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Title	Same but Different? The Relationship between Organizational Culture and Individual Values: an Exploratory Study in Finland and Estonia		
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Abstract

Organizational culture have been studied in many different aspects. The study considers individual values as the core of both national and organizational culture. Therefore it was interesting to explore the relationship between individual values and organizational culture in the context of national cultures. The main reason for studying Finland and Estonia came besides personal interest from the fact that only relatively few studies comparing these cultures have been made in the area of management studies, despite that co-operation between Estonia and Finland increase constantly.

The objective of the study was to find out and discuss the relationship between organizational culture and individual values in the cultural contexts of Finland and Estonia. The objective was divided further into two sub-questions. Firstly, what values were related to the explored organizational cultures' dimensions, and secondly, what were the main similarities and differences between Finland and Estonia in the studied issue.

Individual values were studied with the modified Rokeach's Value Survey, which divides values into terminal and instrumental values. Organizational culture was studied with the methodology developed by M. Vadi from the University of Tartu, Estonia. The methodology was adapted into Finnish context and applied for the first time in Finland. The methodology is based on the aspect that it is possible to distinguish organizational culture in two dimensions – task and relationship orientation, whereas the task orientation reflects the desire of all the organizational members to support the common goals of the organization, and the relationship orientation indicates the belongingness between them. 177 employees in Finnish organizations and 111 employees in Estonian organizations were studied.

The main finding of the study show that individual values of Finnish and Estonian respondents were significantly similar (e.g. respect to *family security*, *self-respective*, *honesty* and *responsible*), but individual values' relationship to organizational cultures' dimensions differed. Respondents in studied Estonian organizations tended to be more task orientated than repliers in studied Finnish organizations. In contrast organizational members in both cultures showed relatively weak relationship orientation. The possible organizational outcomes of the study's results were also presented in the study.

Key words	Culture, Organizational culture, national culture, individual values
Further information	