strategy-climate fit’ above leads to the third hypothesis:

H3: A better fit of strategy and climate leads to more affective commitment to the organization

The fact that a lot of research studies commitment as an attachment with the organization as a whole has been criticized by some researchers (e.g. Vandenberghe, Benstein & Stringlhamber, 2004, Van Breukelen, 1996 in Torka, 2003). Recent research has emphasized the value of distinguishing among multiple foci of employee commitment in the workplace (e.g. Becker, 1992).

The first focus of employee commitment will be on ‘affective commitment towards the work’. According to Mohrman and Cohen (1995 in Hirschfeld & Feild, 2000), people who are highly committed to work are personally identified with and engaged in what they do. Peeters and Meijer (1995 in Torka, 2003) have found in their study that work commitment is a useful commitment focus. This information combined with the assumption about the ‘strategy climate fit’ leads to the fourth hypotheses:

H4: A better fit of strategy and climate leads to more affective commitment to the work

### Affective commitment towards the occupation:

Occupational commitment refers to a “person's belief in and acceptance of the values of his or her chosen occupation or line of work, and a willingness to maintain membership in that occupation” (Vandenberg & Scarpello, 1994: 535).

A person who is affectively committed to his or her occupation, has a strong desire to remain in the occupation and might be more likely than someone who is not so attached to keep up with developments in the occupation, to join and participate in relevant associations, and so on (Allen, Meyer, & Smith, 1993). Individuals who have a high occupational commitment will more likely to participate in skill development, devote greater energy to developing their careers, do more to advance their occupation, and should be less likely to leave their occupation (Hackett, Lapierre & Hausdorf, 2001). Meyer, Allen and Smith (1993) found that the 3-component model of organizational commitment can also be applied to occupational commitment, but that they are distinguishable concepts. Combining this information with the assumptions about the ‘strategy-climate fit’ above leads to the fifth hypothesis:

H5: A better fit of strategy and climate leads to more affective commitment to the occupation

### Affective commitment towards the supervisor:

There is support for assumption that affective commitment to the organization and affective commitment to the supervisor are distinguishable. (Vandenberghe, Benstein & Stringlhamber, 2002). Employees have been shown to engage in separate exchange

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relationships with their organization and with their supervisor that suggests that they may feel differentially committed to these two foci (Vandenberghe, Benstein & Stringlhamber, 2002). Affective commitment to the supervisor can be defined as an attachment characterized by an identification and emotional attachment to the supervisor (Clugston, Howell & Dorfman, 2000). This information combined with the assumption about the 'strategy climate fit' leads to the sixth hypotheses:

H6: A better fit of strategy and climate leads to more affective commitment to the supervisor

### Affective commitment towards the team:

Current emphasis on team work and participative management systems suggests that an important focus of commitment is the commitment with the work group or team (Bishop & Scott, 2000). Team commitment is the relative strength of an individual's identification with, and involvement in, a particular team. It can be characterized by (a) a strong belief in, and acceptance of, the team's goals and values; (b) a willingness to exert considerable effort on behalf of the team; and (c) a strong desire to maintain membership in the team (Bishop & Scott, 2000). Combining this information with the assumptions about the 'strategy-climate fit' above leads to the seventh hypothesis:

H7: A better fit of strategy and climate leads to more affective commitment to the team

Customer Orientation: The concept of customer orientated selling is defined as "the degree to which salesperson practice the marketing concept by trying to help their customers make purchase decisions that will satisfy customer needs" (Saxe & Weitz, 1982: 334). Furthermore highly customer-oriented salespeople engage in behaviors aimed at increasing long-term customer satisfaction (Saxe & Weitz, 1982). The opposite of customer oriented selling is sales oriented selling what is characterized by behaviours focused on making a sale. He is also willing to sacrifice customer satisfaction in exchange for the opportunity to successfully sell the product or service (Rozellet al., 2004). Brown, Mowen, Donovan and Licata (2002) added a second dimension to the needs which is based on Saxe and Weitz's (1982) conceptualization of customer orientation. They called the second dimension enjoyment dimension. It represents the degree to which interacting with and serving customers is inherently enjoyable for an employee.

The customer orientation levels of the employees are perceived as being a significant factor affecting level of success of a company (Rozell et al. 2004). Franke and Park (2006) found in his study that customer orientation increases self-rated performance. A similar relation was found by Deshpandé, Farley en Webster (1993). They found in their study that business performance was correlated positively with the customer's evaluation of the supplier's customer orientation. Combining this information with the assumptions about the 'strategy-climate fit' above leads to the last hypothesis:

H8: A better fit of strategy and climate leads to more customer orientation

## Methods

### *Research Design & Sample*

The study has a confirmatory research design. This means that the hypotheses formulated through theoretical research are verified or rejected by assessing gathered data. The data was collected with the help of a quantitative survey held among five companies in the technical branch. The questionnaires were filled in by individual employees of the organizations but some variables are assessed on organizational level.

The sample consists of five companies in the category medium sized businesses in the technical branch. The European definition of medium sized businesses is used. According to this definition a company falls into the category of medium sized businesses when it has more than 50 and less than 250 employees. The selection of companies took place through writing invitation letters (see appendix A) to companies in the technical branch in Germany and the Netherlands. The invitation letter was followed by an email and a phone call. The researchers also made use of their personal network to contact several companies. The response rate is only known for three of the five companies. For these three companies 34 were approached to participate therefore response rate is 8.8%. This percentage is really low and can lead to limitations in the generalizability of conclusions drawn from this study. The reasons for not partaking in the study that were mentioned the most were: no interest, no time, not taking part in such research in general, or they were already doing research in this area.

In total 161 questionnaires were filled in by employees of the five companies. Most respondents filled in the questionnaire thoroughly. Only three candidates had so many missing values that it was decided to eliminate them from the analysis.

In the first company the questionnaire was filled in by 28 employees. 81.5% of the respondents are male and 18.5% female. The age of the respondents varies but most of them fall in the age category of 46 till 55 years (40.7%) and the category 36 till 45 years (25.9%). Almost everybody working in the company has the German nationality (92.6%) only two respondents are from other countries. It is not possible to analyze the education level because the item was not tailored to the German education system. The employment tenure of the employees varies widely, one third of the respondents work for the company between six and ten years. Most of the respondents have a permanent employment contract (88.9%) only three of the respondents have a temporary contract. Everyone works fulltime.

In the second company the questionnaire was filled in by 62 employees. 83.1% of the respondents are male and 16.9% female. The age of the respondents varies but most of them fall in the age category 36 till 45 years (33.3%). and in the category of 46 till 55 years (31.7%). Almost everybody working in the company has the German nationality (98.4%) only one respondent is Dutch. For the reasons mentioned above it is not possible analyze the educational level of the respondents. Most of the respondents are working for the company for more than ten years (71.7%). Almost everybody has a permanent employment contract (96.7%) only two of the respondents have a temporary contract. Also nearly everyone is working fulltime (93.4%).

In the third company 19 employees participated in the study. In total there 35 people work in the department where the questionnaire was distributed, this leads to a



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response rate of 54%. 63.2% of the respondents is male and 36.8% female. The age of the respondents is almost evenly distributed over the five age categories. All respondents have the Dutch nationality. Nearly half of the respondents have an 'MBO' education level (47.4%). More than one third of the respondents work for the company for less than three years (36.8%) on the other hand 31.6% of the respondents are working more than 20 years for the company. Most of the respondents have a permanent employment contract (89.5%) only 10.5% of the respondents have a temporary contract. 68.4% is working fulltime the rest is working part-time (31.6%).

In the fourth company the questionnaire was filled in by 29 employees of the total 101 employees that are working in the company. This leads to a response rate of 29%. 86.2% of the respondents are male and 13.8% female. The age of the respondents varies; 44.8% of them fall in the age category of 36 till 45 years. Every respondent has the Dutch nationality. More than half of the respondents have a 'MBO' level education (58.6%). The periods respondents are working for the company varies widely. Almost everybody has a permanent employment contract (86.2%) only two of the respondents have a temporary contract. Also nearly everyone is working fulltime (93.1%).

In the fifth company the 20 employees participated in the study. In total there are 20 people working in the department in which the questionnaires were distributed, what leads to a response rate of 100%. The gender of the respondents is for 95.0% male and for 5.0% female. Most of the respondents fall into the age category of 25 till 35 years (40%) and in the category of 36 till 45 years (40%). Almost all respondents have the Dutch nationality (95%). 40% of the respondents have an 'MBO' education level and 40% even 'WO' education level. The majority of the respondents work for the company for less than three years (85%). Most of the respondents have a permanent employment contract (65%). The rest of the respondents have a temporary contract (35%). Most of the respondents are working fulltime (85%).

### *Measures*

This study used a questionnaire that was filled in by the employees of the participating organizations. The questionnaire consists of a number of scales that are described in greater detail below. The scales are translated from English into Dutch and German. The complete questionnaire is included in appendix G.

Demographic variables: The subjects are first asked to answer some demographic questions. They are asked for their gender, age, country of origin, education level, and marital status. Further questions ask how long they have been working for the company, in which department they work, in what level of hierarchy they work and what kind of work contract they have. Except for the question asking about the department one is working in all questions are multiple choice questions.

Strategy: The concept of strategy is measured with the help of the extended typology of Porter. A total of 23 items measure the five strategies: 'innovation differentiation', 'service differentiation', 'marketing differentiation', 'quality differentiation', and 'cost leadership'. The items are derived from Gibcus & Kemp (2003). The reliability is assessed with the help of Cronbach's alpha for each strategy. The first subscale

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measuring the cost-leadership strategy original consists out of four items but due to an error the last item is only assessed in two of the five companies. This last item is therefore not included in the scale. The questions measuring the cost-leadership strategy have an internal-consistency of  $\alpha=.613$ . The marketing strategy scale has a satisfying reliability of  $\alpha=.824$ . The service strategy has a high reliability of  $\alpha=.855$ . The quality strategy has a reliability coefficient of  $\alpha=.765$ . The innovative strategy has a high reliability of  $\alpha=.829$ .

The subject is asked in what extent different competitive activities are used and paid attention to in the last three years in his or her company. Examples for competitive activities are, “Improving existing products” or “Reducing overall costs”. With the help of a 5-point Likert scale the subjects can indicate if the activity is paid ‘no attention` to ‘very much attention`.

Climate: The concept of climate is measured with seven items developed by Burton et al. (2004). The attitudes of the individual employee concerning the organization’s degree of trust, conflict, morale, rewards equity, leader credibility, resistance to change, and scapegoating are measured. The reliability of this scale is not measurable because each of the above mentioned concepts is measured by only one item. The item measuring ‘duty’ had to be recoded because they were negatively formulated. The subject can indicate with the help of a 5-point Likert scale to what extent the given propositions are applicable to their company. An example of an item is “Our employees have a high working morale”.

Innovative Behavior: The nine items that are used to measure innovative behavior are derived from Janssen (2000) scale for individual innovative behavior. Three of the nine items refer to idea generation, three items to idea promotion, and three items to idea realization. Nevertheless in this study only the overall scale with a Cronbach’s alpha of  $\alpha=.868$  is used. This scale was also used by Janssen (2000). The only difference is that Janssen (2000) used a 7-point scale and in this study a 5-point scale is used. An example for one of the 9 items is, “Evaluating the utility of innovative ideas”.

Knowledge Sharing: The variable knowledge sharing is measured with the help of ten items ( $\alpha=.804$ ). Some items are derived from Van Woerkom & Sanders (2008) and the remaining items are developed by Bosma and Sanders (2008, under review). Also here a 5-point Likert scale is used with which the subjects can indicate to what extent they agree or disagree with the ten propositions. Examples of these propositions are “Colleagues ask me for my advice regularly”, and “Regularly, I ask my supervisor for advice”.

Affective Commitment to the Organization: The variable affective commitment to the organization measured with eight items developed by Allen and Meyer (1990). Item 4, 5, 6 and 8 had to be recoded because they were negatively formulated. Through the removal of item four the reliability coefficient is enhanced from  $\alpha=.699$  to  $\alpha=.718$  also the item-total correlation is too low. An example of an item of this scale is “I am emotional attached to this company”. The subjects can indicate with a 5-point Likert scale to what extent they agree or disagree with the items.

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Affective Commitment to Work: The variable affective commitment to work is measured with four items developed by Torka (2003). This scale has a reliability coefficient of  $\alpha=.793$ . The subjects can indicate with a 5-point Likert scale to what extent they agree with statements as “The work that I do is interesting”.

Affective Commitment to the Occupation: The variable is measured with six items developed by Meyer, Allen and Smith (1993). Item 2, 4, and 5 had to be recoded because they were negatively formulated. Item five has a negative item total correlation and was therefore excluded from the scale. As a result the reliability coefficient is increased from  $\alpha=.607$  to  $\alpha=.712$ . An example of an item of the scale is, “My career is important for my image”. The subjects can indicate with a 5-point Likert scale to what extent they agree or disagree.

Affective Commitment to the Supervisor: The variable affective commitment to the supervisor is measured with five items that are derived from Vandenberghe, Benstein and Stringhamber (2004). These five items have a high internal-consistency of  $\alpha=.917$ . For all items is used. The subjects can indicate with a 5-point Likert scale to what extent they agree or disagree with the propositions. An example of such a proposition is “I appreciate my boss”.

Affective Commitment towards the Team: The affective commitment towards the team is measured with five items derived from Ellemers, Gilder and Heuvel (1998). This scale has a reliability of Cronbach’s alpha  $\alpha=.671$ . The reliability is only moderate but the removal of one or more items could not enhance the reliability coefficient. An example of one of the items is “I am trying to invest in a good atmosphere in my team”. The subjects can indicate with a 5-point Likert scale to what extent they agree or disagree with the items.

Customer Orientation: The scale that is used to measure customer orientation is based on the SOCO scale by Saxe and Weitz (1982). The SOCO scale (selling orientation/customer orientation) consists of 24 items. The 12 items that measure customer orientation are used in this study. The reliability is estimated with the help of Cronbach’s alpha of  $\alpha=.810$ . It is decided to remove no items because of the satisfying high reliability additionally the item-total correlation is above  $r=0.2$  for all items. But it was decided to exclude the scores of five respondents because they answered only two to three of the twelve items (respondent 37, 41, 55, 60 and 97). With a 5-point Likert scale the subject can indicate how often she or he executes different activities that are related to customer orientation. The possible answers range from ‘never’ to ‘always. Examples of customer oriented activities are, “I try to help a customer achieve their goals” or “I am willing to disagree with a customer in order to help him or her make a better decision”.

### *Scale construction and statistical analysis*

Strategy: For each company the order from most dominant to the least dominant strategy is determined. For each company the strategy with the highest mean got the rank number

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five and the strategy with the lowest mean score got the rank number one. For this measure only the scores of the board of directors are used, because they have a central and often dominant role in companies of this size (Beal, 2000). In company one the scores of board of directors gave no clear profile. In this exception the scores of all respondents are used to determine the strategy profile of company one.

Climate: For assessing the climate of the companies the seven variables ‘degree of trust’, ‘conflict’, ‘morale’, ‘rewards equity’, ‘leader credibility’, ‘resistance to change’, and ‘scapegoating’ are used. For each company the mean scores for each of the seven variables are calculated. Then for each of the seven variables the lowest of the five mean scores is assigned the score L (low) and the highest mean score is assigned to the score H (high). Similar to the method that was used by Burton et al. (2004) the distance between highest and lowest mean score is divided in three equal intervals, low (L), middle (M), and high (H). Each mean score is assigned with an L, M, or H in this way. The goal is to get an order that ranges from most dominant climate type to least dominant climate type for each company. Therefore the profile of the seven items, scored with L, M, or H, is compared with the profiles of the four climate types developed by Burton et al. (2004) (table 2, p.75). Through comparison it is possible to find out with which climate type each company matches the best (rank four) and with which the least (rank one).

Fit of strategy and climate: For the calculation of the strategy-climate fit each strategy is paired with the matching climate as described earlier. The rank number of a strategy is subtracted from the rank number of the matching climate type. This is done for each strategy-climate pair per company. After the weighting of the differences, the five absolute differences of a company are added up. This results in a fit score per company. To make the fit score easier to interpret the inverse score of the fit score is calculated, that means the higher the score the better the match between strategy and climate.

Statistical analysis: For statistical analysis the program SPSS 16 is used. The descriptive statistics are calculated for a number of variables and scales, followed by a correlation analysis of all the variables and scales suitable for this analysis. The Spearman’s rho correlation is chosen, because it has fewer assumptions. Spearman’s rho is the appropriate measure of association when one or more variables are ordinal (Svensson, 2001). Furthermore the Spearman’s rho correlation is appropriate for small samples and the Spearman’s rho correlation does not assume a normal distribution of the variables as Pearson’s correlation coefficient does. The hypotheses are also tested with the Spearman’s rho correlation for the reasons mentioned above.

## Results

### *Descriptive statistics and scales*

In table 2 the descriptive statistics of the strategy scales and the strategic behavior scales are given. The items measuring climate are not included, they will be discussed later in this section. For each scale the number of items, the reliability coefficient Cronbach's alpha, the mean, and the standard deviation is given. The reliability of the scales is already discussed in the method section and will therefore not be elaborated here. The 'cost-leadership strategy' has a moderate mean score compared to the other four strategies and the lowest standard deviation ( $M=3.379$ ,  $SD=.721$ ). The 'marketing differentiation strategy' has a moderate mean score and a moderate standard deviation ( $M=3.246$ ,  $SD=.772$ ). The 'service differentiation strategy' has the highest mean score and a relative low standard deviation ( $M=3.598$ ,  $SD=.732$ ). The 'quality differentiation strategy' has the lowest mean score of the five strategies and a relative high standard deviation ( $M=2.994$ ,  $SD=.874$ ). The 'innovative differentiation strategy' has a moderate mean score and the highest standard deviation ( $M=3.326$ ,  $SD=.891$ ). The 'innovative behavior' scale has a low mean score compared to the other strategic behaviors and also a low standard deviation ( $M=3.186$ ,  $SD=.663$ ). The 'knowledge sharing' scale has a moderate mean score and the lowest standard deviation ( $M=3.706$ ,  $SD=.541$ ). The 'affective commitment to the organization' scale has a moderate mean score and a low standard deviation ( $M=3.485$ ,  $SD=.681$ ). The scale 'affective commitment to the work' has a high mean score and a relatively high standard deviation ( $M=3.815$ ,  $SD=.796$ ). The scale 'affective commitment to the occupation' has a moderate mean score and also a moderate standard deviation ( $M=3.598$ ,  $SD=.737$ ). The scale 'affective commitment to the supervisor' has the lowest mean score and the highest standard deviation of all behavior scales ( $M=3.107$ ,  $SD=1.009$ ). The scale 'affective commitment to the team' has a high mean score and a low standard deviation ( $M=3.770$ ,  $SD=.585$ ). The 'customer orientation' scale has the highest mean score and a high standard deviation ( $M=4.044$ ,  $SD=.798$ ).

### *Correlation Analysis*

The complete correlation table is given in appendix B. The Spearman rho correlation is used for reasons mentioned above. In the table some demographic variables, all strategic behaviors and the 'fit score' are included. The demographic variables 'nationality' and 'education level' are not included. Company one and two have almost exclusively German employees, in company three and four there are only Dutch employees and company five also has for the great majority Dutch workers (see also Sample section). Accordingly a correlation with the variable 'nationality' would not measure differences between German and Dutch employees but differences between the five companies. The variable 'educational level' is not included for reasons mentioned in the method section. In the following description of the correlations only the significant correlations are mentioned.

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Variable	Number of items	Cronbach's alpha	Mean	Standard deviation	Cronbach's alpha if item deleted
Cost-Lead. strategy	3	.613	3.379	.721	
Marketing strategy	6	.824	3.246	.772	
Service strategy	6	.855	3.598	.732	
Quality strategy	3	.765	2.994	.874	
Innovative strategy	4	.829	3.326	.891	
Innovative behavior	9	.868	3.186	.663	
Knowledge sharing	10	.804	3.706	.541	
Affective commit to organization	7	.699	3.485	.681	.718
Affective commit to work	4	.793	3.815	.796	
Affective commit to occupation	5	.607	3.598	.737	.712
Affective commit to supervisor	5	.917	3.107	1.009	
Affective commit to team	5	.671	3.770	.585	
Customer orientation	12	.810	4.044	.798	

**Table 2 – Descriptive statistics and reliability of a number of variables**

Noticeable first is that all strategic behaviors correlate significantly with each other. Especially the correlations of the five affective commitments with each other are high. The correlation coefficients range from  $r_s = .400$ , ( $p < .01$ ) to  $r_s = .641$ , ( $p < .01$ ). Also the correlations between the five affective commitments and 'innovative behavior' are remarkably high. The correlation coefficients range from  $r_s = .408$ , ( $p < .01$ ) to  $r_s = .493$ , ( $p < .01$ ). The five affective commitment measures also correlate relatively high with 'knowledge sharing'. Here the correlation coefficients are ranging from  $r_s = .322$ , ( $p < .01$ ) to  $r_s = .452$ , ( $p < .01$ ). The correlations between the five affective commitments and 'customer orientation' are also significant but the relationship is less strong. Here the correlations range from  $r_s = .219$ , ( $p < .01$ ) to  $r_s = .317$ , ( $p < .01$ ). 'Innovative behavior' and 'customer orientation' have a moderate correlation ( $r_s = .311$ ,  $p < .01$ ). The correlation between 'innovative behavior' and 'knowledge sharing' is higher with a correlation coefficient of  $r_s = .408$  ( $p < .01$ ). The correlation between 'customer orientation' and 'knowledge sharing' is moderate ( $r_s = .305$ ,  $p < .01$ ).

Turning back to demographic variables, 'gender' is only significantly correlated with one other variable, that is 'part versus fulltime job' ( $r_s = .252$ ,  $p < .01$ ). Further analysis found out that women are working more part-time than man. 'Age' correlates significantly high with 'duration of employment' ( $r_s = .571$ ,  $p < .01$ ). Further 'age' is negatively correlated with 'permanent versus contract work' ( $r_s = -.310$ ,  $p < .01$ ). There are also significant negative correlations found between 'age' and some strategic behaviors.

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'Affective commitment to the occupation' has a moderate negative correlation with 'age' ( $r_s = -.240, p < .01$ ). Likewise 'affective commitment to the team' is negatively correlated with 'age' ( $r_s = -.200, p < .01$ ). Also the correlation of 'knowledge sharing' and 'age' is moderately negative ( $r_s = -.251, p < .01$ ). The variable 'duration of employment' is negatively correlated with a number of other variables. 'Duration of employment' shows a strong negative correlation with 'permanent versus temporary work' ( $r_s = -.464, p < .01$ ). With help of further analysis it was found that employees with a temporary contract are significantly shorter employed than employees with a permanent contract. 'Duration of employment' is also negative correlated with four of the five commitment measures (except 'commitment to the organization'). Here the correlation coefficients range from  $r_s = -.180, (p < .01)$  to  $r_s = -.295, (p < .01)$ . The last variable with which 'duration of employment' is moderately negatively correlated is the strategic behavior 'knowledge sharing' ( $r_s = -.297, p < .01$ ). 'Permanent versus temporary work' is positively related with 'knowledge sharing' ( $r_s = .243, p < .01$ ). Further analysis found that that people who have a temporary contract are sharing more knowledge with their colleagues.

The variable 'age' is the only demographic variables correlated with the 'fit score' ( $r_s = -.231, p < .01$ ). Also a number of strategic behaviors are correlated with the fit score, but these correlations are subject of the hypotheses testing.

### *Climate*

For determining the climate of each organization seven items are measured. The descriptive statistics of these seven items are given in table 3. The item 'trust' has the highest mean score of the seven items ( $M=3.72$ ). The standard deviation is relatively low ( $SD=.904$ ). The item 'morale' has also a relative high mean score with a moderate standard deviation ( $M=3.64, SD=1.00$ ). The item 'reward equitability' has a relative low mean score with a moderate standard deviation ( $M=2.78, SD=.993$ ). The item 'leader credibility' has a relatively high mean score and a medium standard deviation ( $M=3.47, SD=1.02$ ). The item 'conflict' has a low mean score and the lowest standard deviation ( $M=2.91, SD=.858$ ). The item 'scapegoating' has the lowest mean score and a high standard deviation ( $M=2.34, SD=1.033$ ). The last item has moderate mean score and the highest standard deviation ( $M=3.28, SD=1.112$ ).

Item	Mean	Standard Deviation
trust	3.72	.904
morale	3.64	1.000
rewards equitability	2.78	.993
leader credibility	3.47	1.020
conflict	2.91	.858
scapegoating	2.34	1.033
resistance to change	3.28	1.112

**Table 3 – Descriptive statistics of items measuring climate factors**

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With the help of the seven items for each company it is assessed which is the most dominant and which is the least dominant climate of the company. Therefore the procedure described in the method section is used. The results are presented in table 4. The most dominant climate of each company got the rank number four and the least dominant climate got the rank number one. In company one, two and three the most dominant climate is the 'internal process climate' and the least dominant climate for all three is the 'developmental climate'. In company four the most dominant climate is the 'group climate' and the least dominant climate is the 'internal process climate'. In company five the most dominant climate is the 'developmental climate' and the least dominant climate is the 'internal process climate'.

	Group Climate	Developmental Climate	Rational Goal Climate	Internal Process Climate
Company 1	2	1	3	4
Company 2	2	1	3	4
Company 3	2	1	3	4
Company 4	4	3	2	1
Company 5	3	4	2	1

**Table 4 – Rank of climates per company**

### *Strategy*

For each company it determined which is the most dominant and which the least dominant strategy. The precise procedure is described in the method section. Table 5 gives the results for each company. The most dominant strategy got the rank number five and the least dominant strategy the rank number one. In company one, the 'service differentiation strategy' is most dominant and the 'quality differentiation strategy' is least dominant. In company two the most dominant strategy is the 'cost-leadership strategy' and the least dominant is the 'quality differentiation strategy'. In company three the 'service differentiation strategy' is the most dominant and the 'marketing differentiation strategy' is the least dominant. In company four the most dominant strategy is the 'cost-leadership strategy' and the least dominant strategy is the 'innovation differentiation strategy'. In company five the 'service differentiation strategy' is most dominant and the 'quality differentiation strategy' is the least dominant.

### *Fit of strategy and climate*

With the help of the rank numbers of the climate types and strategy types the 'fit score' is calculated for each company. The precise procedure is described in the method section. The results are given in table 6. The higher the 'fit score' the better the alignment of climate and strategy in that company is. Company one has a 'fit score' of seven, and with that a moderate 'strategy-climate fit'.



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	Marketing Diff. Strategy	Quality Diff. Strategy	Service Diff. Strategy	Innovation Diff. Strategy	Cost-Leader. Strategy
Company 1	3	1	5	2	4
Company 2	3	1	4	2	5
Company 3	1	4	5	2	3
Company 4	2	3	4	1	5
Company 5	3	1	5	4	2

**Table 5 – Rank of strategies per company**

Company two has a high ‘fit score’ of ten which is an indication for good fit of strategy and climate. Company three has a low fit, indicating that the climate and strategy are not aligned well. Also company four has a low ‘fit score’ of zero, which shows that climate and strategy are poorly aligned. Company five has the highest ‘fit score’, which is an indication for a good fit of strategy and climate.

	Company 1	Company 2	Company 3	Company 4	Company 5
Fit score	7	10	2.5	0	11

**Table 6 – Fit scores for each company**

### *Testing of hypotheses*

To test the hypotheses the correlations between the ‘fit score’ and the different strategic behaviors are calculated. For doing so the scatter plots of the ‘fit score’ with each strategic behavior are examined. To make the scatter plot easier to interpret and more clearly arranged for each company only the mean score of the strategic behaviors are used. In the figures there are also the fit lines are also included. It is noticeable that company four is sometimes an outlier. Company four is therefore labeled in the plots. As an example figure 3 shows the scatter plot of the ‘fit score’ with the variable ‘customer orientation’. The remaining scatter plots are included in the appendix C. Figure 4 shows the scatter plot of the same variables but only with companies one, two, three and five. Again the fit line is included. In this scatter plot a correlation of the two variables is more clearly apparent. In the scatter plots of other variables this difference is even more striking (for example the scatter plots of the ‘fit score’ with ‘affective commitment towards the occupation’). Therefore the scatter plots of all variables without the data of company four are included in appendix D.

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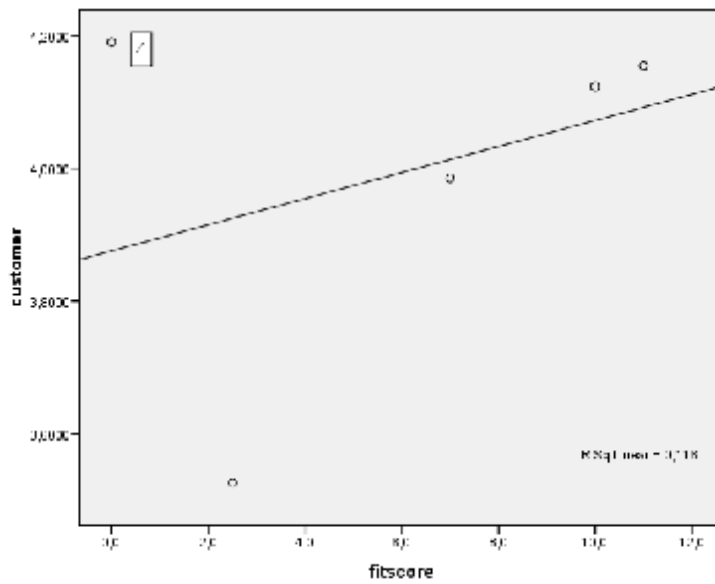


Figure 3 – Scatter plot of customer orientation with the fit score

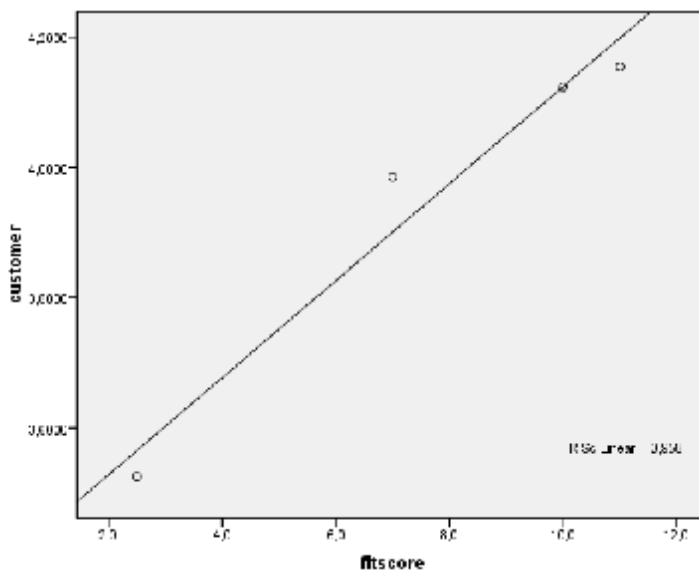


Figure 4 – Scatter plot of customer orientation with the fit score (without company 4)

For the calculation of the correlations between the ‘fit score’ and the different strategic behaviors the Spearman rho correlation is used for reasons mentioned in the method section. The results of the correlation analysis are given in table 7. ‘Innovative behavior is significant but moderately negatively correlated with the ‘fit score’ ( $r_s = -.206$ ,  $p < .01$ ). ‘Affective commitment to the occupation` is weakly negatively correlated with the ‘fit score’ ( $r_s = -.163$ ,  $p < .05$ ). Likewise a correlation with ‘affective commitment to

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the supervisor' is found ( $r_s = -.220$ ,  $p < .01$ ). The correlations of the 'fit score' with 'knowledge sharing', 'affective commitment to the organization', 'affective commitment to the work', 'affective commitment to the team', and 'customer orientation' are all not significant.

On the basis of the set up hypotheses positive correlations between the 'fit score' and all strategic behaviors were expected. The results found here do not support the hypotheses. Further conclusions will be drawn in the discussion section.

	Innovative Behavior	Knowledge Sharing	Aff. Organiz..	Aff. Work	Aff. Occup.	Aff. Superv.	Aff. Team	Customer Orient.
Fit score	-.206**	.006	.014	-.077	-.163*	-.220**	-.154	.133

**Table 7 – Correlation Analysis of fit score with strategic behaviors**

When the examining the scatter plots it was noticeable that company four was often an outlier. Therefore the correlations of the 'fit score' with the strategic behaviors are also correlated again but this time the data from company four is not included. The results can be found in table 8, but the found results have to be interpreted with care, because the deletion of the data of one company in a set of only five companies is questionable. This issue will be discussed in greater detail in the discussion section.

The variable 'knowledge sharing' is moderate positive correlated with the 'fit score' ( $r_s = .315$ ,  $p < .01$ ). 'Affective commitment to the organization' is also moderately positively correlated with the 'fit score' ( $r_s = .200$ ,  $p < .05$ ). Likewise there is a moderately positive correlation found with 'customer orientation' ( $r_s = .302$ ,  $p < .01$ ). The other correlations between the 'fit score' and strategic behaviors are not significant but at least not negative as was the case when all data was included.

	Innovative Behavior	Knowledge Sharing	Aff. Organiz.	Aff. Work	Aff. Occup.	Aff. Superv.	Aff. Team	Customer Orient.
Fit score	.073	.315**	.200*	.152	.129	.044	.043	.302**

**Table 8 – Correlation Analysis of fit score with strategic behaviors (without company 4)**

## Discussion

Before interpreting the analyses done to test the hypotheses, the correlation analysis of the demographic variables, with the strategic behaviors, and the 'fit score' will be discussed to identify possible influences of these variables on the relationship between fit and the strategic behaviors.

For the variable 'gender' it is found that women are working more part-time than man. That is not uncommon because a lot of women are working part-time due to family commitments. The percentage of women in the five companies is low (17.5%) and therefore no influence on the relationships between the 'strategy-climate fit' and the strategic behaviors is expected. The variable 'age' is positively related to 'duration of employment'. This is expected the older an employee is the longer he or she can be possible employed at the company. There is also a correlation found between 'age' and the variable 'temporary versus permanent contract'. This relationship is also easy to explain as younger employees have just started to work and therefore have more chance on temporary contracts. Again there is no influence expected because the percentage of employees with a temporary contract is low (11.5%). 'Age' is also negatively correlated to some strategic behaviors. 'Age' is negative correlated with 'affective commitment to the occupation' and with 'affective commitment to the team'. This is remarkable because in the literature there is most of the time a positive relationship found between age and affective commitment (e.g. Meyer et al., 1993, Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). The negative correlations between 'age' and affective commitment can be of influence on the relationship of the 'climate-strategy fit' with strategic behaviors because the age of employees is not evenly distributed over the five companies. There is also a negative correlation found between 'age' and 'knowledge sharing'. In the literature there are different relationships found between 'age' and 'knowledge sharing'. Bosma and Sanders (2008) found no relationship; Connely and Kelloway (2003) as well as Cummings (2004) found a negative relationship. This negative correlation can influence the relationship of the 'climate-strategy fit' with strategic behaviors because of the uneven distribution of age in the five companies. 'Age' has also a direct influence on the 'fit score'. This has to be taken into account by the analysis of the further results.

'Duration of employment' is negatively correlated with a number of variables. First of all there is a strong negative correlation with 'temporary versus permanent contract' this is expected because new employees normally get a temporary contract first that is later replaced by a permanent contract. 'Duration of employment' is also negatively correlated with four of the five affective commitment measures, the only exception is the variable 'affective commitment towards the organization'. This is remarkable because common sense would suggest that an affective committed employee stays longer in his or her job. In literature it is found that 'career-oriented commitment' is related with tenure; with other words employees with high career commitment stay longer with a company than employees with a low career commitment (Ellemers, Gilder and Heuvel, 1998). A similar relationship between 'team-oriented commitment' and tenure was not confirmed in the study. In the study of Meyer at al. (2002) a positive correlation between 'affective commitment' and 'tenure' was found. The contradiction of the results from this study and the results from previous research make the found results even more remarkable and they have to be taken into account when analyzing the results of the relation between fit and

## Impact of organizational Climate and Organizational Strategy on Strategic Behaviors

strategic behaviors. 'Duration of employment' has also a negative correlation with 'knowledge sharing'. Shermerhorn (1997) found the same relationship in his study; employees with shorter organizational tenure are more likely to share information.

All affective commitment variables are highly positively correlated with each other. That is not surprising because all affective commitment variables measure the same phenomenon only with other foci. The affective commitment variables are also highly correlated with 'innovative behavior'. This relationship is also found in the study of Allen and Meyer (1996). Additionally the affective commitment measures are correlated to 'Customer orientation' these results are supported by studies conducted by Kelley (1992 in Rozel, Pettijohn & Parker, 2004). There is also a correlation found between affective commitment measures and 'knowledge sharing'

After possible influences of other variables are analyzed the attention to the main question of this study. Is there a positive relation between 'climate-strategy fit' and the strategic behaviors? Hypothesis one stated that a better 'climate-strategy fit' leads to more 'innovative behavior'. This relationship is not supported by the data. It was even a significant negative correlation found between the two variables. Hypothesis two stated that a better 'climate-strategy fit' leads to more 'knowledge sharing'. Also for this hypothesis no support was found in the data. The correlation analysis showed no significant correlation between the two variables. Hypothesis three till seven suggest a positive relation of 'climate-strategy fit' with different affective commitments. None of the five hypotheses could be supported with data. Hypothesis three stated that a better 'climate-strategy fit' leads to more 'affective commitment to the organization'. Hypothesis four claims a positive relation between the 'climate-strategy fit' and 'affective commitment to the work'. Both hypotheses could not be verified because no significant correlations are found between the variables. Hypothesis five stated that a better 'climate-strategy fit' leads to more 'affective commitment to the occupation'. Hypothesis six claims that a better 'climate-strategy fit' leads to more 'affective commitment to supervisor'. Both hypotheses could not be supported with the data, because significant negative correlations are found between the fit and the two commitments. Hypothesis seven expected a positive correlation between the 'climate-strategy fit' and 'affective commitment to the team'. Also for this hypothesis no support was found in the data. The correlation analysis found no significant correlation between the two variables. The last hypothesis assumed that a better 'climate-strategy fit' leads to more 'customer orientation'. Because no correlation between the two variables is found in the data, the hypothesis can not be supported.

When examining the scatter plots of the 'fit score' with the strategic behaviors, company four was found to be an outlier in some cases. For this reason the correlation analyses were repeated this time without the data from company four. The found results have to be interpreted with great care. First of all it is not easy to decide if a data point is an outlier in a scatter plot with only five data points. Further it is questionable if it is appropriate to exclude data from analysis if the 'fit score' is measured only on company level. The variables 'fit score' has therefore only five values in total. The deletion of one can lead to drastic changes in the results. The following results can therefore only give an indication and it is not appropriate to use the results to reject or verify the hypotheses.

In the repeated correlation analysis a positive correlation was found for the 'fit score' with 'knowledge sharing', 'affective commitment to the organization', and

## Impact of organizational Climate and Organizational Strategy on Strategic Behaviors

'customer orientation'. All other correlations were found to be not significant. These results give indication for support of hypotheses two, three and eight. Also the negative correlations found in the first correlation analysis are questioned.

The question is what are possible explanations for the negative or insignificant correlations? First of all the low response rate can be a problem. Maybe only companies take part in the study which were interested in or knowing about the importance of the concepts assessed in the study. That could already have influence on the results. Another source of bias could be the correlations of the demographic variables and the strategic behaviors mentioned above. The most probable explanation is that the data set is too small. As mentioned before the variable it is only possible to measure the 'fit score' on company level. The strategic behaviors are measured on employee level. Also the correlations are calculated on employee level. That can lead to more significant results. That is the case in this study. If the correlation analysis is repeated on company level, all correlations are insignificant. A multi-level analysis would be most appropriate.

Summing up no hypotheses can not be supported and there are probably also no negative correlations between the 'climate-strategy fit' and the strategic behaviors. These results are probably found because of a too small data-set.

These results do not disprove the positive relationship between the 'climate-strategy fit' and strategic behavior. Probably the 'climate-strategy fit' exerts influence on the strategic behaviors but the fit is only one of many factors that have influence. This relative small influence is difficult to find in such a small data-set. Further research is needed to investigate the fit concept and his impacts on strategic behavior. Theory and former studies indicate the importance and impact of a 'strategy-climate fit'. For further research it is recommended to gather more data from a greater number of companies. Besides it is suggestive to make use of a multi-level analysis. Also a possible moderator effect of 'HR Strength' could be taken into account.

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## Appendix

### A - Invitation Letter for the selection of companies



**Universiteit Twente**  
**de ondernemende**  
**universiteit**

Betreft: deelname onderzoek 'Invloed van organisatieklimaat en strategie op het gedrag van medewerkers'

Faculteit Gedragswetenschappen  
Arbeid- en Organisationspsychologie  
e.streese @utwente.nl

Enschede, 02.10.2008

Geachte directie, geachte heer, mevrouw,

Weten uw medewerkers welke koers uw organisatie vaart qua strategie? Denkt u dat het gedrag van uw medewerkers aansluit bij deze koers? En past uw organisatieklimaat hierbij? Welk effect heeft het leiderschap wat wordt uitgedragen door de leidinggevenden in uw organisatie? Naar dergelijke vragen doen wij het komende jaar onderzoek binnen toegepaste technische bedrijven in de dienstverlenende sector.

De bedrijven binnen deze sector zijn één van de sleutelgebieden van de Nederlandse economie. Ze zijn innovatiever dan bedrijven uit andere sectoren. Veel bedrijven erkennen het belang van vernieuwing en zien innovatie als een absolute voorwaarde voor versterking van de concurrentiepositie. Met de laagconjunctuur van de afgelopen vijf jaar lagen investeringen in nieuwe producten, diensten en werkmethoden op een bescheiden niveau. Met de betere economische groei zien veel ondernemers hun omzetten en winsten toenemen, wat betere mogelijkheden biedt om zelf innovaties te financieren. Medewerkers vormen een belangrijke schakel in het realiseren van innovatieve producten, processen en werkmethoden.

Tegen deze achtergrond vindt een onderzoek plaats naar de meerwaarde van een effectieve HR strategie binnen de bovengenoemde sector. In samenwerking met de Universiteit Twente (organisatiepsychologie) wordt onderzocht in hoeverre de strategie van de organisatie en gedrag van medewerkers op elkaar aansluiten en worden beïnvloed door het uitgedragen leiderschap in uw organisatie.

We zouden dit graag binnen uw organisatie onderzoeken. Daarvoor worden vragenlijsten onder uw personeel verspreid en ook u zullen we een vragenlijst voorleggen. De onderzoeksrapportage wordt aan u gepresenteerd. Door het onderzoek krijgt u inzicht in welke aandachtspunten in het personeelsbeleid van belang zijn voor de prestatie van de organisatie door meer inzicht te verwerven in het gedrag van medewerkers en de binding van uw medewerkers aan uw organisatie. Concreet krijgt u inzicht in welke strategie uw medewerkers denken dat de organisatie heeft, welk organisatieklimaat er is en of deze past bij de gevoerde strategie, en hoe dit betrokkenheid bij de organisatie, klantgerichtheid, kennis delen en het innovatieve gedrag van medewerkers beïnvloedt.

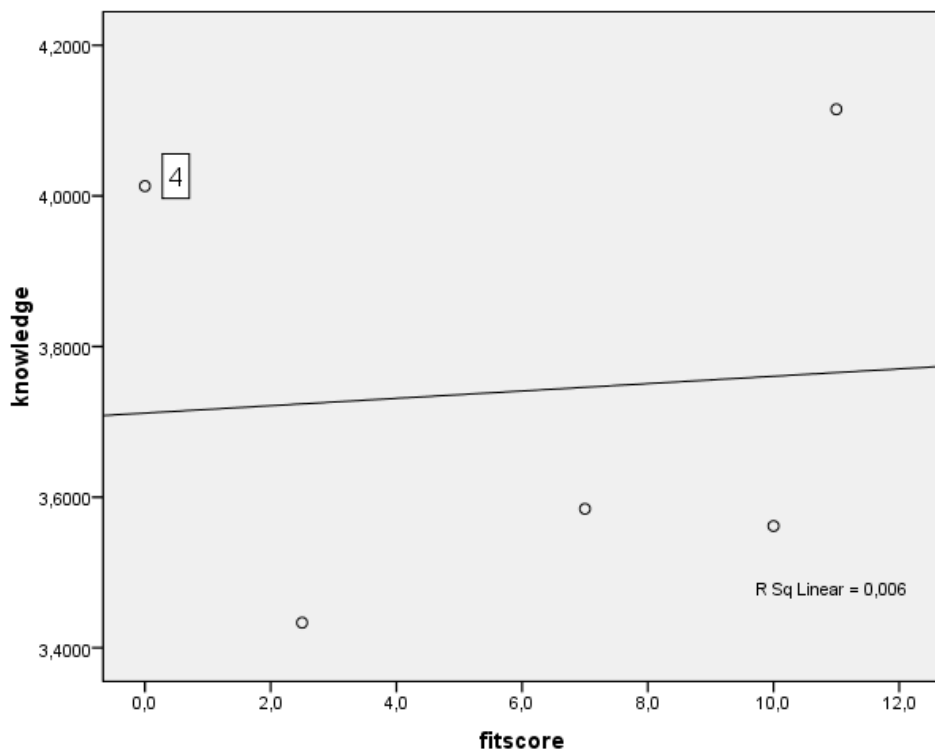
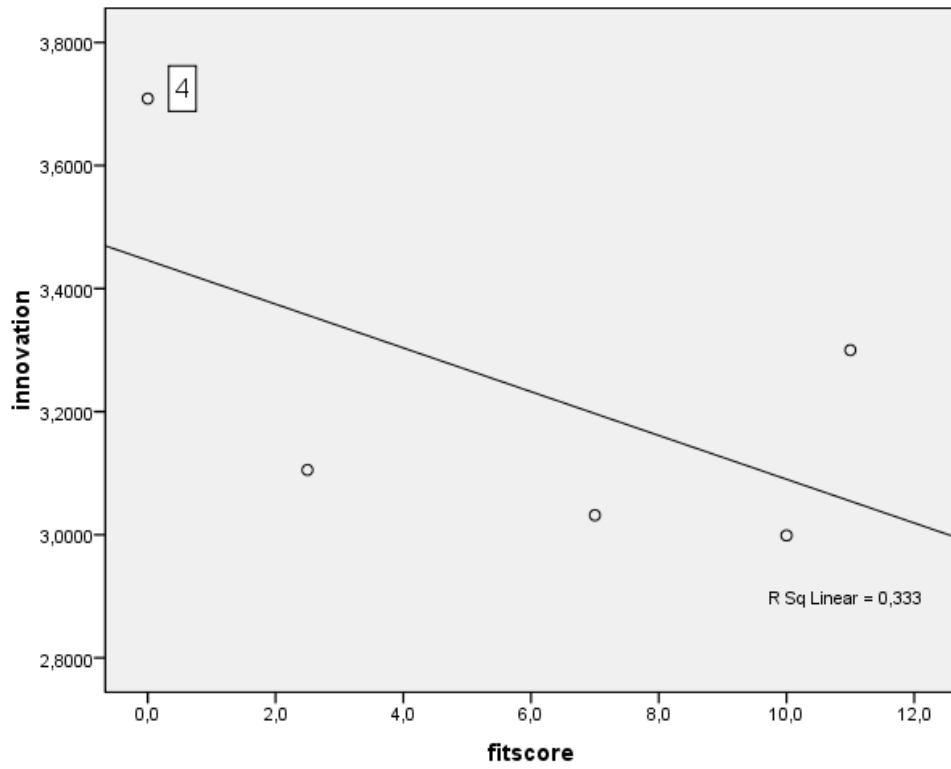
Met deze brief kondigen wij ons onderzoek bij u aan. Binnen enkele dagen zullen we telefonisch contact met u opnemen met de vraag of u eventueel belangstelling heeft om mee te werken. We willen dan graag een afspraak met u maken om het onderzoek en de consequenties ervan nader met u te bespreken.

Met vriendelijke groet,

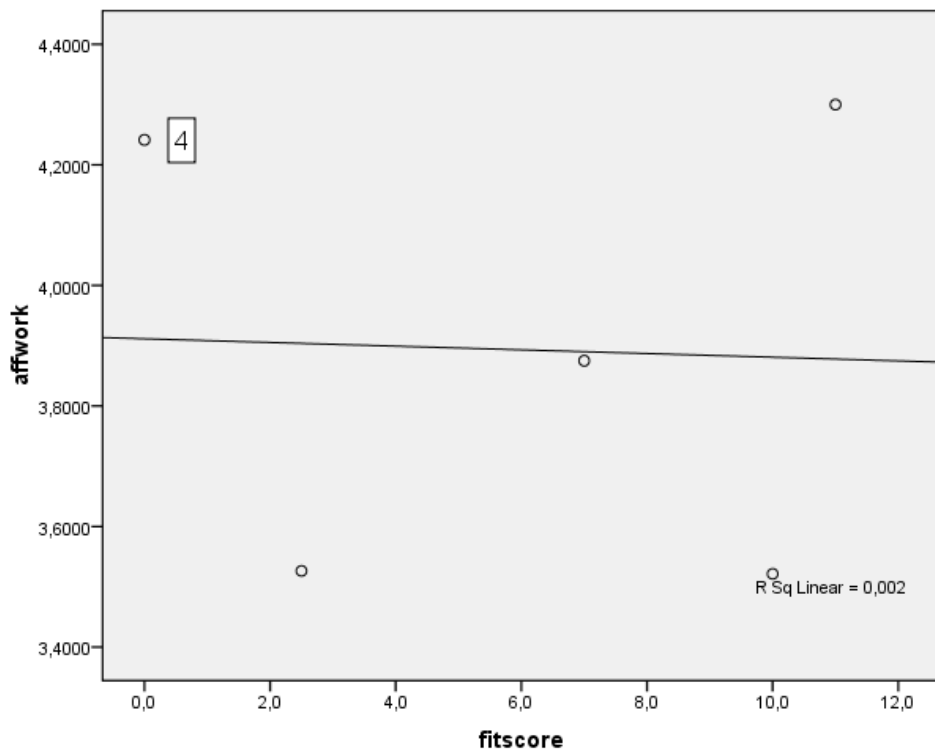
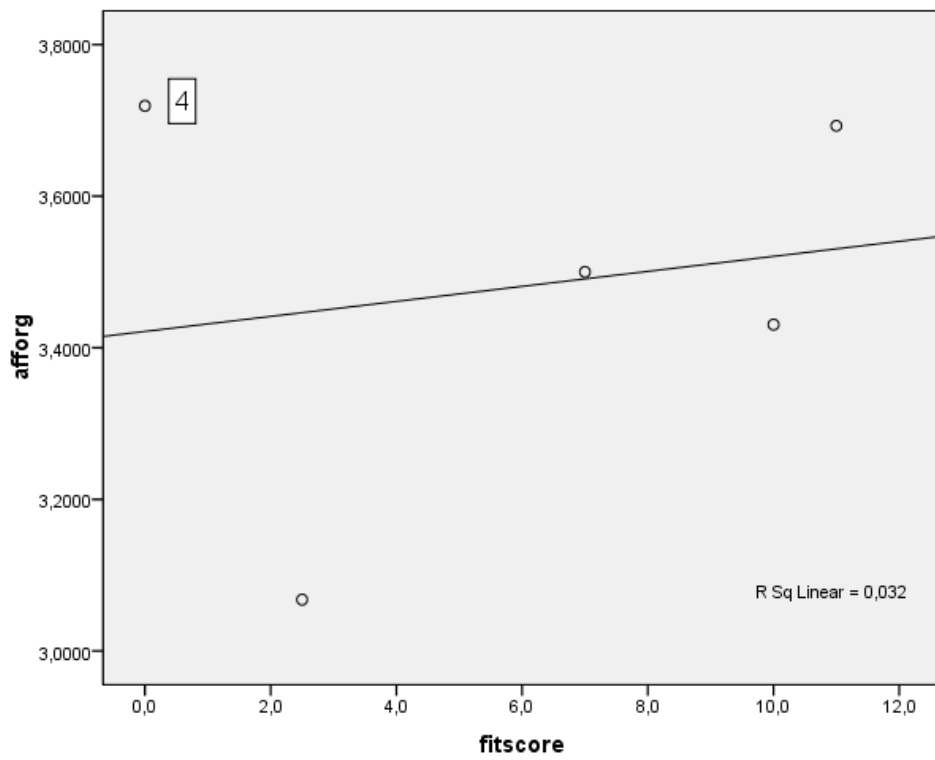
Eva Streese

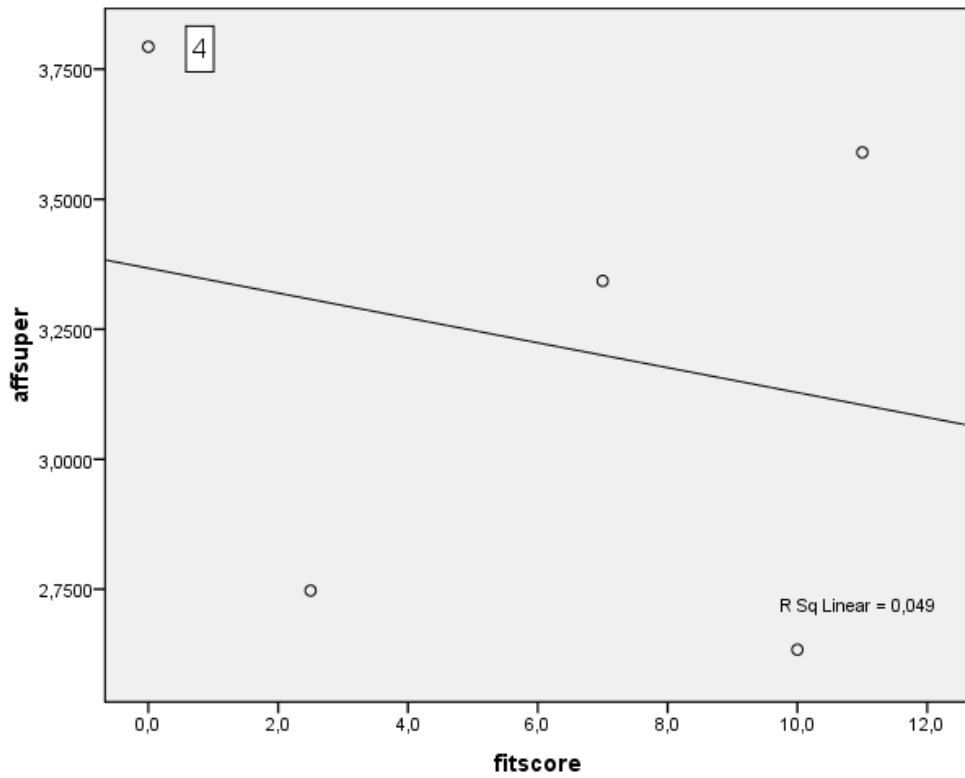
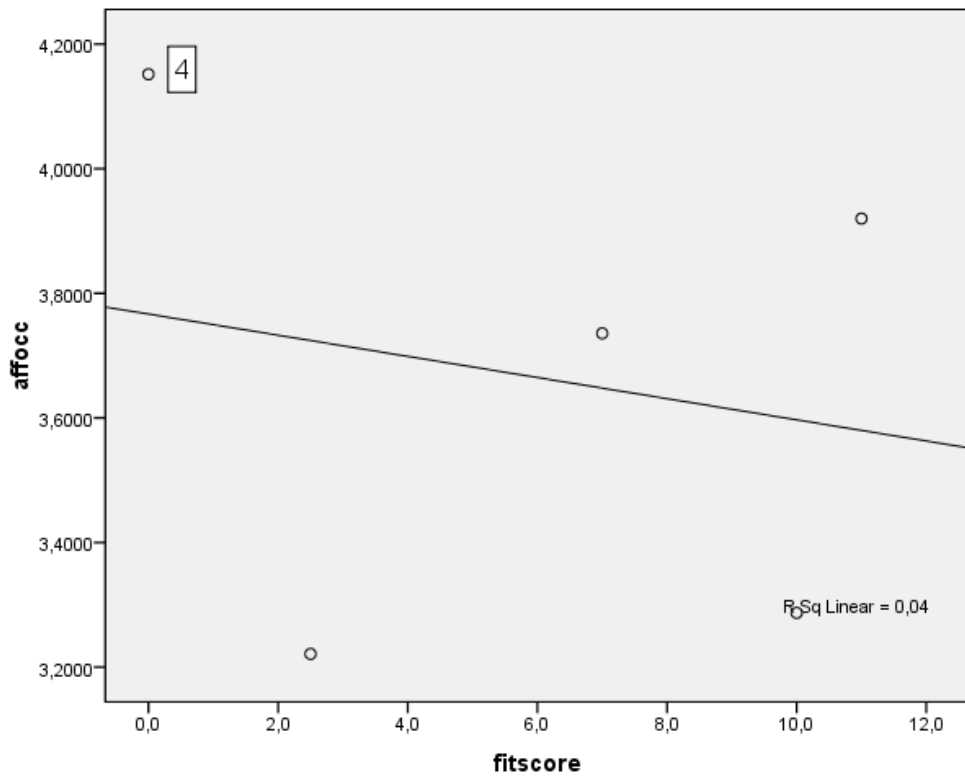


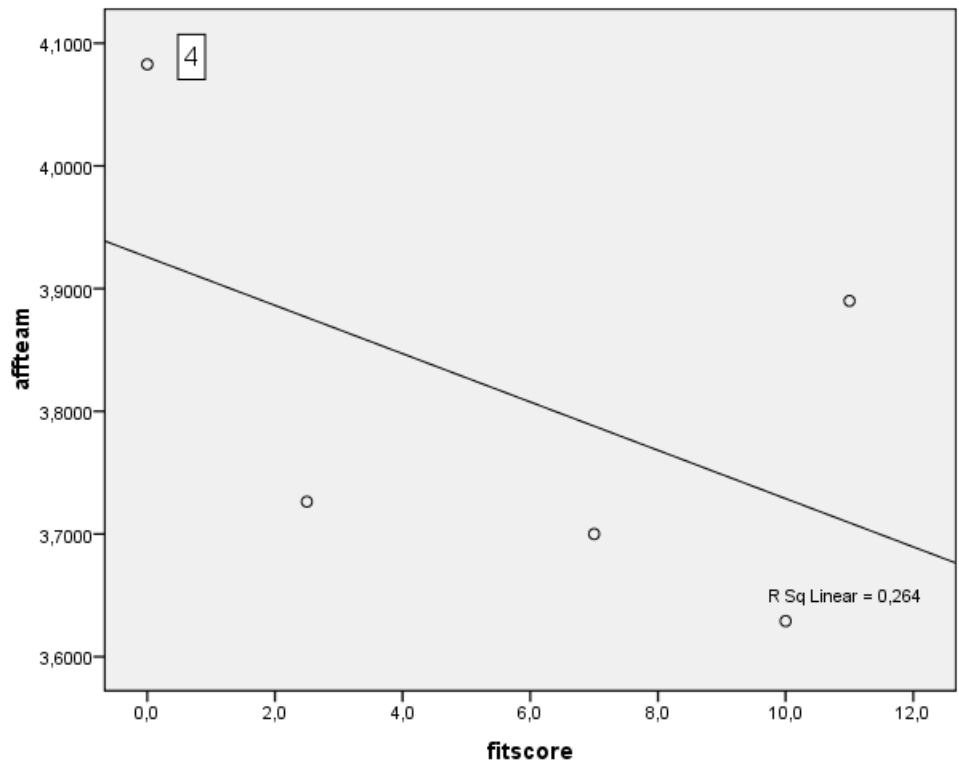
### C - Scatter Plots



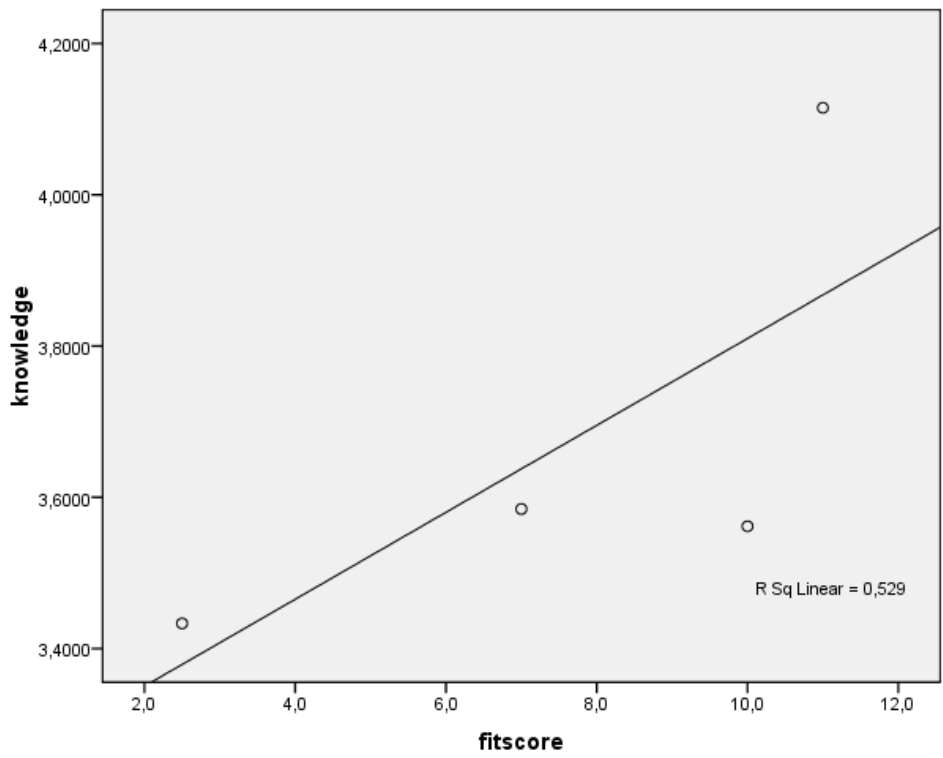
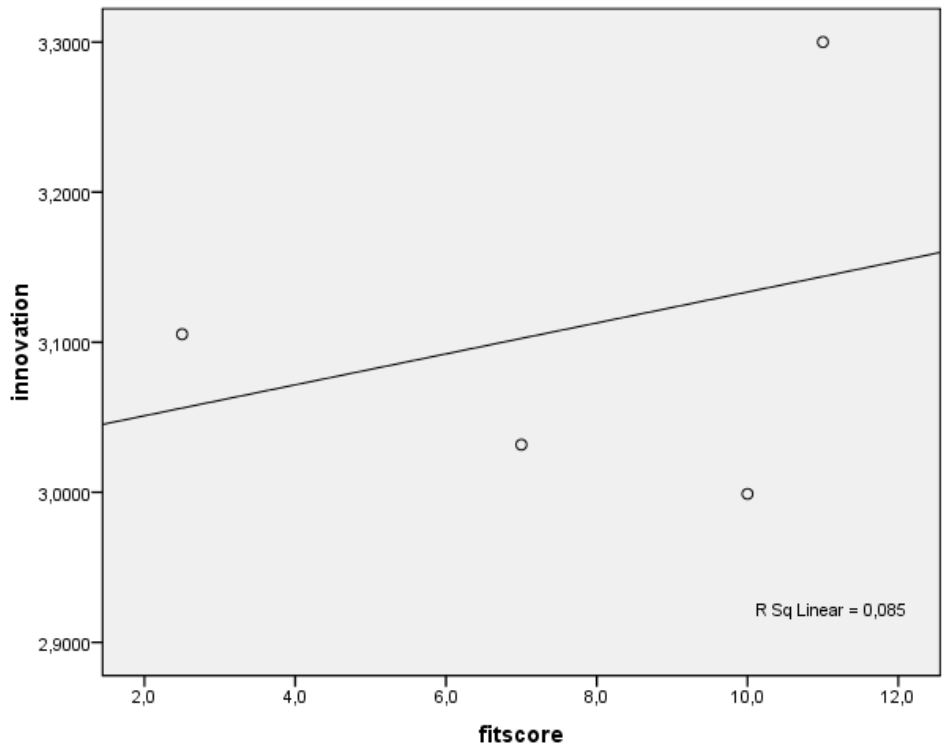


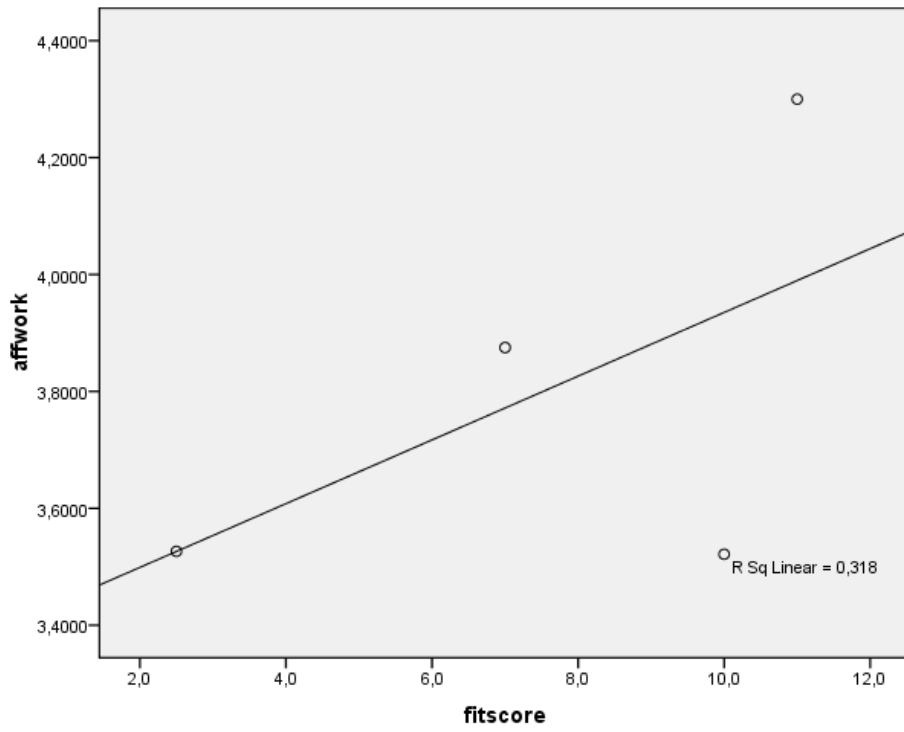
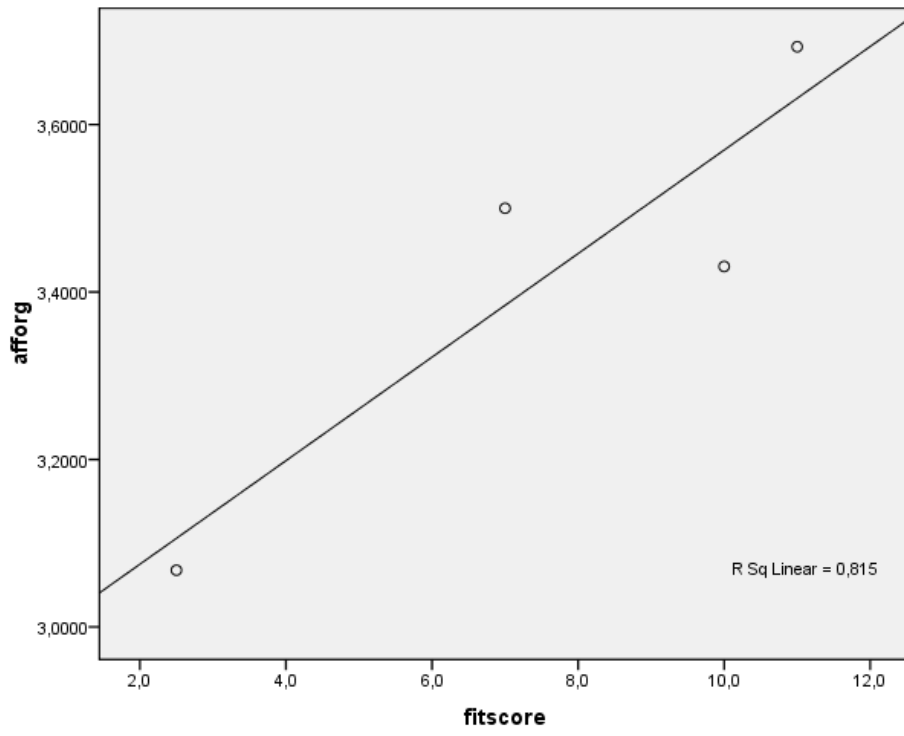


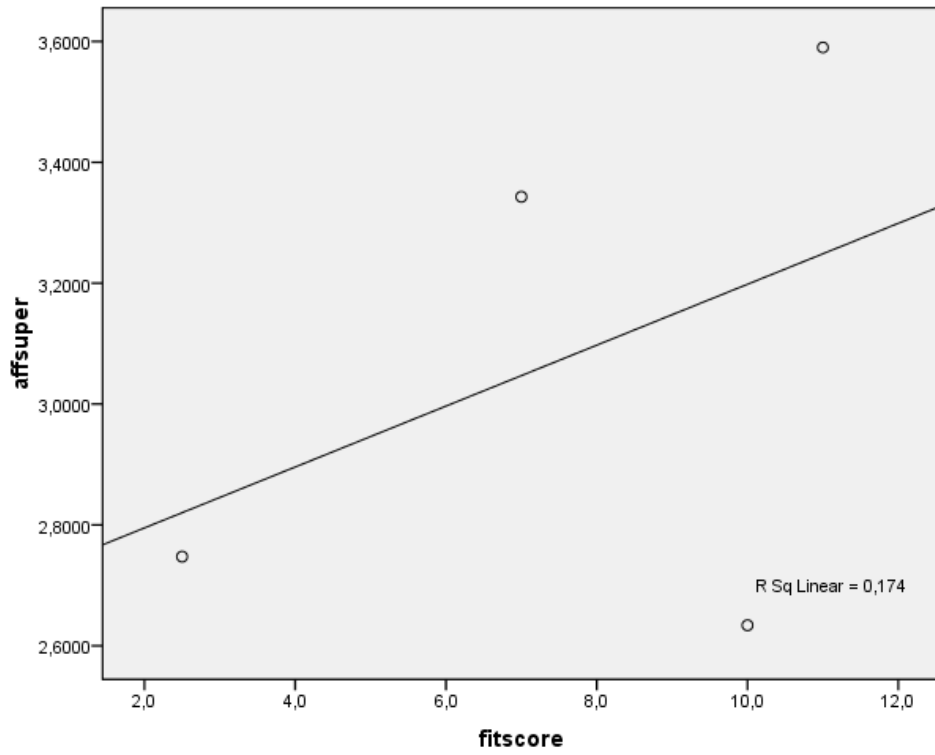
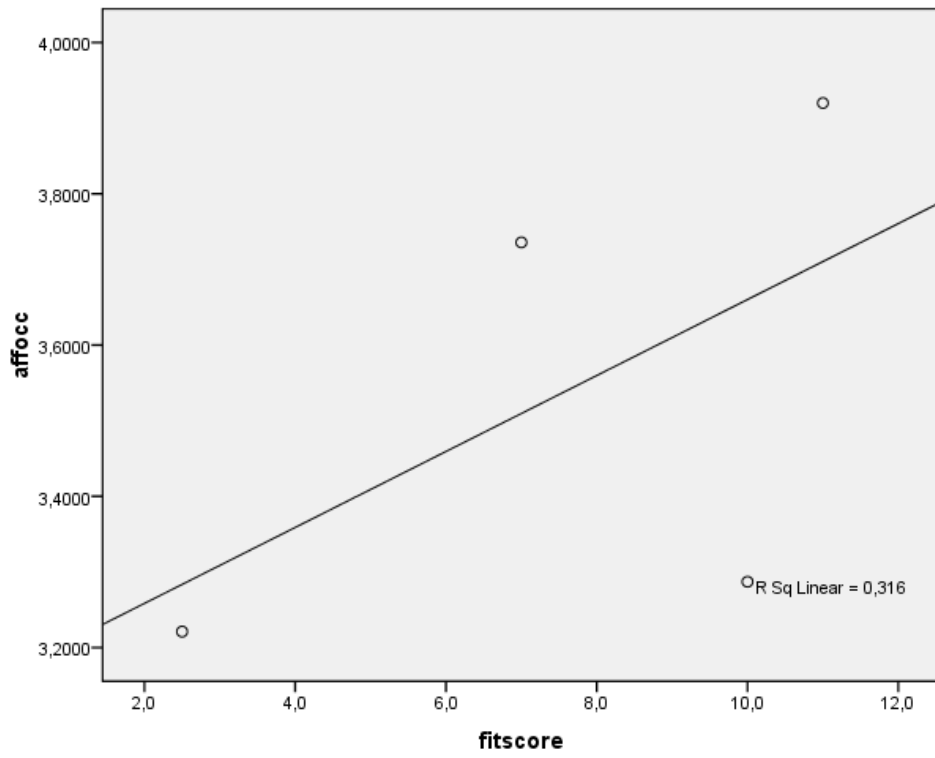


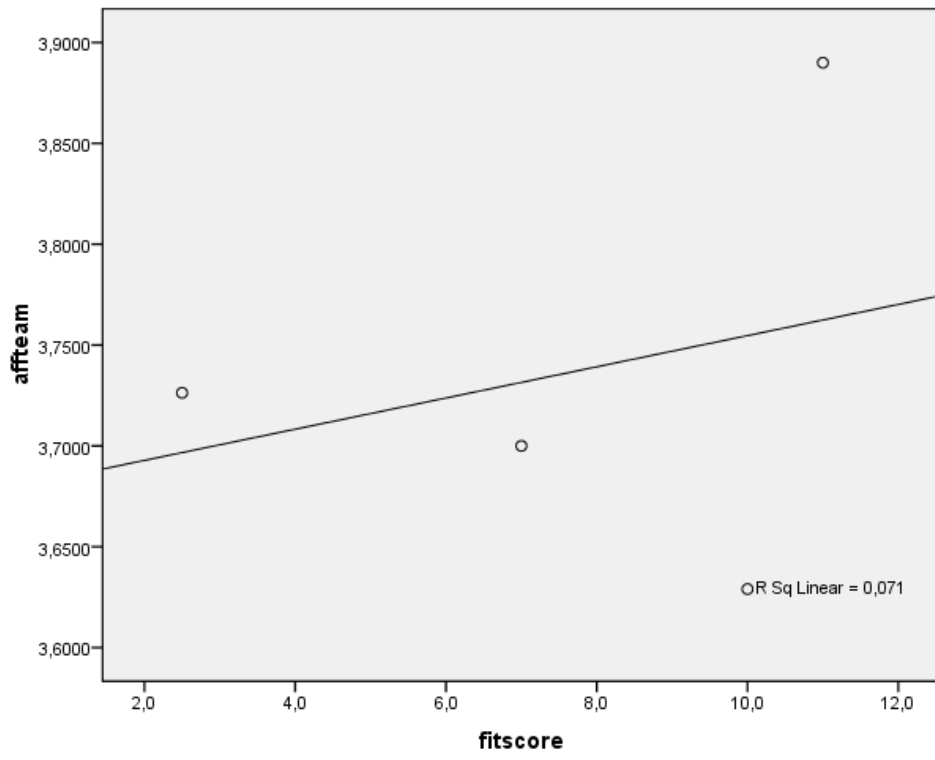


### D - Scatter Plots with four companies











**Universiteit Twente**  
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## **Bedrijfsrapport Neways**

In het kader van de bachelorafstudeeropdracht Arbeids- en Organisatie Psychologie en  
Human Resource Development

Begeleider: Drs. Ivy Goedebure  
2<sup>de</sup> Begeleider: Prof. Dr. Karin Sanders

Auteurs: K. Dumpelmann  
J.A.M. Messelink  
T. Nicklaus  
B. Plas  
E.E.H. Streese



## **Inhoudsopgave**

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## **Inleiding**

In het kader van een bachelorafstudeeropdracht van de opleidingen Psychologie en Onderwijskunde is een onderzoek bij vijf technisch toegepaste bedrijven uit de dienstverlenende sector uitgevoerd. In dit onderzoeksrapport worden de resultaten van de Neways medewerkers enquête over klimaat, strategie en strategische gedragingen gepresenteerd.

Het verslag begint met algemene informatie over de opzet en generaliseerbaarheid van het onderzoek. De uitkomsten van het onderzoek geven een beeld van de gevoerde strategie en het klimaat binnen Neways. Wanneer zowel de strategie als het klimaat zijn besproken zal er worden ingegaan op de aansluiting hiertussen. Vervolgens volgt een onderdeel over de HR-strength, waarin wordt beschreven wat HR-strength is en hoe Neways daarop scoort. Daarna wordt er uitleg gegeven over de verschillende strategische gedragingen die zijn gemeten en de scores van Neways hierop. Tot slot worden er, terugkijkend op de uitkomsten, conclusies getrokken en aanbevelingen gedaan.

## **Algemene Informatie**

De vragenlijst is uitgedeeld onder de indirecte medewerkers van Neways. Met deze vragenlijst zijn de strategie, het klimaat, vier verschillende strategische gedragingen en de HR-strength gemeten. Van de 35 medewerkers aan wie de vragenlijst is uitgedeeld hebben 19 medewerkers de enquête ingevuld. Daarmee heeft 54% van de indirecte medewerkers aan het onderzoek deelgenomen. Dat is een redelijk percentage en uitkomsten kunnen daarom gegeneraliseerd worden voor de hele afdeling van indirecte medewerkers binnen Neways Leeuwarden.

## **Strategie**

De leidende strategie binnen Neways Leeuwarden is vastgesteld aan de hand van de vragenlijsten die zijn ingevuld door de directieleden. Drie directieleden hebben de vragenlijst ingevuld. De uitkomsten van de vragenlijsten vertonen een strategie die duidelijk hoger scoort dan de andere strategieën, namelijk de service differentiatie strategie. Binnen een differentiatie strategie probeert een bedrijf uniek te zijn op bepaalde dimensies die door

klanten hoog gewaardeerd worden. Zo kan bijvoorbeeld het product zelf centraal staan of de manier waarop het product wordt verkocht of de manier waarop het product wordt gepresenteerd, etc. Een bedrijf die de differentiatie strategie hanteert, selecteert één of meerdere van deze dimensies en streeft ernaar op deze gebieden zo goed mogelijk aan te sluiten op de wensen en behoeften van de klant. Bij een service differentiatie is deze dimensie de klantenservice. Dit houdt in dat binnen het bedrijf de nadruk wordt gelegd op de klantenservice voor, tijdens en na aankoop van het product of de dienst. Doordat het bedrijf op deze dimensie beter presteert dan de concurrentie kan het bedrijf een hogere prijs vragen voor zijn producten. Om hiermee een betere positie op de markt te veroveren is het wel noodzakelijk dat de hogere prijs compenseert voor de hogere kosten die gemaakt worden voor de uniciteit.

### **Klimaat**

Binnen dit onderzoek wordt het type klimaat vastgesteld door te onderzoeken hoe er wordt gescoord op zeven verschillende factoren die het klimaat bepalen. Deze factoren zijn vertrouwen, werkmoraal, eerlijkheid van belonen, geloofwaardigheid van de leider, het nemen van verantwoordelijkheid, weerstand tegen verandering en conflicten.

Uit het onderzoek zijn de volgende scores naar voren gekomen:

<b>Klimaat onderdeel</b>	<b>Score</b>
<i>Vertrouwen</i>	Laag
Werkmoraal	Laag
Eerlijkheid van belonen	Laag
Geloofwaardigheid van de leider	Laag
Het nemen van verantwoordelijkheid	Laag
Weerstand tegen verandering	Hoog
Conflicten	Laag

Volgens deze uitkomsten is er binnen de afdeling indirecte medewerkers weinig vertrouwen onder elkaar, het werkmoraal is laag en de geloofwaardigheid van de leider is laag. Verder heerst het idee dat er niet eerlijk wordt beloond naar inzet, en dat mensen geen verantwoordelijkheid nemen voor eigen fouten, maar het liever afschuiven op iemand anders. Tot slot is er veel weerstand tot verandering en zijn er weinig conflicten.

Wanneer deze scores worden vergeleken met diverse klimaattypen komt er een duidelijk overheersend klimaat naar voren. Dit is het interne proces klimaat. Binnen een interne proces klimaat wordt de nadruk gelegd op interne gerichtheid en beheersbaarheid. Dit klimaat wordt ook de hiërarchische cultuur genoemd. De werkomgeving kan als zeer formeel en gestructureerd beschreven worden. De procedures zijn maatgevend en bepalen wat de medewerkers doen. De leiders coördineren, bewaken en zijn trots op hun efficiënte en organisatorische werkwijze, waarmee ze de organisatie soepel in stand houden. De organisatie bestaat met name uit formele regels en beleidsstukken. Belangrijke parameters zijn betrouwbaarheid, planning en lage kosten. Het werk is zeker en voorspelbaar en men streeft naar stabiliteit en resultaten.

### **FIT-Klimaat en Strategie**

De combinatie van een service differentiatie strategie en een interne proces klimaat is geen duidelijk 'fit' of 'misfit'. Dit houdt in dat ze niet perfect op elkaar aansluiten, maar ook niet elkaars tegenpolen zijn. Zo zou een service differentiatie strategie beter aansluiten bij een groepsklimaat. Binnen een groepsklimaat heerst een vriendelijke werkomgeving die bijeen gehouden wordt door loyaliteit en traditie. Succes binnen dit klimaatype wordt gedefinieerd binnen het kader van ontvankelijkheid voor de behoeften van de klant en de zorg voor mensen. Het interne proces klimaat vormt een betere fit met een proces differentiatie strategie zijn. Een proces differentiatie strategie richt zich namelijk op het, tot in de perfectie, verbeteren van het productieproces. Deze focus op het proces sluit goed aan bij dit klimaat.

### **HR-Strength**

Binnen het onderzoek is ook de HR-strength gemeten. De HR-strength geeft aan hoe uniform het beeld van Human Resource (HR) en haar praktijken onder de medewerkers is. HR-strength is belangrijk voor een bedrijf, omdat het een duidelijk signaal naar de medewerkers zendt en een versterkt werkklimaat kan creëren. Aan dit klimaat kunnen de medewerkers inschatten welk werkgedrag precies van hen verlangd wordt en wat zij van de werkgever kunnen verwachten. Hoe hoger een bedrijf op HR-strength scoort hoe duidelijker de boodschap is die door Human Resource uitgezonden wordt en hoe kleiner de kans is dat deze boodschap onder de medewerkers verschillend geïnterpreteerd wordt. Dit draagt ertoe bij dat

de HR praktijken beter omgezet worden en de prestatie van het bedrijf beter ondersteund wordt.

De HR-strength score is gebaseerd op de standaarddeviatie van de medewerkers scores. Met andere woorden: hoe lager deze score, hoe duidelijker het collectieve beeld dat de medewerkers van de HR afdeling en praktijken hebben. De gemiddelde score van HR-strength van alle aan dit onderzoek deelnemende bedrijven is 2.35. Neways scoort met een HR-strength van 0.20 heel uniform. Van de in het onderzoek participerende bedrijven heeft Neways daarmee het sterkste resultaat op HR-strength, omdat het verschil tussen de medewerkers het laagst is. De HR boodschappen worden dus door de medewerkers uniform opgevat en geïnterpreteerd.

### **Strategische Gedragingen**

Strategische gedragingen zijn de gedragingen van werknemers die het bedrijf een competitief voordeel kunnen bieden. Binnen dit onderzoek zijn vier verschillende strategische gedragingen gemeten: affectieve commitment, klantgerichtheid, innovatief gedrag en kennis delen. De strategische gedragingen zijn gemeten op een vijf-puntsschaal, waarbij 1 de slechtste score is die kan worden behaald en 5 de beste score is die kan worden behaald.

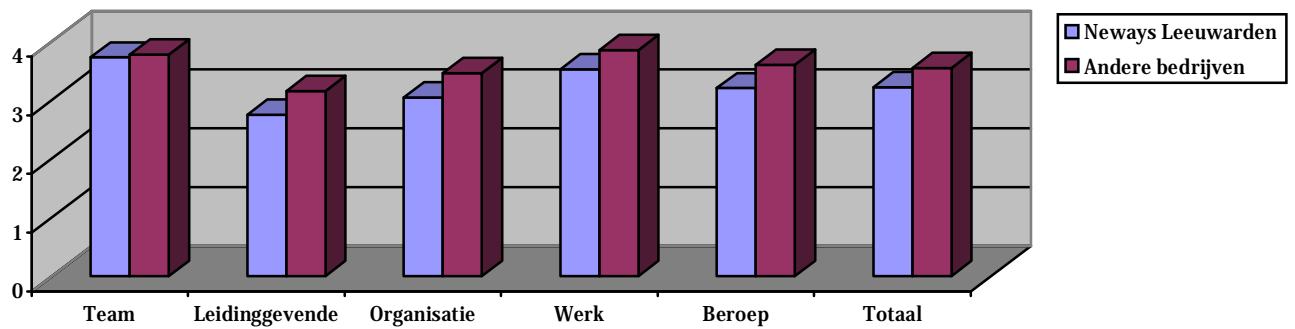
#### ***Affectieve commitment***

Affectieve commitment is de mate waarin medewerkers zich identificeren en betrokken voelen. Binnen dit onderzoek is affectieve commitment opgedeeld in de betrokkenheid bij de organisatie, bij het werk, bij het beroep, bij de leidinggevende en bij het team. Neways scoort als volgt op de verschillende onderdelen van affectieve commitment:

<b>Soort affectieve commitment</b>	<b>Score</b>
Team	3.73
Leidinggevende	2.75
Organisatie	3.05
Werk	3.53
Beroep	3.20

Totaal	3.22
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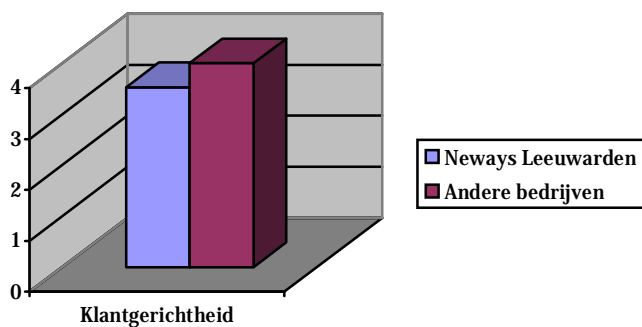
In Figuur 1 is te zien hoe Neways scoort in vergelijking met de andere bedrijven die aan dit onderzoek hebben meegedaan. Over de totale affectieve commitment scoort Neways afgerond 9% slechter dan de andere bedrijven.



Figuur 1 Affectieve commitment, Neways en andere bedrijven

### ***Klantgerichtheid***

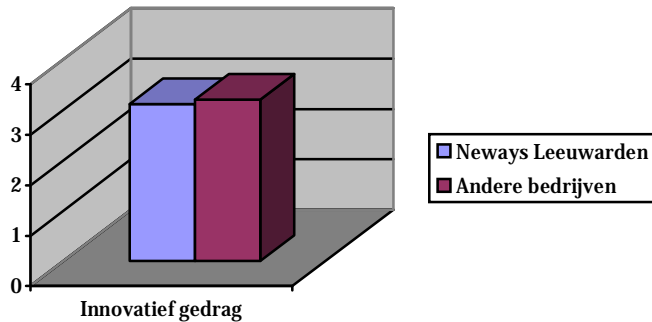
Is de mate waarin een bedrijf prioriteit stelt aan de behoeften en tevredenheid van de klant. Op deze strategische gedraging scoort Neways 3.53 uit 5. In Figuur 2 is te zien hoe deze score zich verhoudt tot de andere bedrijven. Op klantgerichtheid scoort Neways afgerond 14% slechter dan de andere bedrijven.



Figuur 2 Klantgerichtheid, Neways en andere bedrijven

### ***Innovatief gedrag***

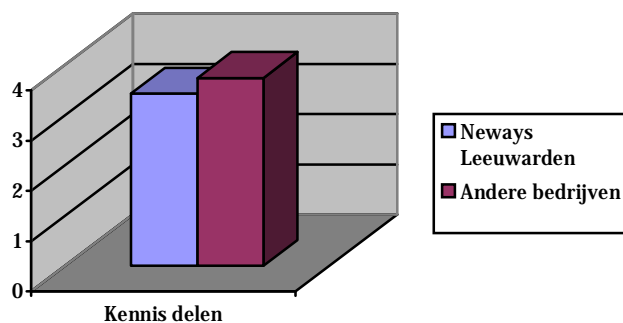
Innovatief gedrag is het intentioneel introduceren en toepassen van ideeën, processen, producten of procedures binnen een bedrijf, die nieuw zijn voor de afdeling waar ze worden geadopteerd en ontworpen zijn ter verbetering van het bedrijf. Neways scoort op innovatief gedrag 3.11 uit 5. In Figuur 3 is te zien hoe deze score zich verhoudt tot de andere bedrijven; Neways scoort afgerond 3% slechter dan de andere bedrijven.



Figuur 3 Innovatief gedrag, Neways en andere bedrijven

### ***Kennis delen***

Kennis delen gaat om de uitwisseling van kennis door en tussen medewerkers over klanten, producten, processen, fouten en successen. Op kennis delen scoort Neways 3.43 uit 5. Zoals in Figuur 4 te zien is, scoort Neways lager op kennis delen dan de andere bedrijven. Het verschil is afgerond 8%.



Figuur 4 Kennis delen, Neways en andere bedrijven

## **Conclusies en aanbevelingen**

Uit het onderzoek is gebleken dat er een service differentiatie strategie gevoerd wordt binnen Neways Leeuwarden en dat er een interne proces klimaat heerst binnen de afdeling indirecte medewerkers. Deze combinatie is niet slecht, maar levert ook geen versterkende 'fit'. Wanneer de strategie en het klimaat niet goed op elkaar aansluiten kan dit negatieve gevolgen hebben voor de prestatie van het bedrijf. Het is daarom aan te bevelen dat er binnen Neways Leeuwarden wordt onderzocht of er een betere aansluiting tussen de strategie en het klimaat kan worden gerealiseerd.

De onderzochte HR-strength onder de indirecte medewerkers geeft aan dat alle neuzen dezelfde kant op staan. Het zou goed zijn als Neways Leeuwarden dit in stand weet te houden, want men heeft hierin een flinke voorsprong op andere bedrijven.

Tot slot laten alle vier de gemeten strategische gedragingen ruimte voor verbetering zien, omdat er, relatief gezien, laag op gescoord wordt. Het is aan te bevelen om binnen Neways Leeuwarden te onderzoeken hoe deze strategische gedragingen verbeterd kunnen worden. De klantgerichtheid vereist hierbij extra aandacht, omdat dit een belangrijk kenmerk van de gevoerde service differentiatie strategie is.





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## **Bedrijfsrapport Pilkington**

In het kader van de bachelorafstudeeropdracht Arbeids- en Organisatie Psychologie en  
Human Resource Development

Begeleider: Drs. Ivy Goedebure  
2<sup>de</sup> Begeleider: Prof. Dr. Karin Sanders

Auteurs: K. Dumpelmann  
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B. Plas  
E.E.H. Streese

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## **Inleiding**

In het kader van een bachelorafstudeeropdracht van de opleidingen Psychologie en Onderwijskunde is een onderzoek bij vijf technisch toegepaste bedrijven uit de dienstverlenende sector uitgevoerd. In dit onderzoeksrapport worden de resultaten van de Pilkington medewerkers enquête over klimaat, strategie en strategische gedragingen gepresenteerd.

Het verslag begint met algemene informatie over de opzet en generaliseerbaarheid van het onderzoek. De uitkomsten van het onderzoek geven een beeld van de gevoerde strategie en het klimaat binnen Pilkington. Wanneer zowel de strategie als het klimaat zijn besproken zal er worden ingegaan op de aansluiting hiertussen. Vervolgens volgt een onderdeel over de HR-strength, waarin wordt beschreven wat HR-strength is en hoe Pilkington daarop scoort. Daarna wordt er uitleg gegeven over de verschillende strategische gedragingen die zijn gemeten en de scores van Pilkington hierop. Tot slot worden er, terugkijkend op de uitkomsten, conclusies getrokken en aanbevelingen gedaan.

## **Algemene Informatie**

De vragenlijst is uitgedeeld onder medewerkers van Pilkington Benelux. Met deze vragenlijst zijn de strategie, het klimaat, vier verschillende strategische gedragingen en de HR-strength gemeten. Van de 101 medewerkers aan wie de vragenlijst is uitgedeeld hebben 29 medewerkers de enquête ingevuld. Daarmee heeft 29% van de medewerkers aan het onderzoek deelgenomen.

## **Strategie**

De leidende strategie binnen Pilkington is vastgesteld aan de hand van de vragenlijsten die zijn ingevuld door de directieleden. Vier directieleden hebben de vragenlijst ingevuld. De uitkomsten van de vragenlijsten vertonen één strategie die duidelijk hoger scoort dan de andere strategieën, namelijk de lage kosten strategie. Met een lage kosten strategie streeft men naar kostenvoordeel ten opzichte van concurrerende bedrijven.

De kostenvoordelen worden vooral behaald door efficiënte, simpele productieprocessen en door relatief weinig uit te geven aan verbeteringen en specialisatie.

Dit betekent dat men het reduceren van de kosten verkiest boven het zich differentiëren van concurrerende bedrijven op het gebied van product, service of productieproces. Meestal hanteert men een relatief lage prijs voor het product, om het gebrek aan differentiatie te compenseren, en zo toch aantrekkelijk te zijn voor de klant. De focus op de kosten beïnvloedt, doorgaans, alle bedrijfsprocessen op permanente basis.

### **Klimaat**

Binnen dit onderzoek wordt het type klimaat vastgesteld door te bepalen hoe er wordt gescoord op zeven verschillende klimaatfactoren. Deze factoren zijn vertrouwen, werkmoraal, eerlijkheid van belonen, geloofwaardigheid van de leider, het nemen van verantwoordelijkheid, weerstand tegen verandering en conflicten.

Uit het onderzoek zijn de volgende scores naar voren gekomen:

<b>Klimaat onderdeel</b>	<b>Score</b>
<i>Vertrouwen</i>	Medium
Werkmoraal	Hoog
Eerlijkheid van belonen	Hoog
Geloofwaardigheid van de leider	Medium
Het nemen van verantwoordelijkheid	Medium
Weerstand tegen verandering	Medium
Conflicten	Laag

Volgens deze uitkomsten is er binnen Pilkington Benelux een gemiddeld vertrouwen onder elkaar, het werkmoraal is hoog en de geloofwaardigheid van de leider is gemiddeld. Verder heerst het idee dat er eerlijk wordt beloond naar inzet, en dat mensen soms wel en soms geen verantwoordelijkheid nemen voor eigen fouten. Tot slot is er een gemiddelde weerstand tegen verandering en zijn er weinig conflicten.

Wanneer deze scores worden vergeleken met diverse klimaattypen komt er één overheersend klimaat naar voren. Dit is het groepsklimaat. Binnen een groepsklimaat heerst een vriendelijke werkomgeving die bijeen gehouden wordt door loyaliteit en traditie. Men is betrokken bij het bedrijf en bij elkaar, en de nadruk ligt op teamwerk en

consensus. Succes binnen dit klimaattype wordt gedefinieerd binnen het kader van ontvankelijkheid voor de behoeften van de klant en de zorg voor mensen.

### **FIT-Klimaat en Strategie**

De combinatie van een lage kosten strategie en een groepsklimaat is geen duidelijk 'fit' of 'misfit'. Dit houdt in dat ze niet perfect op elkaar aansluiten, maar ook niet elkaars tegenpolen zijn. Zo leent een groepsklimaat zich heel goed voor een service differentiatie strategie. Binnen een service differentiatie strategie probeert een bedrijf uniek te zijn op het gebied van de klantenservice. Een bedrijf die deze strategie hanteert streeft ernaar om op dit gebied zo goed mogelijk aan te sluiten op de wensen en behoeften van de klant. Dit houdt in dat binnen het bedrijf de nadruk wordt gelegd op de klantenservice voor, tijdens en na aankoop van het product of de dienst. Doordat het bedrijf op deze dimensie beter presteert dan de concurrentie kan het bedrijf een hogere prijs vragen voor zijn producten. Om hiermee een betere positie op de markt te veroveren is het wel noodzakelijk dat de hogere prijs compenseert voor de hogere kosten die gemaakt worden voor de uniciteit. Een groepsklimaat sluit hier goed bij aan vanwege de grote focus op mensen binnen dit klimaat. Zo wordt binnen dit klimaattype succes gedefinieerd binnen het kader van ontvankelijkheid voor de behoeften van de klant.

### **HR-Strength**

Binnen het onderzoek is ook de HR-strength gemeten. De HR-strength geeft aan hoe uniform het beeld van Human Resource (HR) en haar praktijken onder de medewerkers is. HR-strength is belangrijk voor een bedrijf, omdat het een duidelijk signaal naar de medewerkers zendt en een versterkt werkklimaat kan creëren. Aan dit klimaat kunnen de medewerkers inschatten welk werkgedrag precies van hen verlangd wordt en wat zij van de werkgever kunnen verwachten. Hoe hoger een bedrijf op HR-strength scoort hoe duidelijker de boodschap is die door Human Resource uitgezonden wordt en hoe kleiner de kans is dat deze boodschap onder de medewerkers verschillend geïnterpreteerd wordt. Dit draagt ertoe bij dat de HR praktijken beter omgezet worden en de prestatie van het bedrijf beter ondersteund wordt.

De HR-strength score is gebaseerd op de standaarddeviatie van de medewerkers scores. Hoe hoger deze score, hoe duidelijker het collectieve beeld dat de medewerkers van de HR afdeling en praktijken hebben. De gemiddelde score van HR-strength van alle aan dit onderzoek deelnemende bedrijven is 2.35.

Pilkington scoort met een HR-strength van 2,98 heel uniform. Van de in het onderzoek participerende bedrijven heeft Pilkington daarmee het sterkste resultaat op HR-strength, omdat het verschil tussen de medewerkers het laagst is. De HR boodschappen worden dus door de medewerkers uniform opgevat en geïnterpreteerd.

### **Strategische Gedragingen**

Strategische gedragingen zijn de gedragingen van werknemers die het bedrijf een competitief voordeel kunnen bieden. Binnen dit onderzoek zijn vier verschillende strategische gedragingen gemeten: affectieve commitment, klantgerichtheid, innovatief gedrag en kennis delen. De strategische gedragingen zijn gemeten op een vijf-puntsschaal, waarbij 1 de slechtste score is die kan worden behaald en 5 de beste score is die kan worden behaald.

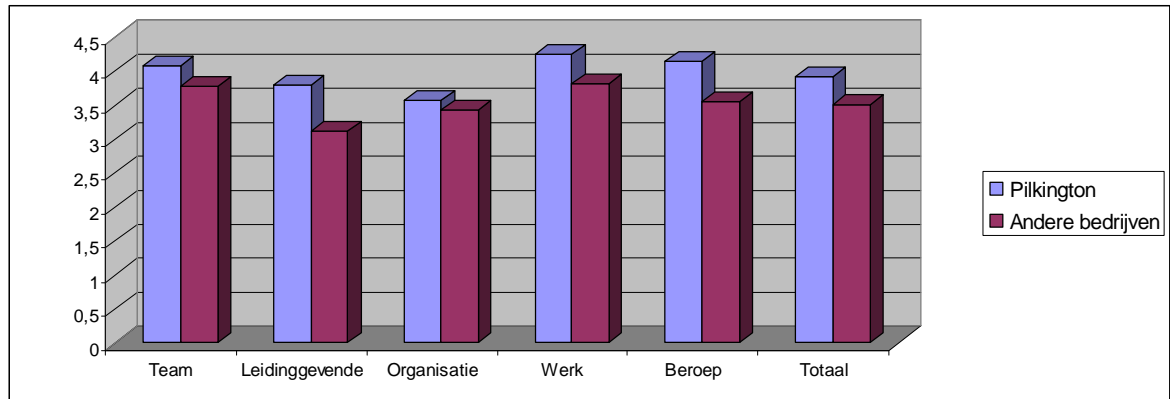
#### *Affectieve commitment*

Affectieve commitment is de mate waarin medewerkers zich identificeren en betrokken voelen. Binnen dit onderzoek is affectieve commitment opgedeeld in de betrokkenheid bij de organisatie, bij het werk, bij het beroep, bij de leidinggevende en bij het team. Pilkington scoort als volgt op de verschillende onderdelen van affectieve commitment:

<b>Soort affectieve commitment</b>	<b>Score</b>
Team	4.08
Leidinggevende	3.79
Organisatie	3.57
Werk	4.24
Beroep	4.14
Totaal	3.92

In Figuur 1 is te zien hoe Pilkington scoort in vergelijking met de andere bedrijven die aan dit onderzoek hebben meegedaan. Op alle vlakken scoort Pilkington een hogere

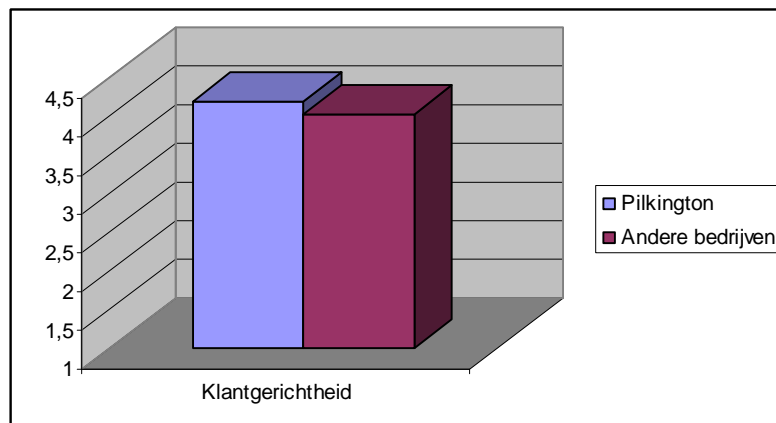
betrokkenheid dan de andere bedrijven gemiddeld. Afgerond scoort Pilkington 12% beter dan de andere bedrijven.



Figuur 1 Affectieve commitment, Pilkington en andere bedrijven

### ***Klantgerichtheid***

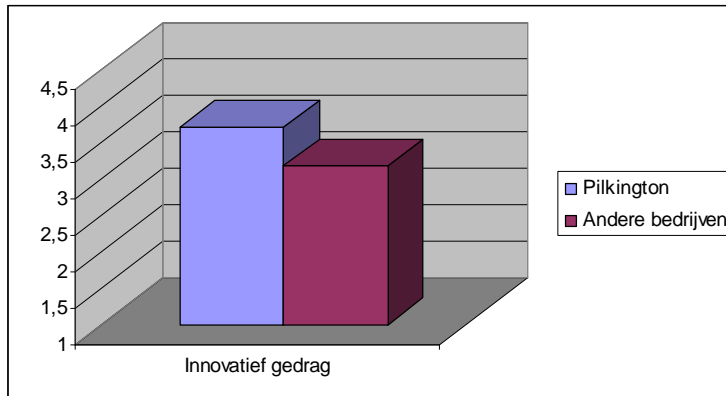
Is de mate waarin een bedrijf prioriteit stelt aan de behoeften en tevredenheid van de klant. Op deze strategische gedraging scoort Pilkington 4.19 uit 5. In Figuur 2 is te zien hoe deze score zich verhoudt tot de andere bedrijven. Op klantgerichtheid scoort Pilkington afgerond 4% beter dan de andere bedrijven.



Figuur 2 Klantgerichtheid, Pilkington en andere bedrijven

### ***Innovatief gedrag***

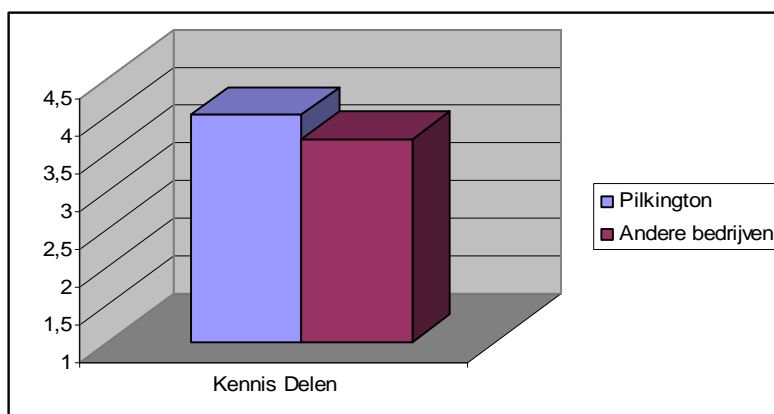
Innovatief gedrag is het intentioneel introduceren en toepassen van ideeën, processen, producten of procedures binnen een bedrijf, die nieuw zijn voor de afdeling waar ze worden geadopteerd en ontworpen zijn ter verbetering van het bedrijf. Pilkington scoort op innovatief gedrag 3.71 uit 5. In Figuur 3 is te zien hoe deze score zich verhoudt tot de andere bedrijven; Pilkington scoort ongeveer 17% hoger dan de andere bedrijven.



Figuur 3 Innovatief gedrag, Pilkington en andere bedrijven

### ***Kennis delen***

Kennis delen gaat om de uitwisseling van kennis door en tussen medewerkers over klanten, producten, processen, fouten en successen. Op kennis delen scoort Pilkington 4.01 uit 5. Zoals in Figuur 4 te zien is, scoort Pilkington hoger op kennis delen dan de andere bedrijven. Het verschil is afgerond 9%.



Figuur 4 Kennis delen, Pilkington en andere bedrijven



## **Conclusies en aanbevelingen**

Uit het onderzoek is gebleken dat er een lage kosten strategie gevoerd wordt binnen Pilkington en dat er een groepsklimaat heerst binnen het bedrijf. Deze combinatie is niet slecht, maar is ook geen versterkende 'fit'. Wanneer de strategie en het klimaat niet goed op elkaar aansluiten kan dit negatieve gevolgen hebben voor de prestatie van het bedrijf. Het is daarom aan te bevelen dat er binnen Pilkington wordt onderzocht of er een betere aansluiting tussen de strategie en het klimaat kan worden gerealiseerd.

De gevonden HR-strength onder de medewerkers geeft aan dat alle neuzen dezelfde kant op staan. Het zou goed zijn als Pilkington dit in stand weet te houden, want men heeft hierin een flinke voorsprong op andere bedrijven.

Tot slot wordt op alle vier gemeten strategische gedragingen hoog gescoord. Dat is een zeer positief resultaat. Pilkington heeft hiermee een voorsprong ten opzichte van de andere bedrijven, in dezelfde branche, die aan dit onderzoek hebben meegedaan. De huidige stand van zaken is dus positief te noemen.

## G – Complete Questionnaire

Geachte medewerker van [*organisatienaam*],

Graag willen wij u vragen om mee te werken aan dit onderzoek over organisatieklimaat, organisatiestrategie, betrokkenheid, innovatie, kennisdelen en klantgerichtheid. Dit onderzoek wordt uitgevoerd door de Universiteit Twente. De vragenlijst bevat meerdere onderdelen over hoe u uw werk ervaart. Op basis van de resultaten kunnen we aanbevelingen doen voor verbetering van de situatie op de werkvloer. Meer specifiek kunnen de resultaten van dit onderzoek bijdragen aan de verdere ontwikkeling van het personeelsbeleid.

De vragenlijst bestaat grotendeels uit stellingen, waarin u kunt aangeven hoe u de stellingen beoordeelt. Lees de vragen zorgvuldig door. Er zijn geen goede of foute antwoorden, wij zijn geïnteresseerd in uw beleving. Graag willen wij u vragen de vragenlijst geheel in te vullen en daarbij geen vragen over te slaan. Selecteer, door te omcirkelen, bij iedere vraag het cijfer dat het meeste voor u van toepassing is. Het invullen van de vragenlijst duurt ongeveer een half uur.

Verder willen wij benadrukken dat de door u ingevulde gegevens vertrouwelijk worden behandeld, de vragenlijsten komen alleen bij de onderzoekers terecht. De gegevens worden anoniem verwerkt, dit houdt in dat persoonlijke gegevens niet bekend worden gemaakt en de resultaten uitsluitend op algemeen niveau worden gerapporteerd.

**Bij voorbaat onze hartelijke dank voor uw medewerking aan dit onderzoek!**

Drs. Ivy Goedegebure Fontys Hogescholen HRM en Toegepaste Psychologie  
Prof. dr. Karin Sanders                      Universiteit Twente

## Persoonlijke gegevens

1. Wat is uw geslacht?                      Geslacht

1. man
2. vrouw

2. Wat is uw leeftijd?                      Leeftijd

1. jonger dan 25 jaar
2. 26-35 jaar
3. 36-45 jaar
4. 46-55 jaar
5. 56 jaar en ouder

3. Hoe lang werkt u al bij [*organisatiennaam*]?                      Indienst

1. 0 - 2 jaar
2. 3 - 5 jaar
3. 6- 10 jaar
4. 11- 20 jaar
5. 21 jaar of langer

4. Onder welk afdeling/proces valt u?                      Afdeling

Vul hieronder de naam van uw afdeling/proces in:

.....

5. Welke nationaliteit heeft u?                      Nationaliteit

1. Nederlandse
2. Duitse
3. Braziliaanse
4. Argentijnse
5. Russische
6. Oekraïense
7. Colombiaanse
8. Anders

6. Welke opleiding heeft u afgerond?                      Opleiding

1. middelbaar beroeps onderwijs
2. hoger beroeps onderwijs
3. wetenschappelijk onderwijs
4. anders

7. Ik ben...    Huissituatie

1. al dan niet getrouwd zonder kinderen
2. al dan niet getrouwd met kinderen
3. alleenstaand

**4. alleenstaand, maar met kinderen**

- 8. Wat voor een contract hebt u?** vastoftijdelijk
- 1. arbeidsovereenkomst voor onbepaalde tijd (vast contract)**
  - 2. arbeidsovereenkomst bepaalde tijd (tijdelijk contract)**

- 9. Welke type contract hebt u?** volofdeeltijd
- 1. full time**
  - 2. part time**

***De onderstaande stellingen gaan over in hoeverre u denkt dat uw organisatie de genoemde activiteiten in de laatste drie jaar heeft uitgevoerd of aandacht heeft gegeven. Hierbij is het niet belangrijk of u het zeker weet. Het gaat om uw indruk. Selecteer één cijfer dat het beste met uw mening overeenkomt. Hierbij staan de cijfers voor de volgende opties:***

- 1 = geen aandacht
- 2 = weinig aandacht
- 3 = niet weinig / niet veel aandacht
- 4 = veel aandacht
- 5 = erg veel aandacht

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<i>Let op: met 'product' bedoelen wij zowel een product als een dienst</i>					
1	Nauwlettend controleren van de productkwaliteit <i>service1</i>	q	q	q	q	q
2	Reduceren van totale kosten <i>cost1</i>	q	q	q	q	q
3	Reduceren van de kosten van het bedrijfsproces <i>cost2</i>	q	q	q	q	q
4	Verkopen van hooggeprijsde producten <i>market1</i>	q	q	q	q	q
5	Verbeteren van de service aan de klant <i>service2</i>	q	q	q	q	q
6	Verbeteren van de prestaties van de verkopers <i>market2</i>	q	q	q	q	q
7	Verbeteren van bestaande bedrijfsprocessen <i>process1</i>	q	q	q	q	q
8	Productieverbeteringen om beter te voldoen aan de verwachtingen van de klant <i>service3</i>	q	q	q	q	q
9	Opbouwen van de merk- en bedrijfsnaam <i>market3</i>	q	q	q	q	q
10	Op de markt brengen van nieuwe producten <i>innovat1</i>	q	q	q	q	q
11	Ontwikkelen van nieuwe bedrijfsprocessen <i>innovat2</i>	q	q	q	q	q
12	Onmiddellijk verhelpen van problemen bij klanten <i>service4</i>	q	q	q	q	q
13	Het eigen bedrijfsproces afzetten tegen de beste bedrijfsprocessen in de bedrijfstak <i>process2</i>	q	q	q	q	q
14	Ontwikkelen van nieuwe producten <i>innovat3</i>	q	q	q	q	q
15	Nieuwe service aan de klant	q	q	q	q	q

*service5*

- 1 = geen aandacht  
 2 = weinig aandacht  
 3 = niet weinig / niet veel aandacht  
 4 = veel aandacht  
 5 = erg veel aandacht

16	Innovatieve marketingtechnieken <i>market4</i>	q	q	q	q	q
17	Het veilig stellen van betrouwbare distributiekkanalen <i>cost3</i>	q	q	q	q	q
18	Bieden van een breed arsenaal producten <i>market5</i>	q	q	q	q	q
19	Betere nazorg naar de klanten <i>service6</i>	q	q	q	q	q
20	Het eigen bedrijfsproces afzetten tegen de beste bedrijfsprocessen waar dan ook <i>process3</i>	q	q	q	q	q
21	Adverteren en reclame maken <i>market6</i>	q	q	q	q	q
22	Verbeteren van bestaande producten <i>innovat4</i>	q	q	q	q	q
23	Efficiëntie- en productiviteitsverbeteringen <i>Cost 4</i>	q	q	q	q	q

***De onderstaande stellingen gaan over het organisatieklimaat.  
 Selecteer één cijfer dat het beste weergeeft hoe u het genoemde aspect ervaart binnen  
 uw organisatie. Hierbij staan de cijfers voor de volgende opties:***

- 1 = zeker niet toepassing  
 2 = meestal niet van toepassing  
 3 = soms wel/ soms niet van toepassing  
 4 = meestal van toepassing  
 5 = zeker van toepassing

		1	2	3	4	5
23	Onze medewerkers kunnen elkaar vertrouwen <i>trust</i>	q	q	q	q	q
24	Onze medewerkers hebben een hoog arbeidsmoraal <i>moral</i>	q	q	q	q	q
25	Onze medewerkers vinden dat inspanning en inzet op een rechtvaardige manier wordt beloond <i>reward</i>	q	q	q	q	q
26	Onze medewerkers beschouwen het leiderschap in onze organisatie als geloofwaardig <i>leadership</i>	q	q	q	q	q
27	Als er beslissingen moeten worden genomen zijn er grote meningsverschillen tussen de medewerkers <i>conflict</i>	q	q	q	q	q

- 28 Het is een goed teken dat medewerkers hun verantwoordelijkheid nemen als er iets mis gaat *duty* q q q q q
- 29 Het is moeilijk om organisatieveranderingen door te voeren *resistance* q q q q q



***De volgende stellingen gaan over betrokkenheid. Vult u hier alstublieft ook uw mening in door één cijfer te selecteren.***

	<b>helemaal mee eens</b>						<b>helemaal mee oneens</b>
30.	Het werk dat ik doe vind ik interessant. <i>Affewerk1</i>	1	2	3	4	5	
31.	Het werk dat ik doe, doe ik met plezier. <i>Affewerk2</i>	1					
32.	Zelfs als ik het geld niet nodig zou hebben, zou ik dit werk blijven doen. <i>Affewerk3</i>	1					
33.	Ik ben trots op het werk dat ik doe. <i>Affewerk4</i>	1					
34.	Ik zou graag de rest van mijn carrière bij deze organisatie doorbrengen. <i>Afforg1</i>	1	2	3	4	5	
35.	Ik vind het leuk om te praten over mijn organisatie met mensen buiten mijn werk om. <i>Afforg2</i>	1					
36.	Ik heb echt het gevoel dat problemen binnen deze organisatie mijn eigen problemen zijn. <i>Afforg3</i>	1					
37.	Ik denk dat ik net zo gehecht kan raken aan elke andere organisatie als aan deze organisatie. <i>Afforg4</i>	1					
38.	Ik heb niet het gevoel dat ik bij deze organisatie als familie behoor. <i>Afforg5</i>	1					
39.	Ik ben niet emotioneel gehecht aan deze organisatie <i>afforg6</i>	1	2	3	4	5	

40. Deze organisatie heeft een grote persoonlijke betekenis voor mij.  
*Afforg7* 1  
 2 3 4 5
41. Ik heb niet een sterk gevoel dat ik bij deze organisatie behoor  
*Afforg8* 1  
 2 3 4 5
42. Mijn carrière is belangrijk voor mijn imago. *Affocc1* 1  
 2 3 4 5
43. Ik heb spijt van dat ik voor deze carrière gekozen heb. *Affocc2* 1  
 2 3 4 5
44. Ik ben trots op mijn carrière. *Affocc3* 1 2 3  
 4 5
45. Ik houd niet van de carrière die ik heb gekozen. *Affocc4* 1 2 3 4  
 5
46. Ik identificeer mezelf niet met mijn carrière. *Affocc5* 1 2 3 4  
 5
47. Ik ben enthousiast over mijn carrière. *Affocc6* 1  
 2 3 4 5
48. Ik voel me verbonden met mijn leidinggevende *afflei1* 1  
 2 3 4 5
49. Ik waardeer mijn leidinggevende *afflei2* 1  
 2 3 4 5
50. Ik voel me trots om met mijn leidinggevende te werken *afflei3* 1  
 2 3 4 5
- helemaal mee oneens**
- helemaal mee eens**
51. Mijn leidinggevende betekent veel voor me *afflei4* 1  
 2 3 4 5
52. Ik heb bewondering voor mijn leidinggevende *afflei5* 1 2 3  
 4 5

53. Ik ben bereid om extra werk te doen wanneer dit aan mijn team ten goede komt *affteam1* 1 2 3 4  
5
54. Ik voel me thuis onder mijn collega's op het werk *affteam2* 1 2 3 4  
5
55. Ik probeer te investeren in een goede sfeer in mijn team *affteam3* 1 2 3 4  
5
56. Ik laat mij in mijn werk zoveel mogelijk leiden door doelstellingen van mijn team *affteam4* 1 2 3 4  
5
57. Als we een sociale activiteit met het team hebben, help ik meestal met de organisatie *affteam5* 1 2 3 4  
5

***De volgende stellingen hebben betrekking op innovatief gedrag. Kunt u de mate aangeven waarin de volgende uitspraken voorkomen.***

Hoe vaak komt het voor dat u...

- |  | <b>nooit</b> |
|--|--------------|
| <b>altijd</b>  |              |
| 58. nieuwe ideeën verzint voor moeilijke vraagstukken? <i>Inn1</i>     | 1            |
| 2 3 4 5  |              |
| 59. nieuwe werkwijzen, technieken of instrumenten bedenkt? <i>inn2</i> |              |
| 1 2 3 4 5  |              |
| 60. originele oplossingen bedenkt voor werkproblemen? <i>Inn3</i>      | 1 2 3 4 5    |
| 61. steun mobiliseert voor vernieuwende ideeën? <i>Inn4</i>            | 1            |
| 2 3 4 5  |              |

62. u bijval oogst voor vernieuwende ideeën? *Inn5* 1 2 3 4  
5
63. dat u sleutelfiguren enthousiast maakt voor  
vernieuwende ideeën? *Inn6*  
1 2 3 4 5
64. vernieuwende problemen uitwerkt tot werkbare  
toepassingen? *Inn7*  
1 2 3 4 5
65. vernieuwende ideeën planmatig invoert? *Inn8* 1 2 3 4  
5
66. de invoering van vernieuwende ideeën grondig  
evalueert? *Inn9* 1 2 3 4  
5

***Hieronder staan uitspraken die betrekking hebben op klantgerichtheid zowel intern (zoals collega's en leidinggevenden) als extern (klanten buiten mijn werk om). Probeer u alstublieft de vragen zoveel mogelijk naar uw eigen situatie in te vullen.***

- |   | <b>nooit</b> |
|---|--------------|
| <b>altijd</b>   |              |
| 67. Ik probeer klanten te helpen om hun doelen te behalen. <i>Klant1</i>              | 1 2 3 4      |
| 5   |              |
| 68. Ik probeer mijn doelen te bereiken door klanten tevreden te houden. <i>Klant2</i> | 1 2 3 4      |
| 5   |              |
| 69. Een goede verkoper heeft het beste met de klant voor. <i>Klant3</i>               | 1 2 3 4      |
| 5   |              |
| 70. Ik probeer de behoeften van de klant te bespreken. <i>Klant4</i>                  | 1 2 3 4      |
| 5   |              |
| 71. Ik probeer de klant te beïnvloeden met informatie in                              |              |

- plaats van hem of haar onder druk te zetten. *Klant5* 1 2 3 4 5
72. Ik bied een product aan dat het best aansluit bij  
het probleem van de klant. *Klant6* 1 2 3 4  
5
73. Ik probeer te achterhalen welk product het meest  
bruikbaar is voor de klant. *Klant7* 1 2 3 4  
5
74. Ik probeer vragen van de klant over producten zo  
correct mogelijk te beantwoorden. *Klant8* 1 2 3 4  
5
75. Ik probeer het probleem van de klant samen te brengen  
met het product dat het meest van toepassing is om  
zijn of haar probleem om te lossen. *Klant9* 1 2 3 4  
5
76. Ik ben bereid om het niet eens te zijn met de klant om  
hem/haar een betere keus te laten maken. *klant10* 1 2 3 4 5
77. Ik probeer klanten een duidelijke verwachting te geven  
over wat het product voor hem/haar zal betekenen. *Klant11* 1 2 3 4  
5
78. Ik probeer er achter te komen wat de klant zijn behoeften  
zijn. *Klant12* 1 2 3 4  
5

***Deze volgende stellingen gaan over uw indruk m.b.t. het personeelsbeleid binnen uw organisatie. Geeft u alstublieft aan in welke mate u het met de stelling eens bent of niet.***

		<b>totaal niet</b>				
<b>totaal mee eens</b>						
		<b>mee eens</b>				
79.	Er is samen met mij een duidelijk loopbaanplan opgesteld	<i>hr1</i>	1	2	3	4
	5					
80.	Ik vind dat er binnen deze organisatie veel aandacht wordt besteed aan opleidingen	<i>hr2</i>	1	2	3	4
	5					
81.	De opleidingen die ik krijg zijn vooral gericht op het vergroten van mijn doorgroeimogelijkheden binnen deze organisatie	<i>hr3</i>	1	2	3	4
	5					
82.	Tijdens mijn beoordeling krijg ik te horen hoe ik mijn functioneren kan verbeteren	<i>hr4</i>	1	2	3	4
	5					
83.	De beoordeling van mijn functioneren wordt gekoppeld aan een periodieke verhoging	<i>hr5</i>	1	2	3	4
	5					
84.	De beoordeling van mijn functioneren wordt gekoppeld aan doorgroeimogelijkheden	<i>hr6</i>	1	2	3	4
	5					
85.	De beoordeling van mijn functioneren wordt gekoppeld aan promotie	<i>hr7</i>	1	2	3	4
	5					
86.	Ik kan onderhandelen over de hoogte van mijn loon	<i>hr8</i>	1	2	3	4
	5					
87.	Wanneer ik goed presteer, word ik daar extra voor beloond	<i>hr9</i>	1	2	3	4
	5					

88. Tijdens de selectieprocedure kreeg ik een goed beeld van  
de normen en waarden van de organisatie *hr10*

1 2 3 4

5

***Deze laatste stellingen gaan over kennis delen binnen uw organisatie. Geeft u alstublieft aan in welke mate u het met de stelling eens ben of niet.***

		totaal niet			
			totaal mee eens		
				mee eens	
89.	Ik vind de kwaliteit van kennisdelen binnen ons team goed	1	2	3	4
	5				
	<i>kennis1</i>				
90.	Ik vind de mate van kennisdelen binnen ons team hoog	1	2	3	4
	5				
	<i>kennis2</i>				
91.	Collega-teamleden luisteren als ik advies geef over				
	werkinhoudelijke zaken	1	2	3	4
	<i>kennis3</i>				
	5				
92.	Ik vraag collega-teamleden geregeld om advies	1	2	3	4
	5				
	<i>kennis4</i>				
93.	Collega-teamleden vragen mij geregeld om advies	1	2	3	4
	5				
	<i>kennis5</i>				
94.	Ik vraag mijn leidinggevende geregeld om advies	1	2	3	4
	5				
	<i>kennis6</i>				
95.	Mijn leidinggevende vraagt mij wel eens om advies	2	3	4	5
	<i>kennis7</i>				
96.	Ik ben bereid mijn kennis te delen met mijn collega-teamleden	1	2	3	4
	5				
	<i>kennis8</i>				
97.	Ik waardeer de kennis die met mij gedeeld wordt				
	door collega-teamleden	1	2	3	4
	<i>kennis9</i>				
	5				
98.	Met de kennis van collega-teamleden kan ik mijn				
	eigen werk beter uitvoeren	1	2	3	4
	<i>kennis10</i>				
	5				



**Dit is het einde van de vragenlijst.**

**Heel hartelijk dank voor uw deelname aan dit onderzoek!**