DON´T FEAR CHANGE, CHANGE FEAR

How health care professionals experience the organizational culture at THERAPY 2000 and how this influences the way they deal with the pressure of market-driven reforming policies

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THERAPY 2000
Home health agency for children
Corporate Division
Dallas, Texas, United States

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**'If you get the culture right,
most of the other stuff will
just take care of itself'**

- Tony Hsieh, CEO of Zappos.com -

PREFACE

The fact that you are reading this, means that I have managed to fulfill my dream. It means that I have finished a master's thesis. How is that a dream to someone that is not driven by career or status at all? Well, I did not know the answer to this question either, until I actually started this process. I just somewhere felt it was something I wanted to achieve.

Right now, after having been through it, I know the answer. It has the least to do with the paper that will be handed to me at the celebration. Ok, I will not burn it and I will probably proudly show it to my grandma but that will be about it. Instead, it has all to do with the whole process I have been through, which has appeared to mean a lot more to me than obtaining a master's degree. It has always seemed very hard to me to finish such a thing, I mean: how would people even manage to do that? Do their own research, write their own paper, knowing the structure, scheduling the whole timeline, making use of a frame. To me it seemed harder than so many things in the world. And it indeed appeared to be. Even after having finished all my subjects fairly easily and with decent grades, I was still scared to fall in that terrifying black thesis-hole that I heard the most horrific stories about. And I fell in it. Very deep. Probably deeper than all the victims I had witnessed so far.

I had found myself locked in and I did not even know where to start. My ADHD brain would create thousands kinds of thoughts and ideas but by the time I found one that seemed legit to start with, another thousand had again come in the way. It felt like swimming in the middle of the Atlantic Ocean, not even knowing where to be headed. If knowing the right direction would have made sense at all. All my alleged intelligence, creativity, perseverance, ambition and all of those good traits seemed to become my biggest enemies, leaving me nowhere at all. Deep down I had this feeling there had to be a way to get above it, but every single day made me feel more and more deserted from it.

The fact that you are reading this, means I have found that way out. Thanks to a few key persons and crucial moments that I owe a lot of gratitude. Since this is way more than creating a master's thesis, I have learned way more than just writing one. I first want to thank you Tilly, since you brought me to this finish line. Thank you for all the things I learned from you, mostly about other things than this final thesis but certainly the things I needed to finish it.

Thank you Guido and Rick for having that crucial conversation with me at the barbeque hangout party on that specific summer night. The two of you just could not stand the fact that I would let it slip through my fingers and the convincement you guys spoke with, touched me in a whole different way. It made me take immediate action. Rutger-Jan, thanks a lot for making that very crucial decision when I found myself on that impossible T-junction. For one second you seemed as lost as I was and the very next second you came with that one solution that has meant a lot to me. From then on at least I knew in what direction to go.

Since it was still going to be a very, very long swim I knew I was not able to do it all by myself. Surely when heavy storms are passing by, sometimes referred to as SPSS. I now think this abbreviation actually stands for: Severe Persisting Shattering Storms. Either way, thanks to Romée and Amely for your very helpful guidance and actually offering me a rowing boat. Amely, you deserve to be crowned as Data Queen. If I do stuff I want to do it right, and with you at my side I knew I could guarantee my data would get the best treatment and maintenance.

Of course I want to thank THERAPY 2000 for hosting me as an intern. I have felt very privileged to get the option to do my research abroad - one of my other dreams - and to be fully part of the organization for three months. I have been touched by the therapists who have trusted me to take me on their visits, touched by the way they treated their little patients with so much love and devotion, touched by seeing how having to fill out disturbing documentation forms indeed literally goes at the cost of the time the field staff can actually spend with the kids, and therefore touched by the harmful effects of stricter regulations within the health care branch. I have been touched by the honesty of the employees that have opened up about their deep emotions, especially since this is certainly not typical in a Texan work context.

Speaking about Texas, I am very grateful to have been here at all. I can honestly say I fell in love. Not necessarily with a cowboy, which could certainly have been one of the options, but more so with the state and all its contrasts itself. The beautiful weather on one hand, the destructive side of tornado season on the other hand. The strict rule that 'you don't talk politics or religion' on one hand, the very deep and real conversations on the other hand. Living in the countryside of Waxahachie at my host family on one hand, having to move to a furnished apartment all around covered with gay porn posters - not kidding, I'll save you the pictures - on the other hand. The hard work on one hand, driving the greatest white lady, Grand Marquis 1998, to and from work on the other hand. All rides in this old sheriff land yacht were my moments of the day. Moments where I felt that whatever happened, I could always rely on my white baby. I surely am the first to understand why Texans love their cars.

I would not have been able to keep the trust in this whole process without the people that kept trust in me. Thank you for all of you who have been at my side. For asking how I was doing, for cooking me meals, for giving meaningful hugs. Thank you, Ruben, for always offering your home and hospitality. Thank you, Petar, for your infinite love and support. And thank you, Jazz, for still being my greatest hero, my strongest inspiration, my all-time favorite rebel. You knew how this has always been my dream and it seemed to have even become yours. I do not know a person who has been more genuinely engaged with whole my life, all my processes and all my struggles. Since you wanted me to finish this so deeply, the least way to honor you was to do so. So here, Jazz, this one is for you.

Thank you Dr. Hakvoort for providing me with some last helpful comments and keeping me sharp. I like how you said that Cameron & Quinn dance through whole my thesis. I guess you are right, but poor Cameron & Quinn, they must be exhausted by now! So dear reader, while I grant myself and these two gentlemen a little bit of rest, I wish you a nice journey through my adventurous trip.

Marcella Das
Rotterdam
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P.s. Thank you Ritalin. We have a love-hate relationship, but I owe you. You have been my buddy at the right times. Same to you, long dear nights: thank you for covering me with blankets of rest. The two of you worked perfectly fine together.

ABSTRACT

A widely debated issue within the current field of public administration is the fact that the health care branch is progressively tightened up by market-driven reforming policies and associated stricter regulations. This has a strong influence on the public professionals in this branch as well. Tummers (2012) has developed a construct to research the effects of these policies on professionals: policy alienation. In other words: employees feeling alienated from the policies they are forced to implement in their work. Tummers (2012) discovered this does not only make public service professionals feel powerlessness, but mostly meaninglessness. They feel the policies do not serve helping their patients or clients, which is the drive for their work.

Since Cameron & Quinn (1999) state that organizational culture is the core of every organization and determining for all kinds or organizational performances, this study has linked this new academic construct of policy alienation to organizational culture. The reason for this study is to show a relationship between the organizational culture and the presence of policy alienation amongst employees, in order to assess if there is a way to make employees more resilient against the pressure of these reforming policies. The research has been done by means of a case study, in the context of home health agency THERAPY 2000 in Dallas, Texas, United States. The international context serves to gain extra information around the existence of policy alienation all over the world. The general question of this research is:

What is the organizational culture of THERAPY 2000, to what extent do employees experience policy alienation, and how does organizational culture affect policy alienation?

The corporate office and central division of THERAPY 2000 have been studied by orienting conversations and quantitative research. A questionnaire with two validated scales, one for organizational culture (Cameron & Quinn, 1999) and one for policy alienation (Tummers, 2012), has been handed out to all employees of these divisions. Out of 148 employees 75 respondents have filled these out. Besides achieving a fairly high response, all the data have been put to several tests to gain as much reliability and validity as possible. Subsequently several interesting results were found.

In the first place the study has shown a relationship between organizational culture and policy alienation, which means that there is indeed room for organizations to make their employees more resilient against policy alienation. Of four possible culture types like family, market, adhocracy and bureaucracy, the family-like culture has appeared to be the most preferred by employees and the health care professionals that experience this culture type show fewer policy alienation than their co-workers that experience the other culture types. Besides, the factor gender seems to be of influence on the perception of organizational culture and policy alienation. The most important finding of this study is the highly significant relationship between dissatisfaction about organizational culture and the experience of policy alienation, even after controlling for gender.

Besides, this study confirms the findings of Tummers (2012) that public professionals suffer more from meaninglessness than powerlessness. This is interesting because this finding may lead to different plans of action in order to make employees more satisfied. All these different findings have led to recommendations for further research, and to societal and practical recommendations for THERAPY 2000 itself.

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1. INTRODUCING THIS STUDY

1.1 The crucial role of organizational culture within a company

You must surely recognize the following situation. It is early in the morning and you have just arrived at work. While your computer is starting up, you get yourself a first serving of the coffee machine and you are probably still hoping that today's taste will be slightly better than yesterday's. You walk back to your work place, notice all your systems are ready, you are just about to get to work… when your manager shows up. With a slightly over-enthusiastic intonation, he tells you and all your coworkers that he is very excited to announce that 'after a lot of consultation and consideration the board has finally come up with a whole new plan for… change'.

Your manager's enthusiasm is probably not shared by you and your coworkers. Not even nearly as much. Instead, most likely a lot of eyebrows are frowned, eyes are rolled, and you find your coworkers sigh and think: oh no, please not again….

The frustration above resonates with the widely known fact that almost three quarters of the planned organization change initiatives fail (Cameron & Quinn, 1999). Nevertheless, organizations are still frightened by the idea of saying they stayed the same for the past ten years. Cameron & Quinn (1999) explain this contradiction has to do with the fact that the most frequently cited reason for failure is a neglect of the organizational culture. This comes down to the fact that most of the initiated organizational changes were doomed by a failure to change the organization's culture (Cameron & Quinn, 1999). In other words: even if these changes would have succeeded, they would just have been a band aid for the bigger, underlying problem. The good part is that these alleged failures can serve as an indicator to point out what the actual problem of the organization is.

As Cameron & Quinn emphasize organizational culture being the core of an organization, it indeed appears to be a predictor for corporate performances since cultural characteristics have been related to job satisfaction (Koberg & Chusmir, 1987), identification and commitment of employees to a firm (Gordon & DiTomaso, 1992). In their overviewing article Gordon & DiTomaso summarize that for example Sapienza found that contrasts in shared beliefs can lead to adopting different strategies to cope with change, Jenster and Bigler found a significant relationship between cultural patterns and the pursuit of particular strategies, and Dunn et al. found a stated correlation between customer-oriented cultures and marketing effectiveness. In their own research Gordon & DiTomasso (1992) found among others that 'a strong culture, as measured by the consistency of perceptions of company values, is predictive of short-term future company performance'.

Cameron & Quinn (1999) have developed a validated instrument to assess the current and preferred culture of an organization in a rather general way: the outcomes are divided in a quadrant of four different culture types named clan, adhocracy, hierarchy or market, further to be explained in the theoretical framework of this study. This Organizational Culture Assessment Instrument (OCAI) is based on a framework of competing values: flexibility versus control and internal versus external

orientation. The assessment has appeared to be very useful and functional and is therefore used by countless companies worldwide.

As supportive as the OCAI may be to define an organizational culture as a whole, it does not necessarily explain relationships to company outcomes. This makes it important to not just assess a culture but to also relate this to another organizational construct. The next paragraph will introduce the concept that is relevant for this study.

1.2 Policy alienation amongst public professionals
Since the organizational culture can be related to such a big variety of performance outcomes this study focuses on a fairly new academic concept that has recently obtained its own validated scale and currently plays a big role in the rapidly changing world of care and welfare, namely 'policy alienation' (Tummers, 2012). Policy alienation is defined as 'a general cognitive state of psychological disconnection from the policy program to be implemented, by a public professional who, on a regular basis, interacts directly with clients' (Tummers, 2012). He illustratively quotes a health care professional stating that within the new health care system economic values are dominant and too little attention is being paid to actually helping patients. According to Duyvendak, Knijn & Kremer (2006) public professionals often seem to have problems with policies that nowadays more and more seem to focus on financial transparency and efficiency. Public professionals seem to have difficulties accepting the changing trade-off in values and therefore having problems identifying with current policies (Tummers, 2012).

The phenomenon of policy alienation by itself may not be new, yet until 2012 there had been a lack of a coherent, theoretical framework to analyze this topic. The increasing discontent of teachers, psychologist, psychiatrist and other caregivers towards implementing policies were reason for Tummers (2012) to respond to this gap. The urgency to analyze this topic is that policy alienation can have severe consequences for policy performance, and also for the working lives of these professionals: if implementers are indeed unable to identify with a policy, this can negatively influence policy effectiveness and thereby organizational performance (Ewalt & Jennings, 2004; May & Winter, 2009). Back in 1994, Smith and Lipsky (1994) already mentioned that the bidding and contract competition places downward pressure on agency costs and creates incentives for deprofessionalization.

The public professionals that are studied by Tummers (2012) as well as the issues they experience show a big overlap with the situation of THERAPY 2000. This makes the concept of policy alienation an interesting topic to relate to the organizational culture within this case study.

1.3 THERAPY 2000 and its current challenges
THERAPY 2000 is a home health agency providing different kinds of home care therapy to children in the state of Texas in the United States of America. The agency was founded in 2001 by Jerre van den Bent by his philosophy to 'do what is right and never do what is easy' and hereby aiming to focus on personal values and to always take these into account. The agency has had a lot of challenges - such as reducing the long lead-time between patient referral and the actual start of care – and the home

care company has grown ever since by managing to overcome all these. The challenge the company is facing at the moment is to create a stronger involvement for all the therapists that work for THERAPY 2000 with each other and the company. Most of the time they work individually and autonomously for the main part of their work is to visit client's houses to offer specialized therapy.

The pronounced question of THERAPY 2000 is to have a researcher spending time with the therapists and office staff to get a feel for how the organization works and what lives amongst the employees. The company wants to get an insight on what the therapists are wanting from the organization which helps them to feel more attached to each other and to the organization they work for. The organization wants to give the therapists a clear voice in how processes and interaction can be improved so THERAPY 2000 would like to gain specific methods and ideas to guarantee that these voices can structurally be heard. In order to achieve this, the company wants to get advice on how to implement these methods on the work floor - aiming on gatherings such as an advisory board, where employees can share knowledge and experiences.

The reason for all the above is that at the moment the main challenge of the organization is employment retention. The kind of therapists that work for THERAPY 2000 are basically wanted everywhere since there is a big demand for these kinds of specialized professionals in this field of child care. The founder of the organization realizes the importance of being competitive in relation to other companies, but he certainly does not want to compete for the highest wages. Van den Bent states that THERAPY 2000 'is not a company that is going to attract the therapist that comes to work for the highest bidder', aiming on the fact that they might leave when someone else becomes the highest bidder in town. However, he does realize he needs to pay employees enough to be competitive with the other companies and because of the big and costly corporate overhead he recognizes this as a big challenge for the company. He wants to reorganize the management group in order to lower the costs of the overhead, but wants to stick with his main values: a highly qualitative experience for the patients as well as the employees themselves.

Vice President Angela Lawson, who is the main contact person within THERAPY 2000 for this case study, explains that as a result of Van den Bent's continuous desire for change and growth, the company has been subject to a lot of change. This has created a lot of success and growth but also brought a lot of policy changes, unrest and instability. This had caused employees – mostly the ones with a longer employment – to feel disgruntled, to complain, to revolt and sometimes even to leave, as Lawson states.

When it comes to the organizational culture she states that this has roughly changed from a close-knit family to a more high performance, bureaucratic and more nitpicky culture. To her this goes along with elements of inconsistencies, communication struggles, employees experiencing stress and a decrease in job satisfaction, dynamics and rumors on the work floor, unclear job expectations, high turnover and repositioning of employees, ambiguous messaging and office fear. She also mentions that a lot of employees feel they are not a part of the company anymore whereas in the past they, on the contrary, used to feel 'as one big closed-knit family'. Besides that, she experiences that the commitment of employees to the company has lessened – 'like they don't show up on social activities anymore' – because they feel more and more alienated from the company, each other, the policies and their work.

Given all the above THERAPY 2000 seems to face the following challenges:

- growing from a small family-like organization to a big, multi-layered organization
- the organization being subject to a lot of changes
- the rise of employee dissatisfaction and alienation
- realizing the urgency of employee retention

1.4 Research objectives of this study

The objectives of this research can be gathered in four different categories:

1. **Assessing the organizational culture of THERAPY 2000**
   Cameron & Quinn's (1999) statement that a lot of change initiatives fail because of a neglect of the organizational culture stresses the importance of knowing the organizational culture. Therefore the first objective of this study is to research the organizational culture of THERAPY 2000 in order to:

   - offer insight in the varieties in the perception of culture
   - show the preferred culture that employees wish for in the future
   - help to optimize an internal fit and consistency in the organization

2. **Exploring the presence of policy alienation**
   Another objective is to assess the policy alienation of the field staff of THERAPY 2000. According to vice president Lawson alienation has been a reason for several employees to feel disgruntled or even to leave. Having an insight on the alienation aspect could help with the company's goal of employee retention.

3. **Studying the relationship between organizational culture and policy alienation**
   A third objective is to relate these two concepts. Like, for instance, which cultural type (Cameron & Quinn, 1999) is most related to the feel of policy alienation? And how does a discrepancy between a perceived and preferred culture influence the way therapists feel alienated from policies.

   This objective is interesting for this specific case study but also contributes to the academic debate. The concept of policy alienation that is used in this study is fairly new, which makes it interesting to relate this concept to other organizational constructs. It will serve to show how policy alienation manifests in the context of another country and will give insight in how organizational culture may be related to this construct.

4. **Making recommendations for organizational improvement**
   The three objectives before will serve to come up with concrete recommendations for THERAPY 2000 to deal with their challenges. This will give insight in room for improvement and will emphasize what elements are valuable to stick to. It will also serve as a guiding tool for THERAPY 2000 for their challenges in the future. All of this can also be of practical use for every other company or organization that faces likewise issues.

1.5 Problem statement and research questions

In order to meet the research objectives a clear problem statement needs to be defined. All the above leads to the following problem statement:

- **What is the organizational culture of THERAPY 2000, to what extent do employees experience policy alienation, and how does organizational culture affect policy alienation?**

This problem statement will be studied by means of four research questions (RQ):

- **RQ 1: How do employees perceive the organizational culture of THERAPY 2000?**
  The results from the Organizational Culture Assessment Instrument (OCAI) of Cameron & Quinn (1999) will describe the different perceptions of the current organizational culture and show what organizational culture employees wish for. It will also show the discrepancies between the perceived and preferred culture.

- **RQ 2: To what extent do employees experience policy alienation?**
  The data of the policy alienation scale (Tummers, 2012) will serve to describe the presence of policy alienation. Subsequently the results will offer insight in what employees find more important: to be involved with decision making or to be able to stand behind the decisions. On a scientific level it is interesting to assess the usability of this framework and scale within another context of public professionals - health care in the U.S. and the Netherlands are differently regulated – and within the context of another country and national culture.

- **RQ 3: How are organizational culture and policy alienation related?**
  This study aims to determine a statistical correlation between organizational culture and policy alienation. The data from the interviews will serve to explain this alleged correlation. Also literature will be used to explain the possible correlation.

- **RQ 4: What recommendations can be made for THERAPY 2000?**
  The answers on all the previous questions will be gathered and concluded. Based on all these data this study will offer recommendations for THERAPY 2000 to create an organizational culture that reduces policy alienation.

1.6 Research methods for this study

To gain as much data as possible to create answers to the above questions, this study has chosen for a case study as research strategy. This offers the ability to study the phenomena of organizational culture and policy alienation within its real-life context. The home health agency THERAPY 2000 in Dallas, Texas, in the United States will be the subject of this case study, for a period of three months. For the actual research mostly quantitative research methods will be used. Besides, there will be several orienting activities, such as interviewing employees, joining therapists while visiting children and observing work floor habits. These actions will not directly reflect in the quantitative data but will serve to interpret and analyze these data. For the quantitative part two validated questionnaires will be used: one for organizational culture (Cameron & Quinn, 1999) and one for policy alienation (Tummers, 2012). Statistical analyzing will be used to see if and how these concepts are related.

1.7 Relevance of this study

The first relevance of this study is to come up with concrete recommendations for THERAPY 2000, being the subject of this case study. Next to that it also has a broader relevance of both social and academic interest.

- **Social relevance:**

    In order to improve organizations and their human resource instruments every single case study contributes to performances of this single organization but will also have a broader effect. It will affect the employees' perception of their jobs and if the new methods/ideas are successful they will spread like oil. For policy makers within THERAPY 2000 it is interesting to know how they can develop policies along the needs of the implementers. If they can identify with the policies they will be more likely to support them, which will contribute to the organizational performances (Ewalt & Jennings, 2004).

- **Scientific relevance:**

    THERAPY 2000 is a private company. However, this study can be related to the field of public administration for the fact that the company provides public tasks such as health care. The design of the health care system in the United States may differ from the current design in for example the Netherlands. However, the Netherlands are reforming their health care systems drastically and hereby considering privatizing and decentralizing specific parts similar to the US, which makes it very interesting to study health care in the context of a different design. Also because some of the models that are used for the research methods are based on national governmental contexts. This research will show the usefulness and validity of those models and scales in the context of a differently regulated health care branch.

    Given the fact that public administration has a strong element of applied sciences - for these studies usually have to deal with actual and practical problems - this research can also be an example of how to research comparable case studies. This study also aims to create knowledge about how organizational culture and policy alienation are related and contribute to the accumulation of scientific knowledge.

1.8 Reading guideline

The first chapter is an introduction to the main reason for this research, its overall context and the problem statement of this study. The second chapter builds the theoretical framework that is used to set up the research and to interpret all the data. The third chapter gives insight in the research design for this study. Chapter 4 offers a closer look at the context of THERAPY 2000, which is the subject of this case study. It also introduces the owner and founder of the agency, Jerre van den Bent. Chapter 5 is a rather technical chapter, which goes deep into all the data and its statistical measurements. Chapter 6 shows a clear and summarized overview of the highlights of chapter 5. In chapter 7 the research questions and goals of this study are recalled in order to create adequate conclusions and recommendations for THERAPY 2000 and the academic field. This last chapter ends with an evaluation of this study and is followed by the literature references and two appendices.

2. THEORITICAL FRAMEWORK

2.1 The challenge of this research

As explained in Chapter 1 two main organizational constructs have drawn attention for this study, namely organizational culture and policy alienation. The first for its essential role in any organization, mostly if this organization is subject to change (Cameron & Quinn, 1999). The second given the current intense debate on this topic in the sector of public professions, and for the fact that this fairly new academic concept recently has obtained its own theoretical framework (Tummers, 2012).

The realization of a theoretical framework around policy alienation finds its roots in the Netherlands, where all the different studies to get to this actual framework have taken place (Tummers, 2012). The fact that this study takes place in the U.S. makes policy alienation an even more interesting concept, because the sector of public professionals in the U.S. differs from the Netherlands.

Whether in the U.S. or in the Netherlands, policy alienation in general refers to an alienation of policies that are made by governments or at least have a national character. Organizational culture is, on the contrary, linked to the specific domain of an organization. This means that this thesis studies two concepts that are influenced in different ways. Both the concepts are organizational constructs as in: they appear within the context of an organization. The difference, however, is that the existing conditions of organizational culture find their main roots in the organization itself whereas policy alienation is mostly under influence of external factors, such as national or governmental regulations.

In summary, this means that:

- **policy alienation is a fairly new construct in its academic sense. The amount of academic literature around this construct and its relationships to others is therefore relatively small**

- **the construct policy alienation 'stems' from a Dutch context and may not be fully applicable to the context of Texas, U.S.**

- **both constructs – policy alienation as well as organizational culture - have a different context when it comes to the factors that they are subject to, such as organizational factors versus national/governmental factors**

All the above brings the realization that this research will be challenging on different levels. This chapter will build and explain the conceptual model that serves as a guideline for this study.

2.2 The emergence of the term organizational culture

Organizational culture has arisen from the term culture that, in turn, stems from the Latin word *cultura*. For anthropologists this has been an important phenomenon to get an insight in the behavior of groups and societies. One of the first definitions of culture in this anthropological context came

from Edward Tylor: 'Culture, or civilization, taken in its broad, ethnographic sense, is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society'. Geert Hofstede who is well-known for his pioneering research of cross-cultural groups and organizations worldwide, used the definition: 'I define culture as the collective mental programming of the people in an environment' (Hofstede, 1980). He developed a cultural dimensions theory, which has played a major role in developing a framework to analyze national and regional cultures.

On his academic website Hofstede stresses that 'the Hofstede dimensions of national cultures are not relevant for comparing organizations within the same country. National cultures belong to anthropology; organizational cultures to sociology'. As a result of these differences he recognized, his research institute has conducted a separate research project in the mid-80s to study organizational culture specifically. However, considering national and organizational culture two different phenomena does not detract from the fact that national culture has a strong effect on organizational culture (Hofstede, 1985).

The fact that Hofstede attached importance to separate research on culture within the specific framework of an organization, illustrates how the term organizational culture in this time era gained its own defined research scope. Terms as 'climate' and 'corporate culture' had been used before, but Andrew Pettigrew (1979) is widely credited to be the first to introduce the concept of organizational culture to the academic field with his article On Studying Organizational Cultures.

Cameron & Quinn (1999) treat culture as 'an attribute of the organization that can be measured separately from other organizational phenomena and can be very useful for predicting which organizations succeed and which do not'. They assume that culture is an attribute that an organization *has* and not a metaphor or label for what an organization *is*. They think of organizational culture as an independent variable that, in turn, predicts other outcomes and variables. Therefore they attach importance to identifying what aspects of culture are considered in defining the concept (Cameron & Quinn, 1999), which will be shown in the next paragraph.

2.3 Four organizational culture types
To assess organizational culture the Organizational Culture Assessment Instrument (OCAI) of Cameron & Quinn (1999) has appeared to be a very suitable validated research method to examine different aspects of organizational culture and it has been used in numerous organizations worldwide. This is why their cultural model has been chosen for this study.

The OCAI assesses the organizational culture via a questionnaire that is based on six topics:

1. Dominant characteristics
2. Organizational leadership
3. Management of employees
4. Organization glue
5. Strategic emphases
6. Criteria for success

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Statistical analysis has discovered that two dimensions appeared to be very important in all the indicators of the questionnaire:

- **horizontal: internal maintenance versus external positioning**
  → focus on organization (left) or focus on customers and competitors (right)
- **vertical: individuality/flexibility versus stability/control**
  → autonomy of employees (above) versus control by management (below)

By placing these two dimensions on two axes, Cameron & Quinn (1999) created the so-called Competing Values Framework. Each quadrant represents a culture that is named after its most characteristic aspect: Clan, Adhocracy, Market or Hierarchy. The following figure (based on Cameron & Quinn, 2006) offers a good overview by also paying attention to aspects like which leader type and value drivers suit each culture type. Besides, it shows how each culture type approaches change.

Figure 1: Competing Values Framework. Source: based on Cameron & Quinn (2006)

- **Clan or Family**
  A close-knit organization with an internal focus and flexibility and autonomy for the employees. This culture resembles a family; a good example of this is the animation company Pixar. Most creative companies gather creative and talented people and subsequently let them loose to do their work freely. Pixar, instead, has developed a culture of collaborators who tightly stick and work together, which reflects in their Latin inscription 'Alienus Non Diutius': Alone no longer (Cameron & Quinn, 2011).

- **Adhocracy**

  This culture mainly focuses on creating. Where Pixar works as a family, adhocracies work as environments where employees have a lot of autonomy and flexibility but often also work alone and by themselves. Think of universities where professors run their own schedules or think of a creative company like Google. Where the clan culture has a more internal focus, the adhocracy pays more attention to external positioning (Cameron & Quinn, 2011).

- **Market**

  One could say that this kind of organization is always on the run to be the best in town. Competition is its middle name. Holding positions is a no-go for this culture that strives for continuous change and adaptation to the market. Success is measured in market share. A winner's mentality is the glue that holds the organization together. An example is Philips Electronics in its current form (Cameron & Quinn, 2011).

- **Hierarchy**

  This culture is comparable to the market when it comes to the focus on stability and control. However, it is more based on internal maintenance, consistency and uniformity. It has a lot in common with the classical attributes of bureaucracies and therefore a lot of governmental institutions are a good example. Also organizations like McDonald's or Ford Motor Company have this typical hierarchical culture that usually has a lot of management layers. Before Philip Electronics turned into a market culture in the 1990's, it also had this culture of control, arrogance and hierarchy (Cameron & Quinn, 2011).

2.4 Policy alienation occurring as a clear phenomenon

The actual cause for Tummers (2012) to devote a large-scale solid study to the phenomenon of policy alienation had been a concrete and influential conversion in the Dutch health care system in 2008. Thus far each medical action had resulted in a financial claim: the more sessions, the more compensation could be claimed. However, the Dutch government had considered this to be inefficient and had changed the policy by determining standard rates per disorder, called Diagnosis Related Groups (Diagnose Behandel Combinaties in Dutch), as explained in Tummers's (2012) dissertation.

The impact of this new policy on professional caregivers in the Netherlands seemed to be huge and most of all negative: 90 percent of them wanted this policy to be abandoned and some even demonstrated against it. Public mental health care professionals, like psychologists and psychiatrists, were all but content: they felt the new policy was more and more focusing on economic values like efficiency and transparency, and therefore creating a conflict with other values. They figured the new policy did not resonate with their own professional standards, neither with their professional discretion and autonomy, nor with the demands of their clients. Plus they simply did not want to be too aware of expenses and costs but instead focus on what they initially want to do: helping patients (Tummers, 2012).

The situation above illustrates the presence of the so-called policy alienation as a societal phenomenon. This did not just occur within the world of health care: also in the context of education

and schools, teachers were striking against policies that they could not identify with (Tummers, 2012). All events like this created urgency for Tummers (2012) to analyze this phenomenon. However, at that time a coherent, theoretical framework to analyze this concept on an academic scale was still lacking. This was reason for him to come up with such a framework and, besides, he created a validated scale as a practical tool to measure policy alienation (Tummers, 2012).

He stresses that analyzing policy alienation is of concern since for a satisfactory implementation of policies it is important that the implementer feels some identification with the policy; for a good policy performance it is crucial to have committed implementers. A better understanding of this specific kind of alienation, the factors it is influenced by, the effect it has in turn, and the way it is measured, can help policymakers and managers in developing policies that will be accepted more willingly by public professionals (Tummers, 2012).

2.5 The theoretical road to policy alienation
The concept of policy alienation is based on the concept of alienation in general, firstly used by philosophers George Wilhelm Friedrich Hegel and Karl Marx. They stated that capitalism is an important cause for alienation (Tummers, 2012). Marx is seen as the first to link alienation to the context of labor which led to the emergence of the term: work alienation. Where Karl Marx looked at objective work alienation stating that 'workers are alienated when they do not own the means of production or the resulting product', other researchers focused on subjective work alienation: alienation from the personal standpoint of the worker (Tummers, 2012).

In other words: objective work alienation can be seen as a literal, absolute alienation: an employee that works in a screw factory is literally alienated from his work because he doesn't have any control over the process or the end product. Objective work alienation is the degree an employee *is* alienated. Subjective work alienation on the other hand, refers more to the degree an employee *feels* alienated, from for example an institution, and therefore finds more origin in the eye of the beholder.

The above explains how work alienation is based on the general concept of alienation and can be seen as a specification of alienation. Along that line, policy alienation can be seen as specification of work alienation. Work alienation and policy alienation both have to do with the context of labor: however, they focus on different levels. Work alienation applies to a rather general level of work, whereas policy alienation focuses on the specific scope of feeling alienated from policies. An example could be that a psychologist is happy with the association he or she works for, but he or she does not stand behind a new policy that limits the amount of sessions that are allowed for a client with a depression.

The example shows that the two concepts – how many similarities they may have – do not necessarily go hand in hand. Tummers et al. (2011) therefore contradict the statement of Peters & Pouw (2005) that the resistance of employees against a policy is explainable by their degree of work alienation. The two concepts have also appeared to have different effects: Tummers et al. (2011) state that work alienation lowers the effort employees put into their work and increases their intention to leave, whereas policy alienation lowers the will to implement policies as well as the support for the change that comes with it.

Tummers (2012) says his examining of the policy alienation concept is based on the classification of sociologist Melvin Seeman who came up with five alienation dimensions: powerlessness, meaninglessness, normlessness, social isolation, and self-estrangement. Tummers (2012) has subsequently applied work alienation to the public domain of policy implementation. I summarize his explorations in scientific literature to show the inherent connection between bureaucracy, policy implementation and alienation:

- bureaucratic features – inherent to the public domain – appear to increase alienation (referring to Max Weber)
- bureaucratic features can give rise to bureaucratic personality → bureaucratic personality is linked to alienation (referring to Robert Merton)
- policy implementation of street-level workers is linked to alienation (referring to Michael Lipsky)

2.6 Policy alienation in a five-dimensional framework

As explained in the former paragraph, Tummers (2012) has based his examining of the concept of policy alienation on the five alienation dimensions that sociologist Melvin Seeman came up with. After linking these to the public domain and after applying these to the different cases he studied, he came up with this operationalization of the policy alienation. The illustration below (Tummers, 2012) offers an adequate overview.

Dimension	Definition	Examples of high scores
Strategic powerlessness	The lack of perceived influence by professionals on decisions concerning the content of the policy, as is captured in rules and regulations.	A professional feeling that the policy is drafted without the help of implementing professionals or professional associations.
Tactical powerlessness	The professionals' perceived lack of influence on decisions concerning the way policy is implemented within their own organization.	Professionals stating that the managers in the organization did not consult them or their colleagues when designing the implementation process for the policy.
Operational powerlessness	The perceived lack of freedom in making choices concerning the sort, quantity, and quality of sanctions and rewards on offer when implementing the policy.	Answering 'fully agree' to a survey question on whether the professional felt that their autonomy during the implementation process was lower than it should be.
Societal meaninglessness	The perception of professionals concerning the lack of value of the policy to socially relevant goals.	Stating in an interview that "I agree with the policy goal of enhancing transparency, but I do not see how this policy helps in achieving this goal."
Client meaninglessness	The professionals' perceptions of the lack of added value for their own clients in them implementing a policy.	A professional who argues that a particular policy seriously impinges on their clients' privacy.

Figure 2: Framework of Policy Alienation. Source: Tummers (2012)

As the figure shows, Tummers (2012) presents policy alienation as a multidimensional concept, divided in two main dimensions: powerlessness and meaninglessness. Powerlessness refers to a lack of decision making power while implementing policies, like having no control over quantity or sanctions (Lipsky, 1980). Meaninglessness refers to the feeling that implementing a policy has no clear meaning for society or does not contribute to a larger purpose (Tummers, 2012).

In his own research, Tummers (2012) has found out that dimensions of meaninglessness have a bigger influence on the will of a professional to implement and support policies than powerlessness. Tummers et al. (2011) state that a lot of scholars and studies look at the degree of participation in decision making or the influence employees have during an organizational change, given the assumption that these aspects create the most acceptance for change. Tummers (2012), however, stresses that it is even more important to give meaning to a public professional than to give power. One means to reach this goal would be to communicate the results of the work that professionals do (Tummer et al. 2011).

2.7 The intertwinement of New Public Management & policy alienation
The dynamics in the economic situation and the collapse of communism in the 1980's caused a political reform in many countries. An illustration is 'Iron Lady' Margaret Thatcher, prime minister of the United Kingdom at that time, who was clearly calling for less state interventions and freer markets. Her 'Tatcherism' included aiming on less governmental interferences by for example privatizing nationally-owned enterprises. This new political belief was based on the idea that the market would offer the best solutions to problems and that governmental interventions would not only be inefficient but also in contrast with the values of freedom (Tummers, 2012).

This modernization of the public service led to different reforms which were later labeled as New Public Management, abbreviated as NPM (Hood, 1991). These reforms included fragmentation of public services, privatizing of enterprises, and more focus on business values such as incentives, concrete results and efficiency (Tummers, 2012). This, in turn, had big impacts on public professionals as well, like on the way they were managed and rewarded. Traditional values like autonomy and equity were dominated by values like competition, quantity and performance measures, which required a different behavior of the public professionals (Tummers, 2012).

NPM and policy alienation are related in different ways by some statements from Tummers (2012):

- a main NPM component is the focus on measuring performances (via Hood, 1991)
- a main indicator to measure organizational performance is the effectiveness and efficiency in which public organizations deliver policies (via Hill & Hupe, 2009)
- the identification of implementers with the policy is essential for policy effectiveness (via Ewalt & Jennings, 2004)
- The higher the policy alienation, the lower the policy effectiveness (via Tummers, 2012 himself)
- NPM puts pressures on public professionals and can heighten their policy alienation (via Tummers, 2012 himself)

The previous statements bring the reasoning that all of them are kind of related in a circular or at least an interdependent way: if NPM indeed aims on more efficiency and effectiveness of organizations and if this pressure can indeed stimulate policy alienation, and if this policy alienation indeed can lower the organizational performance, then there is something paradoxical about the relationship between NPM and policy alienation. In other words: while NPM aims on better organizational performances, it can in turn cause the opposite effect by doing so. For this reason it is likely that NPM has a strong effect on policy alienation, but policy alienation in turn can have a strong effect on the goals that NPM is aiming on.

For the above reason it is hard to define a clear casualty between the two concepts of NPM and policy alienation since they are so broad and complex. Besides, even the relationships that have been found may be rather unspecified or influenced by several mediators or moderators. However, it is still interesting to keep searching for relationships between the two because the more research is done and the more specifications are found, the more contribution is created for the academic and practical world around organizational performance and policy alienation.

Tummers (2012) puts it this way: the more management focuses on output control – one of the NPM practices - the more powerlessness and meaninglessness employees feel. Besides, he states that as a result of NPM employees experience a dysfunctional focus on results and efficiency, which causes policy alienation. The figure of Tummers (2012) below shows some relationships between components of NPM and aspects of policy alienation.
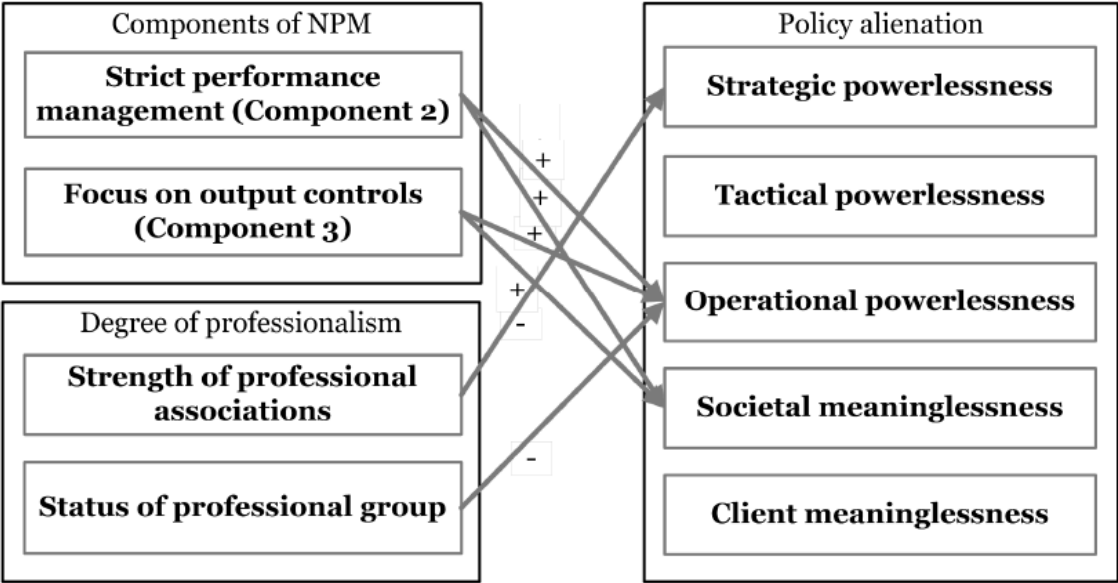
Figure 3: How NPM influences policy alienation. Source: Tummers (2012)

2.8 Policy alienation in the context of this case study
The theoretical framework that Tummers (2012) has created around policy alienation is just based on case studies in the Netherlands. Therefore the academic concept has emerged from a Dutch context. Even though the scale has been validated, still the continental context has to be taken into account. Tummers (2012) also mentions in the conclusion of his dissertation that even though the policy

alienation scale he has created has appeared to be useful in different contexts, it would be beneficial to have this scale validated in more different contexts as well as different countries.

In the first place this is important when it comes to the term 'public professionals', which is used throughout the whole framework. Even within the Dutch context Tummers (2012) explains in his study that it is hard to define precise characteristics of this type of people since he claims that it is hard to distinguish professionals from non-professionals. Tummers (2012) also considers some professionals from the semi-public sector as 'public professionals' for the fact that there is a mixing of public, private and professional domains when it comes to branches like for example healthcare. The way public services are managed in the U.S. differs from the way this is done in the Netherlands. Therefore this study sticks to the way Tummers (2012) defines the public professionals by handling the broad definition based on the criteria that these professionals 'work in a sector that is heavily regulated by the state and subsidized in public interest'.

2.9 The conceptual model to relate the two concepts
The former paragraphs offer deeper insight in the concepts of organizational culture and policy alienation. Since this study has an inductive character the conceptual model has no straight hypotheses that derive from a theoretical background. Instead, this study aims to gain more insight in the relationships of the two concepts. The conceptual model will therefore be as simplistic as possible and this research will serve to get more definition on how these concepts are related. More about these strategies will be explained in the chapter of methodology.

For now the conceptual model looks like this:
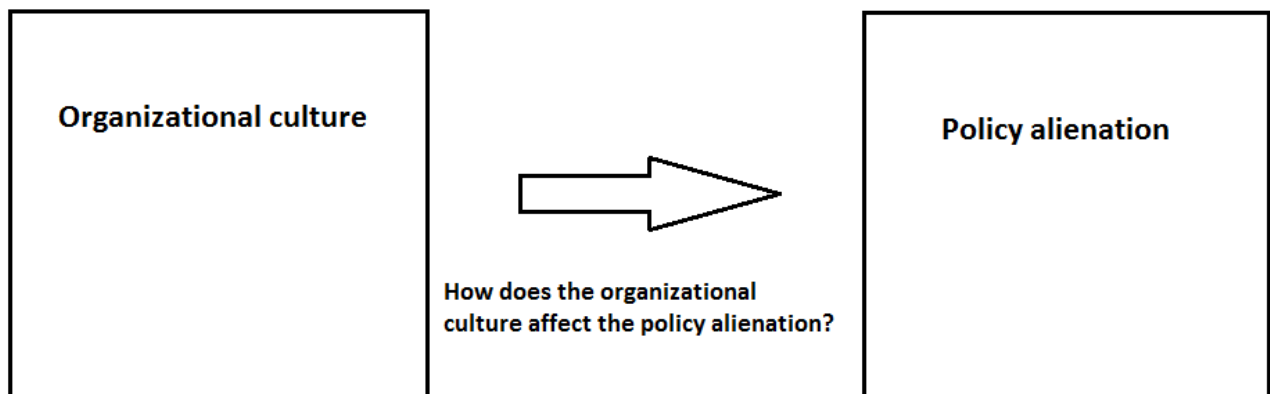
3. RESEARCH DESIGN

3.1 Motivation for this research

As stated before the reforms in public service, mostly caused by New Public Management, include privatizing of enterprises like health care agencies. This usually implies more focus on business values like concrete results and efficiency (Tummers, 2012). As a result public service professionals tend to feel more alienated, not necessarily from their work in general but from the policies they have to work with. This again causes these professionals to have problems with implementing these policies and makes them feel less satisfied with their work (Tummers, 2012). Since this phenomenon plays a big role in current public service systems, its actuality and urgency make that this topic deserves further research.

The fact that Cameron & Quinn (1999) have stated that organizational culture always has to be taken into account in any change or organizational reform, this concept serves as a suitable foundation to base this study on. The reason to do this study in the context of a Texan home health company is that THERAPY 2000 has approached Erasmus University for a researcher to come over to help with a concrete and urgent problem, namely a high employee turnover that seemed to be linked to policy alienation. Therefore this case study creates a suitable context to analyze these concepts and their mutual relationship. Besides, the fact that this agency is based in the Unites States – different from Western Europe where the scientific concept of policy alienation got its first roots – makes it interesting to test the newly created and validated scale in a different demographic context.

In summary, the fact that policy alienation is a fairly new scientific concept and a very urgent and actual phenomenon, not yet linked to many other concepts, means that this study can respond to the lacuna around this new phenomenon within the academic world.

3.2 Research strategy

The choice for a research strategy is usually determined by the main research question and the academic status quo around the scientific concepts (Van Thiel, 2007). The fact that research around policy alienation is still in its infancy gives the study an inductive character. The research question is mainly practice-based and stems from a concrete request from a Texan health care agency, which makes a case study the most sensible strategy.

Van Thiel (2010) claims it is important to vary on the independent variable (y) instead of varying on the dependent variable (x) in order to prevent that multiple factors play a role and the study fails to measure what it wants to measure. When the independent variable (y) varies the chance that differences in outcomes can be attributed to the dependent variable (x) are more likely and therefore more valid (Van Thiel, 2010). This fact has been taken into account while selecting respondents: both 'alienated' - unhappy and disgruntled – as well as 'happy' employees have been asked to fill out the questionnaires.

To create a representative group of respondents, the questionnaires have been handed out in different divisions. Also the proportions of the different kinds of functions, specialties and gender have been taken into account to create a representative group. For instance: the company has a big majority of female therapist, so the group of respondents is mostly female too. The next chapter shows more detailed information of the organization, its organogram and its employees.

3.3 Research methods

The scientific view in this case study has an inductive character since the study concentrates on a rather new academic concept. There is a lacuna in academic knowledge about the relationship between organizational culture and policy alienation, so there are no strict hypotheses that can be derived from literature. In order to stay close to academic foundation this study makes use of two validated questionnaires, see Appendix 2. These questionnaires create quantitative data. For the purpose of triangulation – which serves to enhance reliability according to Van Thiel (2010) – during the three months of the in-house research there will be orienting conversations and interviews. Besides, documents like organograms will be analyzed. This serves to gain deeper insight in the organization and give a more adequate idea in how to select appropriate respondents.

3.4 Validity and reliability

Scientific research differs from ordinary research because it is based on systematic and structured rules and processes, according to regulative ideas (Van Thiel, 2010). The fact that this research is inductive and will be done in the context of a single specific organization, will make it harder to generalize the outcomes of this research and apply them to external situations (Van Thiel, 2010). This may lower the external validity of this research. However, the internal validity is likely to be rather high since this study focuses on one agency and there is a strong focus on creating a representative group of respondents. As a result the outcomes and forthcoming recommendations will be accurate for the organization. To enhance external validity this research aims to formulate axioms and deliver data that can be useful for future research.

This study also strives to be as reliable as possible. Different strategies are used, such as for instance: being very accurate and conscientious by double checking while processing and editing data, getting rid of questionnaires that lack data or have not been filled out correctly, and by statistic tools such as testing the Cronbach's alpha in order to measure the reliability of the filled out questionnaire.

3.5 Measuring organizational culture – RQ 1

The Organizational Culture Assessment Instrument (OCAI) of Cameron & Quinn (1999) will be used to measure organizational culture. This validated questionnaire defines the organizational culture in four different types. Here is a close look at how the instrument works. After employees have filled out the questionnaire, the OCAI measures how an organization scores on two main cultural dimensions and accordingly shows the overlap of the organization with the four different culture types (Cameron & Quinn, 1999). It does so for the current but also for the preferred culture. The following illustration shows an example of what an outcome could look like.

	current	preferred
Clan	24.85	26.34
Adhocracy	18.41	28.80
Market	28.92	24.53
Hierarchy	27.83	20.33
Total	100	100
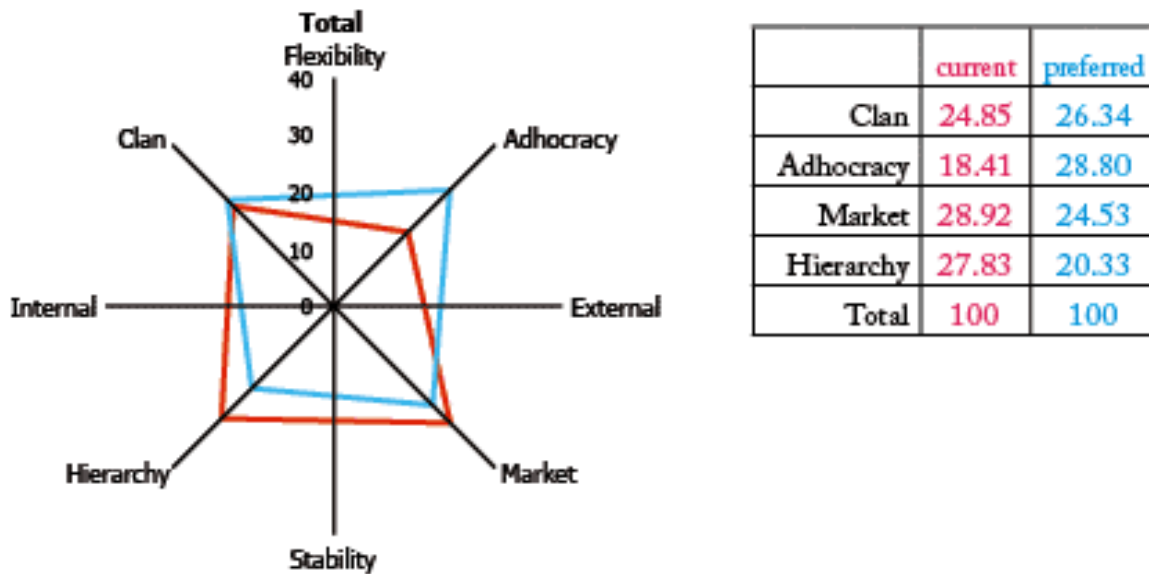
Figure 4: Possible outcome of the Organizational Cultural Assessment Instrument. Source: Report OCAI (2010)

The picture shows how an organization overlaps the four different culture types of Cameron & Quinn (1999). The red figure refers to the current culture and the blue figure refers to the preferred culture. In this case we see that neither the current nor the preferred culture has a strong dominancy in one of the four types; both are mixed cultures. However, we do see that the current culture has the biggest overlap with a market culture, directly followed by a hierarchy culture. The preferred culture instead, has the biggest overlap with an adhocracy culture.

The matrix on the right shows the scores. The respondent is asked to divide 100 points over four alternatives every question. Together this results in for example 24.85 points for the Clan culture type – as shown in the figure. The respondent has given the most points – and thus the preference – to a Hierarchy culture type. Cameron & Quinn have discovered that a difference of more than 10 points between the current and preferred culture requires an action. However, also a discrepancy of 5 – 9 points is a situation to deal with according to Cameron & Quinn. The more discrepancy, the unhappier respondents are with their current culture.

In this study this tool will be used to assess the current culture type as well as the preferred culture type. Also the discrepancy is going to be measured to gain an idea of how satisfied employees of THERAPY 2000 are with their culture.

3.6 Measuring policy alienation – RQ 2

In order to assess the policy alienation the validated questionnaire of Tummers (2012) around this phenomenon will be used. This questionnaire will show how alienated employees feel from the policies they have to work with. The scale that Tummers (2012) created is based on two subdimensions, namely powerlessness and meaninglessness. The questionnaire contains 24 questions that are filled out on a Likert-scale.

3.7 Assessing how organizational culture and policy alienation are related – RQ 3

To show a relationship between the two concepts the study will measure whether people who show more discrepancy between the culture they perceive (current) and the one they would like to have (preferred), show more policy alienation. It is assumable that people who are less happy about their organizational culture show more policy alienation.

The data of the two questionnaires will now be linked to assess if a certain culture type correlates with more policy alienation. Since Tummers (2012) states that the NMP components of stricter management and output control affect policy alienation, it is for example possible that people who perceive a 'bureaucracy' culture type perceive more policy alienation. However, this may be dependent on whether people also prefer to have a bureaucracy culture. If employees long for a 'bureaucracy' culture then they may not show more policy alienation.

3.8 Summary of quantitative measurements

- the culture type employees perceive and prefer and the discrepancy between these – RQ 1
- the amount of policy alienation employees perceive – RQ 2
- whether people feel more powerlessness or meaninglessness – RQ 2
- what perceived culture type shows most policy alienation – RQ 3
- how discrepancy between current and preferred culture relates to policy alienation – RQ 3
- which effect is bigger: culture type or discrepancy (dissatisfaction) – RQ 3
- how age, length of employment, function, and gender influence the above measurements

4. CONTEXT OF THIS CASE STUDY

4.1 Foundation of THERAPY 2000

Jerre van den Bent is a physical therapist and since 2000 administrator of THERAPY 2000. As mentioned before, his philosophy is to 'always do what is right, never what is just easy'. The agency provides home-based children's therapy services in Texas. When Jerre founded the agency he wanted it to not just be an ordinary home care agency but a place 'where both patient and therapist were to be held in extremely high regard', as stated on the website. The company started with five patients that were served out of Jerre's house and has grown to a leading provider of home health care that has five divisions across the state of Texas. The vision of Jerre and the establishment of the agency are based on six core values:

- we strive for excellence
- we unleash potential
- we make it fun
- we show integrity
- we celebrate diversity
- we give back

4.2 Closer look at the current organization

Therapy 2000 is a leading provider in delivering individualized home care rehabilitation services to children in Texas. The clients are children with specials needs like developmental delays, problems with speech or swallowing, autism spectrum disorders, disabilities like cerebral palsy and so on. The patients are visited at their homes or at day care. THERAPY 2000 offers three types of therapy, namely occupational therapy (OT), physical therapy (PT), and speech therapy (ST).

The therapists that work for THERAPY 2000 form the field staff of the company and they mostly work on a 'per visit' basis. Some therapists – usually with a longer employment – still work on a salary basis. Work relationships in Texas are generally based on the At-Will Employment, which is very common throughout the United States, which means that the contracts are very 'loose'. An employer can easily dismiss an employee and, in reverse, an employee can leave his job without reason or warning. The office staff of THERAPY 2000 has explained that this does not mean that employees have to always fear for their jobs: the law may allow employers to dismiss their staff easily, in practice they have to provide a reasonable notice or else the company will gain bad publicity. However, this means that employees can quit their jobs easily and in the United States it is very common that they look for the highest bidder in town. Employee retention and employee turnover are thus topics that are always on a company's mind.

The therapists work rather autonomously, they arrange their own schedules within an area in which they get referrals by the company. It is up to them to plan all those visits and they have to live up to certain standards to get specific benefits. A part time therapist will not get as much benefits as a full time therapist, which requires a certain amount of visits per month. If a child is sick or not present it

is up to the therapist to make up for this visit to still live up to the required standards. Besides these standards around the amount of visits, the field staff also has to fill out forms after every single visit according to certain standards. These requirements usually stem from insurance companies who demand these forms in order to cover the costs. The field staff is providing the actual health care.

4.3 Different divisions

The field staff is managed and assisted by different office staff employees. The management layers go up from supervisors to district managers, to division directors, to regional vice presidents and to the administrator Jerre van den Bent. The assisting staff sections are for instance HR, account management, insurance, referrals, education, communication, marketing and so on. THERAPY 2000 nowadays consists of five different regions: Dallas/Fort Worth (FW), East Texas, San Antonio, Houston and Austin. The Dallas/FW area is the main area since this is where the agency was founded and where the corporate division has always been based. Since Texas is a very large state and to keep the research objects within a certain distance, this study just focuses on the Dallas/FW area.

The Dallas/FW area has three divisions: Central, East and West. For this study all these divisions have been visited and the respondents have been gathered within all these divisions to create a representative population. The work space for this study was based in Central, in Dallas, where also all the corporate office staff was located. The picture below shows a simplified organogram of the organization. Jerre van den Bent is the owner and Angela Lawson is the Regional Vice President and contact person for this research. For this study all the therapists will be called field staff. All the non-field staff will be called office staff.
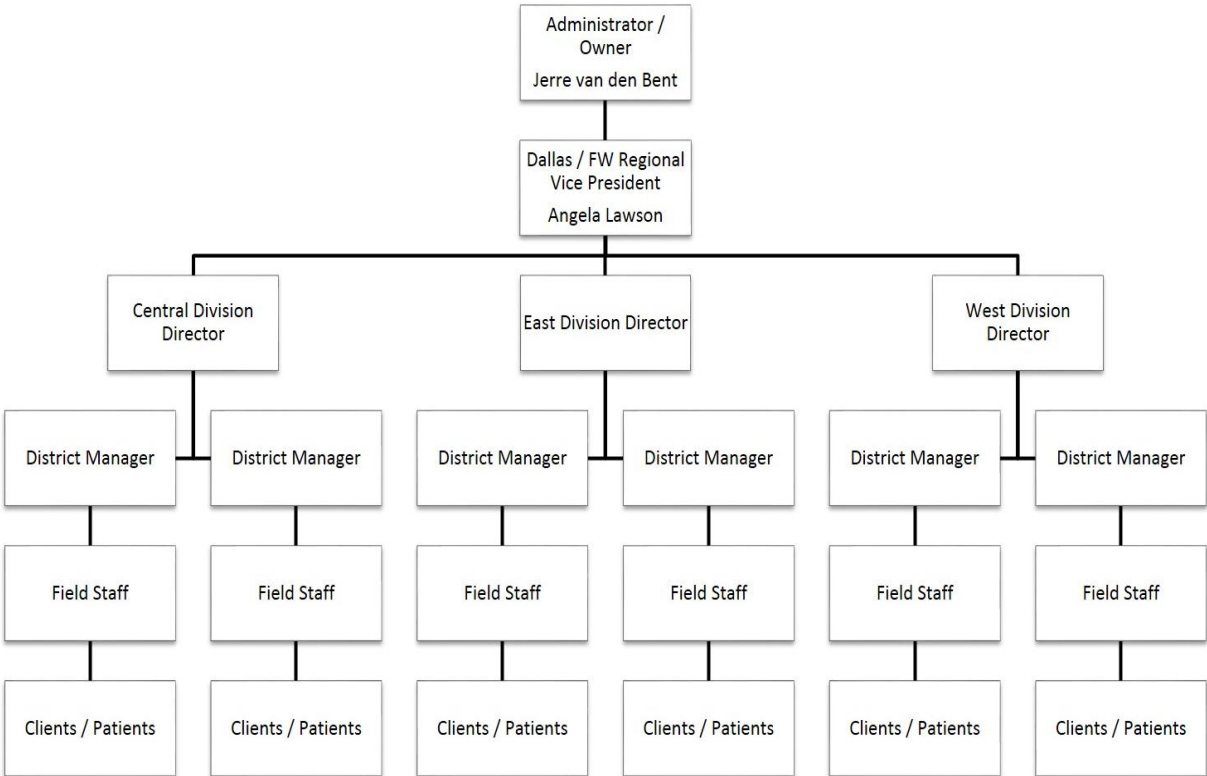

Figure 5: Organogram of Dallas/FW area at THERAPY 2000. Source: based on internal documents of THERAPY 2000

4.4 Jerre van den Bent about THERAPY 2000

To gain deeper insight in THERAPY 2000 and the way the home health agency has evolved since its Foundation in 2000 an interview has been held with founder Jerre van den Bent. It offers insight in his vision on the company, the future plans, the challenges that the owner Van den Bent and the company have faced and the current situation the agency is in. It offers a context for this study and creates guidance to interpret the data that will derive from the research. The text below is a summary from the fully transcribed interview, see Appendix 1.

When Jerre van den Bent founded the company he had two outcomes in mind: to be known as the company that would guarantee the absolute highest quality of treatment to every single patient and the best employment experience to its employees. 'I want to be the undeniable employer of choice: that people are fighting to work here because we offer the most rewarding experience of anyone else in the States.' Competing agencies often offer higher salaries but Van den Bent believes that – as long as you pay enough – there is also a monetary value in the benefits and education programs that THERAPY 2000 offers.

Van den Bent feels very proud of what he has achieved when he looks at 'the faces of the employees that call THERAPY 2000 home' and he tells that over the last years the company has attracted people that are nationally known in the field. He explains that from being very small the company decided to go statewide and formed a corporate office and four North Texas divisions. It was the first time a middle management group had been created. 'Until then the agency had been so small, we basically just had three directors, a speech director, occupational therapy director and a physical therapy director. Now we have way too many people in the management group.'

Van den Bent hopes that employees feel that THERAPY 2000 is a company that truly cares for their employees and he says the middle management group is meant to be there as a coach for therapists in order to help them grow and develop. He admits, however, that 'a lot of them do not have the skill set complete enough to where they are really being effective coaches and to really fight for the hearts and minds of the therapist.'

The biggest lesson he has learned is that he thinks that many people appreciate him. He says he gets a lot of compliments about how he has built the company. His success, according to him, is to constantly surround himself with people that 'are much smarter and more successful than me' and to keep those people around. His biggest worry at the moment is the influence of managed care. He explains that in Texas more and more of the kids that THERAPY 2000 treats are going into the managed Medicaid plans and that this is a big risk for his company 'in a market where they are not willing to negotiate a fair. We are a company that invests a lot in our people so it is hard for us to compete for price.' He realizes the overhead costs of the company are a huge threat so he aims on attacking the costs per visit and make changes in the overhead structure 'to be able to offer good raises, especially for the therapists, in the near future.'

Besides, he still thinks that money is not necessarily the reason employees are leaving but more the fact that the management group is not skilled enough yet to be a sounding board for the therapists and to be able to hear ideas from them because 'there are therapists that offer good ideas and nothing happens with those ideas so they become frustrated after a while. There are a lot of very

small companies that have popped up and they can sometimes have a good recruiting message and maybe make some nice promises to these therapists.' He plans on sending some of the managers back in the field doing more visits, and have their clerical tasks done by office based managers so that they can truly coach the therapists.

Van den Bent thinks of himself as 'a charismatic, visionary leader: it is easy for me to anticipate the future. What is hard for me is to manage the 'today': details just do not hold my attention. I always want to be in planning mode and think about what we need to do.' Although change is his middle name, he has learned to control impulsive changes. 'It is like eating sugar: it feels great for a little bit but you are hungry again very quickly. I have become much better at hiring super smart people and really asking everyone to give their input before I make a quick and a fast decision.'

In the current state of the company he thinks the dominant characteristics of the agency are: 'passionate, excellent and honest'. However, speaking about the organizational leadership he says it is over-managed and under-led. He explains that in his opinion there are too many companies in the US where employees are over-managed, they are 'nitpicked on for small stuff'. He states that management and leadership are different things: managers deal with today and leaders deal with tomorrow. In his eyes managers have to deal with chaos by bringing as much structure as possible, where leaders, on the other hand, create chaos. 'Not because they like chaos so much but because leaders have to drive change and sometimes have to break up some structures to get the company ready for where it needs to be in the future.' He believes that the company has way too much communication about today and not enough communication about the long term vision of the company.

In the near future he wants to get better at asking more people to get their thoughts and giving better tools to the middle management group. Besides, he focuses on getting back into the network of Parkland, a very important Medicaid plan that he lost a contract with. He got into an argument with this managed care provider but 'not being in their network is killing us right now in the Dallas area.' He explains the company is fighting for referrals because even though there are enough kids that need help 'we just cannot serve them because they do not have the right payer for us'.

So the company is facing a lot of challenges and Van den Bent regrets the employees he has lost because of that. Yet, there are many employees that have stayed loyal to him and the agency. 'I think what holds them here is that – as many mistakes as we have made, as many flaws as we have, as many companies as they could go work for and make more money – we are still a company that cares for its employees and we care for our patients.'

4.5 THERAPY 2000 and the six OCAI topics
As explained in paragraph 2.3 the Organizational Culture Assessment Instrument (OCAI) of Cameron & Quinn (1999) is based on six dimensions. These six topics have also been discussed in the interview with Jerre van den Bent. To get an overall idea of how the company scores on these items, or at least how the owner of the company thinks the company scores on these items, his ideas around these six dimensions have been summarized.

- **1. Dominant characteristics:**
  - Passionate
  - Excellent
  - Honest.

- **2. Organizational leadership:**
  Over-managed and under-led: too much focus on today and too little focus on the future**.**

- **3. Management of employees:**
  This should be coaching, but currently can be too nitpicky and unsupportive.

- **4. Organizational glue:**
  The desire to do the right thing for the kids.

- **5. Strategic emphasis:**
  Employment retention.

- **6. Criteria for success:**
  - Patient satisfaction
  - Employee satisfaction
  - Growth
  - Profitability.

5. EMPIRICAL RESULTS

5.1 Introduction to the respondents of this study

To gain data for this study, paper booklets and digital forms with the two questionnaires – about organizational culture (x) and policy alienation (y) - have been handed out to all 148 employees throughout the three divisions of the Dallas/FW area. They have manually been handed out several times and the digital forms including reminders have been sent repeatedly to gain as many data as possible. As a result 75 filled out booklets and forms were returned, which means a response of 51 percent. In order to maintain as much reliability as possible 3 forms have been dismissed since they seemed fully invalid. They had not been filled out correctly or too many data were lacking. This means that after all the data of 72 respondents seemed valid for this study. This study focuses on different respondents per research question so in every section there will be a clear indication which respondents have been taken into account.

Every respondent has been labeled with different categories. For practical and statistical reasons all the categories have been reduced to two groups, according to the following criteria and reasoning:

- **gender: man or woman**
  -> big majority of women
  -> gender ratio is according to reality

- **age: young or old**
  -> range = 19 to 68
  -> the average = 38,1
  -> the median is 37
  -> young = up to 37
  -> old = 37,1 and above

- **education**: **high or low**
  -> big variety in types of education
  -> high = having a master's degree
  -> low = all the rest

- **tenure**: **long or short**
  -> range = 0,1 to 11,3 years
  -> the average = 4 years
  -> the median is 3 years
  -> short = up to 3
  -> long = 3,1 and above

- **function: office or field staff**
  -> some have overlapping functions
  -> labeled by dominant function

Criteria	Proportions		Total
Man/woman	16	56	72
Young/old	36	36	72
High/low education	39	33	72
Short/long tenure	36	36	72
Office/field staff	38	34	72

Matrix 1

5.2 Assessing organizational culture – RQ 1

For the first research question the questionnaire about organizational culture, the Organizational Culture Assessment Instrument (OCAI), has been used. This research question only focuses on the independent variable (x). In order to get an insight in the different perceptions of the organizational culture, different statistics have been analyzed. The focus is on all the 72 respondents but 11 of them have not filled out this part correctly, which means that 61 valid respondents are left for this research question. The matrix below shows the characteristics of the 61 respondents:

Criteria	Proportions		Total
Man/woman	14	47	61
Young/old	31	30	61
High/low education	33	28	61
Short/long tenure	31	30	61
Office/field staff	31	30	61

Matrix 2

In the first place the study has taken a look at the overall perception of the culture by all of the 61 respondents together. This leads to the following graph. The red line refers to the current organizational culture employees of THERAPY 2000 perceive, the blue line refers to the organizational culture they wish for. The picture below shows that all together the respondents experience the clan culture the most and a market culture the least (Series 1). However, they wish for an even less market-like and even more clan-like culture (Series 2).

1 = clan/family
2 = adhocracy
3 = market
4 = bureaucracy
Series 1 = current culture
Series 2 = preferred culture
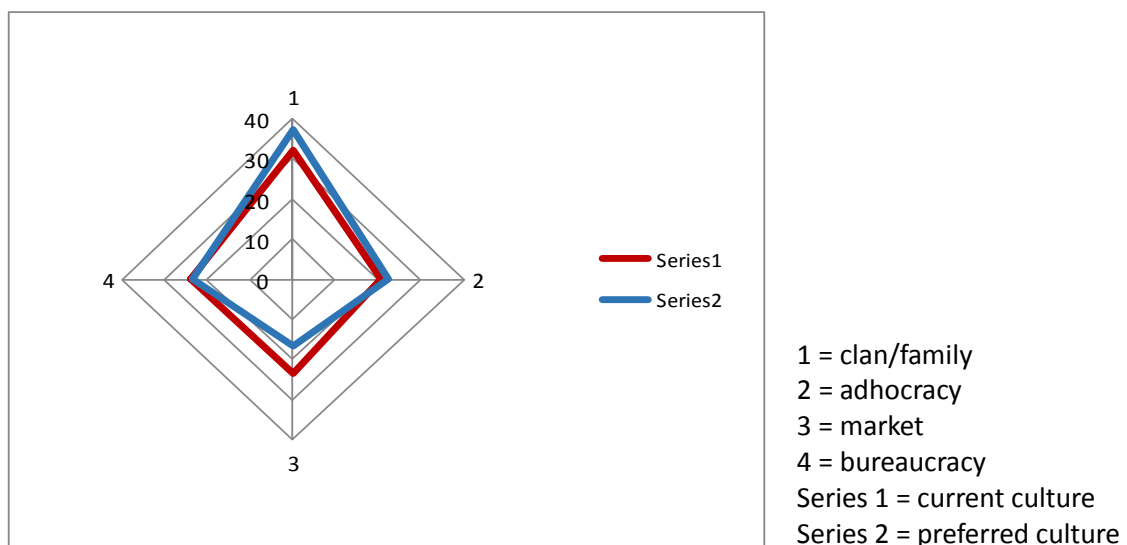
Figure 6: Perception of organizational culture at THERAPY 2000 by all the respondents together

The graph is based on the outcomes of the OCAI, in which the respondents had to divide 100 points over the four culture types. The results are visible in the matrix below:

Total population		
Culture type	Current	Preferred
Clan	31.95	37.43
Adhocracy	20.50	22.52
Market	23.55	16.80
Bureaucracy	24.00	23.25

Matrix 3

The matrix shows – a little more precise than the graph – that overall the employees of THERAPY 2000 experience the clan culture as most present. This is also the culture type that they wish for in the future but then even more than they currently perceive it. According to Cameron & Quinn (2006) a difference of 10 points calls for direct action, but also discrepancies between 5-9 points do need attention. As shown above the population wants the clan culture to increase with 5,48 points – which is more than 5 – even though it is already the dominant culture they perceive. Leave alone the fact that they want the market culture aspects to decrease with 6,75 points, which shows an even bigger discrepancy. In short: both gaps are bigger than 5 points and they are big enough to Cameron & Quinn (2006) to deserve attention.

However, these numbers are a total of all the respondents and do not show underlying differences. This is reason for this study to have a closer look at the organizational culture per specific subgroup.

5.2.1 Gender and organizational culture

The numbers of the 'Men' below are rather striking. In the first place because they differ fairly much from the numbers of the overall population. In this case the most dominant experienced culture type is market culture, followed by bureaucracy. Clan is only at the third place, contrary to the first place when looked at the total population. Another reason these numbers are striking is because they show two big discrepancies. The 'Men' want the clan culture to increase with 9,17 points, which is very close to the 'red flag' of ten points. Besides they want the market culture to decrease with 9,48 points, which is also very close to a red flag call. A side note has to be made: the group of men just exists of 14 respondents which makes them a small and very specific group that is sensitive to for example outliers. Another possibility that has to be taken into account is the fact that the 'Men' may all work in a specific function that may be more market-related. In other words: the effect may derive from other factors than just the fact that these respondents are male.

Men		
Culture type	Current	Preferred
Clan	24.94	34.11
Adhocracy	20.71	25.22
Market	29.17	19.69
Bureaucracy	25.18	20.98

Matrix 4

Women		
Culture type	Current	Preferred
Clan	34.03	38.42
Adhocracy	20.44	21.72
Market	21.87	15.94
Bureaucracy	23.66	23.92

Matrix 5

The 'Women' experience a family-like culture, which is also what they wish for and their discrepancies are way smaller than the group of 'Men'. The only gap that is bigger than 5 is the market culture, which they want to decrease with 5,93 points. This is close to the 6,75 points of the total population.

5.2.2 Age and organizational culture
Both the 'Young' and 'Old' employees experience and prefer a clan culture. However this gap is bigger with the 'Old' respondents and as big as 7,28 points, which calls for attention. An even bigger gap is seen at the market culture, which the 'Old' group wants to decrease by 7,46 points. The 'Young' group wants the market culture to decrease as well, by 6,06 points. Even though the 'Old' group experiences more discrepancies, they slightly perceive and prefer more adhocracy – which implies aspects such as autonomy – than the 'Young' group.

Young		
Culture type	Current	Preferred
Clan	33.21	36.96
Adhocracy	19.70	21.70
Market	23.29	17.23
Bureaucracy	23.80	24.11

Matrix 6

Old		
Culture type	Current	Preferred
Clan	30.64	37.92
Adhocracy	21.33	23.37
Market	23.82	16.36
Bureaucracy	24.21	22.35

Matrix 7

5.2.3. Education and organizational culture
The 'High' and 'Low' educated respondents both perceive clan culture as the most dominant and prefer this culture too. The gaps they experience here are quite similar and do not necessarily call for very much attention since they are only slightly more than 5, namely 5,85 for ´High´ and 5,05 for low. A fact that is more remarkable in this comparison is that the ´High´ group experiences bureaucracy as secondly dominant, whereas the ´Low´ group puts market culture on a second place. This is clearly not the culture they prefer either because the 'High' group wants the market culture to decrease with 5,26 and the 'Low' group with 8,49 points.

High education		
Culture type	Current	Preferred
Clan	33.17	39.02
Adhocracy	20.14	23.09
Market	21.07	15.81
Bureaucracy	25.62	22.08

Matrix 8

Low education		
Culture type	Current	Preferred
Clan	30.51	35.56
Adhocracy	20.93	21.85
Market	26.46	17.97
Bureaucracy	22.10	24.62

Matrix 9

5.2.4 Tenure and organizational culture
The numbers below give an idea how length of employment plays a role in the way employees perceive organizational culture. A striking fact is that the ´Short´ group shows no gap that is bigger than 5, which means that there are no big differences between what they experience and what they

want. This can be perceived as being overall content with the organizational culture. If they want something to change at all, it would just be that they want the organization to be even more family-like than they already think it is. Plus a little bit more adhocracy. In contrary, the employees with a longer tenure experience bigger gaps. They want market culture to decrease with 9,08 points and they want clan culture to increase with 7,54 points. They also have a stronger need for adhocracy culture than the employees with a shorter tenure.

Short tenure		
Culture type	Current	Preferred
Clan	35.77	38.62
Adhocracy	18.30	20.81
Market	21.99	17.50
Bureaucracy	23.94	23.07

Matrix 10

Long tenure		
Culture type	Current	Preferred
Clan	27.99	35.53
Adhocracy	22.78	24.74
Market	25.16	16.08
Bureaucracy	24.07	23.65

Matrix 11

5.2.5 Function and organizational culture

According to these numbers the office staff seems to have more discrepancies than the field staff, which is interesting because this study focuses on health care professionals and these are mostly represented by the field staff - they deliver the actual health care services. In the numbers below the field staff seems happier about the organizational culture than the office staff. They still want the market culture to decrease with 6,23 points – which is very well aligned with the fact that policy alienation is influenced by New Public Management (Tummers, 2012) and the result-based focus that stems from it. However, the office staff shows a bigger gap: they want market culture to decrease with 7,25 points. Plus they have another gap, since they want clan culture to increase with 6,2 points.

Office staff		
Culture type	Current	Preferred
Clan	29.57	35.77
Adhocracy	22.35	22.63
Market	25.12	17.87
Bureaucracy	22.96	23.73

Matrix 12

Field staff		
Culture type	Current	Preferred
Clan	34.40	39.15
Adhocracy	18.59	22.41
Market	21.92	15.69
Bureaucracy	25.09	22.75

Matrix 13

5.2.6 Discrepancies on an individual basis

When looked at all the different subgroups the biggest gaps that have been found at the 'Men' group, namely 9,17 and 9,48 and 9,08 at the 'Long tenure' group. However, these are based on average group scores. There may be data loss because of the reason that all the numbers per culture are averages of multiple respondents and so the discrepancies have been derived from average scores. For this reason it is interesting to look at the discrepancies on an individual basis to see what those results look like.

When looking on an individual basis and focusing on the discrepancies in an absolute way – since both a will for increase or decrease can be seen as a matter of dissatisfaction – a wider range of numbers is shown. The differences between the current and preferred culture vary from 0 to 42,73. Although this last number may be an outlier when looked at the other data, and may therefore have a strong influence on the average of the total group of respondents, the median is still 10,83. This means that half of the respondents experience a discrepancy bigger than that. The matrix below shows the average discrepancies per group, based on individual scores:

Average of individual biggest discrepancies	
Total group	12.80
Men	17.76
Women	11.31
Young	13.67
Old	11.89
High education	10.55
Low education	15.44
Short tenure	10.62
Long tenure	15.04
Office staff	14.26
Field staff	11.27

Matrix 14

If the discrepancy between the culture type an employee perceives and the culture type he wishes for can be associated with dissatisfaction with the organizational culture – which seems a fair assumption – the results above could state that the 'Men' group are the least satisfied, followed by the 'Low education' group and the 'Long tenure' group.

5.2.7 One culture type as a preference

Another way to look at these data is to pick the dominant culture per individual. This way to organize the data also makes it easier to relate the construct of organizational culture to policy alienation later on, since the ipsative character of the OCAI - the 'forced-choice-scale' where 100 points have to be divided over 4 options - makes it hard to relate it to a Likert-scale. When a respondent shows an overlap in preference, like two or more dominant culture types with the same score, the results have been declared invalid. The numbers between brackets are the amount of valid respondents.

	Current			Preferred		
	Office (29)	Field (27)	Total (56)	Office (29)	Field (26)	Total (55)
Clan	15	15	30	24	21	45
Adhocracy	2	1	3	1	2	3
Market	6	4	10	0	0	0
Bureaucracy	6	7	13	4	3	7
Invalid	2	3	5	2	4	6

Matrix 15

As the data show most employees currently perceive a clan culture as dominant, followed by bureaucracy and market culture. The scores of the office and field staff are quite analogous, both for the current and preferred situation. When looked at the preferred culture there is a very strong preference for clan culture. Even more remarkable is the clear fact that not a single respondent longs for a market culture. This is interesting information since the health care branch is more and more influenced by market mechanisms.

5.3 Assessing policy alienation – RQ 2

For this second research question the questionnaire about policy alienation has been used. This research question just focuses on the dependent variable (y). For this research question just the outcomes of the field staff have been used since they are the public service professionals that do the actual work and directly deal with clients, which is a criterion according to Tummers (2012). The office staff does not necessarily directly interact with the clients of THERAPY 2000 and has therefore not been taken into account. In order to get an insight in the different perceptions of the policy alienation, different criteria have been analyzed. The focus is on all the 34 field staff respondents. All of them have filled out this part correctly, which means that 34 valid respondents have been used for this research question.

The matrix below shows the characteristics of the 34 respondents:

Criteria	Proportions		Total
Man/woman	6	28	34
Young/old	18	16	34
High/low education	26	8	34
Short/long tenure	15	19	34
Office/field staff	0	34	34

Matrix 16

5.3.1 Reliability of the policy alienation questionnaire

The questionnaire to measure policy alienation amongst the employees of THERAPY 2000 is the validated scale that Tummers (2012) developed to measure this construct. However, in any context it is important to check whether the scale and the outcomes are reliable, because this may differ per situation. In a new situation respondents may for example misunderstand a certain question.

At first, the questionnaire contains a few reverse phrased items, which are marked by Tummers (2012) with a capital 'R'. They measure the opposite of the other questions, because items are formulated opposite ways. An example is item number 1: 'In my opinion, therapists had too little power to influence the company's policies'. Respondents can score from 1 – 5 and the higher the score, the more policy alienation. However, item number 5 is formulated the reverse way: 'In my home care agency, especially therapists could decide how the company's policies were implemented'. On a question like this the higher the score means the lower the policy alienation. So in order to create reliability all the answers on the items that were phrased in a reverse way have accordingly been scored in a reversed way.

After all the items had been scored the right way the Cronbach's Alpha, which is the most common measure of scale reliability, has been tested. The questionnaire contains 24 items. The Cronbach's Alpha is best when above 0.7 or higher. Two items have been deleted because without item 12 and 16 the scale appeared to show a higher Cronbach's Alpha and so a higher reliability. Deleting more items would just slightly increase the reliability, but would create more data loss. In order to not lose too much information, this study has settled with a Cronbach's Alpha of 0.767 as shown below.

Reliability Statistics[a]

Cronbach's Alpha	N of Items
,767	22

Matrix 17

5.3.2 Policy alienation within field staff of THERAPY 2000

First this study takes a look at the overall perception of policy alienation by all the 34 respondents. Policy alienation is measured on a scale from 1 – 5 and the following graph shows the distribution of the outcomes of all the 34 field staff employees together. The blue line shows the normal distribution. The graph is based on the numbers in the matrix.
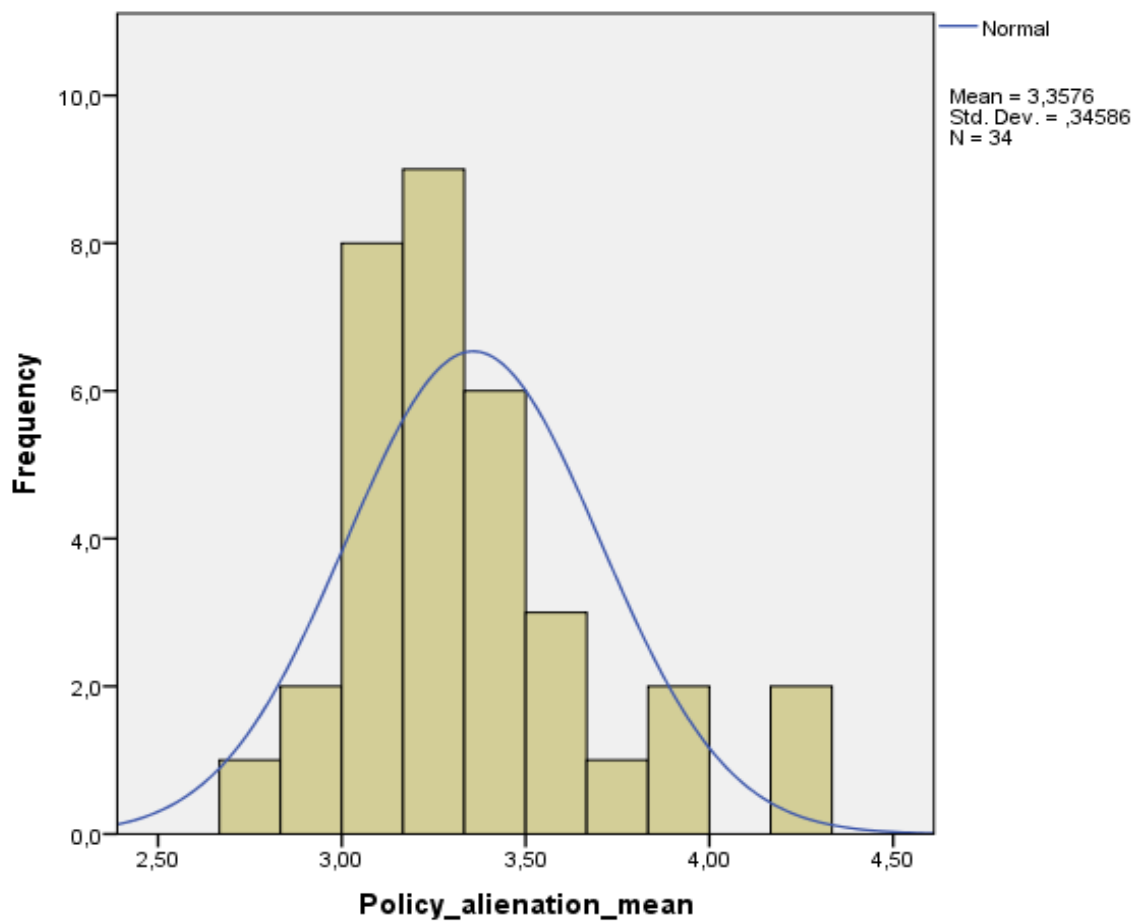

Figure 7: Perception of policy alienation by all the field staff respondents together

Policy alienation of total field staff population (N = 34)	
Valid respondents	34
Invalid respondents	0
Mean	3,36
Median	3,27
Minimum	2,73
Maximum	4,23
Range	1,5 (2,73 –> 4,23)

Matrix 18

As the numbers and the graph show the range is 1,5 so all the outcomes are fairly close together and there are no extreme outliers. The minimum is 2,73 and the maximum is 4,23. The mean is 3,36 and the median is 3,27. Both these scores are between 3 (neutral) and 4 (agreement). This means that on average the field staff experiences policy alienation since they score higher neutral (3) and therefore agree with an experience of policy alienation.

As stated in the theoretical framework the concept of policy alienation contains two sub-dimensions, namely powerlessness and meaninglessness. The questionnaire also offers insight in how the respondents score on these items. Tummers (2012) discovered in his research that public professionals seem to experience more meaninglessness than powerlessness. The matrix below shows the first results of all the 34 field staff members on these sub-dimensions.

Powerlessness and meaninglessness of total field staff population (N = 34)		
	Powerlessness	Meaninglessness
Mean	3,1	3,81
Median	3,14	3,75
Minimum	2,29	3,25
Maximum	4,43	5
Range	2,14 (2,29 → 4,43)	1,75 (3,25 → 5)

Matrix 19

The matrix above shows that the mean and median of powerlessness as well as meaninglessness are above 3 (neutral) so on average the field staff respondents all together experience both. The table shows more presence of meaninglessness than powerlessness, according to the findings of Tummers (2012). Remarkable is the fact that even the minimum score of meaninglessness is above neutral, which means that none of the respondents disagree with the experience of meaninglessness. The maximum is 5, which means that at least one respondent scored a maximum of meaninglessness.

Later on in this chapter a T-test will be used to examine whether the difference between powerlessness and meaninglessness is significant.

The data above provide an overview of the total group of field staff respondents. However, they do not show possible underlying differences between subgroups. To see if there are substantial differences between for example men and women or young or old employees, T-tests are used to compare these groups with each other.

5.3.3 The T-test and its assumptions

The T-test is a way to assess whether the means of two groups are statistically different from each other (Field, 2003). To live up to the requirements of this test, normally distributed data are preferred. The graph from the former paragraph overall shows a normal distribution, a more accurate way to check normality is the Kolgomorov-Smirnov test. This test checks whether the data distract from a normal distribution. When the test is significant (Sig < 0.05) the data do distract so there is no normal distribution. When the test is not significant (Sig > 0.05) the data do not distract and they can be considered a normal distribution. The test below shows a significance > 0.05 (Sig = ,130) which means that the data meet the assumption of normality.

Tests of Normality

	Kolmogorov-Smirnov[a]		
	Statistic	df	Sig.
Mean for policy alienation	,134	34	,130

Matrix 20

Besides, every T-test from now on meets the required assumption of equal variances by running a Levene's test as part of every T-test. The Levene's test checks whether the data show equal variances by nature, which is a requirement for the T-test. If equal variances cannot be assumed the Levene's test offers alternative outcomes so the data can still meet the assumptions.

In summary: all the necessary assumptions around normality and equal variances that are required for the T-test are met. So in the next paragraphs the T-test will serve to show statistical differences between subgroups and between the sub-dimensions powerlessness and meaninglessness.

5.3.4 Gender and policy alienation

The matrix below shows the results of men and women on policy alienation and the sub-dimensions powerlessness and meaninglessness. The results show higher scores on all of them for the male respondents.

Group Statistics

	Gender	N	Mean
Mean for Powerlessness	female	28	3.0139
	male	6	3.5000
Mean for Meaninglessness	female	28	3.7946
	male	6	3.8750
Mean for Policy alienation	female	28	3.2979
	male	6	3.6364

Matrix 21

The male respondents are a relatively small group, which is according to reality since there are only a few male therapists working at THERAPY 2000. However, despite the small group the T-test shows that the difference between men and women when it comes to policy alienation is significant (.027). The difference on the sub-dimension powerlessness is also significant (.033). The sub-dimension meaningless also shows different scores in the matrix above but this difference cannot be considered significant.

→ Men experience significantly more policy alienation than women
→ Men experience significantly more powerlessness then women

5.3.5. Age and policy alienation
The matrix below shows the results on policy alienation, specified on age. Young and old employees have been compared. At first the numbers show that young employees show more policy alienation than old employees. The young employees show more powerlessness, but less meaninglessness than other employees.

	Age 2 categories: young (<=37) or old (>37)	N	Mean
Mean for Powerlessness	young	18	3.2262
	old	16	2.9574
Mean for Meaninglessness	young	18	3.7986
	old	16	3.8203
Mean for Policy alienation	young	18	3.4343
	old	16	3.2712

Matrix 22

However, when looking at the T-test all of the results are bigger than .05 and the differences above can therefore not be considered significant.

→ There are no significant differences between young and old employees when it comes to the experience of policy alienation and its sub-dimensions.

5.3.6 Education and policy alienation
The following matrix shows the results on policy alienation when specifying on high versus low education. As said before in this chapter high education refers to a master's degree or above and low education refers to all below that. There is a relatively small group of low education, which is because all the autonomous therapists typically do have a master's degree. The respondents that belong to the low education group are assistants or therapists that still follow education to become an autonomous therapist.

The table shows that respondents with low education show more policy alienation than their higher educated coworkers. The lower educated employees show more powerlessness but less meaninglessness than the higher educated group. When looking at the T-test all these differences do not seem significant.

	Education	N	Mean
Mean for Powerlessness	High	26	3.0287
	Low	8	3.3304
Mean for Meaninglessness	High	26	3.8221
	Low	8	3.7656
Mean for Policy alienation	High	26	3.3173
	Low	8	3.4886

Matrix 23

➔ There are no significant differences between higher or lower educated employees when it comes to the experience of policy alienation and its sub-dimensions.

5.3.7 Tenure and policy alienation

When comparing employees with a longer length of employment with employees that have worked at THERAPY 2000 for a shorter time, the matrix shows the following results. There are relatively more therapists with a longer tenure than a shorter employment. The therapists with a longer tenure show more policy alienation. They show more powerlessness but less meaninglessness. However, when looking at the T-test all of the above differences cannot be called significant.

	Tenure 2 categories: short (<=3) or long (>3)	N	Mean
Mean for Powerlessness	Short	15	2.9381
	Long	19	3.2273
Mean for Meaninglessness	Short	15	3.8333
	Long	19	3.7895
Mean for Policy alienation	Short	15	3.2636
	Long	19	3.4318

Matrix 24

➔ There are no significant differences between longer or shorter employed respondents when it comes to the experience of policy alienation and its sub-dimensions.

5.3.8 Powerlessness versus meaninglessness

After comparing all the field staff respondents on criteria like age and education it is interesting to see whether all of the respondents score differently on powerlessness versus meaninglessness. The matrices in the paragraphs above have already shown differences in the results on meaninglessness or powerlessness but these sub-dimensions are now compared to each other to see if there are significant differences. Tummers (2012) discovered that public service professionals experience more meaninglessness than powerlessness.

	Mean	N
Mean for Powerlessness	3.0997	34
Mean for Meaninglessness	3.8088	34

Matrix 25

50

As stated before in this chapter the matrix shows that the mean of all the field staff respondents for the sub-dimension powerlessness is 3,1 and 3.81 for meaninglessness. The T-test shows that this difference is significant and this significance is even very strong (.000).

➔ All the field staff respondents experience more meaninglessness than powerlessness

5.3.9 Summary around policy alienation

After assessing all the results on the questionnaire around policy alienation and after assessing the significance of these results, the remarkable findings are:

- The questionnaire around policy alienation appears to be reliable
- The outcomes meet the assumptions that are needed for the T-tests
- Male field staff employees experience more policy alienation than women
- Male field staff employees experience more powerlessness than women
- Age, education and tenure do not significantly influence policy alienation
- All the field staff experiences more meaninglessness than powerlessness

5.4 Assessing the influence of organizational culture on policy alienation – RQ 3

For this third research question both the results from the OCAI as well as the questionnaire about policy alienation have been used. This research question focuses on the relationship between the independent (x) and the dependent variable (y) and serves to assess if organizational culture (x) has an effect on policy alienation (y).

For this research question just the outcomes of the field staff have been used since they are the only respondents that have filled out both questionnaires. The focus is on all the 34 field staff respondents from the former paragraph minus the 4 that have been declared invalid because they have no valid results on the OCAI. In order to accurately assess the relationship between X and Y it is important that the respondents that are used have filled out both the questionnaires correctly. This means that 30 respondents have been used for this part of the study.

This research question will be answered by two specific questions:

- Does the dominant organizational culture type that employees experience at THERAPY 2000 influence their perception of policy alienation?
- Does the difference between the organizational culture that employees experience NOW and the organizational culture they PREFER affect policy alienation?

5.4.1 Dominant culture type in relation to policy alienation

In paragraph 5.2.7 this study has looked at the dominant culture type every single respondent experiences out of the four organizational culture types: clan/family (A), market (B), adhocracy (C) or bureaucracy (D). In this paragraph these dominant organizational culture types are linked to policy alienation in a T-test to assess if certain organizational culture types significantly show more or less

policy alienation. All the respondents that showed an overlap in preference – having multiple culture types as equally dominant – have been declared invalid. This means that 26 respondents are left for this specific research section.

In order to keep the groups big enough for statistical analysis the minorities of the employees that experience market (B), adhocracy(C) of bureaucracy (D) have been put together in one group. So for this part the following two groups have been compared: the employees that experience clan/family (A) as the dominant culture on one hand and the employees that experience adhocracy (B), market (C) or bureaucracy (D) on the other hand.

The matrix below shows the results of these groups. It shows that overall the employees that experience clan/family (A) as the dominant culture have lower scores of policy alienation and the two sub-dimensions powerlessness and meaninglessness. The T-test shows that just the scores for powerlessness can be called significant.

Group Statistics

	Dominant organizational culture type NOW	N	Mean
Mean for Powerlessness	Dominant culture A	15	2,9117
	Dominant culture BCD	11	3,2857
Mean for Meaninglessness	Dominant culture A	15	3,7333
	Dominant culture BCD	11	3,7386
Mean for Policy alienation	Dominant culture A	15	3,2105
	Dominant culture BCD	11	3,4504

Matrix 26

➔ The employees that experience clan/family (A) as the dominant organizational culture type at THERAPY 2000 significantly experience less powerlessness than the employees that experience one of the other culture types as dominantly present.

5.4.2 Gap between current and preferred culture
In paragraph 5.2.6 this study has paid attention to the discrepancies employees experience between the current organizational culture they experience and the organizational culture they would prefer. Per respondent the biggest discrepancy has been calculated. In the example below the biggest discrepancy would be 30, namely the gap between 45 and 15 at the bureaucracy culture type. All these individual scores of the 30 respondents have been gathered and studied.

Example of an individual respondent		
Culture type	Current	Preferred
Clan	25	45
Adhocracy	15	30
Market	15	10
Bureaucracy	45	15

Matrix 27

One of the respondents had scores that seemed so extreme compared to the rest of the respondents that the data of this employee have been declared invalid. This means that 29 respondents are left for this specific section.

The scores of all the discrepancies have a linear numeric scale which makes it possible to relate it to the numeric scale of the scores on policy alienation. For this reason the data make it possible to use a multivariate regression analysis to assess the relationship between the differences employees perceive between the culture they experience now and the culture that they wish for on one hand, and the degree they experience policy alienation on the other hand.

5.4.3 Regression analysis and its assumptions

A regression analysis is a statistical process for estimating the relationships between variables (Field, 2003). To live up to the requirements of a regression analysis the following assumptions need to be met: linearity, multicollinearity, normality of residues and homoscedasticity. The data that are used for this study meet all these required assumptions. The graph and the matrix below show the distribution of the scores of all the 29 respondents:
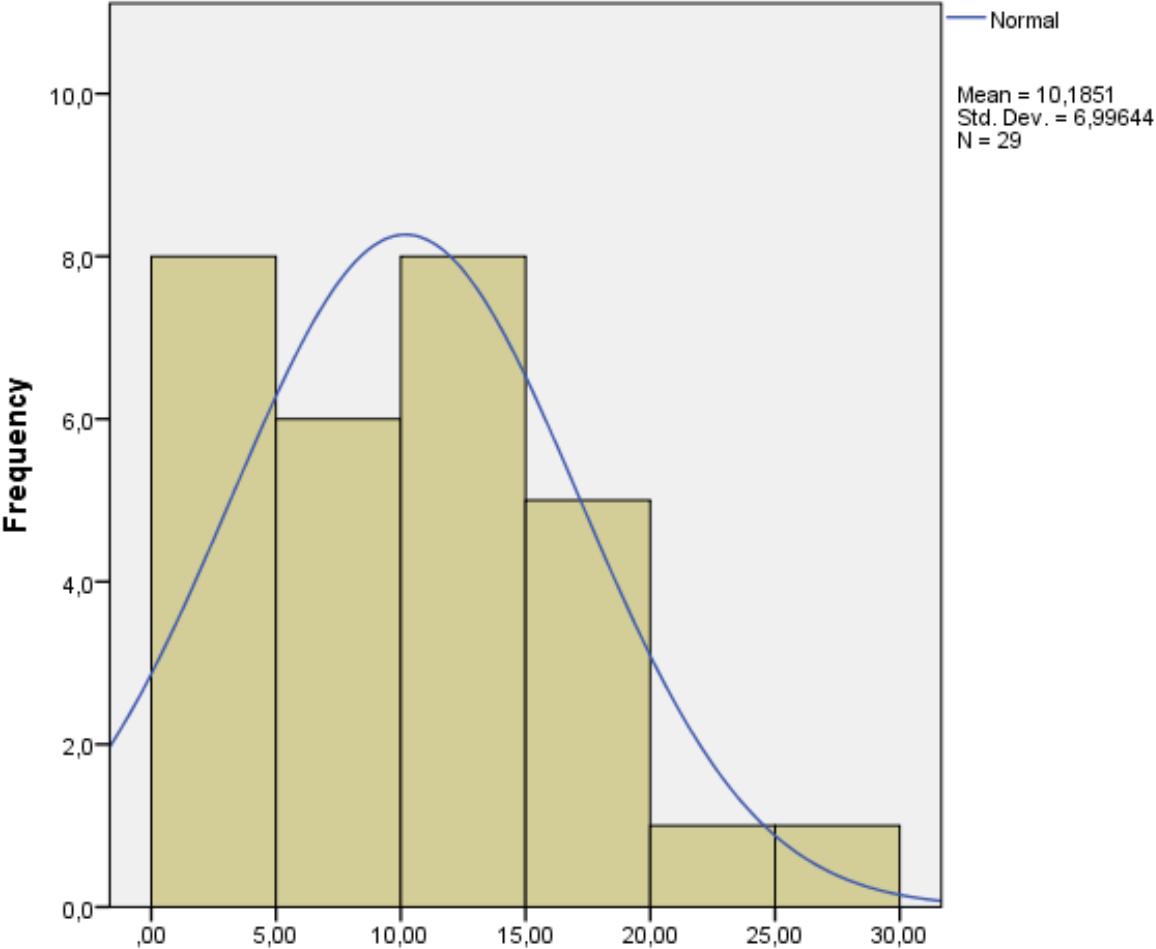

Mean = 10,1851
Std. Dev. = 6,99644
N = 29

Figure 8: Discrepancy gaps between current and preferred culture of the field staff

Biggest discrepancy score between current and preferred culture per employee (N = 29)	
Mean	10,19
Median	10,00
Minimum	0,00
Maximum	29,17
Range	29,17 (0,00 -> 29,17)

Matrix 28

As the numbers and the graph show the scores vary from 0,00 to 29,17, which means from having no (0,00) difference at all between the current and preferred culture to having a score of 29,17 points difference between the current and preferred culture. It is interesting to see whether the bigger the gap or discrepancy between what organizational culture an employee experiences at the moment of the research (current) and what they would wish for in the future (preferred) influences the way they experience policy alienation. In order to measure this, the scores of the discrepancies have been related to the scores of policy alienation in a regression analysis.

5.4.4 Discrepancies in relation to policy alienation

To assess the relationship between the gap between current and preferred culture and the experience of policy alienation these variables have been put in a regression analysis. Given the fact that in paragraph 5.3.4 gender has appeared to significantly influence policy alienation, the variable gender has been added to the regression analysis to control for this effect. The matrix below shows the result of the analysis:

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,131	,062		50,602	,000		
	Biggest discrepancy	,011	,004	,340	2,775	,007	1,000	1,000
2	(Constant)	3,127	,060		51,710	,000		
	Biggest discrepancy	,009	,004	,260	2,065	,043	,899	1,113
	Gender	,166	,084	,249	1,973	,053	,899	1,113

Matrix 29

As the matrix shows the relationship between the biggest discrepancy score and the experience of policy alienation appears to be significant (Sig ,007 < .05) with a Beta score of 0.340. After controlling for the effect of gender the relationship still seems significant (Sig ,043 < .05) with a Beta score of ,260. It is a positive relationship: the bigger the discrepancy between the culture employees experience (current) and wish for (preferred), the more policy alienation they experience. This relationship is strong enough to be intact when the factor of gender has been eliminated.

5.4.5 Summary of the relationship between organizational culture and policy alienation

After assessing all the results on organizational culture in relation to the experience of policy alienation and after assessing the significance of these results, the remarkable findings are:

- Employees that dominantly experience a clan/family culture experience less powerlessness than employees that dominantly experience one of the other cultures.
- The outcomes of the discrepancy between the current and preferred culture type meet the assumptions that are needed for a regression analysis.
- The discrepancy between the culture employees experience (current) and wish for (preferred) shows a significant relationship with policy alienation.
- The bigger the discrepancy between the current and preferred culture an employee experiences, the more policy alienation they show.
- Also after controlling for gender the relationship between the culture discrepancy and policy alienation is still significant.

So far all the empirical results of this study have been discussed. This means that all the raw data for the first three research questions have been collected. In the next chapter these data will be analyzed and put in the broader context of THERAPY 2000.

6. ANALYSIS OF THE RESULTS

6.1 The empirical results in overview

In the previous chapter all the empirical results of the questionnaires and the way they were collected and researched have been discussed. This includes a lot of statistical and technical information. In order to give more meaning to these data, this chapter will create a unifying analysis of the results. It will also serve to give a better overview. Outcomes that did not seem substantial or significant will be minimized and the outcomes that seem relevant will be highlighted and be the focus of this chapter. The structure will be the same as in the previous chapter: the outcomes will be ordered per research question (RQ), namely:

- **RQ 1: How do employees perceive the organizational culture of THERAPY 2000?**
- **RQ 2: To what extent do employees experience policy alienation?**
- **RQ 3: How are organizational culture and policy alienation related?**

6.2. Analyzing organizational culture – RQ 1

In order to analyze the organizational culture the next paragraphs will look at the data from the previous chapter and only take the meaningful results into account. For this research question the Organizational Culture Assessment Instrument (OCAI) has been used. The data that have derived from this assessment have not been put to official significance tests because the ipsative character (see paragraph 5.2.7) of the OCAI makes it unsuitable for that. In order to still draw a line whether results are 'significant' or not, alternative ways have been used and they will be mentioned in the paragraphs.

6.2.1 Organizational culture on a group basis

In order to analyze the group scores the results of the OCAI have been used. Only results that show more than 5 points difference – the number Cameron & Quinn use to consider data worth paying attention to – have been taken into account for this paragraph. Differences that are smaller than 5 points may have to do with random errors and are therefore left behind.

As the current culture type all the respondents together experience clan culture type the most. As their preferred culture they want an increase of clan culture and a decrease of the market culture. In other words: they seem to appreciate the aspects that belong to a clan/family-like culture and seem to dislike the market-like culture. To discover underlying differences amongst the respondents, the study has zoomed in at different subgroups. Men versus women, older versus younger employees, higher versus lower education, longer tenure versus shorter tenure, and office versus field staff.

➔ All together the respondents want clan culture to increase and market culture to decrease

When looking at gender it is striking that – other than the scores of the total group – the 'Men' are the only subgroup that experiences the market culture as most dominant. They strongly prefer a

more clan-like culture and want the market culture to decrease intensely. The women experience the clan culture as most dominant. They also want the market culture to decrease, but show less discrepancies between the current and preferred culture.

➔ Men are the only respondents that experience market culture as dominant. Besides, they appear more dissatisfied with the current culture than the women.

When comparing older employees with younger ones, the results show that both of them experience the clan culture as dominant and both of them want the market culture to decrease. Only the old employees show a substantial need for an increase of the clan culture and their discrepancies between the current and preferred culture are higher.

➔ Older employees appear more dissatisfied with the current culture than the younger ones.

When zooming in on high versus low education, both groups experience clan culture as dominant and both want the market culture to decrease. The lower educated employees want this more than the higher educated ones and they currently experience the market culture substantially more than the higher educated group.

➔ The lower educated employees experience substantially more market culture than higher educated employees and they appear more dissatisfied with the current culture.

When looking at the length of employment, both the employees with long and short tenure experience clan culture as dominant. However, the employees with a short tenure experience this substantially more than the employees with a longer employment. Only the employees with a long employment show a substantial need for a more clan-like culture and a substantial need for a decrease of the market culture. The group with a short tenure is the only subgroup that shows no substantial discrepancies between the current and preferred culture. They are the only subgroup that appears satisfied with the current culture.

➔ The employees with a long tenure experience substantially less clan culture than new employees and they appear strongly dissatisfied, whereas the employees with a short tenure do not seem dissatisfied at all.

When looking at the function, both the field staff and the office staff experience clan culture as dominant and they both want the market culture to decrease. The office staff wants this more than the field staff and only the office staff longs for a substantial increase of the clan culture.

➔ The factor function has influence on the wish for a more clan-like culture and the office staff appears more dissatisfied with the current culture than the field staff.

6.2.2 Discrepancies on an individual basis
Next to looking at the organizational culture different subgroups experience, it is also interesting to look at individual discrepancies between the culture they experience and the one they prefer. When

looking at the results all the respondents seem to show a big variety: some are so satisfied they would not want anything in the culture to change, other employees show extreme dissatisfaction.

When looking at the averages of these individual scores per subgroup the results show that men have the highest score of dissatisfaction. The employees with a high education have the lowest score of dissatisfaction, closely followed by the employees with a short tenure. Men show more individual dissatisfaction than women, younger employees show more individual dissatisfaction than older ones, lower educated employees show more individual dissatisfaction than higher educated ones. Respondents with a short tenure are happier about the culture than the ones with a long tenure. And the office staff is more dissatisfied than the field staff.

All of these results match the results of the culture scans as a group, except from the young versus old employees. In the previous paragraph in their culture scan the young employees seemed more satisfied as a group together, on an individual basis it is the other way around. This difference can be attributed to a higher variety amongst the group. For example: if person A wants 10 points less clan culture and person B wants 10 points more clan culture. Then on an individual basis they both experience 10 points of dissatisfaction but in a group score these results would level out to 0 points for the group. So overall as a group the younger people may look satisfied with the current culture, on an individual basis they have conflicting opinions that do not show well in a group score.

However, they are the only exception and the difference between young and old employees on an individual basis is not so big. All the other results match the outcomes from the previous group scans, which makes the outcomes stronger. Both on a group as well as on an individual basis, the factors gender, education, tenure and function appear to have an influence on the perception of organizational culture.

6.2.3 Preferred culture types

When looking at the dominant culture type of every single respondent currently, the results show that 54 percent of the respondents experience a clan culture, followed by 23 percent that experiences bureaucracy as dominant and 18 percent that perceives market culture as most present. If these same respondents are asked for their preferred culture type 82 percent of them name the clan culture. 13 percent would like to have a bureaucracy culture type and 5 percent would like to have an adhocracy culture. Not a single person wants a market culture. This matches with the results from the culture scans: overall all the respondents embrace the clan culture and would rather get rid of the market culture.

6.2.4 Summary of the organizational culture

In order to highlight the most important findings, all the results around organizational culture are gathered and mentioned below:

- All subgroups experience clan culture as most dominant of the four culture types, except for the men. They experience market culture the most. All the groups want even more clan culture and they all want less market culture. On an individual basis 54 percent of the

respondents experience the clan culture as dominantly present. In the future 82 percent of the respondents would love a clan culture. Not a single employee wants a market culture.

- Men show more dissatisfaction than women. On an individual basis they show the most dissatisfaction of all respondents.
- On a group basis younger people are more satisfied than older people. On an individual scale they are slightly more dissatisfied than their older counterparts.
- Lower educated employees show more dissatisfaction than higher educated employees. On an individual basis higher educated employees show the least dissatisfaction of all respondents.
- Employees with a longer tenure show more dissatisfaction than employees with a short tenure, who show no substantial dissatisfaction at all. Also on an individual basis, employees with a short tenure show very little dissatisfaction.

6.3 Analyzing policy alienation – RQ 2

In order to analyze the policy alienation this paragraph will look at the data from the previous chapter and only take the meaningful results into account. For this research question the policy alienation questionnaire has been used. The data that have derived from this questionnaire have been put to several statistical tests. In the previous chapter the techniques behind these tests have been explained, in this paragraph only the results that seemed statistically significant will be mentioned. For this research question only the field staff has been taken into account, as explained in the previous chapter. The results in this paragraph derive from a Likert scale from 1-5. Scores above 3 (neutral) are considered as a presence of policy alienation.

- The average scores of policy alienation, as well as the sub-dimensions meaninglessness and powerlessness, are above 3. So on average all three dimensions can be considered present.
- Every single respondent experiences meaninglessness, since even the minimum score of this sub-dimension is above neutral.
- The field staff significantly experiences more meaninglessness than powerlessness, which is similar to the outcomes of Lars Tummers (2012).
- Men significantly experience more policy alienation and more powerlessness than women.
- The factors age, education and tenure did not show significant influence on policy alienation.

6.4 Analyzing the effect of organizational culture on policy alienation – RQ 3

In order to analyze the influence of organizational culture on policy alienation this paragraph will use the data from the previous chapter and only look at the meaningful results. For this research question two relationships have been analyzed: the effect of the dominant culture type on policy alienation and the effect of dissatisfaction on policy alienation. For this research question data of both the questionnaires have been used and put to several statistical tests. In this paragraph only the significant results will be mentioned. For this research question only the field staff has been taken into account since they are the only respondents that have filled out both the questionnaires.

- Employees that dominantly experience a clan culture experience less powerlessness than employees that dominantly experience one of the other cultures.
- There is a significant relationship between dissatisfaction about organizational culture and the experience of policy alienation, also after controlling for gender.
- The more dissatisfaction about the organizational culture, the more policy alienation the field staff employees of THERAPY 2000 experience.

This chapter has given an overview of all the meaningful highlights of the empirical results. Per research question several sub-conclusions have been drawn. In the next chapter all these conclusions will be linked, which will serve to answer the last research question.

7. CONCLUSIONS AND DISCUSSION

7.1 Getting back to the goals of this study

As stated in the first chapter this study has two main goals. The first one is to formulate an answer to the general problem statement of this thesis, by gathering the outcomes of the first three research questions. This will serve the academic debate around the concepts of organizational culture and policy alienation and mostly how the two of these can be linked. It will also serve the second goal, which is to create meaningful and practical recommendations for THERAPY 2000. In other words: the first three research questions serve to answer the fourth and last research question. And so the first goal subsequently serves the second goal. This way the study aims to contribute in a scientific way on one hand and a societal way on the other hand. Both parts will be discussed in this chapter.

7.2. The scientific part of this study

In order to conclude the scientific part of this study the research questions (RQ) will be repeated and the main findings from the previous chapter will be summarized. Together they form an answer to the problem statement of this study, which is shown below:

- **What is the organizational culture of THERAPY 2000 (RQ 1), to what extent do employees experience policy alienation (RQ 2), and how does organizational culture affect policy alienation (RQ 3)?**

- **RQ 1: How do employees perceive the organizational culture of THERAPY 2000?**
  This research question works with four culture types: clan, adhocracy, market and bureaucracy. As an overall group the employees of THERAPY 2000 currently experience a clan culture type. When asking for their preference, all the respondents long for an even more family-like culture and they all want the market culture to decrease. When looking at subgroups the men appear to be the only group that currently experiences the market culture as dominant. Both on a group as on an individual scale men seem more dissatisfied than women, employees with a long employment seem more dissatisfied than newly hired ones, lower educated seem more dissatisfied than higher educated, and the office staff seems more dissatisfied than the field staff. On a group scale young employees seem happier than their older co-workers. On an individual scale this is the other way around. This may point out a bigger variety in perceptions amongst the younger employees. When employees are asked to pick one favorite culture type for the future 82 percent picks a clan culture. Not a single respondent picks the market culture. The overall conclusion of this research question is that a clan culture would serve all the employees of THERAPY 2000 best.

- **RQ 2: To what extent do employees experience policy alienation?**
  This research question works with the concept of policy alienation and its two sub-dimensions: powerlessness and meaninglessness. Only the field staff has been studied for this part since they are the ones that directly deal with clients, as opposed to the office staff. Generally all of the field staff experiences policy alienation. They significantly suffer more

from meaninglessness than powerlessness. A strong finding is that meaninglessness is experienced by every single respondent. Another strong finding is that men significantly experience more policy alienation and more powerlessness than women. Factors like age, education and length of employment do not significantly influence the experience of policy alienation. The overall conclusion of this research question is that the feeling of meaninglessness plays a big role for every single field staff respondent within THERAPY 2000.

- **RQ 3: How are organizational culture and policy alienation related?**
  This research question has discovered significant relationships between organizational culture and policy alienation. Employees that experience a clan culture experience less powerlessness than employees that experience one of the other culture types. Dissatisfaction about organizational culture appears to have a strong influence on policy alienation, ever after controlling for gender. The overall conclusion of this research question is that the field staff of THERAPY 2000 would feel less policy alienation if they were satisfied with the organizational culture, which they would be if the organizational culture would be family-like.

When gathering all of these sub-conclusions together and getting back once again to the problem statement, the answer to the main research question can be built:

Problem statement/main research question:
- **What is the organizational culture of THERAPY 2000 (RQ 1), to what extent do employees experience policy alienation (RQ 2), and how does organizational culture affect policy alienation (RQ 3)?**

Concluding answer in short:
- **Overall the organizational culture of THERAPY 2000 is perceived as a clan/family culture, which is also the culture most employees wish for (RQ 1). The field staff experiences a decent amount of policy alienation and suffer the most from meaninglessness, which they all experience (RQ 2). Organizational culture affects policy alienation in a way that the happier employees are about their culture, the less policy alienation they show. Besides, the experience of a clan culture seems to reduce policy alienation (RQ 3).**

7.3 The societal part of this study
Next to a scientific goal this study has a societal, practical goal. THERAPY 2000 has been the context for this study, which makes it an academic study by means of a case study. In a case study – which is a common concept within the field of public administration – it is usual to not just generate academic outcomes but also outcomes that serve the specific needs of the case study itself. This explains the fourth research question:

- **RQ 4: What recommendations can be made for THERAPY 2000?**

In order to create adequate recommendations for THERAPY 2000 the current challenges of the home health agency will be recalled. In paragraph 1.3 these challenges have been discussed and defined by

means of orienting interviews with vice president Angela Lawson, contact person of THERAPY 2000 for this study, and the owner of the agency Jerre van den Bent. They have subsequently been summarized in the end of paragraph 1.3 and this summary will serve as a guideline to answer this last research question:

- growing from a small family-like organization to a big, multi-layered organization
- the organization being subject to a lot of changes
- the rise of employee dissatisfaction and alienation
- realizing the urgency of employee retention

First the growth of the agency is mentioned. In all the orienting conversations that have been held while doing research at THERAPY 2000, mostly positive words like 'family-like' and 'close-knit' have been mentioned while talking about the agency in its early days. No matter what function or position this person had. Overall the conclusion can be drawn that employees have good associations with the agency back in the days. This matches the results of this study since a family culture seems the most preferred culture for all the respondents that have been used for this research. As a first recommendation this study suggests that:

➔ It is fruitful for THERAPY 2000 to invest in gaining a family-like culture and to cherish the current family-like culture as far as it is still alive.

When talking about the growth also the 'multi-layered' organization is mentioned. On one hand the emergence of layers seems inherent to a growing organization but the consequence is that they can literally and figuratively create distance between employees and their co-workers and between employees and their supervisors. As Jerre van den Bent himself already mentions in paragraph 4.4 and his interview (see Appendix 1), the agency currently has got too many managers. The recommendation that derives from this is that:

➔ Cutting down on the amount of (layers of) managers would help THERAPY 2000 to remain the employees as close-knit as possible within the context of a growing organization.

The second challenge is the fact that the organization is subject to a lot of changes. The changes are caused by the growth from the agency itself on one hand, but also by the stricter regulations and reforming policies from the general health care branch on the other hand. This has proven to cause policy alienation amongst public professionals generally and this study has shown that this also counts for the health care professionals of THERAPY 2000. These changes form a substantial threat to the employees of THERAPY 2000. However this study has discovered that employees that experience a family-like culture, experience less policy alienation. Plus: the happier an employee is about the organizational culture, the less policy alienation this employee experiences. This leads to the recommendation that:

➔ Organizational culture is a very substantial aspect of the satisfaction of employees. Investing in a sound organizational culture would help THERAPY 2000 to make its employees more resilient against changes and specifically the pressure of reforming health care policies.

The third challenge is the rise of employee dissatisfaction and alienation. As stated above the organizational culture has a big influence on the satisfaction of employees. This study has also discovered that factors like gender, age, length of employment and function seem to have an influence on the experience of organizational culture and gender seems to have an influence on policy alienation. Apparently all these subgroups have different perceptions, which is worth taking into account for the near future of THERAPY 2000. Mostly the factor of gender has appeared to be of strong relevance since it seems to play a big role in the perception of organizational culture as well as policy alienation. Men form a minority within the field staff of THERAPY 2000, which is typical for the branch of therapists. It is interesting for THERAPY 2000 to figure out why certain subgroups like men or employees with a long employment are unhappier than their counterparts. They may require specific attention.

Also, when looking at the organizational culture this study discovered that the office staff seems more dissatisfied than the field staff, while the board of the agency seems mostly worried about the field staff. This study has shown it is important for THERAPY 2000 to not be blind for the feelings and perceptions of the office staff. This leads to the recommendation that:

➔ THERAPY 2000 would be well advised to pay attention to the specifics and diversity of their employees. Different people require different approaches. Next to the field staff also the satisfaction of the office staff needs to get special attention.

When looking at policy alienation specifically this study has shown that the employees of THERAPY 2000 suffer more from meaninglessness than powerlessness. This is an important conclusion to take into account since in orienting conversations the board of THERAPY 2000 has mentioned to invest in more decision power of their employees by for example implementing an advisory board. An advisory board could help to make employees less powerless. However, the fact that employees suffer more from meaninglessness than powerlessness could question this kind of solutions. Meaninglessness refers to the fact that employees feel that the policies they have to implement in their work do not serve their clients, which hurts them more than the fact they were not involved in the decision-making. In other words: giving more power to employees would be worth the investment but taking away meaninglessness seems way more important and urgent. THERAPY 2000 would do well by giving their employees more sense of meaning in the work they do. This could be established by open and clear communication and a decent message delivery about the policies and how these in the long run could serve the patients. As a next recommendation this study suggests that:

➔ THERAPY 2000 would be better off making employees feel more meaningful than powerful. Open and clear messaging about how policies can be meaningful to their work and their patients will do more instant good than just giving them more decision-making power.

The last challenge is the realization of the urgency of employee retention. As Jerre van den Bent also mentioned in paragraph 4.4 and the full interview (see Appendix 1), he feels he lost too many employees for unnecessary reasons. He admits in the future the agency has to do a better job in 'fighting for the hearts and minds of the employees'. He has also mentioned the fact that the management has become more and more nit-picky towards its employees. Being strict and nit-picky towards employees can be seen as a phenomenon of a market-like culture and this study has shown

that not a single respondent likes or prefers a market-like culture. Instead, they want to feel like a warm and appreciated family member. This can be achieved by explicitly valuing employees and giving them positive feedback. Jerre van den Bent also mentions that a lot of employees show a high amount of loyalty. In order to retain employees it is important to reward this loyalty by giving loyalty to employees in return. This brings the study to the last recommendation that:

➔ THERAPY 2000 can improve employee retention by explicitly valuing employees, giving positive feedback, and cherishing the loyalty of the employees by giving it back in return. Leading by trust instead of nit-picky regulations will reduce employee turnover.

7.4 Recommendations for the academic field

Inherent to every study is the fact that it has got a limited scope, a limited time frame and a limited demographic area. This means that this study and its outcomes automatically lead to new questions and reason for more and deeper research. This paragraph will name some recommendations for future research within the academic field.

The strongest outcome of this study has been the relationship between the dissatisfaction of organizational culture and the presence of policy alienation. This showed the highest possible significance, even after controlling for the factor gender. Given the limited context of this case study it is worth doing more research on this relationship. In the first place to verify it in different contexts and in the second place because studies around this relationship can be very useful in the actual state of the health care branch.

Also the fact that family culture seems to play a big role in the satisfaction of employees and their perception of policy alienation, is interesting for future research for the same reasons as above. It is also interesting to see if this counts for all kinds of public service professionals or maybe just in for example the health care branch. Another research suggestion would be to study what kind of tools and strategies can be used to cherish or create this family-like culture.

Besides, it is very interesting to do more research on the differences of powerlessness and meaninglessness. When employees seem dissatisfied a lot of organizations have a tendency to invest in more decision-making power or participation of employees, like the idea of THERAPY 2000 to implement an advisory board. These interventions may be helpful and appear to be relevant, still there may be more effective ways to achieve a lower presence of policy alienation and therefore a higher satisfaction of employees. This study has acknowledged the valuable finding of Tummers (2012) that employees suffer more from meaningless than powerless, which requires different action plans.

Several factors within this study have appeared to be of relevance when looking at the perceptions of organizational culture and policy alienation. Mostly the factor gender has shown to be a strong predictor. It is interesting to study whether this just happened to be the case within THERAPY 2000 or if gender indeed plays a big role in the perception of health care professionals. It is also interesting to assess why gender plays a role: is it the gender itself or does it have to do with mediating variables like the functions of the different genders, or even their tendency to voice their opinion and to show

their dissatisfaction. This is suggested because in the orienting conversations during this research the different gender roles with the Southern United States have been mentioned multiple times. Besides, it is interesting to study why for example employees with a long tenure seem more dissatisfied than newly hired employees. It may be a matter of being used to an older and 'better' situation back in the days or a matter of having been subject to too many changes and therefore becoming cynical.

These are all just speculations but it is important to always stay critical towards outcomes and results and to make sure that as many mysteries as possible behind the dynamics of complex concepts like human beings and organizational culture can be revealed.

7.5 Evaluation of this study

As mentioned in paragraph 2.1 this study has been challenging for different reasons. Firstly because the concept of policy alienation is a new construct in its academic sense, which means amongst others that very little literature about this construct had been present so far. This gives an inductive and explorative character to this research and means that the results of this study can contribute to a current lacuna within the academic fields. This is considered one of the strengths of this study, especially because it is related to a very main construct within the field of public administration, namely organizational culture.

Another challenge was the fact that policy alienation had been constructed within a Dutch context, which made it interesting to test the validated scale in a different context. The scale has proven to be reliable and valid within the context of Texas, Unites States as well, and has appeared to also be very useful outside the Dutch context. This creates added value for the validated scale of policy alienation.

The third challenge was the fact that organizational culture and policy alienation are subject to different kind of factors. Organizational culture is typically subject to organizational factors, whereas policy alienation is subject to national/governmental factors. At first one could assume that governmental factors such as nation-wide reforming policies within the healthcare branch have a stronger effect on organizations than internal factors. However, this study aimed to show how organizational culture can in turn influence the resilience of health care professional against the pressure of these external reforming policies. It seemed a very useful relationship to study since the outcomes could be very useful for the current health care branch that experiences a lot of pressure. The fact that this study has shown, with a strong significance, that organizations can indeed make their employees more resilient against policy alienation is therefore seen as the biggest strength of this study. Mostly since the outcomes can immediately be used for academic and practical matters within the field of health care.

Of course the external validity of the outcomes always needs to be taken into account, but given the high response to the questionnaires and the fact that the data have been subject to several tests and assumptions to create the highest validity and reliability, plus the fact that a lot of data match the outcomes that Tummers (2012) has discovered while doing his research around policy alienation, make the outcomes likely to be applicable to other contexts. A lot of effort has been put in constantly reminding employees of filling out the questionnaire, stressing that everyone's opinion would be very useful. Besides, a lot of effort has been put in personally visiting offices and handing out the booklets

in order to create the highest possible response. Given the fact that 75 out of the 148 employees have eventually filled out the questionnaire and given the continuous strive for accuracy in gathering and analyzing all the data, also the process of this research can be positively looked at.

The great amount of autonomy that was given by THERAPY 2000 to do this research has been a positive point for this study, especially given the strict and hierarchical regulations that can be typical for companies in the Southern United States. Also the contribution of the employees of THERAPY 2000 has been above expectation. It may have taken some perseverance here and there but overall the employees have appeared to be very helpful, interested and of great value for this study.

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APPENDIX 1 – INTERVIEW JERRE VAN DEN BENT

Can you explain your vision 'never do what's easy, always do what's right'?
'When I founded the company, I really only had two outcomes in mind: I wanted to be known as the company that would guarantee the absolute highest quality of every treatment session to every patient we would ever see. And I wanted to be the company that would guarantee internally to its employees the absolute best employment experience. I want to be the undeniable employer of choice.'

What do you want to say with that term: undeniable employer of choice?
'That people are fighting to work here, that people want to work for Therapy 2000. Not because we pay the most, not because we are the highest bidder. Not because we offer the easiest experience, but because we offer the most rewarding employment experience of anyone else in the States.'

Some people would say that you have to raise the wages to keep or to recruit employees but you believe that people that believe in those values will stay anyway?
'Well, yes. You have to pay ENOUGH. And I think we need to do a better job of selling our total compensation. Because we offer a lot of benefits and education and those are tremendous values. We need to make sure that people understand what the monetary value is of those too.'

Can you explain the change of the company?
'We decided to go statewide and formed a corporate office and the four North Texas divisions. In order to give the people in these divisions guidance we invented this layer of managers; it was the first time that we went to a middle management group. Until then we had been so small. We basically just had three directors, a speech director, occupational therapy director and a physical therapy director.'

If you look at your company now, I think you must be quite proud, right?
'Yeah, I feel very proud of what I have achieved.'

What makes you the most proud?
'When I look at the faces of the employees that call THERAPY 2000 home. Over the last years we have attracted people that are nationally known in their field. There is a physical therapy director who worked for 27 years at Children's Medical Centre. She was the top physical therapy manager there and left that big nationally known children's hospital to come work for us. She had reached the highest level there that you can reach and traded that in for our little home health company. That makes me really proud.'

Did she know you?
'Yes, she used to refer kids to us from the hospital. So she knew a lot of the things we're doing and that we're very active in the professional association. THAT makes me proud. We also have a lady who's a nationally known specialist on pediatric feeding and she's teaching our therapists how to treat kids with feeding problems. And when we hire new grads right out of school and offer them a great employment experience and they're excited about their job, those are the things that make me really proud.'

So what message would you like your employees to tell about their experiences about their work here, if they were talking to friends or families?

'That they work for a company that truly cares for them as a human being. A company that's honest and reasonable, has a lot of integrity, treats them fairly in every way and where they feel they truly matter.'

Can you name an example where you feel that you treat your employees in that way?

'Well, I think that we are a company that really reaches out to the employees in the field. And for example the Second Friday, the fact that people can enrich themselves as therapists and take advantage of this completely free education. We also have put a layer of middle managers in place that are really there to be the coach and help the therapists grow and develop. I think there is a lot of training and development that we need to do with the middle management group. I think that a lot of them don't have the skill set complete enough to where they are really being effective coaches.'

As in, showing empathy to what's going on?

'Yeah. And to really fight for the hearts and minds of the therapist. Communication skills, listening skills etcetera.'

If I were to ask employees: what is the most particular memory that you have about the company taking care of you, what could they say?

'We've had a few people that had personal emergencies and we've helped them out financially with like loans and things like that. But we do that very discretely. We have a number of therapists that work for us right now that came to us and we helped them apply for school and we helped them become therapists. That's an example but that's only true for a very small amount.'

What are the opportunities for employees to put in their personal values into the company?

'I don't think we've created enough. There's a few like the ChariT2000, you know the non-profit charitable organization that we started. That's an example where several people immediately stepped up. I don't know if we have created enough opportunity for people to bring their personal values into the company. So yeah, that could be really interesting.'

What are the most important things that you've learned in the past 14 years?

'The first lesson is that I think that many people like me. We get a lot of compliments for 'man, you have really built this company'. The smartest thing I think I've done is that I've consistently surrounded myself with people that are much smarter and much more successful than me in many ways, for example in their careers. And I've been able to offer them an experience that they wanted to call THERAPY 2000 home. That includes people that I've had as advisors, like my lawyer and an accountant and my brother, who is an advisor to this company. And people that have been here as employees. So some of what you see here is what I've done and a lot of what you see is what those people have done. It's about finding talent. Knowing a good, talented collaborator when you see one and then keeping that person around.'

Are you afraid of losing those people?

'Of course! Of course.'

What is your biggest worry at this moment?

'The influence of managed care. In Texas more and more of the kids we see are going into the

managed Medicaid plans and that's a very big risk for our company in a market where they're not willing to negotiate a fair. We're a company that invests a lot in our people so it's hard for us to compete for price.'

Because you have a lot of overhead costs?
'Yeah, we have a lot of overhead. So that's a huge threat for us.'

Do you think people are going to leave because of not having a wage rise?
'The risk is always there and we quickly have to attack the costs per visit and make changes in the overhead structure to be able to offer good raises, especially for the therapists, in the near future.'

But you don't want them to be here for the money as the primary reason.
'That's absolutely true. We're not a company that's going to attract the therapist that comes to work for the highest bidder. Because they work for you for a year or two and leave when someone else becomes the highest bidder in town. But we need to pay ENOUGH to be compatible with other companies and we risk to fall behind. But I don't think people are leaving us so much for the money. They're leaving us because we haven't done a good enough job of having a middle management group that's really skilled at what they're doing: fighting for the hearts and the minds of the therapists and really being able to be a sounding board for the therapists. And being able to hear ideas from the therapists and say: 'You know what, I'm going to take that to the management group. I'm going to try and make that happen for you'.'

So it is a lack of being heard as a person?
'Yes.'

And they felt like left behind?
'Well, there are therapists that offer good ideas and nothing happens with those ideas so they become frustrated after a while. There are a lot of very small companies that have popped up and they can sometimes have a good recruiting message and maybe make some nice promises to these therapists.'

So what department should be improved? You were talking about the middle management. What about strategy and HR, what about the messages that come across when you are recruiting?
'We basically need to change a lot. We have WAY too many people in the management group, the whole team that's under Angela. It's not so much too big in amount of people, but almost all of them still see patients and do the supervision in addition to that. They're in the office too much and do way too many clerical tasks. We need to look at the job descriptions, give them some fewer responsibilities and send them back in the field much more, have them do 20 instead of 10 visits a week.'

Why would the reorganization be better?
'Well, it would attack the cost per visit problem. And we could make the job description to where they can truly coach the therapist and help the therapist succeed. And then we can put all that productivity bla bla bla to a couple of office based managers that are dealing with all that stuff.'

Why did it emerge like this?
'This company does a lot of experimenting and we read this management book 'First break all the rules' about how important it is to hear from your supervisor once a week and get a lot of praise, but we went WAY OVER. I still want the managers but I want to rewrite their job descriptions. We leave in

the coaching and helping therapists understand the requirements of home care, how you schedule, how to document visits etc. But we take out sitting at a computer for administrative and office tasks.'

How would you describe yourself as a leader?
'I think I'm a charismatic, visionary leader. I've done a lot of leadership development courses, a lot of self-assessments and I've asked people to describe my leadership style. I'm almost a caricature of the visionary: it's easy for me to see the future. What's hard for me is to manage the 'today', I've always surrounded myself with strong managers for the 'today' stuff. I'm just not good at that, details just don't hold my attention. I always want to be in planning mode and think about what we need to do.'

They say 'change' is your middle name.
'Yep. Now I've learned to control that change impulse a lot better. I've enjoyed becoming a more deliberate leader. The whole impulsive change thing is like eating sugar: it feels great for a little bit but you're hungry again very quickly.'

And what tells you you're a better leader now?
'I think I have become much better at hiring super smart people and then going to them and really asking everyone to give their input before I make a quick and a fast decision.'

And who are the people that you usually go to before you make a big decision?
'Obviously the top manager group gets to debate whatever we're thinking about. I have therapists in the field that I really trust and that I go to and ask for input.'

Is it a right assumption to say that you usually go to the people that you rely on, that you already know? Might there be a change that you don't go to people that might have good ideas or good…
'Yes, definitely. And that's something that I want to start doing better this coming year, I want to become better at asking more people to get their thoughts. Though, the people that I go to I know are not 'quick yes' people. They're people that are if they disagree with something, they'll honestly let me know it.'

What are the dominant characteristics for the company in three words?
'Passionate… Excellent… And honest.'

And the organizational leadership in two words?
'Over-managed and under-led. Here in the US there are too many companies where employees are over-managed: they're being nitpicked on for small stuff. Management and leadership are different things. Managers deal with today and leaders deal with tomorrow. Managers have to deal with chaos by bringing as much structure as they can. Leaders create chaos, not because they like chaos so much but because leaders have to drive change and sometimes have to break up some structures to get the company ready for where it needs to be in the future. So there's not enough good communication about the long term and the vision and there's way too much communication about the today.'

What's the organizational glue? What holds all of you together?
'The desire to do the right thing for the kids.'

You were talking about the people that have been with you, even without raises for the past few years. What do you think holds those people here?
'I think what holds them here is that – as many mistakes as we have made, as many flaws as we have,

as many companies as they could go work for and make more money - we're still a company that cares for its employees and we care for our patients.'

What's the strategic emphasis?
'The strategic goal is employment retention. You know, we've had a really rough year and we've lost a lot of therapists in the past year for different reasons. There were a lot of them that we should have kept. There's a lot of therapists that we drove away, again, the reason I'm saying to you is that the middle management group is failing and I'm not blaming them, I'm blaming myself for not giving them better tools. There's a lot of therapists that we could have saved if the middle managers had spoken up.'

And your criteria of success?
'- Patient satisfaction
- Employee satisfaction
- Growth
- Profitability'

And what's the biggest regret that you have?
'The biggest regret that I have for Dallas is that we lost a managed care contract in 2006, that's still hunting us. The contract that we lost last year I don't regret. We did everything we could with that company and they just wouldn't give us a reasonable rate. But I do regret that we're no longer with Parkland. It's a really long story with CRAZY stuff and it was clearly they were trying to intimidate us. I didn't know how to respond to that so we ended up in court and we finally settled. They're still angry at us but we're trying to get back.'

There is no alternative to it, right?
'No, the majority of the kids here are being pushed into these managed care plans, very aggressively. It's our biggest threat because this example shows: you have a fight with one and they kick you out of the network. That means that in the Dallas area, we're only playing for 20 percent of the kids that are here because 80 percent of them are with those big two managed Medicaid plans.'

When you took them to court, were you aware of these consequences?
'No. If that happens to me with the skill set I have today, I would have handled the conflict better.'

Better as in…?
'I've taken a lot of training in conflict management. Back then I didn't want to agree to what they want. They were trying to intimidate us and teach us a lesson so they wrote this 'plan of correction'. It was completely unreasonable so I said 'I won't do this because I know I'm right'. And to this day I STILL know I was right but I wish I would just have done the plan and we could have stayed in the network with them. It would have felt very wrong, but not being in their network is killing us right now in the Dallas area.'

So even when you were able to retain all your therapists, if you don't have enough patients then it's still not going to work, right?
'True… And that's what we're facing in the Dallas area for the first time. We're FIGHTING for referrals. And there's plenty of kids, we just can't serve them because they don't have the right payer for us.'

APPENDIX 2 - QUESTIONNAIRE

Dear employee of THERAPY 2000,

My name is Marcella Das and I am studying human resources at the Erasmus University in Holland. In order to finish my master's thesis I've been privileged to join THERAPY 2000 to do my research here in awesome Texas. In the T2K INSIDER you can read about my experiences so far!

My research focuses on assessing organizational culture and perceptions of decision making. It would be very helpful for me if you could fill out this questionnaire. It includes two parts and takes about 15 minutes. It's important to stick with the first answer that comes to mind (which will also save you time ☺). The first part has to do with the company's policies, the second part is sort of a 'puzzle' where you can design your ideal company (that sounds cool, doesn't it?).

I need at least 40 (fully filled out) forms, so it would be cool if y'all fill out one. In case you can't hand it over to me personally you can leave the form at the reception.

I'll be very thankful!

Marcella

IMPORTANT: The questionnaire will be anonymous; I just need a few details in order to make my research more accurate.
My gender is:
My age is:
My degree of education is:
My length of employment with THERAPY 2000 (in years and months) is:
My function is:

Part 1: Please look at the statements on the next pages and let me know to what extent you agree with them by checking a number behind the sentences. The term 'company's policies' refers to all the current policies of THERAPY 2000 that you have to deal with at the moment.

Example:
I like chocolates: 5_
I like mosquito bites: 1_

1 = strongly disagree
2 = disagree
3 = neutral
4 = agree
5 = strongly agree

	1	2	3	4	5
Strategic powerlessness					
1. In my opinion, therapists had too little power to influence the company's policies					
2. We therapists were completely powerless during the introduction of the company's policies					
3. Therapists, through their professional association, actively helped to think with the design of the company's policies					
4. Management did not, during the design of the company's policies, listen to therapists at all					
Tactical powerlessness					
5. In my home care agency, especially therapists could decide how the company's policies were implemented					
6. In my home care agency therapists have, through working groups or meetings, taken part in decisions over the execution of the company's policies					
7. The management of my home care agency should have involved the therapists far more in the execution of the company's policies					
8. Therapists were not listened to about the introduction of the company's policies in my home care agency					
9. In my home care agency therapists could take part in discussions regarding the execution of the company's policies					
10. I and my fellow therapists were completely powerless in the introduction of the company's policies in my home care agency					
Operational powerlessness					
11. I have freedom to decide how to use company's policies					
12. While working with the company's policies, I can be in keeping with the client's needs					
13. Working with the company's policies feels like I am in a harness in which I cannot easily move					
14. When I work with the company's policies, I have to adhere to tight procedures					
15. While working with the company's policies, I cannot sufficiently tailor it to the needs of my clients					
16. While working with the company's policies, I can make my own judgments					
Societal meaninglessness					
17. I think that the company's policies, in the long term, will lead to higher job satisfaction					
18. I think that the company's policies, in the short term, will lead to more efficiency in my home care agency					
19. I think that the company's policies has already led to more involvement in decision making					
20. Overall, I think that the company's policies lead to a more involvement in decision making					

Client meaninglessness					
21. With the company's policies I can better solve the problems of my clients					
22. The company's policies are contributing to the welfare of my clients					
23. Because of the company's policies, I can help clients more efficiently than before					
24. I think that the company's policies are ultimately favorable for my clients					

Part 2: Organizational Culture Assessment Instrument

Instructions for completing the Organizational Culture Assessment Instrument (OCAI).

The purpose of the OCAI is to assess six key dimensions of organizational culture. In completing the instrument, you will be providing a picture of how your organization operates and the values that characterize it. No right or wrong answers exist for these questions, just as there is no right or wrong culture. Every organization will most likely produce a different set of responses. Therefore, be as accurate as you can in responding to the questions so that your resulting cultural diagnosis will be as precise as possible.

You are asked to rate your organization in the questions. To determine which organization to rate, you will want to consider the organization that is managed by your boss, the strategic business unit to which you belong, or the organizational unit in which you are a member that has clearly identifiable boundaries. Because the instrument is most helpful for determining ways to change the culture, you'll want to focus on the cultural unit that is the target for change. Therefore, as you answer the questions, keep in mind the organization that can be affected by the change strategy you develop.

The OCAI consists of six questions. Each question has four alternatives. Divide 100 points among these four alternatives depending on the extent to which each alternative is similar to your own organization. Give a higher number of points to the alternative that is most similar to your organization. For example, in question one, if you think alternative A is very similar to your organization, alternative B and C are somewhat similar, and alternative D is hardly similar at all, you might give 55 points to A, 20 points to B and C, and five points to D. Just be sure your total equals 100 points for each question.

Note, that the first pass through the six questions is labeled "Now". This refers to the culture, as it exists today. After you complete the "Now", you will find the questions repeated under a heading of "Preferred". Your answers to these questions should be based on how you would like the organization to look five years from now.

The Organizational Culture Assessment Instrument

1. Dominant Characteristics		Now	Preferred
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.		
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
	Total		
2. Organizational Leadership		**Now**	**Preferred**
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
	Total		
3. Management of Employees		**Now**	**Preferred**
A	The management style in the organization is characterized by teamwork, consensus, and participation.		
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.		
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
	Total		

4. Organization Glue		Now	Preferred
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.		
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
	Total		
5. Strategic Emphases		**Now**	**Preferred**
A	The organization emphasizes human development. High trust, openness, and participation persist.		
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.		
	Total		
6. Criteria of Success		**Now**	**Preferred**
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.		
	Total		