

Mapping the possibilities of contingency theory in organization research

Qualitative and quantitative analysis of two small lobbying organizations

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MAPPING THE POSSIBILITIES OF CONTINGENCY THEORY IN ORGANIZATION RESEARCH

Qualitative and quantitative analysis of two small lobbying organizations

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ABSTRACT

In my master thesis I study two lobbying organizations. I have conducted a study using questionnaire on the spring (SYL) and autumn (ViNO) year 2014. Using this questionnaire I will paint the picture of the organizations. From this information I will also study the factors contributing to the differentiation and integration in the organization. I will then end my thesis in the analysis on what are the most important factors to look on for the organization when they face environmental change.

In my thesis I will be using the contingency theory. In the field of sociology and sociological organizations studies the contingency theory hasn't been used that much. I will also briefly discuss the history of organizational theories before delving in to the contingency theory to show on what basis the contingency has been built. I will adopt the view the perspective of the rational open system view to organizations (Scott 1998) and information processing scholars (Galbraith 1973; 1977) definition of organizations. The key concepts in my study will be the differentiation and integration of the organizations, structural adaptation to regain fit and organizational fit.

The topic of my thesis is currently relevant for 2 reasons: 1. both of these organizations are small organizations. The goal of my study is also to help find ways to enhance the leadership of this kind of small lobbying organizations in changing environments 2. The theory I will be using hasn't been used much in organizational sociology and it has been mainly used with large quantitative material. In my study I will use qualitative research methods and evaluate the usefulness of contingency theory on this kinds of studies. This is also one of the research question of my thesis: Is contingency theory usable when studying small organizations with qualitative methods?

In short you could say that my goals for this thesis are twofold: academic and professional. The academic goal is to use and evaluate the usefulness of the contingency theory in qualitative research. The professional goal is to study the organizations in changing environments. I'm looking to work in third sector in a leading position so the study will greatly increase my leadership skills in the future.

TIIVISTELMÄ

Tutkin Pro Gradu-työssäni kahta lobbausorganisaatiota. Suoritin materiaalinkeruun käyttämällä kyselylomaketta vuoden 2014 kevään ja syksyn aikana. Kuvailen materiaalin avulla millaisia organisaatiot ovat ja miten ne toimivat. Lisäksi tutkin materiaalin avulla niitä organisaatioiden ominaisuuksia, jotka vaikuttavat organisaatioiden differentiaatio- ja integraatio tekijöihin. Päätän tutkimukseni analyysiin tärkeimmistä differentiaatio- ja integraatiotekijöistä ja tutkin miten ne vaikuttavat organisaatioihin niiden kohdatessa muutoksia toimintaympäristöissään.

Käytän tutkimuksessani kontingenssiteoriaa. Teoriaa ei ole käytetty kovinkaan paljoa sosiologian tai sosiologisen organisaatiotutkimuksen saralla. Siksi luonkin myös lyhyen katsauksen organisaatioteorioiden historiaan näyttääkseni mistä rakennuspalikoista kontingenssiteoria on syntynyt. Tutkimuksessani omaksun Scottin (1998) näkemyksen organisaatioista avoimina rationaalisina systeemeinä sekä Galbraithin (1973; 1977) näkemyksen organisaatioiden informaation käsittelystä kapasiteetista. Avainkäsitteitä Pro Gradu-työssäni ovat differentiaatio ja integraatio, organisaatioiden rakenteen sopivuus ja organisaatioiden mukautuvuus rakenteellisen sopivuuden saavuttamiseksi.

Tutkimukseni aihe on relevantti kahdesta syystä. Ensinnäkin kumpikin organisaatioista on pieni. Tarkoitukseni on tuoda lisää tietoa tutkimukseni kaltaisille pienille lobbausorganisaatioille siitä miten ne voivat rakennemuutoksella vastata muuttuvan toimintaympäristön vaatimuksiin. Toiseksi käyttämäni teoriaa ei ole käytetty sosiologisessa organisaatiotutkimuksessa paljoa. Jos teoriaa on käytetty, on sitä käytetty tulkittaessa suurta kvantitatiivista datamassaa. Käytän tutkimuksessani pääosin kvalitatiivisia metodeja ja arvioin kontingenssiteorian käytettävyyttä tällaisen materiaalin kanssa. Tämä on myös yksi tutkimuskysymyksistäni: Voiko kontingenssiteoriaa käyttää tulkittaessa pieniä organisaatioita kvalitatiivisin metodein?

Lyhyesti sanottuna tarkoitukseni ovat kahtalaiset: akateeminen ja ammatillinen. Akateeminen tavoite on arvioida teorian käytettävyyttä kvalitatiivisessa tutkimuksessa. Ammatillinen tavoite kumpuaa halustani toimia johtotehtävissä kolmannella sektorilla ja pyrkiä tutkimukseni avulla kasvattamaan tietojani ja taitojani tulevaisuutta varten.

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Making this thesis has been a long and rocky road. I've been working the whole time and there has been many kinds of events during that time in my personal life also. This thesis has been a getaway from the hectic life, but also a mountain which wanted to topple me over time and time again. I first felt really good about taking a totally new theory to study and work on. I still feel really good about doing it. I've learned a lot more than I thought and I also broadened my view on how to think and study organizations.

Making this thesis has taken a bit longer than it usually takes to write a thesis. I appreciate the help and understanding I've gotten from all the instructors especially Tapio Litmanen. My decision to take up a new theory and write my thesis about it must have been a really "interesting" choice from their point of view also. I also feel that the whole Faculty of Social Sciences of the University of Jyväskylä has a healthy understanding towards students who work during their studies.

I also want to thank the whole Finnish University system. Without the free education system I would have never been in a position to even write a thesis. Coming from a little town in Lapland the whole experience of going to a University has opened a whole new world of possibilities, career paths and meaningful relationships. Currently the whole free education system is under attack and universities all over Finland are laying off people. I'm thankful that I had the possibility to enjoy the best possible education during my time in the University. I'm worried for the next generation.

It might have not been the best decision in view of my studies to join the numerous organizations. I gave my little finger to the student movement and it took my whole soul for quite a long time. I don't regret it though. I've met awesome people who will be part of me for the rest of my life. My studies may have suffered, but as you can see I'm working towards graduation. Currently the whole free education system is under attack and universities all over Finland are laying off people. I'm thankful that I had the possibility to enjoy the best possible education during my time in the University. I'm worried for the next generation.

I also like to thank all the people who have supported me during the time I've been writing this thesis. Janne, Otto, Christian, Petri and Jarno to name a few. You have given me good advices in writing the thesis, but also good advices for the life outside the thesis also. My family has been very supportive too. Never have they pushed me too hard to do finish my studies. I appreciate the understanding for my decision to work instead of finishing my studies as fast as possible. I'd also like to thank the awesome people at the Student Union of Aalto University. You have made it possible to write this thesis while working. Thank you for your support!

The thesis wouldn't have finished without coffee either. I'd like to thank Kaisan Café for the good coffee and excellent pastries. They've got me through reading and writing needed to finish this thesis.

I first stumbled upon contingency theory while reading a doctoral thesis written by Virpi Turkulainen. Without free dissertation database and free archives of the Finnish universities this thesis might have been written about something else. Maybe I would have gotten away with less effort, but that would have also meant less learning.

Long live free education! Long live the Finnish student movement!

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1 INTRODUCTION

In my master thesis I study two lobbying organizations. Both of the organizations have their roots in the advocacy of students and younger generation. I have conducted a study using questionnaire (appendix A) on the spring (SYL) and autumn (ViNO) year 2014. Using this questionnaire I will paint the picture of the organizations, the people working in the organizations, their goals and the means how they feel they achieve the goals. From this information I will also study the factors contributing to the differentiation and integration in the organization. I will then end my thesis in the analysis on what are the most important factors to look on for the organization when they face environmental change.

The two questions I want to answer with my thesis are:

1. Is contingency theory usable in studying small organizations with the methods of social sciences?
2. What are the factors contributing to differentiation and integration in the organizations studied in my thesis organizations?

In my thesis I will be using the contingency theory. Contingency theory has been used in organizational research, especially in NPD (new-product development) studies. As an example in her doctoral dissertation Virpi Turkulainen (2005) discusses the uses of contingency theory to affect the efficiency and predictability in the new-product development processes. When I searched for material for my thesis I found out that in the field of sociology and sociological organizations studies the contingency theory hasn't been used that much. Also the major part of the studies using contingency theory have been conducted with a large quantitative datamass. This was one of the reasons I chose this theory also. I wanted to try if the contingency theory is usable with a qualitative data. I will also briefly discuss the history of organizational theories before delving into the contingency theory to show on what basis the contingency theory has been built on.

The dominant theme in organization theory and research has been internal uncertainty reduction strategies. This can be seen as an example in the way the scholars on the field of economics see organization management theories. In the field of economics and industrial engineering and management the organization theories are used to make the processes

better, decrease the uncertainty of processes and increase the efficiency. Other strategic options seem to be underrepresented in the literature. In my thesis I will take into notion the internal uncertainty factors as well as the external environmental uncertainty factors.

I will adopt the view the perspective of the rational open system view to organizations (Scott 1998) and information processing scholars (Galbraith 1973; 1977) definition of organizations. This means that when analyzing organizations I will give a weight on the information processing view on the organizations.

I also will briefly study the results in the light of fit. The concept of fit is discussed later in this study in chapters 3.4 and 3.5. In short the concept of fit has been used to analyze the fit between an organization and its environment. If the organization achieves a state of fit with its environment the organization has been aligned to meet the contingencies introduced by the environment. According to Nanfeng Luo and Donaldson (2013) in organizations, over-fit occurs when structural features misfit the core contingencies because the structural level is too high to fit the contingencies. An under-fit occurs when structural features misfit the contingencies because the structural level is too low. I will discuss the concept of fit later.

I will also be analyzing the results from the perspective of both external and internal contingencies. As Gresov (1989) stated:” Unit design thus arises both from internal and external forces, and unit performance should therefore be associated with the fit or misfit of design with both of these contextual features.” In this thesis I will be apply this research method to the whole organizations.

The organizations I study are The National union of university students in Finland (SYL) and The Federation of Green Youth and Students (ViNO). I will use the finnish acronyms SYL and ViNO henceforth.

SYL is an interest organization defending and improving the educational, financial, and social benefits and rights of the students. SYL has 138 000 members in 17 universities. SYL is represented in diverse national bodies, involving those dealing with higher education policies, e.g. the Council for Higher Education and its sub-committees, and various committees and working groups of the Ministry of Education. SYL also arranges meetings and seminars, organizes campaigns and publishes leaflets and publications.

ViNO is the political youth and student organization of the Finnish Greens. ViNO acts as a green interest organization for green-minded students and youth. ViNO is working both with the political institutions and with the grassroots political movements. ViNO has 18 member organizations throughout Finland. ViNO actively influences the Finnish Greens, it's mother organization in order to have better educational and youth politics in the party's agenda.

As you can see both of the organizations are advocacy and lobbying organizations, but they differ in the way how they influence the political field. SYL does this by lobbying the political parties, third sector and governmental bodies. ViNO does this by influencing its mother organization and by raising important agendas to the table by itself.

In my study the fact that the organizations differ isn't that big of a deal, or at least it shouldn't be. I chose these two organizations because they work in the same field, they are small and they are known to me. For the record I have to inform the readers that I have worked in both of these organizations in 2011 for a year. I will have to take note not to make any presumptions on the organizations or speak my own mind as a fact. I have taken this into account when designing the questionnaires. In the questionnaires I don't leave anything to my own common beliefs but rather ask even the "silliest" questions to have a solid fact-based picture of the organizations provided by the members of the organizations themselves.

The topic of my thesis is currently relevant for 2 reasons: 1. both of these organizations are small organizations. The goal of my study is also to help find ways to enhance the leadership of this kind of small lobbying organizations in changing environments 2. The theory I will be using hasn't been used much in organizational sociology and it has been mainly used with large quantitative material. In my study I will use qualitative research methods and evaluate the usefulness of contingency theory on this kinds of studies. This is also one of the research question of my thesis: Is contingency theory usable when studying small organizations with qualitative methods?

In short you could say that my goals for this thesis are twofold: academic and professional. The academic goal is to use and evaluate the usefulness of the contingency theory in qualitative research. I spend quite some time going through the Finnish organizational literature and also the master's thesis collection of the Finnish universities. I have found

out that in the Finnish organizational research there hasn't been much studies on lobbying organizations and the studies I found usually concentrate on communicational matters rather than interorganizational changes. Also most of the studies I found concentrating on lobbying organizations were done in the US. This is worth of mentioning since the background for organization studies on lobbying organizations in the US are different than in the Europe or Finland. As an example in the US the lobbying organizations are more widely integrated to the political system. In Finland the lobbying organizations have been more widely acknowledged during the past decades.

The professional goal is to study the organizations in changing environments. I'm looking to work in third sector in a leading position so the study will greatly increase my leadership skills in the future. I try to pinpoint the most important factors affecting the organization's integration and differentiation mechanism. By doing this I will give both of the organizations valuable information of how to maintain their integration. This also adds to the – hopefully – new information to the growing number of studies which use contingency theory to study small organizations with qualitative research methods.

The key concepts in my study will be the differentiation and integration of the organizations, structural adaptation to regain fit and organizational fit. I will discuss these concepts further in my thesis. First I will introduce the reader to the development of the key concepts of integration studies and later to the history of organization studies, but for now I will just clarify that I will approach integration from the perspective of the structural contingency theory (Lawrence & Lorsch 1967; Thompson 1967).

The concepts of differentiation and integration of organizations and the units inside organizations is widely recognized concept founded in the works of Lawrence and Lorsch (Huth, 2008). The concept of integration has been a big part of organization management and organization design research and discussion. In the contemporary literature the concept of integration has been studied in many fields and under several different topics. In the management literature integration has been seen as a way to increase the performance of an organization. In the field of New Product Development (NPD) the integration researchers have been studying the benefits of integration on developing new products.

2 HISTORY OF THE ORGANIZATION MANAGEMENT THEORIES

In this chapter I will briefly go through the development of organizational studies from Scientific Theory of Management all the way to Theory of Innovation. I do this to show that the theory used in my thesis is a product of years of organizational research. I also want to underline that there are numerous ways to think, understand and study organizations and that by choosing Contingency theory I choose a certain way to think about the organizations.

The contingency theory has been and still is one of the most influential theories to study organizations, the design of organizations and the leadership and management of organizations (Donaldson, 2001; Scott, 2003). According to contingency theory there isn't one best way to design an organization. Different environments, different situations and different times entail different needs for leadership and the structure of organization. Jay Galbraith has declared that "there is no one best way to organize" (1973, p. 2). This is one of the most famous maxims to describe the core idea of contingency theory (Ketokivi, Scroderus & Turkulainen, 2006).

When you look at the history of the contingency theories of management and leadership you can see that many of the pioneers of the leadership research would greatly disagree with Galbraith (1973). When organizations first became the object of study the scholars of economics and management had a quite different view of how organizations work and how organizations should be managed. The key concepts under scrutiny back then were the concepts of measurement, structure, control and "efficiency" (Wren, 2005) which has more or less transformed to concept of performance today and which is also one of the key concepts in contemporary organizational studies as well as in this thesis.

Early management and leadership scholars somewhat considered organizations and people working in them to act the same way as a machine would work. This meant that some radical generalizations were made and the social and psychological aspects were somewhat ignored. The early 1900s scholars began to record their findings and experiences of the

organizations. Though appreciated for the recording and the operationalization of their work it lacked the empirical connection and thus the theories of that time were erroneous. (March & Simon, 1958)

An example from this branch of studies is the studies made by scientific management movement in 1920s and 1930s. Frederick W. Taylor can be named as one of the founding fathers of the scientific management movement. The movement is also called the Taylorism movement. The work of Taylor and his followers can be briefly described as taking more the point of view of an engineer. (March & Simon, 1958) This can be explained by looking at the nature of the studies they conducted which concentrated as an example on studying the physiological abilities and working conditions in order to increase efficiency (Harisalo 2008) The scientific management school relied on setting standards and following technical logic in its work. The scholars of scientific management school studied as an example how fast a worker can perform a particular task, how much fatigue is caused by the action and what kind of effect does the fatigue have on muscles and to the overall production of the work. (March & Simon, 1958; Thompson, 1967)

Although famous for the mechanistic view on organizations the scientific management movement also contributed to the management structure. Frederick Taylor himself came up with the foremanship model of specializing the managers. Taylor argued that every specific task or phase of work should have its own foreman. Taylor's functional foremanship model was quickly overthrown by the line-staff organization model and its further developed models of organizations. This was due to the founding of the chain of command model and the subsequent hierarchy models of authority. (Gailbraith, 1973)

Following the scientific management movement the classical management theory was interested in understanding and studying the basic principles of building an organization. The theory also studied the managing of organization and the division of labor in organizations. The classical theory has been used to this day for it also emphasized the importance of coordination and control of work (Harisalo, 2008). The classical management theory continued from where the studies in the scientific management school had left on the subject of hierarchy of authority in organizations. As a result the models of distributing power continued to develop to a stage where the departmentalization model

was born. This meant a change from the one large organization with possibly a huge vertical tree of hierarchy to an organization with independent departments with their own tree of hierarchy (Galbraith, 1973).

The human and social factor was the focal point of the human relations theory which can be considered also as an opposite for especially the early scientific management movement. The human relations theorists were able to point out that the informal social networks also had an effect on the productivity rather than just the physical environment and salary as suggested by the scientific management school. (Harisalo, 2008)

The human factor entered the field of management after the famous Hawthorne studies conducted in 1920s and 1930s. The key contributions in the light of organization theory of the study were the observations that salary doesn't necessarily contribute to the motivation of the workers and that social systems and networks outside the formal hierarchy and chain of management contribute to the motivation and wellbeing of the workers. These observations turned the focus from the somewhat mechanistic view of organizations to the sociological and psychological view of how the organizations should be managed. (Northouse, 2007; Galbraith, 1973).

Famous on the field of sociology because of the name of the founding father, the theory of bureaucracy concentrated on the structure of organizations (theory of bureaucracy has also been called the structuralism movement of organizations). Followers of this theory were interested on the structures of organization and how the structures enable and disable the rational processes conducted in an organization. The key contribution of this school was the in depth introduction of power and authority to the organizations management sciences. (Harisalo, 2008)

The most famous scholars of the movement is Max Weber. He has contributed greatly for other fields of science in addition to organizational studies. Weber is being held one of the great sociologists of the 20th century. According to Talcott Parsons (Parsons 1947) Weber also differentiates himself from the other scholars of organization management of the time by atleast two key-factors: he wanted to discover the model of bureaucratic organization in

achieving the goals. By this he wanted to show that bureaucratic organization was the solution for answering the complex problems of modern world. (March & Simon, 1958)

The work of Weber was continued by the also as famous scholars in organizational sciences: Merton, Selznick and Gouldner. Their work on the field of organizations management were three different models of bureaucratic behavior in organizations. Each of the model carry the name of the respective designer of the model. In short we can say that each of the scholars contributed for the measurement models of reliability, control and goal achievement of organizational goals (March & Simon, 1958; Merton, 1940; Selznick, 1946; Gouldner, 1957).

The Decision making theory changed the view from the study of the structure of the organization to the question how organizations make decisions. The classical decision making scholars saw organizations rational actors with all the needed information. Later it was argued that this can't be true. The decisions in organization are made by the leaders and managers of the organization. These men and women holding the formal positions for decision making are bound to make only bounded rational decisions. As an example resources can have effect on the decisions. Time as a resource usually prevents the gathering of virtually all the important information to make a fully rational decision (Harisalo, 2008). Also the decision maker itself can be the source of imperfect information. This is due to the personal history affecting the person. In socialization process person acquires attitudes and aptitudes which effect how person sees the world. It's like having everyone in the world looking through slightly different colored sunglasses: everyone sees the same world but in slightly different light. Thus the decisions are made using subjective information, not objective (Berger & Luckmann, 1966).

Until the systems theory of organizations analyzing organizations had concentrated on the internal division and specialization of labor, the structure of an organization, the authority aspect of organizations and the mechanisms how organizations achieve the external goals posed for the organization. The systems theory saw organizations as parts of bigger systems. Systems theory also connected the internal structures and the processes of the organization to the conditions and changes in the environment of the organization.

Researchers of systems theory also worked to make an unified systems theory of organizations. The goal was to hinder the separation of different trends of the theory. The unifying efforts contributed greatly to the formulation of shared language and use of constructs in the field of systems theory.

The systems theory of organizations contributed greatly to organization studies and opened whole new areas of study as well as new ways to conceptualize organizations and their actions. The systems theory also spread to study the humane systems consisting of people. Systems theory contributed greatly on the research methodology also (Harisalo, 2008). The systems theory also changed how organizations were seen. Earlier organizations were seen as an entities without interaction with the environment, but since the systems theory the environment was having effect on the organizations rather than other way around.

Organizational theory of power somewhat continued where the theory of bureaucracy had left. It delved deeper into the concept of authority and leadership in organization. The key findings were that power and authority as a phenomena can be invisible but still effective. They also noted that someone with power doesn't always carry the power to carry out decisions in the way they would have liked. This kind of notion has also been made in other fields of sciences, especially in social sciences where the sociological studies of groups and leadership have confirmed that as an example roles can be assigned, but roles can also be taken and given by the actions of individuals. In this kind of situation manager might hold a formal leadership position, but lack the social and informal power as well as respect. This kind of atmosphere will make the organization undesirable place to work among the employees and thus be hazardous for the organization (Harisalo, 2008; Selznick, 1966; Goffman, 1959]

If we continued chronologically this would be the chapter where I would introduce you to the contingency theory. I feel that in order to be able to explain even partially the concept of contingency theory I will need to briefly introduce the key concepts of three other organizational theories which have been acknowledged after the coming of contingency theory.

The theory of strategic management is in debt for the decision making theory, systems theory and contingency theory. It suggests that some decisions are more important for the organization than others. It divides the types of decisions to be made for organizations to strategic decisions and operational decisions. Strategic decisions include the decisions of mission and vision of the organization, decisions of choosing the processes to achieve the mission and vision of the organization, implementing the processes through the organization and evaluating the results of the chosen actions. After this it's usually time to "rinse and repeat" (Harisalo, 2008). Strategic management brought back the idea of thinking organization as one entity. The organization as a whole has to make the decision to which goals to reach for and how to achieve the goals. Although the final decisions are made by the leaders, the implementation of the strategy is thorough and pulls the whole organization together.

Theory of organizational culture opened yet another way to view organizations. I already stated that it's not always the hierarchially decided roles which matter and which carry the power when we took a look at the theory of power. The notion of the internal cultures of organizations were made when researches began to wonder why in some cases higher salary, leading position in the field or good image didn't contribute to the performance as thought. The organizational culture theory states that visible hierarchies, processes and structures are just reflections of the real organizations. Every organization has their own deep structure which has an effect on the behavior and decisions of the people of the organizations. Organization doesn't exist only as an structure and a strategy, it exists as a culture (Harisalo, 2008). The culture of an organization can be shared. Shared culture can further the performance of an organization, but it can also have downsides. If a person or a group doesn't feel like the organizational culture welcomes them, they will abandon the organization. Nowadays some companies tend to manage their own organizational culture to the lengths that they want new employees to embrace the culture. If an employee doesn't fit into the culture, they are asked (and paid) to leave the organization. Netflix is a good example of this (Hastings, 2009)

Finally the theory of innovation took the organizations ability to renew and change to its focal point. In the earlier theories planning and standardization have played quite a big role. Theory of innovation tries to find ways how organizations can face the unknown

trends, “black swans”, without losing their ability to act. This means that the leaders of organizations have to find the ways to make their employees ready and open to contribute to innovation process which itself contributes to the organizations ability to face the new challenges. Some of the recent theories actually have been concentrating the organizational renewing and facing unknown challenges.

The key concept that theory of innovation brought to the field is the idea that organization can't face the new challenges and hold on to their old achievements. As an example we can think of the success and downfall of such companies as Atari and Nokia. Once in the top of their field they lacked the capability renew as an organization. This means looking for new fields to conquer as well as renewing the organization design and the culture. The innovative organization doesn't build on innovative brand or dynamic structure. The building blocks are innovative employees, innovative culture and the formal and informal code of conduct of the organizations (Harisalo, 2008).

3 INTRODUCTION TO THE CONTINGENCY THEORY

In short the paradigm of the organizational contingency theory is that the effectiveness of organizations result from the fit of the structures of the organizations to the surrounding environment (Donaldson, 2001).

In this chapter I rely on the works of Lex Donaldson who is one the most distinguished scholars in the field of organizational contingency studies (Turkulainen, 2008). Other scholars have provided many fine insights to this field, but Donaldson provides to most solid and widest view to the whole theoretical and hands-on analysis to the theory. Donaldson's work has also reached the acknowledgment of the other scholars of the field. I feel that it's also practical to use only a reasonable number of scholars to give the reader comprehensive and uniform cross-section of the contingency theory.

The contingency theory of organizations is one of the sub-categories under the contingency approach in science. In a very abstract level the contingency theory suggests that an effect of one variable on another depends on a third one. As an example: when X is low, Y has positive effect on Z and when X is high Y has negative effect on Z. We can't state that there is some sort of bivariate connection between Y and Z. The variables Y and Z are part of larger causal system (see Systems theory on chapter 2) in which X affects Y and Z in ways we can't know from just studying the relationship of Y and Z (Donaldson, 2001).

3.1 Contingency theory of organizations

In organizational studies the connections between X, Y and Z means that a contingency is whatever variable which effects the organizational behavior through the organizational structure or any other defining element of an organization. As an example we can have an independent variable such as leadership or motivation and a dependent variable of productivity or turnover.

Contingency is there third variable which effects the relationship of independent and dependent variable.

In this thesis I will study the effects of the changes in the environment of the organizations to the structure of the organizations. These changes include changes in the political field, changes in the networks of the organizations or changes in the expectations of the actions of the organization from the external agents' viewpoint. It's important to note that by structure I mean the explicit formal structure of the organization but also the implicit informal structure of the organization. This way I want to bring forth the idea that organizations - especially small organizations - can't be fully understood as just as a formal structure but also as a mosaic in which the people working in the organization are the pieces of that mosaic. This also highlights the sociological view on organizations which for me as a sociologist is natural.

Contingency theory differs from some organizational and management theories by its nature. As an example classical management theories (see chapter 1.1.1.) argue that from maximum organizational formalization and specialization comes the maximum performance. Human relationship theories argue that from maximum participation stems the maximum performance. Contingency theory argues that the maximum performance comes from the adoption of the *appropriate* structure that fits the contingency. This makes contingency a non-universal theory since there isn't an universal way to reach the maxim of a variable (Donaldson, 2001).

Contingency theory has received much critic because of its open-ended nature from the other scholars on the field of organization studies. There is a vast selection of contingencies as well as ways to study them. It may seem that there are only disparate collection of theories which just happen to contribute to the study of collection of contingencies. Thus the question the critics have put forth is: Is there an overarching framework for the organizational contingency theory?

Answer lies in the core paradigm. Structural contingency theory has three core elements.

First, there is an association between contingency and the organizations structure. This can be seen as correlations between size contingency and bureaucratic structure (Holdaway et al., 1975), strategy contingency and divisional structure (Grinyer et al., 1980) or technology and structure (Child and Mansfield, 1972) for example. If we consider the size contingency we are talking about an internal contingency for it effects the internal structure of the organization. To put it simply when organization grows it needs more bureaucratic structure. This is an over-simplification of course.

Second, contingency determines the organizational structure. An organization that changes its contingency changes its structure. In this case the contingency means that the organization adopts a new goal. Adopting a new goal means adopting a new way to reach the goal. This brings a third variable to the equation. The third variable is the contingency which affects the relationship of the goal and means in unforeseen ways. To be prepared to the effects of this third variable in reaching the goal the organization usually has to change the ways it works hence change its organizational structure. As an example a company which sells plastic products might have to adapt to a new advanced technology which forces the organization to invest to new infrastructure and/or layout staff. This changes the organizational structure and leads to a new situation to which the organization has to adapt.

Third, there is a fit of some level of the organizational structure to each level of contingency which leads to a greater performance. Fit in this sense means that the organizations structure is aligned to overcome the challenges which the contingences summon on the organization. In its simplest form this means making changes in how the organizations employees' goals are assessed to reach to common goal. Misfit leads to an inferior performance. In formal theoretical terms this means that there is a trivariate relationship between structure, contingency and performance. Changing the structure of an organization to fit the contingency increases performance. When the structure doesn't fit the contingency it leads to decreased performance (Donaldson, 2001).

The third element, fit-performance relationship, is the most important one. It provides the theoretical explanation of the first two points. An organization which changes its structure usually has been in fit-state, but it has been losing the fit which has been seen in the loss of performance. This means that the current structure of the organization hasn't been able to overcome the needs posed to it by the changing environment. In this master's thesis the changes in the environment also mean that there has been changes in the contingencies. In order to avoid further performance loss, the organization has to change its structure (Donaldson, 2001).

This kind of change in an organization stems from change in the environment or change in the organization goals. Nevertheless the change on the organizations' environment leading to the change on the contingency needs a change in the organizations strategy (See Theory of strategic management in chapter 1.1.1.). Whether the change in the strategy means a change in the organizational decision making or operational decision making the changes reflect the change of a contingency of the organization. This way the change in the organizations' environment leading to a change in the contingency affects the organization and in the case of structural contingency theory, the structure of an organization.

These kind of changes can't usually be made in a blink of an eye. Big corporations with wide range of units might take even 5 to 10 years before they can adapt to a new contingency. In my thesis I on the other hand study smaller organizations with smaller employee base and more strict goal description. My hypothesis is that these kinds of organizations can easier adapt to changes in their environmental contingencies – changes in interest groups, changes in the methods of working, changes in political environment etc., but they are also unaware of how they should manage it to get the best result from this adaptation.

3.2 Contingencies in structural contingency theory of organizations

Contingency theory of organizations recognizes contingencies of organizational structure. These contingencies include contingencies stemming from inside an organization, but also those which put pressure on the organization from outside. Contingencies stemming from the inside of the organization are as an example task uncertainty, task interdependence and size.

From these three the first two contingencies are also the core contingencies for the “rivaling” theoretical orientations in the organizational contingency theory. I will discuss these theories later in the chapter 3.6.

To the structural contingencies outside the organization we can count environmental uncertainty. Environmental uncertainties include a variety of contingency factors. Political changes like in the elections of 2011 and 2015 when the True Finns rose to power can be seen as a change in the organization's environment. But is that a contingency itself? The contingency here – to put it simply – might be more the people's dissent on the “ordinary” parties. If an organization's goal is to be as influential as possible it has to have connections to every political party. In this equation being influential is the goal X. Having connections to political parties is the means. The organization then has its structure organized to best serve the goal through the means. This is the Y. Now when we have a new political party which the organization doesn't have any connections we are facing a contingency, Z.

The relation between internal and external contingencies is a strong one. The external contingencies such as environmental uncertainty indirectly affects the internal contingencies such as task uncertainty which in turn affects the organizational structure. This way external contingencies can be thought to be more powerful since they can affect the organization and its structure directly and indirectly (Donaldson, 2001; Thompson, 1967; Woodward, 1965; Lawrence & Lorsch, 1967).

From the huge range of possible contingencies a collection of so to say key contingencies have emerged. These include contingencies such as task uncertainty, task interdependence, size, technology, environmental change and innovation. According to Donaldson (2001) these contingencies have common underlying concepts which are task uncertainty, task interdependence and size. This means that environmental change, technology and innovation all are related to how well the organization has divided its tasks, how interdependent the different parts of the organization are and how well the organization has managed to take into notion its size.

From the list above we can count environmental change to being totally external contingency. The others except innovation can be listed as an internal contingencies. We have to bear in mind, that the external contingencies are linked to internal contingencies. As an example change in the environment might bring to attention an earlier unnoticed internal contingency. Especially small lobbying organizations the networks the individual person in the organization might be these. In the example above where a new political party emerges one internal negative contingency might be the lack of networks to this new political party or unwillingness to work with the new party.

I discuss these main concepts briefly for the concepts are going to be put into use when I analyze my findings.

3.2.1 Task uncertainty

Changes in the environment and technology create uncertainty among the workers and especially managers of the organization. When technology changes there is a need for change in the tasks. Using the classical terms we speak about transforming the inputs of organization to outputs or organization. When there is a change in the process it affects the task uncertainty.

In a nutshell: When there is a change in the environment it affects the organizations structure by affecting the tasks conducted inside the organization. It can as an example increase or decrease the task predictability. This in turn affects the managers of the organization since they are in charge of the employees conducting the tasks.

3.2.2 Task interdependence

Task interdependence classifies in what way the organization is connected internally and/or externally. In the organization there are different parts or sectors. These parts of the organizations work together in a way or another. As an example the communications sector needs to work with the advocacy sector of the organization in order to know what, how and when to post in the social media. In a product development the marketers need to know in what stage the product is in order to be able to market it to possible customers. They also need to know how the product works. Organization has a number of activities and tasks it has to perform in order to fulfill its reason of existence. These activities can be connected in a number of ways depending on the environment, strategy chosen by the organization or the size of the organization.

Task interdependence engulfs as an example the concepts and problems studied in strategy contingency and the concepts of diversification of the tasks of an organization (Donaldson, 2001). If organization diversifies as an example by spreading its actions to a new field of business it has to pay attention how well the chosen actions serve to the interdependence of the organization. If the different parts of the organization are totally unaware what the others do there might be a serious problem. As an example the communications and PR sector might market products with wrong features or lobby wrong kind of change to a legislation.

As an example task interdependence works as a contingency for a situation where we study the implementation of strategy. If the chosen strategy fails to take into account the need for different integrative factors such as communication between

different sectors the strategy might be doomed to fail. Another example is the failure to determine how the HR and general management is implemented. Having multiple HR departments or splitting the general management of sectors to too small parts in the organization might make a dent of the efficiency of the organization. Chosen strategy may impose a restructuring of the organization to meet the demands for increasing the performance of the organization.

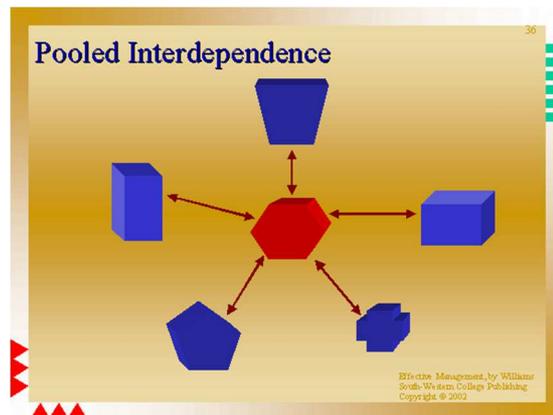


Figure 1. The model of pooled interdependence (Williams, 2002)

In terms of Thompson (1967) the organization moves from pooled interdependence to sequential interdependence. Sequential interdependence means that you have a situation where one unit in the overall process produces an output necessary for the performance by the next unit. Move to pooled interdependence means that you move to a situation where each organizational department or business unit performs completely separate functions. While departments may not directly interact and do not directly depend on each other in the pooled interdependence model, each does contribute individual pieces to the same overall puzzle.

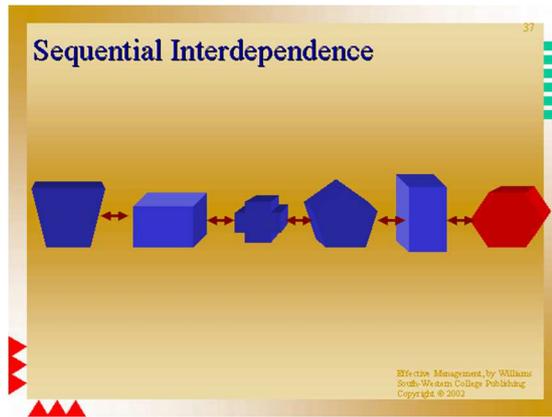


Figure 2. The model of sequential interdependence (Williams, 2002)

In performing the strategic change from pooled interdependence to sequential interdependence the organization restructures itself from loose and failure prone structure to a more organized and scheduled structure the organization gains performance (Thompson, 1967; Donaldson, 2001). Also it's easier for manager to control a sequential organization and the performance than a pooled one.

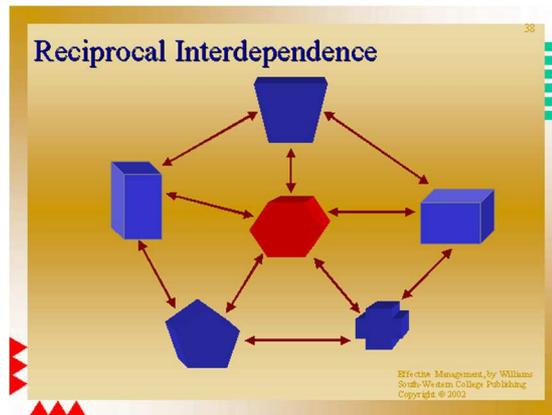


Figure 3. The model of reciprocal interdependence (Williams, 2002)

The third mode of interdependence is reciprocal interdependence. Reciprocal interdependence offers the highest level of interaction, but is also the most complex and most difficult to manage.

Thompson (1967) theorized that the correct way to get units of an organization to work together effectively is to recognize the needs of interdependence of units and manage those units with the model best suited for them.

For example, a pooled interdependency requires standardization in rules and operating procedures, while the coordination methods for the other two interdependencies are slightly more flexible. A sequential interdependency is managed through mildly adaptive planning and scheduling, while reciprocally interdependent departments are managed through constant information sharing and mutual adjustments.

3.2.3 Size

In short size contingency is related to the number of employees which in turn affects the assets and turnover of the organization. Size of the organization is also related to the span of control in the organization (Blau, 1970). This means that the managers of an organization have limited capabilities to control their respective unit. This in turn affects the task uncertainty and task interdependence contingencies. Gailbraith (1973) stated that managers have a limited information-processing capabilities and that this affects the management of contingencies, in this case management of the task interdependence and task uncertainty contingencies. This kind of contingency management stemming from the limits of the information-processing capabilities is also a key concept in my thesis.

3.3 Concept of mechanistic and organic structure of organizations

Concept of mechanistic and organic structure of organizations was introduced by Burns and Stalker (1961) in their book *Management of innovation*. It still remains one of the key contributions to the organic contingency theory and captures the divide between two different kinds of organizations (Donaldson, 2001; Burns & Stalker, 1961).

These two types of structures in organizations are not to be mixed with the so to say rivaling contingency theories named organic and bureaucratic contingency theories!

We can define mechanistic structure as a structure which emphasizes on hierarchy. In this hierarchy employees are divided into specialized roles who are

dependent on their managers. In this hierarchy the job descriptions are prescribed to the maximum and decision-making is highly centralized.

In organic structure the employees have more freedom when it comes to handle their job and solve the problems they face. Also the job descriptions and the knowledge of what each employee does is shared with all or most of the employees. Organic structure offers employees joint responsibility and flexibility. Organic structure is more of a network than a hierarchical pyramid.

The mechanistic structure is effective and possible only in stable environment where there is little change in technology, market environment or employee base. In mechanistic structure it is harder to answer for competition induced by rivaling organizations. Organic structure can better answer the challenges of changing environment. There are several reason from which the joint responsibility and joint problem-solving are one of the most important ones.

Mechanistic and organic structures also offer different roles for managers. In mechanistic structure managers have adequate knowledge of what is going on in the organization. It also offers giving out orders for the employees in accord to the state of the organization. In a stable environment the managers are usually able to do the right decisions, but when the size grows or environment changes the knowledge-resources of managers don't suffice. Organic structure offers the managers little knowledge, but in change the organization benefits from the trust between employees and managers. To tie both structures to a theoretical basis one could say that mechanistic view on the organizational structure corresponds to the structure that the classical management school or scientific management movement pursues. Organic view on the organizational structure corresponds to the new school of human relations theory (Donaldson, 2001; Burns & Stalker, 1961).

Organic and mechanistic structures are more than structures or blueprints for organizations, they are also cultures which offer different atmospheres for the organizations. Also, the mechanistic and organic structures are somewhat ideal

types of organizations like Weberian ideal types. Burns and Stalker (1961) place these different kind of organizational structures to opposite ends of a continuum. Different kinds of organizations lie in the lie at any point along the continuum (Donaldson, 2001).

3.4 Concept of fit in structural contingency theory

The concept of fit is in the heart of the contingency theory. We have already established that contingency is a factor effecting the relationship of the independent and dependent variables of an organization. When organization successfully answer the challenges of a contingency factor its performance and productivity are good. This means the organization is in *fit* with the contingency factor. As an example when organization successfully redefines its structure in order to answer the changing market changes it moves to fit. If an organization doesn't meet the needs of the environment or makes unsuccessful changes to its structure it remains or goes into state of *misfit*. Misfit means that the organization performs poorly and its productivity is low.

Organizations do not remain in a state of fit if they want to keep their performance high. This is due to the changing markets and evolving technology. As an example Nokia suffered from remaining with an achieved fit state for too long and was unable to answer the challenges of environmental technological changes (environmental contingency) in time with their mobile phone business.

Organization, especially large ones, do not move from a state of fit to misfit and back to fit in fast process. It takes time to implement new strategy which leads to changes in the organizational structure which in turn leads to changes in the actions of the organization. (Turkulainen, 2005). It may take from a year to five years depending on the flexibility, size and the level of misfit of the organization to change its course. In my thesis I study two small organizations so I hypothesize that the changes are quite fast.

3.5 Structural adaptation to regain fit

SARFIT - structural adaptation to regain fit - is a theoretical model which illustrates the processes involved when organization adapts its structure to meet requirements of new contingencies. This theoretical model shows that changes in the strategy contingency cause structural change (Donaldson, 2001). This can be seen as an example in the works of Chandler. Chandler found out that the managerial level of an organization changed according to the changes in strategy. The changes in the managerial level also had an effect on the structure of the organization (Chandler, 1962).

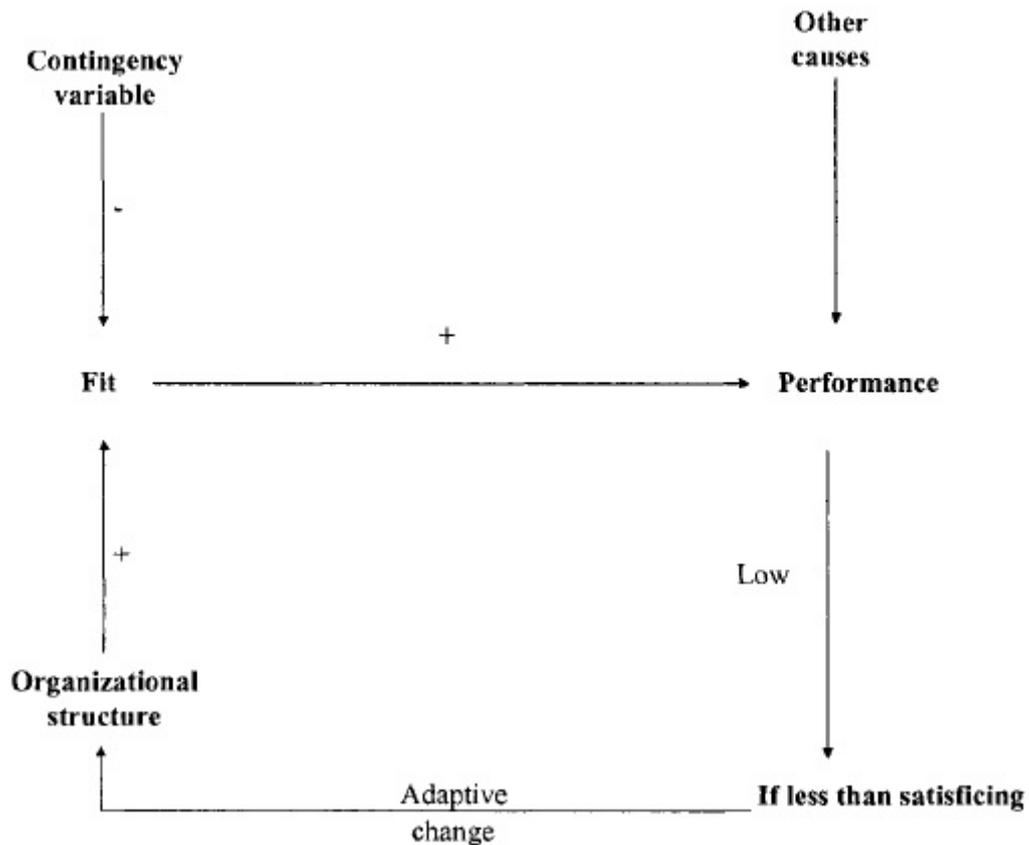


Figure 4. SARFIT model (Donaldson, 2001)

Above we can see the original SARFIT model illustration. In the model the organization is initially in fit with the contingency and this has a positive effect on organization. However the organization has to adapt on to the change of contingency or the changes in the level of its contingency. This result in a misfit

with the new level of contingency or the new contingency. In the figure 4 this is shown as a negative effect on the fit. Soon the performance becomes poor due to the misfit and other causes. When the performance comes less than satisfying (see the explanation of the satisfactory performance above) the organization has to adopt a new organizational structure. This is the only way to maintain effective functioning.

Adopting a new structure can occur also without gaining better performance. Adopting a new structure can be a way to maintain the initial performance in a changing environment. As an example you might have a case where the environment changes from stable to unstable the organization might adapt to it by changing its structure from mechanistic to organic (Donaldson, 2006). SARFIT model has been operationalized by Donaldson in 1987 book called Strategy and structural adjustment to regain fit and performance: In defence of contingency theory. In the book Donaldson operationalizes the SARFIT model bringing it from the theoretical sphere to the empirical field using the material as an example from the studies of Chandler (Chandler, 1962) and Hamilton & Shergill (Hamilton & Shergill, 1992).

Chandler is well-known in the field of management theory from his thesis Structure follows strategy. Chandler wrote his thesis based on four case studies. He studied the growth and diversification strategies of four big companies in the 1920s. The key to manage a successful organization while increasing the size of the company in terms of volume of products created and new operations founded was multi-division form. This divisionalized form arose from the needs of strategy (in Donaldsons words strategy contingency).

Hamilton and Shergill somewhat replicated the study of Chandler studying the effects of strategy to structure in New Zealand. They also widened scope of the study from studying only the financial based performance to studying as an example of the risk factor which can be seen as a performance-increasing attribute also. In their study they also found positive correlation between change (from

misfit) in organizational structure (into fit) and innovation, diversification and geographical extension.

With the information gained from the studies of Chandler, Hamilton & Shergill and Donaldson we can conclude that functional structures fit undiversified firms and misfit diversified firms. In addition divisional structures fit diversified firms and misfit undiversified firms. At this point it is crucial to explain the differences between functional structure and divisional structure.

In an organization having a functional structure means that the people working there are grouped by their function. As an example an organization might have functions such as production, marketing, management, logistics and research. This grouping also means that these groups work under and report to the leader of one group. In this structure the groups themselves don't communicate much or at all with each other. The necessary communication goes through the manager of the group. This structure can be seen today in factories concentrating on high volume with standardized products and production methods. Functional groups might be efficient, but they more than often lack the co-operation needed for as an example product development (Donaldson, 2001)

Divisional structure means that there are groups in an organization which are self-contained and have their own plan of action so to say. These groups are called divisions (hence the name divisional structure). These divisions are collections of different kinds of functions. Divisional structure is more flexible due to the fact that one can solve a problem within in the division itself without having to involve the middle or higher management to it. As an example a product development division can have people from functions such as logistics, marketing, production and research. In new product development (NPD) phase this division can find out the problems and potholes themselves. Since there are people in charge of marketing, development and research in the division the marketing can easily get the information of the product and start building a brand. In addition the development gets feedback from marketing which can make as an example the product design more appealing (Donaldson, 2001)

Now that we understand the different structures we can paint a picture from what Donaldson concluded from the studies of Chandler. If the firm has in its strategy that it needs to produce as many products as it can for the whole Helsinki region the best way to organize structure is functional structure. If it happens that the organization decides to grow to produce products for the whole Finland or maybe Tallinn they need to move from functional structure to divisional structure. The change can also come from outside of the strategy. It may occur that the prices of the materials needed for the products change, the taxation changes or there is a new law which prohibits effective maintaining of the organization or a law that offers new possibilities in a form of strategy change.

The SARFIT model - as well as structural contingency theory - has been criticized as being static theory. It is true that the core principle in structural contingency theory and the basic assumption is static because they examine how a state of a fit of an organization between contingency result in high performance. When you examine structural contingency theory and SARFIT model further, you can see that it is nothing but static in the way it recognizes how organization move from one fit state to another. Structural contingency theory builds on the same principle that functionalist social sciences that sees organizations as adapting to their changing environments (Donaldson, 2006). This kind of thinking can be seen as an example in the works of Talcott Parsons (Parsons, 1961).

SARFIT model has received some criticism of being an equilibrium theory like some sociological functionalism theories. Critics see that organizations just seek a way to attaining the fit with environment and then remaining stable. The truth is that the organizations remain in fit for just a moment. In a changing environment organizations can never stay in an equilibrium for long. Be the change because of technology, size or natural disaster, one thing that never changes is that there will always be change (Donaldson, 2006). This also supports the view that contingency theory isn't a universal theory. The change is forever and there isn't a best way for managing an organization in changing environment.

3.6 Organic and bureaucratic contingency theory

In contingency theory there are 3 relevant theories which consider the model of organizational structure differently. These are called organic theory, bureaucratic theory and synthesis theory. Two of the former share a different views for the organizational model whereas the third one is a combination of these opposing views. I will discuss these three different views briefly to give the understanding about the whole scope of complexities involved in the contingency theory

3.6.1 Organic contingency theory

Organic contingency theory is in debt to Burns and Stalker and their 1961 published study. Organic theory considers the fundamental structural dimensions of organizational structure to lie in the continuum between mechanistic and organic structures as introduced by Burns and Stalker. We already discussed the relationship between mechanistic and organic structures in chapter 3.3 and some of this part of the thesis works as a recap from earlier chapters.

As we concluded in chapter 3.3 the differences between mechanistic and organic structures are in a nutshell twofold. First, the mechanistic structure is centralized and organic decentralized. Second, mechanistic structure has highly specialized roles and is highly formalized whereas organic is autonomous on decision making and low on functional specialization and formalization. Thus organizations which are centralized in decision-making are more likely to be formalized and specialized and vice versa if organization is decentralized it relies more on autonomous decision-making and isn't formalized in its actions.

I also discussed the contingency of task uncertainty in chapter 3.2.1. According to organic theory the continuum model of mechanistic and organic structure fit the contingency of task uncertainty. As an example mechanistic structure fits low task uncertainty and organic where task uncertainty is high. (Burns & Stalker, 1961; Donaldson, 2001).

High task uncertainty is result of changes in the environment due to market changes, changes in technology or changes in the political sphere. This requires the organization to innovate in order to retain their performance. Innovation in a mechanistic structure where the employer and managers possess all of the knowledge and power is hard. This has been shown in the studies by Gailbraith (1973) which concluded that the managers only have a limited resources as well as studies by Hage (1965). In organic structure where employees are empowered to contribute to innovation process it is easier.

3.6.2 Bureaucratic contingency theory

Bureaucratic theory sees that there is also a continuum, but the continuum is set between opposing poles of unbureaucratic and bureaucratic organization. Unbureaucratic is seen to be, according to the theory, a simple type of organization with simple structure which is low on specialization and formalization. Bureaucratic is seen as a decentralized, but highly formalized and and specialized by function. Management can control employees through direct control or through job descriptions and rules. An organization can lie anywhere in this continuum.

The opposing ends of the continuum might deceptively seem to resemble mechanistic and organic structures organic structure being low on specialization and formalization and mechanistic structure being highly formalized and specialized. The difference is that the simple unbureaucratic structure in bureaucratic theory is centralized and the bureaucratic structure is decentralized. Thus the organic and bureaucratic models differ in their views on the underlying organizational structure. Organic theory sees centralization positively correlated with specialization and formalization whereas bureaucratic doesn't.

Centralization	High	Simple	Mechanistic
	Low	Organic	Bureaucratic
		Low	High
		Specialization- Formalization	

Figure 5. The differences of bureaucratic and organic organizations in from the viewpoint of bureaucratic contingency theory (Donaldson, 2001)

Bureaucratic theory sees the level of bureaucratization to fit the level of contingency of size. As an example low level of bureaucratization fits a small organization. Big company is easier to manage with high level of formalization and specialization and with higher hierarchy where top-managers can delegate decision making. It is the size that forces organization to increase the hierarchy and the bureaucracy.

3.7 Synthesis

There is also a synthesis theory between organic and bureaucratic theories which combines the size and task contingencies. The synthesis theory holds that as an organization grows in size they increase specialization-formalization (more reporting and formal management), structural differentiation (low level of task interdependence between different employees) and decentralization (groups are more autonomous from the central leadership). When the task interdependence decreases because of the diversification and decentralization, it causes organization to rely on divisionalization. The other way around increasing task interdependence leads to a functional structure because there is a low level of decentralization and specialization-formalization.

I won't discuss this theory further since it is not crucial for this thesis since I won't be using the theoretical framework of synthesis contingency theory in my research.

4 DIFFERENTIATION AND INTEGRATION

This part of the thesis introduces the most important concepts used in this thesis. I have used the concept of differentiation and integration in the analysis section to determine what kind of organizations I really am studying in the light of contingency theory. I've also used the factors related to the concept to determine how well the organizations' structures serve the purpose of their goals and how they should change the structure in order to continue to function as well as possible to achieve their goals.

Lawrence and Lorsch have been mentioned in this thesis before. Their work on conceptualizing the organizational structure in terms of differentiation and integration has been one of the most influential and forward-bringing studies on the field of contingency theory. I will be using the concept of differentiation and integration in my research on the two organization and their structure. I also planned my questionnaire according to their original questionnaire they used in their own research in 1967. I won't of course use the same questions. I will adopt the concepts of differentiation including time orientation, goal orientation and formality/informality of structures as well as concepts of integration including hierarchy, rules and integrating individuals. In this chapter I will discuss these concepts in length.

In an organization there are different kinds of subunits (they can also called division, sectors, etc.) which have employees working in them. These subunits function as their own units with their own units, but they also need to cooperate with other units. Some of these subunits cooperate more than the others. This is because organizations have different structures which have been applied to meet the needs of their goals, strategy or financial situation. As discussed earlier we know that contingencies also effect the organizational structure by being the third variable effecting the two variables called independent and dependent variable.

It is important to note that differentiation itself isn't a bad thing. Differentiation can be valuable aspect for an organization with a certain type of structure. Differentiation can also answer to the problems and challenges brought by the environmental contingency factors. Also integration isn't always a positive thing. Some companies may lose their productivity due to excess use of integration mechanisms.

As I wrote above *differentiation* refers to concrete differences between subunits in goal orientation, time orientation, formality of structure and interpersonal orientations. (Lawrence & Lorsch, 1967). I've used these factors to study the organizations by their members' answers to my questionnaire. Some of these can be changed by the leaders and the members of the organization. Organization and its subunits can define and redefine their goals and the organization can choose to change its formal structure. On the other hand it's up to the members of the organization to change their own view on their tasks and their work which go to the category of interpersonal orientations.

There are differences between the orientations mentioned above. It is due to the different tasks of the subunits. Some subunits can focus on short-term goals like producing enough products for a shipment and some subunits can focus on innovating new products for the next season. This leads to different time orientations between the subunits. If you concentrate only to the goals of the subunits this also leads to differences in goal orientation. All the units in an organization should work towards a common goal usually stated in the mission and vision or strategy of the organization (Donaldson, 2001). If the individual members of the organization or a subunit have different interpersonal orientations like as an example different career aspirations they can work as a differentiation factor in organization or subunit.

I will now shed more light on to the positive and negative effects of differentiation by using the fourth aspect of Lawrence and Lorsch's differentiation factors, the formality of structure.

Lawrence and Lorsch studied that the formality of structure depends on the size and goal of the subunit and organization. In short we can say that if the organization is interdependent system differentiation works as a positive factor towards productivity. This kind of company might be as an example a small business or like in my thesis, a small lobbying organization. Conversely if we look an organization which is highly diversified to self-containing subunits the effects of differentiation aren't so positive. This brings us to the concepts discussed in chapter 3.2.2. Task interdependence is the key factor when implementing differentiative or integrative actions to an organization.

Lawrence and Lorsch defined also some key integration devices or mechanisms in their study. These devices are hierarchy, rules, integrative individuals and integrative departments.

If we look large companies with huge amount of employees and subunits, they tend to have strict rules and hierarchy between and among the subunits. This makes it possible to formalize the interaction between different subunits and helps employees to see the prevailing power-relations. This is logical and it's also proved to be a fact in the earlier organizational studies. This is why I wont put more effort in opening these two factors further.

In large organization it is usual to have a department which works as an integrative department. This may be a formally decided design of the organizations structure or unconscious structure formed by the informal actions of a certain department. The same principle goes for the integrative individuals. Integrative departments can as an example be departments working between product development units and productions units of a company. The purpose of the department is to “translate” the needs of production unit for the product development unit. If the production line isn't capable of doing a certain kind of product there needs to be changes to the product design or the product development unit has to take care of the changing the production line to be able to produce the new product. In smaller organizations integrative individuals usually work as project leaders taking care of the communication and charge of the big picture.

For Lawrence and Lorsch as well as for Burns and Stalker the contingency factor that determines the required organizational structure comes from the environment. The environment means changes in the market, changes in the process technology and changes in the product innovation.

The changes in the contingencies leading to a need for changes in an organization leads to a situation where there is a need for integration efforts. In structural contingency there is a term called *requisite integration*. It means that the level of integration efforts need to contribute to the change of the organizations structure according to the needs of contingency. This requisite integration depends on the organizations size and the contingency it needs to answer.

I already discussed different integration mechanisms above, but in addition to the four integration factors it is important to note that there are also sub-categories under these four main factors. Also, some of the integration mechanisms work as horizontal integration mechanisms and some work as vertical integration mechanisms. It is important not to mix

these integration mechanisms to the vertical and horizontal models of business expansion studied in the field of economics and management.

Vertical horizon can be seen as an example as a way of implementing a human resources strategy. By vertically integrating the HR strategy the HR department has to establish links to other subunits of the organization then familiarize the other subunits with the strategy. Then – in a sense of reciprocal interdependence – the HR involves all the other subunits to a dialogue how, where and why to implement the strategy. By doing this the strategy can be viewed holistically by the whole organization. This further strengthens the common goal of the organization. And this way the organization reaches a level of shared goal orientation (Torrington & Hall, 1998).

Horizontal integration can be seen as an internal development of a HR strategy. By internally developing I mean that the organization familiarizes and involves the leaders in each level, subunit and department of the organization to the strategy developing and implementing process. In a way horizontal integration can be seen as a way to maximize the effect of vertical integration. In order to increase the innovativeness through horizontal integration the organization can educate the leaders of each subunit to manage and induce more innovative working methods and conditions for their subunits. (Marchington & Wilkinson, 2002)

4.1 Achieved integration

Every subunit of an organization adapts to its specific own sub-environment especially in large organizations. By adapting they gain knowledge, working methods and habits from this sub-environment. This can lead to the subunits having their own sub-goals. This in turn can lead to a conflict of interests and goals in the organization. By *achieved integration* I mean a situation where there is no conflict between the subunits and their goals.

Achieved integration is a result of integration process. It can be positive or negative, but organization of course drives to positive outcomes. This a situation where all the interdependent subunits have all the information and resources to act towards the common goal and benefit the performance of the organization.

4.2 Requisite integration

March and Simon (1958) were probably the first ones to point out that in an organization there is a “felt need for joint decision making” meaning that the level of the integration needed isn’t fixed nor there is need to strive for the maximization of integration in an organization (Turkulainen, 2002). Requisite integration means the level of integration needed to answer for the needs of contingency and the challenges it poses to the organization. Until 1950s the management theories sought to always maximize the integration level in order to enhance performance.

Rational organization seek to find structures which correspond to the needed level of integration. In some organizations – like in the organization I study – the levels of needed integration may vary due to the changing environmental contingencies. This change between the levels of integration is what fascinates me since the faster an organization can correspond to the changing environmental contingencies the better it can maintain its performance over time. Like discussed above, the process of moving from fit to misfit and back to fit again is a time taking process especially in large organizations. This is why the leaders and members of an organization need to know the basics of how to involve and success in the process. In my thesis I try to find these basic processes and that way help the organization at hand to maintain their performance.

4.3 Integration mechanisms

The third dimension of integrations are the integration mechanisms already discussed above. I just want to point out that it is important to think of the mechanisms as wide selection of tools, but also as individuals in an organization. In my thesis I will try to find the individuals formally and informally responsible for maintaining the integration in the organization I study.

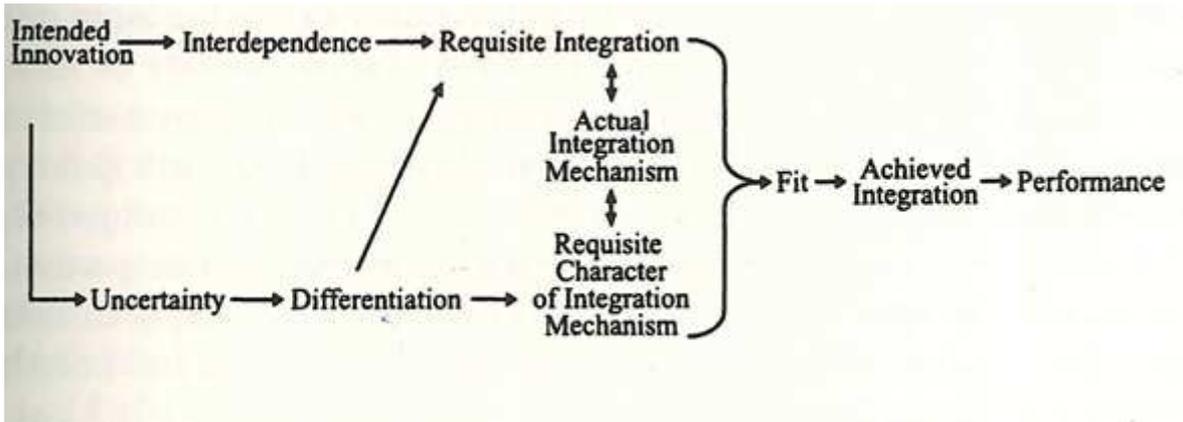


Figure 6. Causal model of interdependence, integration and differentiation of departments (Donaldson, 2001)

5 FROM THEORY TO PRACTICE

I've now introduced the basic concepts of contingency theory. I've paid most attention to the concepts I'm going to be using in the analysis section of this thesis. Since the contingency theory of organizations is a complex I want to summarize the concepts and shed light on their use in this thesis.

I first discussed about the external and internal contingencies in organizations. From the list of contingencies introduced in chapter 3 I will be using the size contingency, task uncertainty and task interdependence contingencies to analyze the organizations and their structure. In my questionnaire I've divided these hypernyms to smaller parts. As an example when dealing with the task interdependence, I've asked the respondents to tell with which sectors they co-operate the most and how dependent their works is from the other sectors. I will use the information gained to define the integrative and differentiative factors of the organizations.

I then continued to discuss about concepts of mechanistic and organic structures of organizations. I use these concepts together with the concepts of task interdependence contingency and span of control to place the organizations to the continuum between mechanistic and organic structure-types. I do this to clarify how the task interdependency together with span of control defines the nature of the organization. This has direct connection on how the organizations are structured and how they are lead. Findings on this particular part of the study are critical on defining what kind of measures the organization has to be prepared to do in order to stay in fit-state.

In chapter 4 I discuss more in-depth about the concept of differentiation and integration. Purpose of this chapter is to familiarize the reader to the complexities involved studying the mechanisms of integration and differentiation. I use the concepts introduced in this chapter to analyze the organizations. One of the motives of this thesis is to provide some information on the integrative and differentiative factors of the organizations and this way help to organizations face to inevitable change of the structure caused by changes in the environment. The concepts of achieved integration, requisite integration and integration mechanisms brought up in chapter 4 ease the reader to understand how organizations move from a state of fit to another. The discussion on this continues in chapter 6.

The concept of fit discussed in chapter 3.4 and the concept of SARFIT discussed in chapter 3.5 are crucial for the further conclude how the information gained from the analysis can help the organizations endeavors to stay in fit-state in changing environment. I will combine the information analyzed in chapter 6 to define what immediate actions the organizations needs to do in order to be in shape to shape its structure or be ready to change the structure in the future. Since the goal of the thesis was to test if the contingency theory is usable dealing with small organizations and analyzing qualitative data I won't concentrate on

6 RESEARCH DATA

In my questionnaires my goal was to produce data to answer the questions:

1. Is contingency theory usable in studying small organizations with the methods of social sciences?
2. What are the factors contributing to differentiation and integration in the case organizations?

To answer the first question I first have to conclude the whole study on the organizations since the usability can only be measured if I can prove that the theoretical framework can give answers to the problems it asks. Contingency theory in this case has a framework where the organizations have factors which benefit and hinder the efforts of the organization to stay in fit-state. The problems it poses are the contingencies. First I have to find out which are the contingency factors which hinder the organization. Then I can provide some answers in the framework contingency theory poses. One of the tools to provide the answers is the SARFIT model.

To answer the second question I broke the first questionnaire down to many sections which measured the respondent's interpersonal orientation, the view on the environment and how it affects the organization and the sector the respondent is working, time-orientation, task uncertainty, integrative mechanisms and some other concepts I have brought forth earlier in this thesis. From these different sections I have selected the most revealing ones – in the sense of how they reveal how the organization and the people working there act – and through the analysis of the answer I designed the second questionnaire.

6.1 Method of data collection

I collected my data using an online questionnaire. But in doing that I used the setting of a “old-timey” paper questionnaire answer situation. By this I mean I had all the respondents sitting in the same room when they filled out the questionnaire. This way I could have the data already in digital form and ready to be analyzed, but I also had all the respondents in

the same room. This is important because I wanted to be there to answer all the questions which the respondents might have (and did have). This way I was able to give the same exact answers for the whole respondent population. This way I was also able to determine the answering time to be about the same length for all respondents. The answering time was for the both organizations 2 hours.

6.2 Time of the data collection

I have collected my research data in the spring and autumn of 2014. I collected the data from SYL on the spring of 2014 and from ViNO in the autumn of 2014. This is because it was hard to get reasonable amount of people to answer to the questionnaire from ViNO side. I have evaluated that this difference in the times of data collection won't affect the quality and coherency of the research data because both of the organizations were still in the "normal" state of their actions.

6.3 Type of the data

I have used open ended questions as well as multiple choice answer in my questionnaire. This is to test the credibility and the reliability of the questionnaire, but also to test if the answers the respondents gave have inner consistency. This is a mechanism to test validity of the questions as well as the answers. As an example I asked in the open ended questions about the surrounding environment of the organizations and then I asked the respondents to rate in scale 1 to 5 how much the environment affects the organization's actions. There were some inconsistencies between the answers, but those might be explained by different points of view to the environment from the respondents' point of view.

The questionnaire was really large one. This is because I didn't want to leave anything unnoticed. In my thesis I deal with small organizations in which the changes in one person's point of view to the organization can have a huge effect on the organization's actions. I also wanted to collect as much data as needed to paint a full picture of the organizations. This is because many factors contribute to the changes in the fit-state of an organizations, especially in small ones.

The second questionnaire was shorter in the length and also much more aligned to answer the right and pre-determined questions whereas the first questionnaire was long to also dig

out more questions to be answered and to be taken in to consideration when painting the picture of the organizations.

6.4 The respondents

I handed the questionnaire to the both employers and the employees as well as the boards of the organizations. The boards of the organizations hold a position of trust for a year and they are elected in the general meetings of the organizations. This is why their view on the organizations might be somewhat different than of the employees and employers. The employees are paid workers in the organization. The members of the board and the chairs of the board also get a fee monthly. As a generalization I'd say that the members and the chair of the board are younger by age and more inexperienced than the employers and the employees of the organizations.

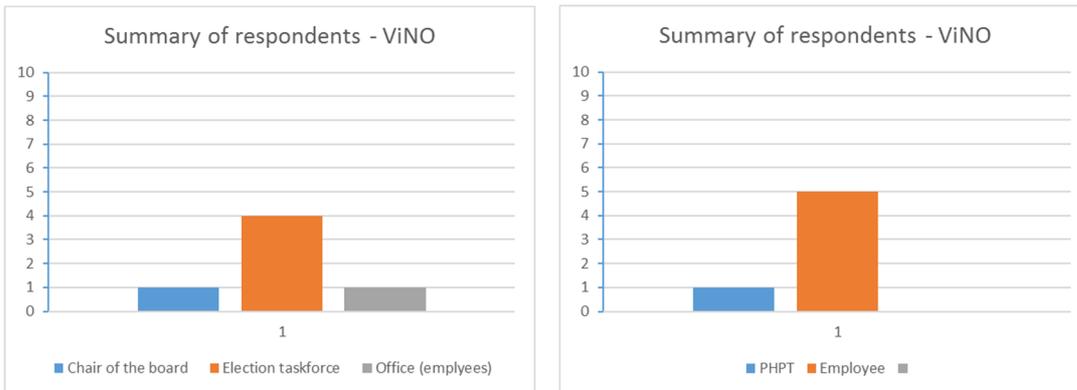
One thing to be taken into consideration when analyzing the organizations is that they both have a board which changes yearly. This has an effect on both the organizations on way that they are introduced with new work partners every year. This means the organization is somewhat used to the changes in the organizations internal working methods and changes in the emphasis of the organizations actions. This is because the board and their carry the power to decide what and how the organization does although the general meeting decides the policies of the organization for the next year (the general meetings are held in the end of each calendar year).

6.4.1 Summary of respondents

The number of respondents is quite small, but when you look at the sizes of the organizations it is sufficient: SYL has total of 17 relevant agents and ViNO has 16. This number is the total number employees and members of the boards combined from the organizations.

As I wrote earlier the data includes answers from both persons hold a position of trust (PHPT) and employees from both organizations. Both organizations have also different kinds of sectors. This means that the actions in the organizations have been divided into different departments. This is important to acknowledge since we will later discuss about

the task interdependence (see chapter 3.2.2.) contingency. Here we can see the summary of the respondents by their status in the organization and by their sectors:



Figures 7 and 8: summaries of the respondents in ViNO by sector and by status in organization



Figures 9 and 10: summaries of the respondents in SYL by sector and by status in organization

The total number of respondents is 18. Number of respondents from ViNO is 6 and from SYL it is 13. The number of respondents might seem small, but in the case of my thesis this is actually quite good population. It is because in my thesis I will be using a theory mainly used with huge amount quantitative data. In my thesis I will be using the contingency theory with mainly quantitative data and to analyze smaller NGOs instead of large corporations which have been the primary subjects in contingency theory studies (Turkulainen, 2008).

I've counted the secretary general whose position is employer rather than employee in the employee category for the sake of simplification. This doesn't have any effect on the data and analysis itself.

From the charts we can already see that the organizations differ in the structure. ViNO has smaller organization in general and their action haven't been divided in to as many

departments as in the case of SYL. Also we can see that in both the organizations there are more respondents who hold a position of trust than employees. It is important to note this since PHPT's might have a different view to the organization than the employees who have been in the organization longer than the PHPTs.

6.5 Reliability

As most of the data I've collected is qualitative I wanted to make sure the reliability of the questionnaire is solid. Although it can be argued that in the case of qualitative research data there is always some random noise. To make sure that the questionnaire and the findings bear reliability I've used three-fold evaluation process introduced by Kirk and Miller (1986) for my questionnaire and data.

Quixotic reliability refers to a case where the situation or the environment can have an effect on the reliability of the answer. As an example when you ask some one "How are you doing?" the usual answer might be "I'm doing OK" even if that isn't the case. In my questionnaire I tried making the answering session as similar for all the respondents in the groups – SYL and ViNO – and for both of the groups also. I did this – like I discussed earlier – by inviting all of the respondents from the groups to a answering session even though that wasn't necessary since I gathered the information by digital sheet. This way I made the situation similar for everyone and I was able to answer the questions of the respondents in similar way. Both of the groups were in a same room for 2 hours filling the questionnaire. I also provided similar introduction to the questionnaire and gave similar speeches for the respondents. This way there shouldn't be any random noise caused by a different answering situation. Of course this only accounts for the answering situation. If I had asked the same questions from a single respondent during afterwork beer session I might have gotten different answers. The key here is that I get the same kind of answer in a given situation. This way I can be somewhat sure that all of the respondents give their respective answers in the same way in the situation I have put them into.

Diachronic reliability refers to the constancy of the data. It mean that if I gave the same questionnaire and had the same kind of answering situation in 5 years I would get same kind of data. In this case it would be irrational to say I would get the same exact answers or even answers painting the same kind of picture of the organization. This is because the core of my thesis is that organization changes over time affecting the answers. It can be

argued though that the style of the answers would be the same. Above I discussed that in different situations the answers might have been different, but when situation itself and the questions are the same the answering style and the honesty of the answers stay in the same level. This would need continuing testing to be concluded as a fact, but as I said earlier this isn't what I'm studying here.

Synchronic reliability refers to the consistency of the answers which have been gotten using the same mechanism. This means that when I now have the data and there is some inconsistency between some answers different respondents have given I have to ponder why the answers are different. In my case it might be due to the respondents being from different background or the respondents don't share the same status – as an example employee versus member of the board – in the organization.

It has to be noted that some of the questions might be too sensitive to the respondents and that's why they won't answer truthfully or they might embellish the answers. Also me being a known person to somewhat all of the respondents might have an effect on the respondents feelings to give totally truthful answers. This kind of situation has been discussed in social sciences, especially in ethnographic studies (Saaristo & Jokinen, 2004).

6.6 Validity

Validity in qualitative research has been under a lot of discussion in the social sciences research. How can there be validity if it can't be verified that the respondents have been truthful? Töttö (2004) has in my opinion put the validity discussion in the context by saying that validity in qualitative research can best be understood as a parity of the researchers construction and the constructions provided by the respondents in their answers. In my thesis this means that the constructions and phenomena I have been discussing in the chapters 3 and 4 appear in the respondent's answers. It is a somewhat fact in the social sciences that you can only scratch the surface of the thought and perceptions the respondents and the phenomena at hand in the research (Eskola & Suoranta, 2000). The researcher can't have the same world of experience that the respondents have unless he is the subject of the study and also in that case there might some random noise from the inner thoughts and biases of the researcher/subject.

7 ANALYSIS

From the data I've collected in the first questionnaire I will now construct a summary of the organizations' structure and compare it to the types introduced in the contingency theory. I will do this by using the concepts introduced earlier in the chapters 3 and 4.

7.1 Internal contingencies

In this chapter I will discuss the findings in the light of internal contingencies. I will use the three-fold division of contingencies introduced by Donaldson (2001). In addition I will begin with a notion on the interpersonal orientation which also counts as an internal contingencies. As I noted in chapter 4: If the individual members of the organization or a subunit have different interpersonal orientations like as an example different career aspirations they can work as a differentiation factor in organization or subunit.

7.1.1 Archetype of the person working in the organization – interpersonal orientation

The purpose of this chapter is two-fold: first in this chapter I will briefly introduce the reader to the typical agent of the organization. The other purpose is to gather some information of the interpersonal orientations of the respondents. I've asked all the respondents to describe a typical agent working in the organization. This way I have gotten some information, but as in all qualitative data these answers reveal also the assumptions how the respondents experience the organization themselves and how they see themselves as agents in the organization. I claim that in every stereotype described there is a shard of the respondent's identity also.

In the case of SYL the archetypical agent of the organization is university-educated person who has been active in the student movement in Finland. Usually the person has gained a lot of experience in his or her own university's student union. Experience can be gained as a member of the board or as an employee in the student union. In many of the answers there is also a presumption that the person has also been working some other association

than his or her own student union. The person's value system is liberal and the person is interested in student advocacy and making the university students' lives better. In some of the answers the respondents emphasize that an archetypical person usually has some sort of political background. The person might be a member of a party or his values go together with some existing party. In general the person can be described as being veteran in association actions.

In the case of ViNO the political activeness is a given fact since ViNO itself is politically connected to the green party and its actions are aimed to have political impact. The archetypical agent in ViNO is seen to be living in one of the bigger cities in Finland. The archetypical agent is liberal in his or her values. The agent is interested in equality issues, animal rights and in general making the world a better place. The agent might have experience from working in some association aiming to improve equality, animal rights or well-being of the nature.

When we compare these two archetypical agent of these two organizations we can see there are several similarities: liberal values, experience in associations and ideological passion to make the world a better place. There are also some interesting differences: in the case of ViNO majority of the answers emphasized that the archetypical agent comes from some of the bigger cities like Helsinki, Tampere or Turku.

So what we can learn from these descriptions in the sense of interpersonal orientation? Keeping in mind that when people describe the ideal of the organization they also reveal something from the organization itself it is safe to say that both of the organizations see themselves as being value-liberal and that they believe they are making the world a better place for people in general or their respective members. Why is this information relevant? It is relevant because we now know that there aren't critical – If any – differences in how the respondents of both organizations see the organization and their archetypical agents. This is one integrative element for the organization (See chapter 4): if the agents of the organization share the same kind of general idea who the people working in the organization are and that they accept that as a stereotype they themselves can be attached to, the people share a feeling of connectedness.

This also means that the answers contribute as a positive internal contingency factor.

7.1.2 Size contingency

Size contingency is related to the number of the agents in the organization. As discussed in the chapter 5 we know that the number of respondents is quite small, but compared to the actual sizes of the organizations it is quite good (see chapter 6). In the case of SYL and ViNO we are talking small organizations with a number of agents under 30. This in turn has an effect on the span of control in the organization (Blau, 1970).

"Span of control" refers to the way relations are structured between leaders and subordinates in an organization. A wide span of control exists when a manager oversees many subordinates; a narrow span of control exists when a manager oversees few subordinates (Kenneth J. Meier and John Bohte, 2003).

When we add the notion of Gailbraith (1973) that managers have a limited information-processing capabilities and that this affects the management of contingencies, we can assume that the effect of the size contingencies of the SYL and ViNO are quite small. In action this means that the Executive affairs level in case of SYL and Office level in ViNO should have balanced span of control which in turn should result in increased interaction with the employees. This in turn should affect the productivity (Woodward, 1980; Kenneth J. Meier and John Bohte, 2003)

But when I went through the open-ended answers in the case of ViNO I noticed that the agents in ViNO are spread around the country and mostly the chairs of the board and the employees see face-to-face. This is a crucial element in span of control. According to Gulicks (1937) classical theory the people with least face-to-face interaction need the most supervision. Increasing the face-to-face interaction in the case of ViNO would increase the costs which is out of the question. We will see how this affects the task interdependence contingency in chapter 7.1.3.

When the management of the organization know what is going on and what is going to happen in the future, it is easier to keep the organization in fit-state by managing task interdependence and task uncertainty contingencies (Donaldson, 2001).

7.1.3 Task Interdependence contingency

As I discussed in the chapter 3.3 there are two kinds of concepts for the organization in the field of contingency theory studies: mechanistic structure of an organization and organic structure of an organization. This concept introduced by Burns and Stalker (1961) will help us to draw a blueprint of the both organizations at hand now. Burns and Stalker claimed that the mechanistic and organic structures are in the opposite ends of an continuum. They can also be seen as an ideal structures in like the Weberian ideal types are.

Using the data I've collected I'm now going to place both of the organizations – SYL and ViNO – in the continuum. By placing the on the continuum I analyze also the task interdependence contingency. I do this by analyzing in what way the organization is connected internally. I will do this by analyzing open-ended questions as well as analyzing the qualitative data. I will discuss the external task interdependence under the chapter 7.2.

7.1.3.1 SYL

When asked which of the sectors in the organization has the most power in the case of SYL 12 respondents out of 13 answered that the Executive affairs have the most power.

When asked why the respondents think this sector has the most power most of the answers can be grouped in to two categories: 1. the sector holds power because of the structural hierarchy 2. Executive affairs sector holds the most information. Even information others don't have access to.

In SYL the Executive affairs sector includes the employers of the organization as well as the chair of the board. When you look at any organization matrix you can say that these are the people holding the most power by definition. This might explain the answers in group 1. The answers in the group 2 are in accord with the theoretical framework of mechanistic structure: the management has the most information and can thus give out orders and steer the organization to right direction. Mechanistic structure fits small organization which SYL is (Burns & Stalker 1961).

On the other hand when asked if the respondents feel they and their sector can decide what they do the answers are as follows.

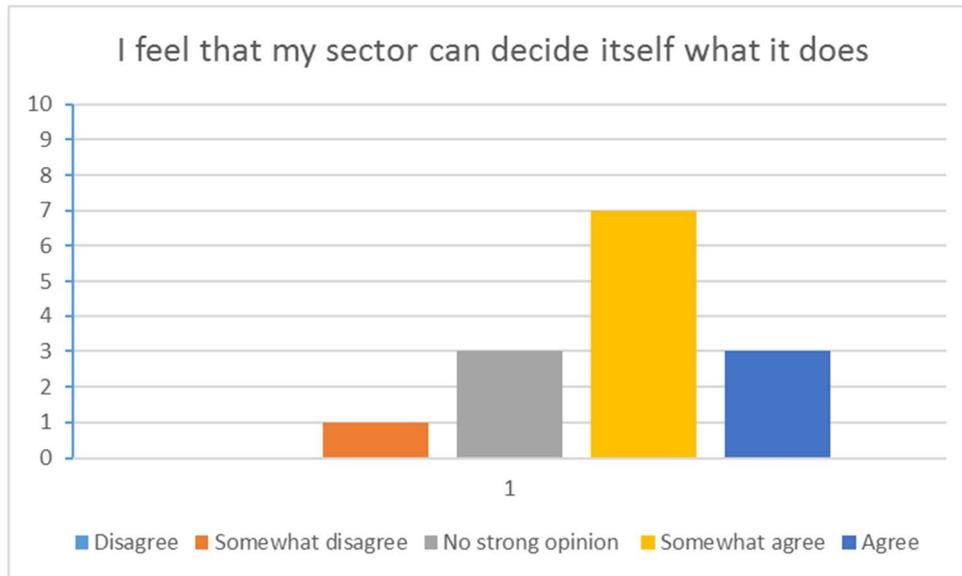


Figure 11: Answers to question “I feel that my sector can decide itself what it does” by respondents in SYL

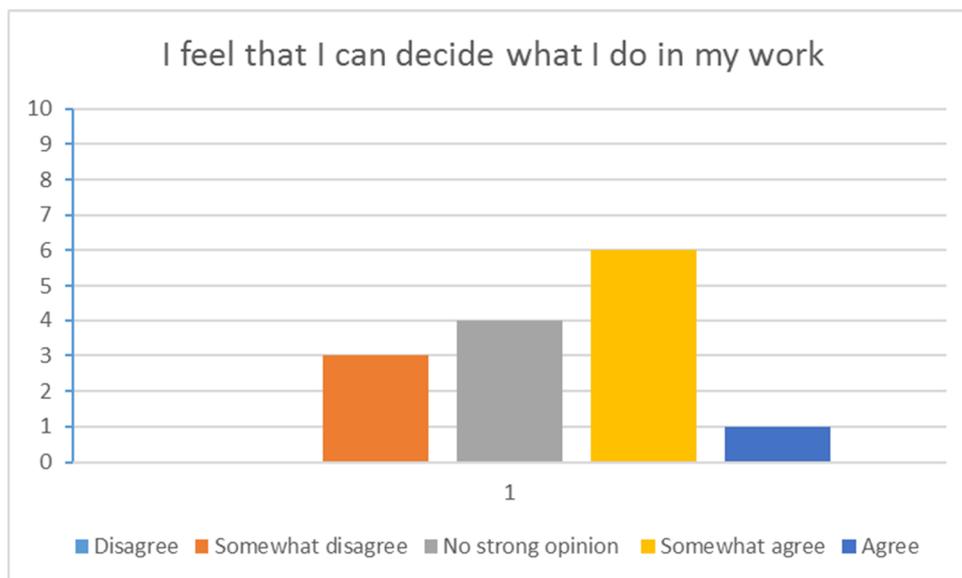


Figure 12: Answers to question “I feel that I can decide what I do in my work” by respondents in SYL

These answers are more in accord with the organic structure concept. The answers indicate that employees have freedom to handle their jobs and act on the problems they face in their work.

On the next page we can see that co-operation in SYL is easy and the co-operation is essential to get the job done. This gives out that work in SYL is cross-sectorial and cross-functional¹. We discussed the task interdependence contingency in chapter 3.2.2. From the three models described there the reciprocal interdependence seems to fit the SYL the best.

¹ Cross-functional here means that the sectors work with each and are depended on each others work.

And as we discussed the reciprocally interdependent organization offers the organization the highest level of interaction. This in turn leads us back to the organic structure. One of the key-features is that the structure resembles more network than a pyramid.

This phenomenon can also be seen when asked how often the respondent co-operates with a given sector. Below is a graph where I have counted the number of respondents who have answered that they co-operate with the given sector once a week or more.

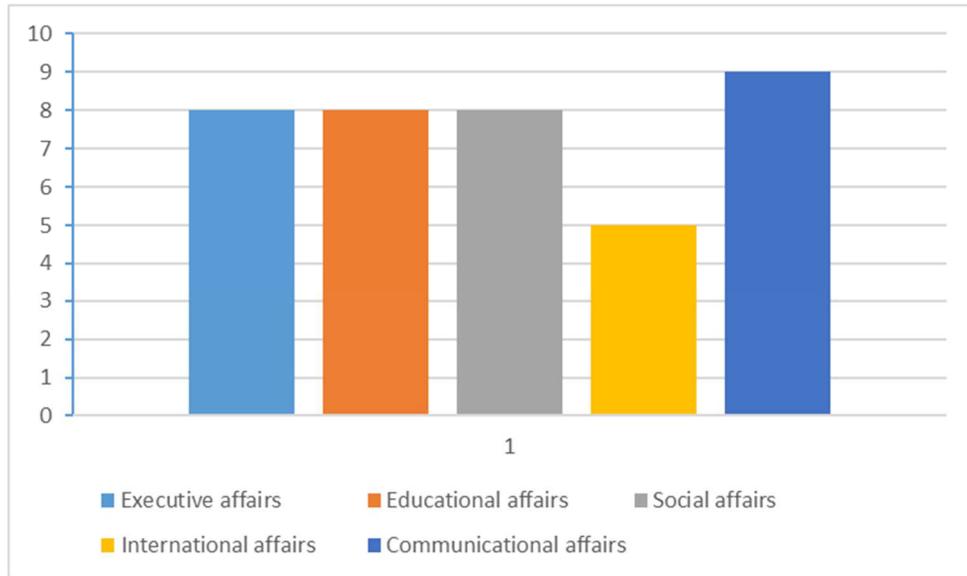


Figure 13: Number of respondents who answered with which sector they co-operate more than once a week

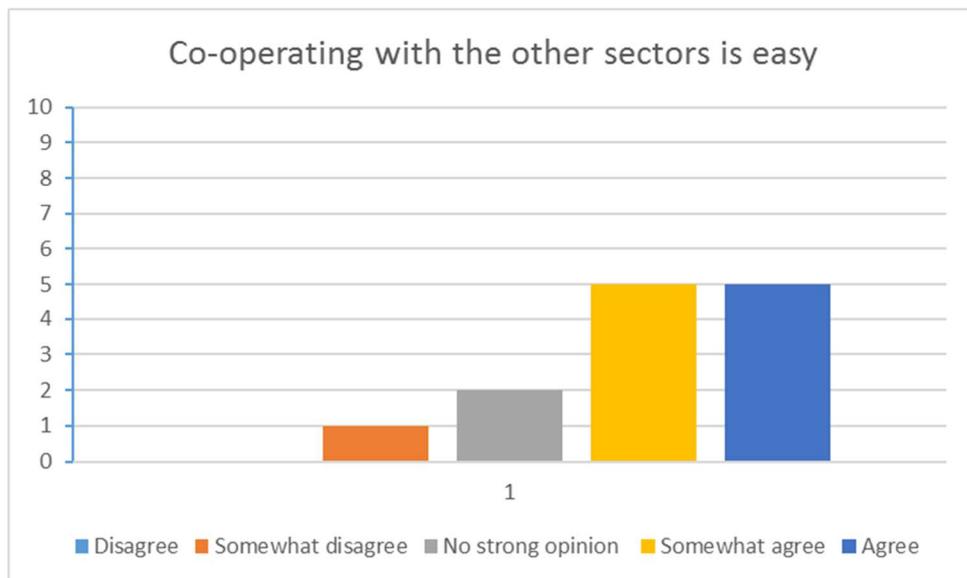


Figure 14: Answers to question “Co-operating with the other sectors is easy” by respondents in SYL

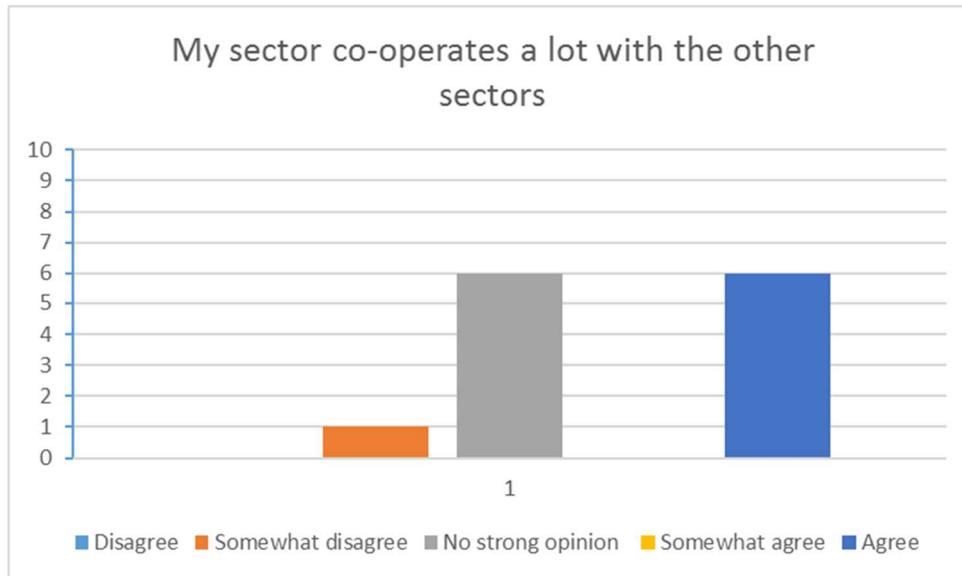


Figure 15: Answers to question “My sector co-operates a lot with the other sectors” by respondents in SYL

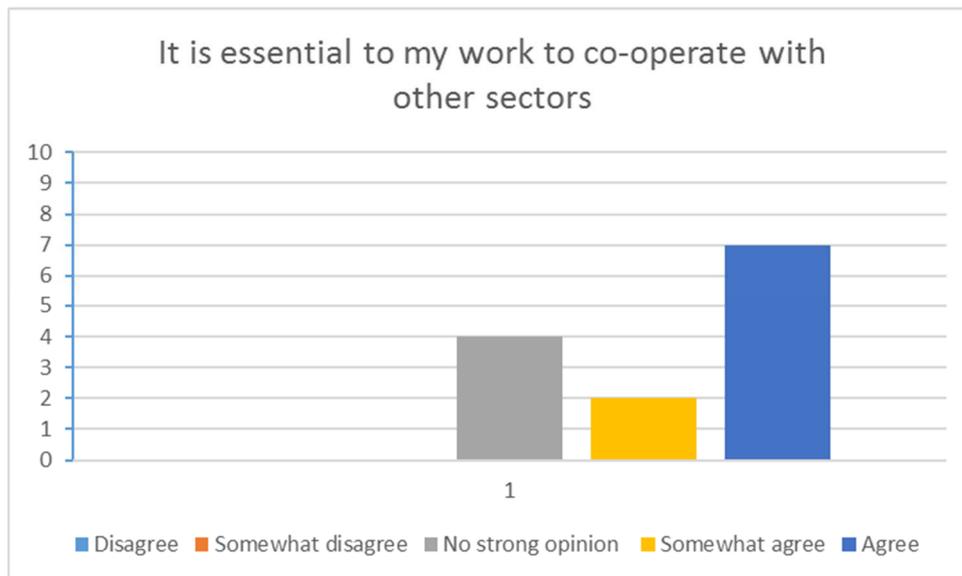


Figure 16: Answers to question “It is essential to my work to co-operate with the other sectors” by respondents in SYL

When I went through the open-ended answers I noticed a pattern. The things which benefit the co-operation most are two-fold: the formally agreed meetings such as sector meeting and weekly morning meetings and informal get-togethers organized somewhat formally, but also informally. From the 13 answers 5 stress that the it depends on personal chemistry how much there is co-operations. 5 of the respondents also said that the cross-sectorial projects count for the co-operation.

From the gathered data we can see that there are many things which indicate that the structure of SYL is organic in the way the operations are conducted in the organization. One thing leaning towards a mechanical structure is the hierarchic attitude towards the power relationships in the organization. One could say that the organizational structure of SYL is flat, but executive affairs sector holds the most weight.

We've established from the answers that the task interdependence is quite high and the concept of reciprocal interdependence fits it. We've also established that the way people and sectors co-operate in SYL fits the reciprocal interdependence structure.

7.1.3.2 ViNO

In the case of ViNO the distribution of answers wasn't as clear as in the case of SYL: 3 of the respondents felt that the Employees had the most power, 2 respondents felt that the board had the most power and 1 respondent felt that the Chairs of the board has the most power. From the open-ended answers it can be seen that the employees are seen to have the most power because they are the most experienced actors in the organization. Also the employees and especially the Secretary general are named as the only full-time actors in the organization. According to the answers this makes to organization a little bit lighter for the board and chairs of the board to run, but also gives a lot of power from the elected actors to the paid personnel to run the organization. The answers also resonate the fact that the board of ViNO doesn't work full-time nor live near the office or even in the same City. Once again these answer would lead us to approach ViNO as having a mechanistic structure, but again when we look the answer covering the freedom in work we deal with same kinds of answers as in the case of SYL.

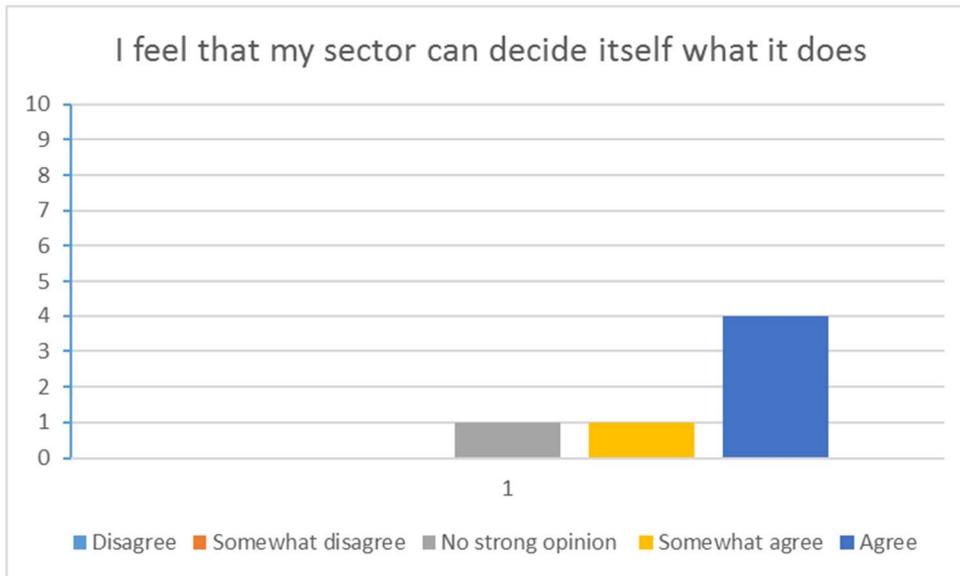


Figure 17: Answers to question “I feel that my sector can decide itself what it does” by respondents in ViNO

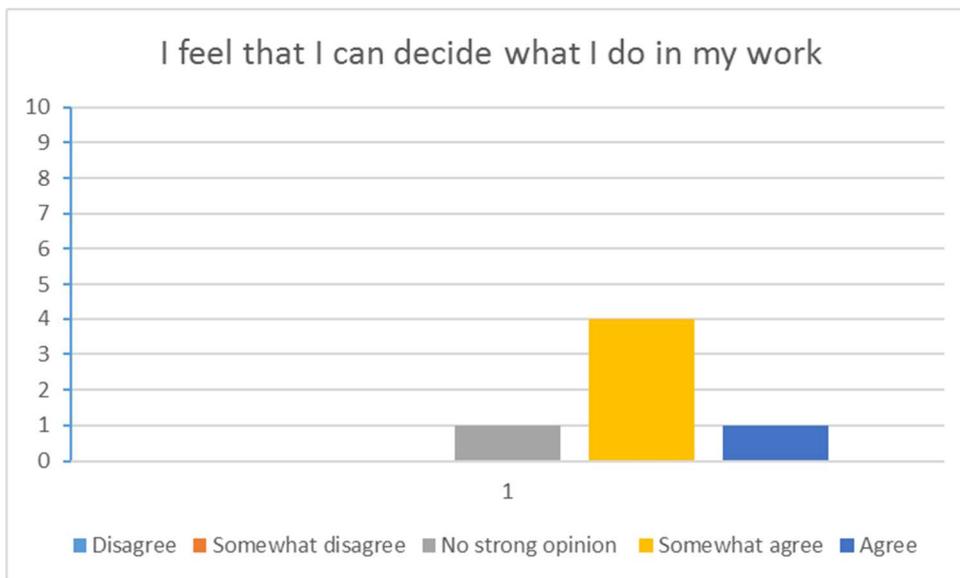


Figure 18: Answers to question “I feel that I can decide what I do in my work” by respondents in ViNO

As was the case with SYL, in ViNO people tend to co-operate a lot and feel that it is essential to their work. On the other hand when I went through the open-ended answers I noticed that the type of co-operation and the presence were different. Where SYL has weekly formal meetings ViNO relies on some regular meetings, but also more on virtual meeting spaces and quick-messaging services like skype and facebook. A study by the Cornell Center for Hospitality Research finds that under certain conditions, face-to-face

encounters are a more successful means of communication than virtual communications when used in large group settings (Duffy & McEuen, 2010). Even though in this case I'm talking about a business nor from a large group setting, it is safe to say that you don't get the social cues that indicate when your audience is puzzled, or lost, or interested when in a virtual meeting. A lot of problems can rise from that. The virtual meetings lack the bonding that naturally happens when people meet face-to-face and size each other up and find mutual interests (Morgan, 2012). When you compare these notions to the SYLs we can see that ViNO as an organization lacks some of the everyday communication and co-operation which comes from working together.

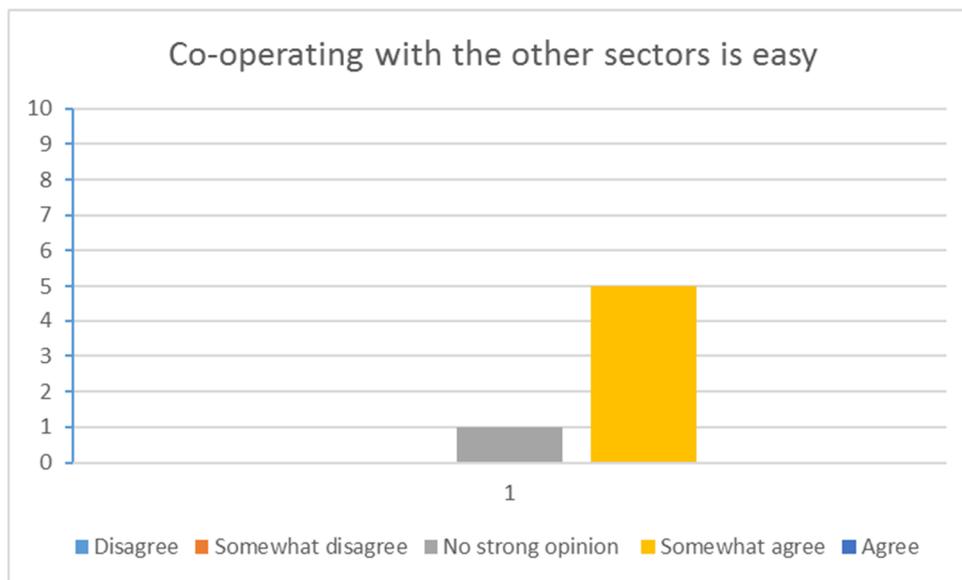


Figure 19: Answers to question “Co-operating with the other sectors is easy” by respondents in ViNO

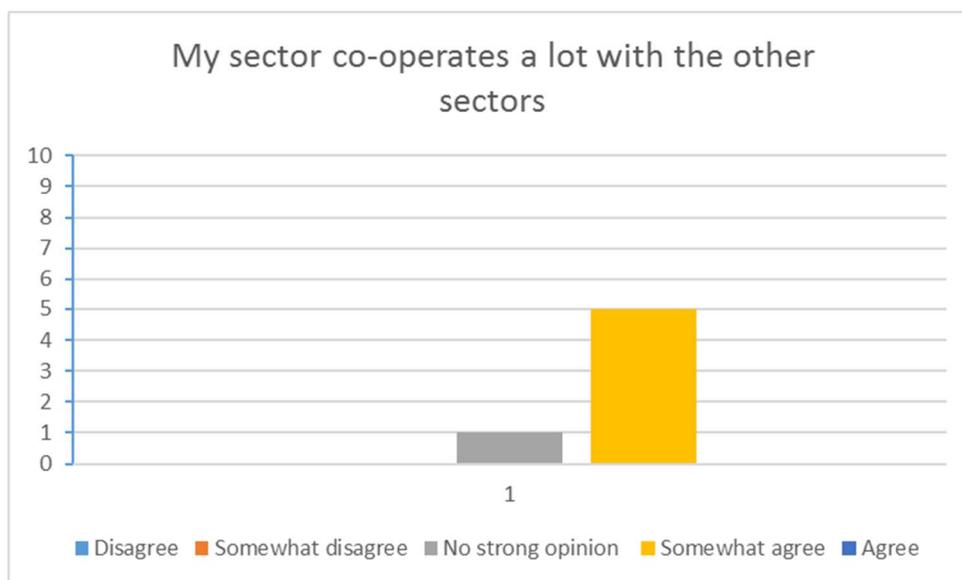


Figure 20: Answers to question “My sector co-operates a lot with the other sectors” by respondents in ViNO

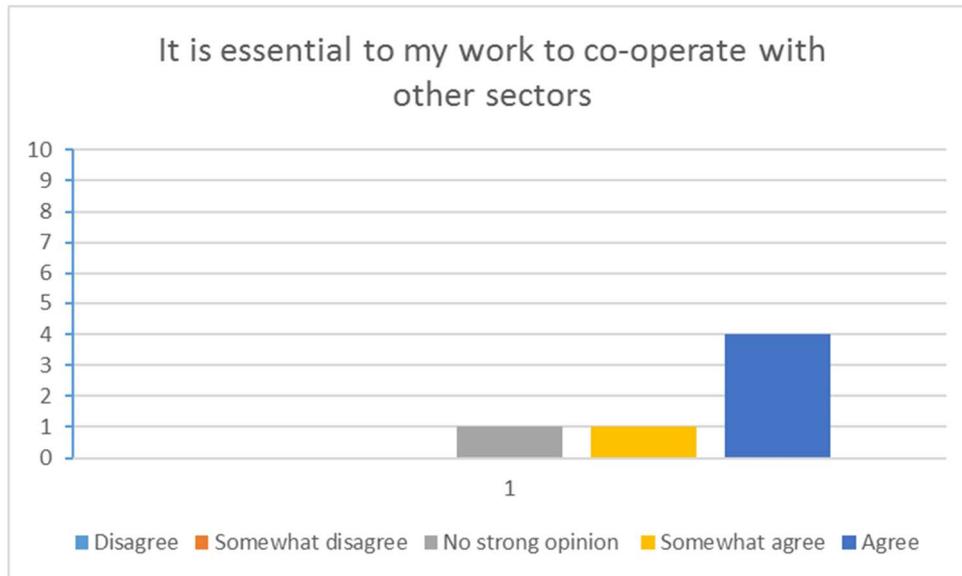


Figure 21: Answers to question “It is essential to my work to co-operate with the other sectors” by respondents in ViNO

7.1.3.3 Conclusions and implication on span of control

From the data collected it is safe to say that both of the organizations fall more into the organic category structure-wise. The only thing leaning towards mechanic structure is that especially in the case of SYL the power is held by the Executive affairs sector. In the case of ViNO this wasn’t as clear, but from the open-ended answers we can see that the office and especially the secretary general as one of the only full-time employees holds a significant power over the other agents.

But when we take size contingency into notion we notice that in a small organization where the management has a reasonable span of control this is can be a good thing. The management is able to attend to the internal task interdependence and task uncertainty contingencies and thus contribute to the integrative work in the organization. This also results in better productivity (Woodward, 1980; Meier and Bohte, 2003).

We also note that there is a fair amount of horizontal interdependence. This is because of the small size of the organization and low-level of hierarchy, but high level of connectedness between different sectors in the organizations.

7.1.4 Task uncertainty as an internal contingency

In this section I will look through things contributing to the task uncertainty from the internal point of view. I do this because in addition to the environmental contingencies providing inputs that affect the task uncertainty, there are some factors causing internal task uncertainty. I will later discuss the factors providing external task uncertainty.

In this chapter I will approach the internal task uncertainty contingencies by using the concepts of time orientation and goal orientation introduced in chapter 4.

7.1.4.1 Goal and time orientations in SYL

When asked what are the most crucial goals of SYL the respondents are identical in the answers. Most of the respondents feel that the most important goal is advocating for the better tomorrow of the students. This includes influencing the decision makers in order to maintain or improve the quality of the student's lives in Finland. It was nice to see that 5 of the 13 respondents also mentioned "Making the students live better" in the same exact words. These answers indicate that the people working in SYL - despite being an employee or a person holding a position of trust - share the same macro-level goal in their actions. This is an integrative thing in an organization (see chapter 4).

The same pattern appears when looking at the answers to the question "How does SYL work to achieve these goals". The people in working SYL share also the means – at least in the macro-level – to reach for the goals.

When we look at the answers concerning the structure of SYL in achieving the goals we see that the decision making structure is seen to support the achievement of goals. As stated earlier, SYL is low on hierarchy on vertical-level but really connected on horizontal level. Also the management can be seen to hold the appropriate and necessary span of control. This can be thought of resonating to the answer as 10 out of 12 respondents agree with the statement "I feel that the decision making structure supports achieving the goals":

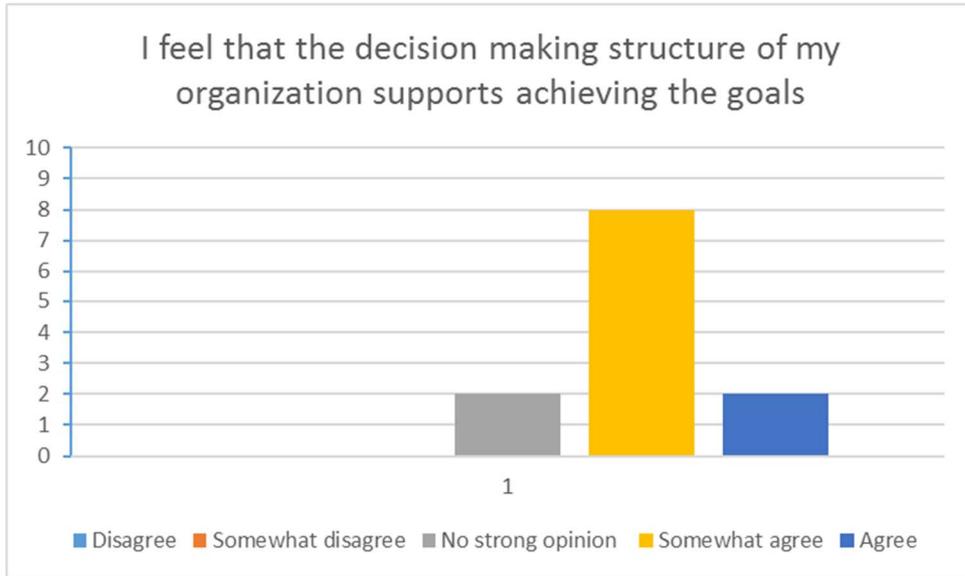


Figure 22: Answers to question “I feel that the decision making structure of my organization supports achieving the goals” by respondents in SYL

This underlines that the power hierarchy is known and it is appreciated.

However, when asked about the sector structure and its capabilities to support the goal achievement the answers begin to differ a little. Only 5 out of 12 respondents feel that the sector structure supports goal achievement.

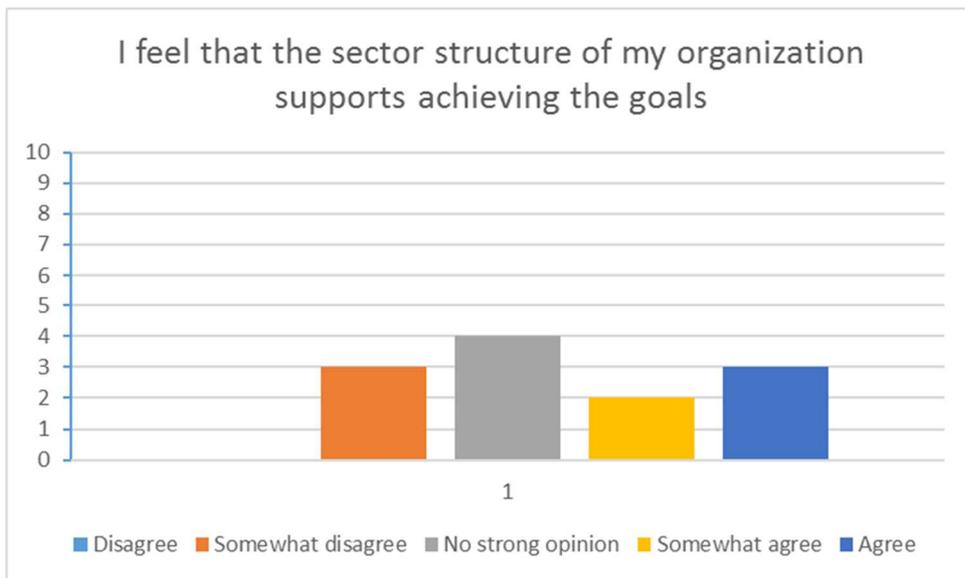


Figure 23: Answers to question “I feel that the sector structure of my organization supports achieving the goals” by respondents in SYL

This raises questions of why people working in SYL feel this way. When we look at all of the open-ended answers we see a pattern: SYL is currently having a large number of cross-functional projects, people co-operate on daily-basis between sectors and people share the goals and ideas of the organization. When going through the open-ended answers to the questions on co-operation in SYL I found that some of the respondents feel that the sector structure is artificial and SYL operates this way out of tradition. Some of the respondents also felt that some sectors are given more responsibility because of the title of the sector. If one sector gets more responsibility just because of its title, it might communicate lack of trust to other sectors.

Time orientation of the people working in SYL is quite uniform. People tend to plan their work into sets of week, 2-4 weeks, 1 to 3 months, 3-6 months and year. This means that people, depending on the project, share same kind of time orientation which leads to integration. It is hard to predict if people use the same planning to the same projects as their colleagues, but a shared system of time orientations considering different kinds of projects tells that some kind of shared time orientation has taken shape in SYL.

7.1.4.2 Goal and time orientations in ViNO

In ViNO the respondents somewhat differ on the goals of the organization. 3 respondents mention the macro-level goal being saving the world through advocating, lobbying (the Greens and other organizations) and activating young people to act on the causes ViNO has. This only applies to the goals since the means to achieve the goals have homogeneity: all respondents mention events, activating the local chapters and making publicity events. The disparity on the most important goals might be due to the factors mentioned earlier in chapter: the board of ViNO doesn't work full-time and the employees and especially the Secretary general are named as the only full-time actors.

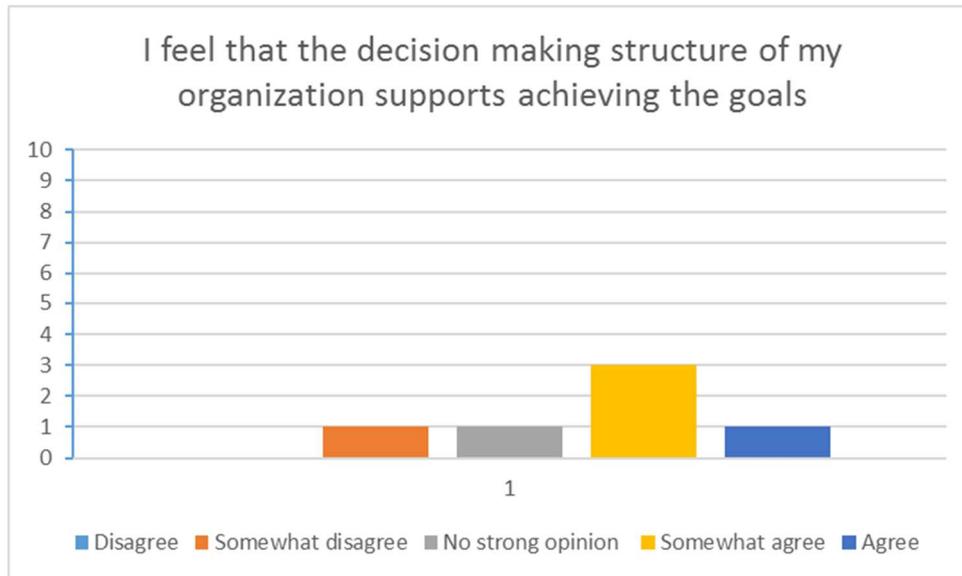


Figure 24: Answers to question “I feel that the decision making structure of my organization supports achieving the goals” by respondents in SYL

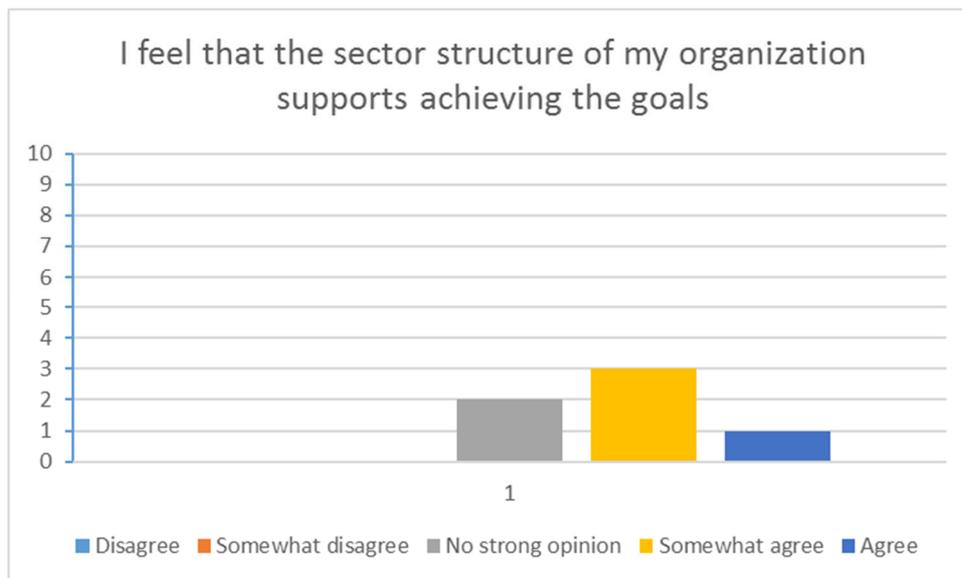


Figure 25: Answers to question “I feel that the sector structure of my organization supports achieving the goals” by respondents in ViNO

Despite disparity on the goal orientation the respondents feel that the decision making structure and the sector structure support the goal achievement. This in my opinion is due to the homogeneity in the answers regarding goal achievement. In the open-ended answers the respondents described – some in detail – how ViNO as an organization acts through its different sectors to as an example manage large campaigns and events. Here we must ask the question if it’s better to agree in the means of achieving the goals rather than agreeing on the large goals. In the long run it isn’t according to Lawrence and Lorsch (1967). This is

because when the organization needs to change its structure or adopt new goals it is easier to justify the changing goals if the old goals are agreed upon. The goals themselves are also seen to sanctify the means and if the goals aren't agreed upon there might come disagreements on the means also.

In the answers regarding time orientation there is a huge disparity between the respondents. One of the reasons is that the respondents belonging to the elections committee plan their actions only the elections in their mind. The only person planning her work further than 1 year ahead is the secretary general. This is in accord with earlier answers which indicated that the secretary general has the most knowledge. In the answers regarding time orientation I noticed that most of the respondents plan their actions according to events the organization arranges. Events are also the single most mentioned thing in the answers to the question "Which factors affect your time orientation".

It must be mentioned that the disparity in the time orientations between subunits – in this case as an example the employees and elections committee – aren't that critical since the subunits of an organization tend to have different kinds of projects and thus different types of time orientation. However what the answers do underline is that the respondents share the same means to achieve the goals and they feel that the structure of their organization and sector support it.

7.2 External contingencies

As discussed earlier in the chapter 3.2 the external contingencies such as environmental uncertainty affect the internal contingencies such as task uncertainty. In this chapter I will first analyze the environment both organizations work in by going through the answers. Then I will further analyze the respondents' attitudes toward the capabilities of act on the changes in the environment of the organization they work for. The goal is to dig out what are the key environmental contingencies (see chapter 3.4 and 4) and how they affect or will affect the actions and structure of the organizations.

7.2.1 SYL

I began the data-gathering with a question asking who are the most important stakeholders for the organization. The answer are shockingly uniform. Almost all the answers had the

same elements. This counts for the integrative factor since the organization altogether recognizes its environment. The answer included the members of the parliament, political parties, ministries, other student and youth advocacy organizations and the member organizations of SYL, the student unions. Some, but not all answers also included the labor unions. The key for further analyzing is that there are numerous of stakeholder organizations.

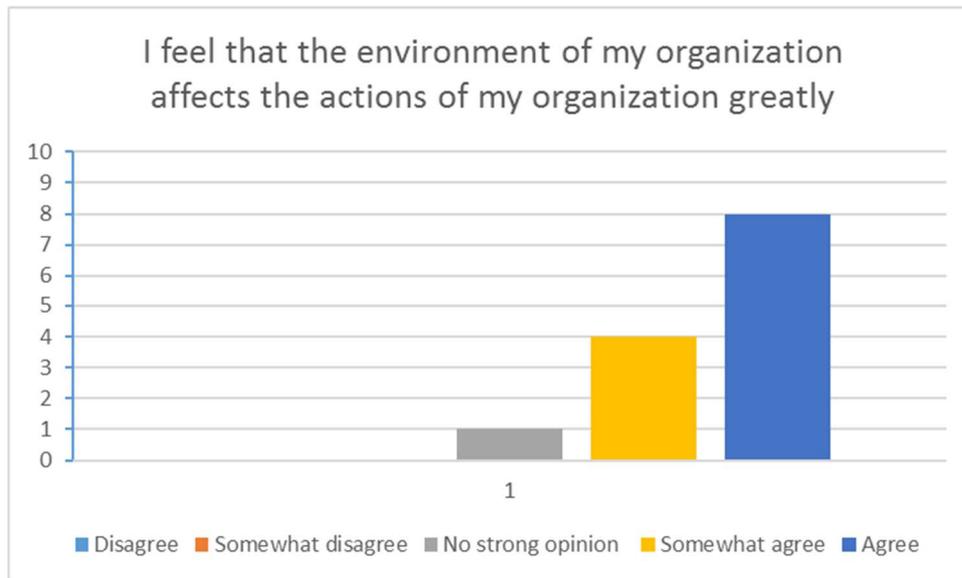


Figure 26: Answers to question “I feel that the environment of my organization affects the actions of my organization greatly” by respondents in SYL

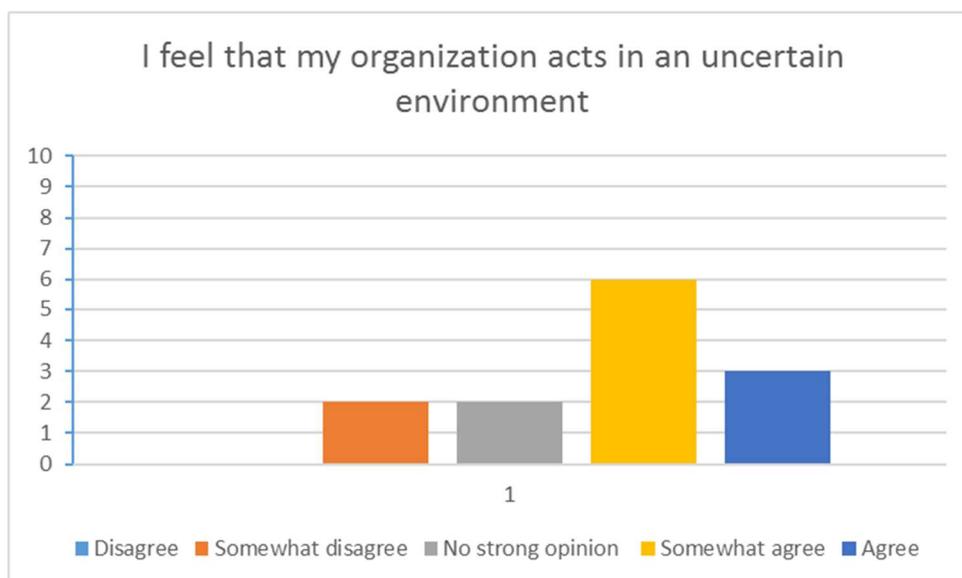


Figure 27: Answers to question “I feel that the environment of my organization affects the actions of my organization greatly” by respondents in SYL

Above we can see that the respondents are almost of same opinion on the effects of the environment and that it is challenging.

When asked what kinds of demands these stakeholder groups set for SYL most respondents answer that stakeholders need time and resources from personnel. The numerous stakeholders result in numerous meetings every week. SYL also has the leading role in some cross-organizational projects which cause SYL to put more effort to them. In general most of the work done by the people working in SYL is connected to stakeholder groups in some way: either they are meetings with the stakeholders or planning meetings or carrying out the plans and actions agreed with the stakeholders. When comparing the answers given by the PHPTs and the employees the answers differ in one thing: the mode of co-operations with the stakeholders. Only the employees underline that SYL must not anger any of the stakeholders or SYL otherwise has to act quite conservatively.

I then continued to inquire the respondents how they would describe the operational environment they work in. Over half of the respondents – 8 out of 13 – stated that the operational environment of SYL is political. This isn't any news when we look at the previous answers about the most important stakeholders. What is new, is that the respondents also describe the operational environment with words like complex and challenging. One of the respondents describes that SYL works in the interface of temporary and perpetual since some of the agenda SYL advocates for is always relevant, but when the political environment changes new things rise up to act upon.

When asked what kinds of demands the operational environment set on SYL the key elements rise up. Some of the stakeholder groups change their boards every year introducing new people to contact and work with. On the other hand the political scene is in constant motion which demands attention and actions from SYL. This requires SYL to be in constant ready-to-act- mode which consumes personnel resources. At the time of questionnaire was filled the political atmosphere in Finland was very turbulent and this shows in the answers.

When asked how SYL answer to these demands the most interesting answers concentrate on the people working in SYL. Half of the respondents state that SYL answers these demands by recruiting people who are familiar with the environment, knowledgeable, possess social skills to work in SYL and with its stakeholder and who are capable to work in the operational environment altogether. Only 2 of the respondents emphasize on the

dynamic work of SYL. Most of the respondents underline that it is important to maintain the connections to the stakeholders.

Respondents' answers to question in what kind of situations SYL is incapable to answer the demands of the operational environment the answers are quite clear: in a situation where the whole political field renews, the power relations change or some new political powerhouse rises into power the connections SYL maintains at the moment might become irrelevant. In these answers we can see where the power of SYLs actions lie on: in the stakeholder relationships. This is a key external environmental contingency.

The things affecting most in the capability of SYL to answer in the demands of the operational environments are three-fold: according to the respondents the lack of personnel resources, the stiffness of the SYLs structure and the administrative slowness of the SYLs decision making are considered to be hindrance when the environment changes. These answers can also be seen in the multiple choice answers:

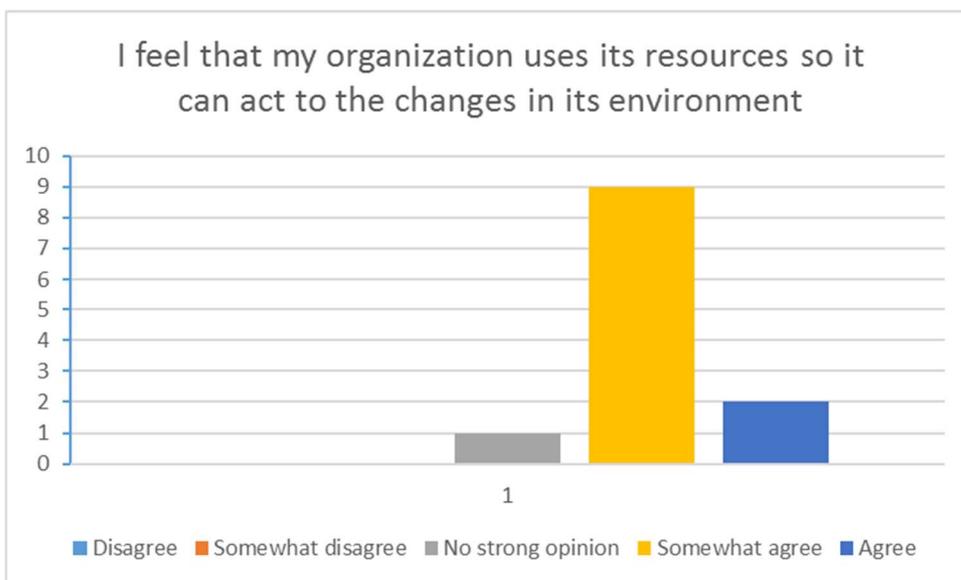


Figure 28: Answers to question “I feel that my organization uses its resources so it can act the changes in its environment” by respondents in SYL

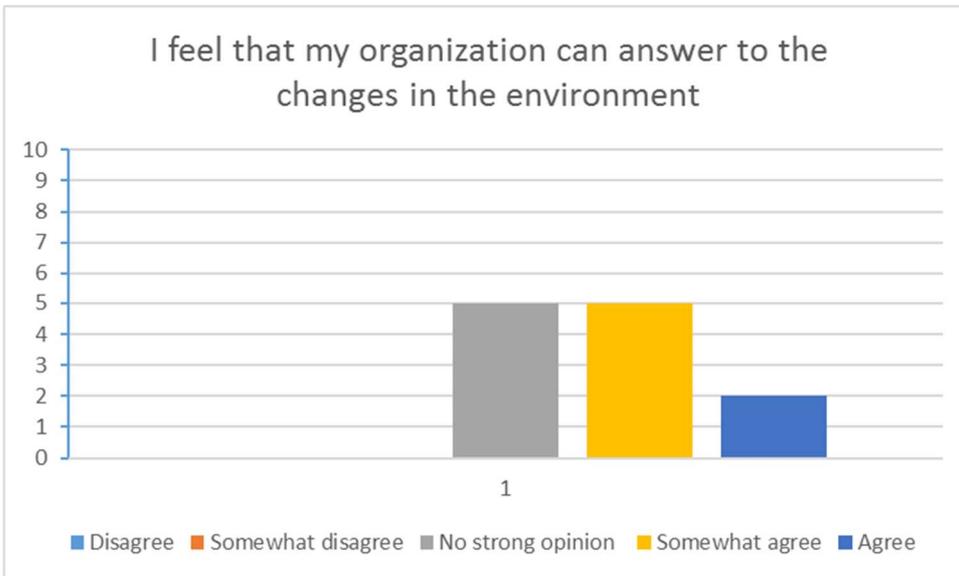


Figure 29: Answers to question “I feel that my organization can answer to the changes in the environment” by respondents in SYL

Even though most of the respondents agree that SYL uses its resources in a way it can act on the changes in the operational environment there is a number of respondents who don't agree that SYL can answer to the demands of the environment when there are changes. Although the 5 people who don't agree don't disagree either, it shows that people are uncertain whether SYL holds the ability to act on the changes posed to it by environmental changes.

7.2.2 ViNO

The uniformity of answers continued when going through the respondents' answers on which are the most important stakeholders for ViNO. All of the respondents answered The Greens which is the mother organization for ViNO. Respondents continued by listing the other political youth organizations as well as other student organizations making the shared knowledge of the operational environment an integrative factor in the case of ViNO as well.

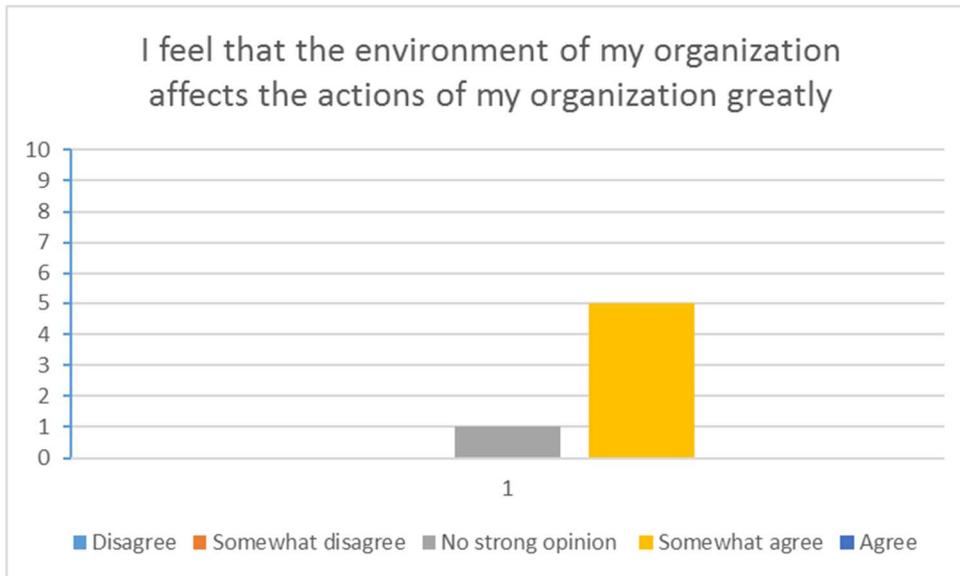


Figure 30: Answers to question “I feel that the environment of my organization affects the actions of my organization greatly” by respondents in ViNO

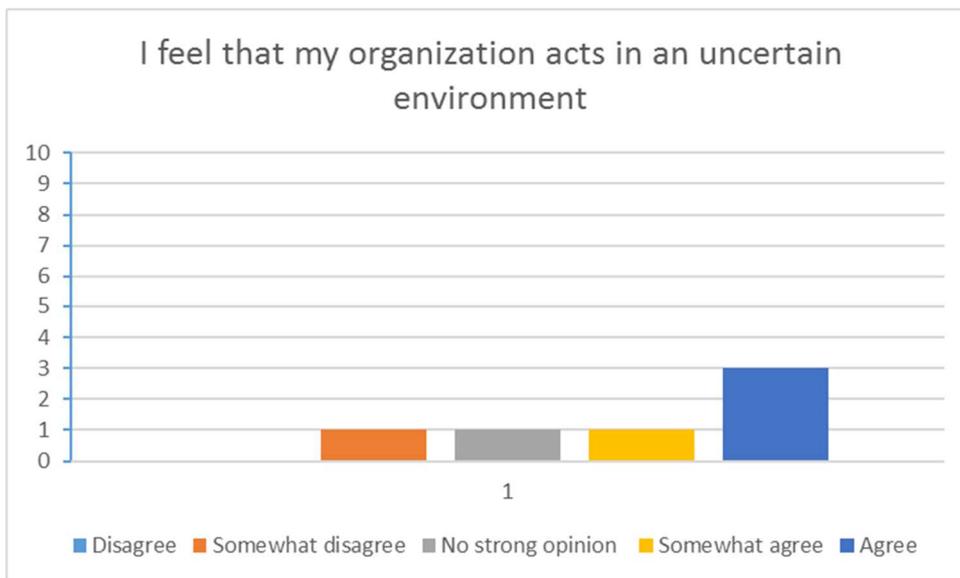


Figure 31: Answers to question “I feel that the environment of my organization affects the actions of my organization greatly” by respondents in ViNO

We can see that also the people working in ViNO agree that the environment affects the actions of ViNO as well as that ViNO acts in an uncertain environment.

In the case of ViNO the answer about the demands set by the stakeholder groups fall into two category because of the dominating effect of the mother organization, the Greens. On the other hand the stakeholder groups consume time because of the meetings like the respondents from SYL said, but on the other hand The Greens demand more actions from ViNO since ViNO is the appointed organization taking care of the youth and educational

side of the Greens as a party. This means as an example that ViNO is in charge of organizing events regarding the themes of educational and youth politics. This might be why organizing events was so much present in the earlier answers from ViNO.

The same trend goes on when the respondents are asked what the operational environment of ViNO is like: the mother organization is present in 4 of the 6 answers. The respondents also underline the qualities of ViNO as an organization more than respondents from SYL. The respondents feel that ViNO is future-oriented and unlike other parties in a sense ViNO and Greens are more focused on environmental issues.

The structural and fundamental elements affecting ViNO are revealed when asked what kinds of demands the operational environment set on ViNO: the widespread organization which is caused by national member organizations puts a strain on the core-organization since it has to maintain them as active parts of the organization. Also being a part of the mother organization, the Greens, affects ViNO since it has to walk on the thin line of being a radical and interesting organization for the youth and students, but also maintain good relations with the motherorganization. Also the financial situation of ViNO is present in some of the answers. ViNO struggles with smaller funding than the other political organizations and hence must work towards attaining more and more members which is done by being active on the field and with the member organizations around Finland.

The means to meet these demands intertwine with the problems with actions. The means are the ones that put the most strain on ViNO: being active on the field, organizing events and recruiting more members. This shows that respondents know how to meet the demands, but also how straining the core-actions are for a small organization working on large national field.

When asked question in what kind of situations SYL is incapable to answer the demands of the operational environment the answers are two-fold: if the funding is cut and if the motherorganization fails to take the members of the ViNO in notion. 4 out of 6 respondents are worried that when the funding is cut there are no means to answer the demands of the members nor the motherorganization. In a way the demands and insecurities of ViNO are more concrete and simpler than the ones SYL is facing. The problems, if realized, are nevertheless more fatal.

The things affecting most in the capability of ViNO to answer in the demands of the operational environments are also in accord with the earlier answers: resources. 5 out of 6

respondents say that the resources are the most important thing. Some mention the commitment of the actors in ViNO, but all in all the resources continue to dominate as the key-factor making or braking ViNO. In a way this is comforting from one point of view: there is no differences or discord within the organization.

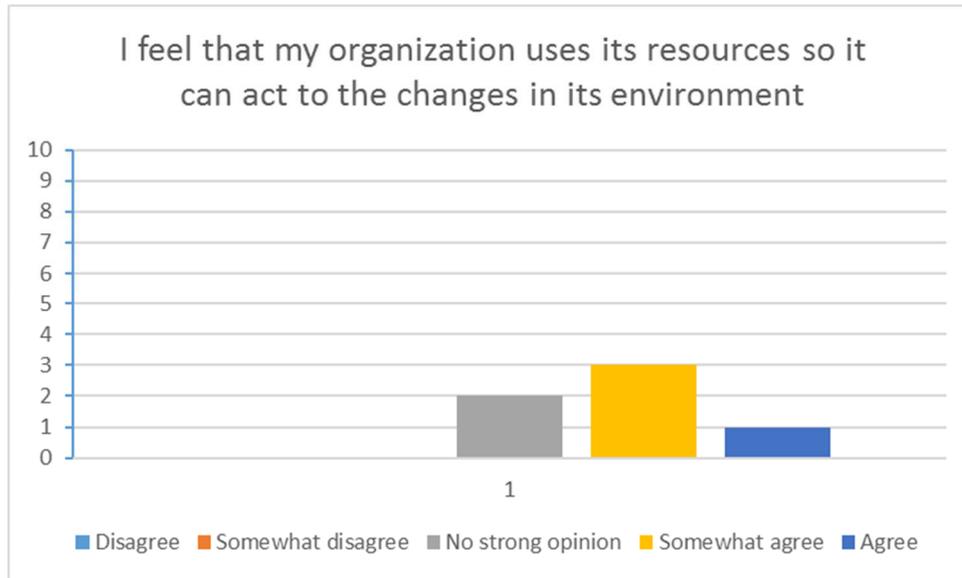


Figure 32: Answers to question “I feel that my organization uses its resources so it can act the changes in its environment” by respondents in ViNO

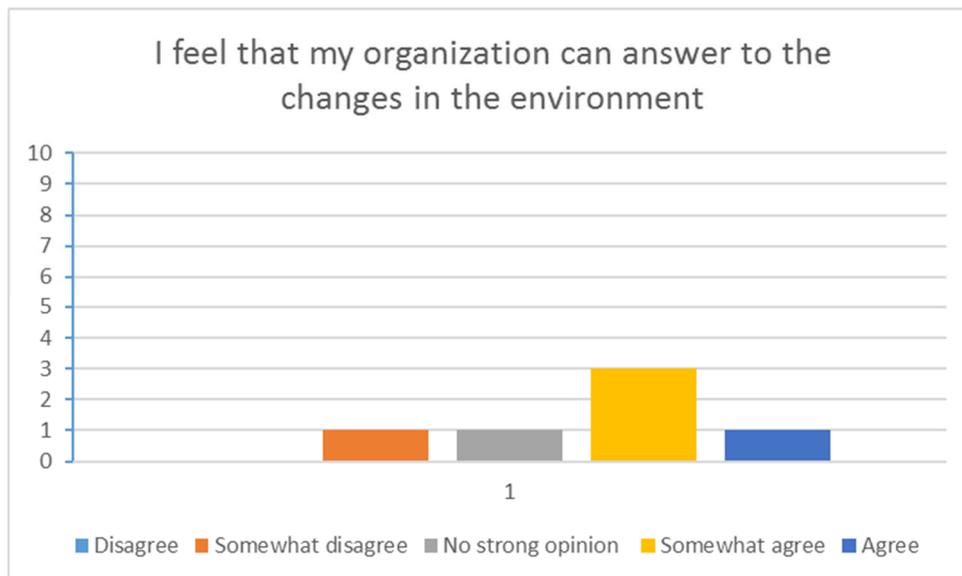


Figure 33: Answers to question “I feel that my organization can answer to the changes in the environment” by respondents in ViNO

Even though the resources are scarce the respondents feel that ViNO uses them accordingly and that with the resources at hand ViNO can answer to the demands or the operational environment even in the times of change.

7.3 Differentiative and integrative factors in SYL and ViNO

I now continue to analyze the organizations using the concepts of differentiation and integration and the factors contributing these concepts. I discussed about the concepts of differentiation and integration in chapter 4. Instead of comparing subunits of the organizations I will go through the answers and discuss the differentiative and integrative factors in the organizations.

7.3.1 Interpersonal orientations

Interpersonal orientations have a huge impact on small organizations. If the persons have divergent view of the organizations and the people working in the organization there is a possibility for power struggles and possibility for divergence in the goals and in the means to achieve the goals.

Both organizations possess very dedicated persons who share the same idea of the archetypical person working in the organization. Both of the organization also associate values to the description this archetype. This wouldn't be important unless the values associated are shared with the whole organization which actually is the case in both of the organizations.

7.3.2 Size and the span of control

Using the concept of size contingency introduced in chapter 5 and using the notion of Galbraith (chapter 7.1.2) we now know what is the span of control of the employers of the organizations. I concluded in chapters 7.1.2 and 7.1.3.1 that in SYL the Secretary General and the executive affairs sector in general possess the most power and they hold the most information. In the case of SYL the span of control seems to be in balance and the executive affairs sector seems to use the power given accordingly if we look at the answers the respondents have given.

In ViNO the balance is shaken because the executive affairs sector is responsible of a widespread organization with different needs. Also the distribution of the answers show that different people have different views on which sector holds the most power in ViNO.

This might be due to the different statuses of the respondents, but nevertheless a shared view of how holds the most power is a key thing for integration. There might be a need to clarify the power relations, both formal and informal, in ViNO. Also there might be some need to renew to structure to increase the span of control.

7.3.3 Task interdependence – need for interdependence

In both of the organizations the level of task interdependence is high. Both of the organizations are in stage of reciprocal interdependence when it comes to the co-operation in the organization. According to Thompson (1967) it is important for the organizations to recognize the need for interdependence and manage the organization and units according to this need. In both of the organizations the need for co-operation is somewhat shared. This is the case for the both organizations, but as we discussed in earlier chapter the span of control isn't in the level for this interdependence in ViNO.

7.3.4 Time Orientation

In SYL the time orientation was somewhat uniform and the respondents tended to plan their work in a similar fashion. In ViNO this wasn't the case, but we must remember that in ViNOs pool of respondents some of the respondents hold a position in which the time orientation is fixed by the position. If there is a great disparity between the subunits' time orientation the management must be up to date as a sector to tie the subunits together to achieve the goals (Lawrence and Lorsch, 1967).

7.3.5 Goal orientation

The disparity in orientations in ViNO also continues when looking at the answers regarding goal orientations. The small number of respondents might render the answers inconclusive, but I got to use what I have. The uniformity in the answers also continues in the case of SYL. Although having some disparity in the answers regarding goals all respondents are somewhat uniform regarding the means to achieve the goals.

7.3.7 Task uncertainty

The external contingency of task uncertainty caused by the operation environment revealed that respondents in both organizations share the idea of which are the most important stakeholders of the organization. This is also the case when asked what kinds of demands the operational environment set on the organizations and in what kinds of situations the organizations might fail to answer to the demands of the environment. All of these count as an integrative factor.

7.3.8 Integrative individuals

As discussed in chapter 4 the integrative individuals might be formally decided members of the organization who are in charge of maintaining communication or leading a project. They can also have acquired the role by some informal process. In both of the organizations the Secretary General and – especially in the case of SYL – the executive affairs sector or the chairs of the board can be said to hold the position of integrative individuals. In SYL the executive affairs sector holds the most information and power according to the respondents. In ViNO the answers had some disparity, but when combined the answers indicate that together the Secretary general and chairs of the board hold the most power.

7.3.9 Structure

Both of the organizations can be said to possess an organic structure which offers employees joint responsibility – in form of the reciprocal interdependence – and flexibility. In SYL this structure works really well in the sense that the executive affairs sectors holds the sufficient span of control and the information-processing capability. Nevertheless not all of the respondents felt that the sector structure is working good in achieving the goals and this might be a problem when the environment changes. In Vino the respondents see the structure working quite well even though the field of operation is widespread and from the other answers we can see that it puts a strain on the organization.

8 CONCLUSIONS

In my thesis I've introduced the reader to the history of contingency theory and core concepts of contingency theory. Using the concepts introduced I've conducted a basic research on two small lobbying organizations. I continued to analyze the key differentiative and integrative factors in both organizations.

8.1 The usability of contingency theory to study small organizations with qualitative approach

Below I've collected the summary of the analysis.

Type	Factor	SYL	ViNO
Internal	Archetypical agent	+	+
	Span of control & power	+	-
	Task interdependence	+	+
	Time Orientation	+	-
	Goal Orientation	+	-
	Role of the Management	+	+
	Sector structure	-	+
External	Shared environment	+	+

Figure 34: Summary of the analysis

From the summary we can see that there are differences between the two organizations in how they – according to respondents – fare with the different factors contributing to integration and differentiation. I've analyzed the information in the chapter 7.

When we look at the answers we can safely claim that both of the organizations rely heavily on the reciprocal interdependence and the executive affairs sectors ability to use their power in accord to what is needed to do in the organization to achieve the goals.

It has to be said that one of my research questions is answered: contingency theory offers a way to study small organizations using qualitative approach. Although the number of respondents was quite low and the level of analysis was basic level, we can conclude that the framework posed by contingency theory worked well in pinpointing the differentiative and integrative factors in the organization. It also gave a further means to study how to use the data which we got from the factors. I will be using SARFIT model to do this.

But when there are changes in the environment what are the elements to make the organization sail safely through shifting tides?

Using the information Lawrence & Lorsch (1967), Thomposon (1967), Lawrence R. Jauch and Kenneth L. Kraft (1986), March & Simon (1958) and Gailbraith (1973) have produced I claim that the executive affairs sector in the both organizations must take care of the goal and time orientations of the organizations. This can be done by preparing the organization to change its operational structure. By operational structure I mean the structure visible in action. In this thesis the synonym for this kind of structure can be called the organic structure of the organization. This is the structure the actors see and use in everyday actions. In addition to this the formal decision-making structure is in the background but it also has to be known for everyone working in the organization. Using this combination of formal decision-making structure and the operational structure the executive affairs sector can set the goals for the whole organization using its power-position and the reciprocal interdependence relationship of the organization. In action it means co-operating with all of the actors of the organization while maintaining the directive position.

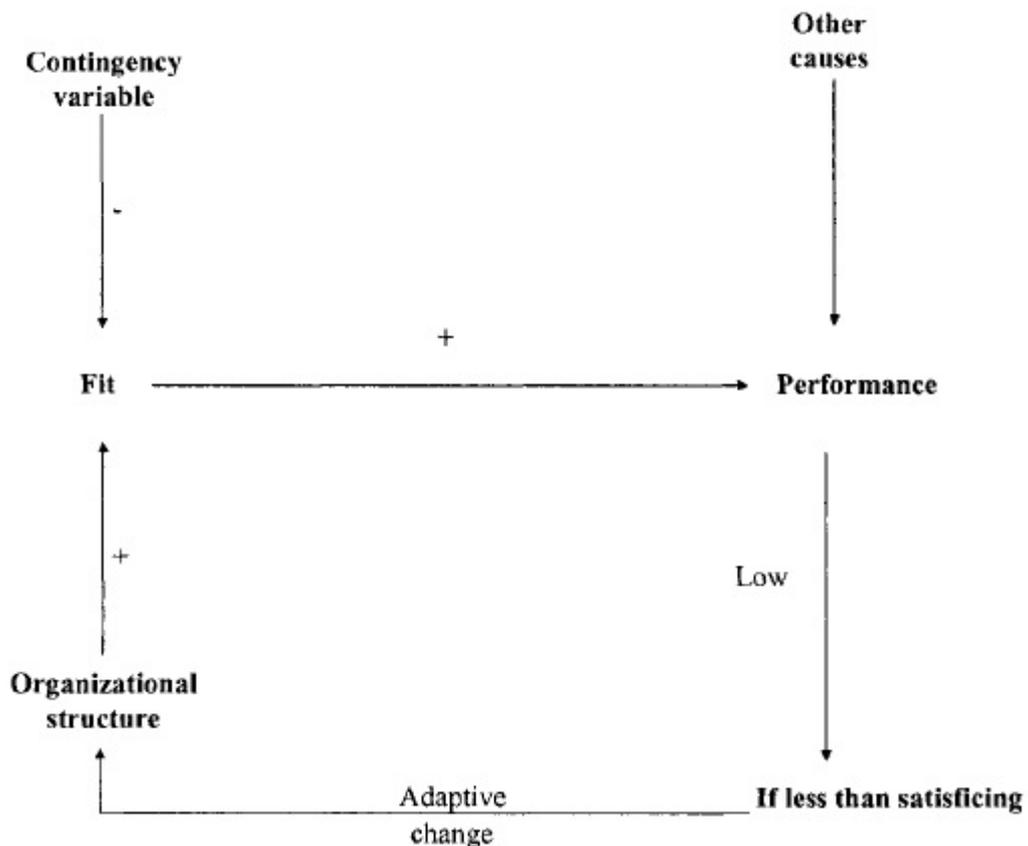


Figure 35. SARFIT model (Donaldson, 2001)

In SYL the key-element in preparing to changes in the environment is to tweak the existing sector structure to decrease the feeling of artificiality in the operational structure. Also SYL is by definition a project-organization and utilizing the organic structure and the span of control of the executive affairs sector will result in better productivity and better use of resources.

To use the concept of SARFIT model introduced in chapter 3.5 we can conclude that the artificial sector structure works as an internal negative contingency. This means that now the goal of SYL is to ensure better tomorrow for the students (X). The means is to have networks as good as possible and as efficient staff as possible (Y). The artificial sector structure is the third variable Z affecting the relationship of X and Y. This means that SYL needs to change its structure if the threats discussed in chapter 6.2.1 become real. If a new political party emerges and SYL has no existing networks to lobby them, then they have to abandon the current means and start doing something else. This leads to a change in the informal, but also in the formal structure of the organization.

When we look at the models of divisional and functional structure introduced in chapter 3.5 I conclude that SYL itself works as a division. SYL currently has some elements of functional structure which can be seen as the critic of the artificial division of sectors inside the organization.

It has to be said that the number of respondents might not be sufficient to make a final interpretation of the organization of ViNO since the organization is so widespread and without taking all of the elements of the organization into notion. In retrospect I should've analyzed the organization better before sending out the questionnaire. In ViNO the key-element to look is the span of control. At the moment it seems the executive affairs sector – secretary general and chairs of the boards – suffer from the widespread organization and differing time and goal orientations. ViNO might benefit of a more divided responsibilities within the board. This would increase the knowledge in the board and also spread the span of control. In doing this there has to be more formal meetings also to make the knowledge flow back and forth into the executive sector.

What comes to using contingency theory in studying organizations, I claim that it compared to the other theories in the field of organizational studies it is atleast relevant. When introduced with the notions of Tauch and Kraft (1986) and Gresov (1989) the

contingency theory manages to capture mosaicism of the organizations and both the internal and external factors molding the structure of the organizations.

I claim that studying the possibilities of contingency theory in improving the productivity and stability as well as the survival when facing environmental changes through management would be interesting. For further research I would like to explore the following notion of Tauch and Kraft (1986):

While still based on perceived uncertainty, the work of Miles, Snow, Meyer, and Coleman (1978) and Miles, Snow, and Pfeffer (1974) suggested that performance can be influenced by different managerial philosophies in relation to uncertainty. In particular, they defined "prospectors" as those top managers who actively search for change and uncertainty. The firms with "prospectors" are viewed as more successful, emphasizing the Cyert and March (1963) notion of proactive managing of uncertainty, or of positioning the firm to influence its environment.

It was clear the executive sector had the most influential role in the organizations studied. They also hold the position of integrative individuals. Question arise when the integrative individuals are the managers of an organization that if they can improve the productivity and stability considering contingencies through management philosophies rather by change the structure like in SARFIT model. This means that the informal and formal action would have more weight than the informal and formal structure.

8.2 Proposals for further studies

Now that we have concluded that the contingency theory offers tools and a framework to study organization using methods of social sciences I would like to see contingency theory used more in social sciences. It differs in ways how it sees to organizations and as said above, it offers a framework to study and grasp the mosaicism of the organizations and study them in organized way.

In conclusion I claim that the organizational sociology would benefit of using the concepts introduced by contingency theory. Also the analysis of both external and internal contingency factors seems to bring forth more information and also concrete action plans

for the organization than just examining the internal uncertainty strategies (Lawrence R. Jauch and Kenneth L. Kraft, 1986).

Also the Finnish civil society research and organizational research could benefit of studying the smaller lobbying organization since they are the ones who react to the changes in the political environment and this way studying the political scene in Finland would also include the perspective of third sector as actors in the field. The political field is dynamic, like a living organism and like other living organisms the political field should be studied with including the all variables contributing to the dynamism.

I really enjoyed delving into a new theory and theoretical framework. The contingency theory was a totally new field to me. That might show in the study since I wanted to make the setting simple enough to be able to introduce the reader to the concept and the analysis methods which using contingency theory enables. More than just using the theory in action I enjoyed how the setting of the contingency theory expanded the way I think how organizations are composed, studied and managed in a changing world.

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APPENDIX A

This is the questionnaire sent to ViNO. SYL also received the same questionnaire. The only differences between these questionnaires are related to the sector structure. As an example in question 1 I changed the sectors to those which correspond to the SYL's sector structure.

The questionnaire is in Finnish and it is exactly the same I used except for the style tweaks I made to it for better reading experience.

Kyselomake Vihreiden nuorten ja opiskelijoiden liitolle

Hei,

olen Janne Koskenniemi. Työskentelen tällä hetkellä Aalto-yliopiston ylioppilaskunnan pääsihteerinä. Tämän lisäksi toimin luottamustoimissa ties missä, harrastan hyviä oluita ja huonoa huumoria. Törmään minua tällä kertaa kuitenkin opintojeni vuoksi. Olen aloittanut pitkän ja kivisen tien, jonka päässä siintää valmis Pro Gradu-tutkielma. Teen tutkielmani Jyväskylän Yliopiston Kansalaisyhteiskunnan asiantuntijuuden maisteriohjelmassa. Tutkielmani aiheena on asiantuntijaorganisaatioiden toiminta ja rakenteellisen kontigenssiteorian mahdollisuudet selittää ympäristön ja organisaation vuorovaikutusta. Päästäkseni tavoitteeseeni tarvitsen apuasi. Apuasi kaipaan noin 30 minuuttia tai enemmän riippuen omasta jaksamisestasi ja vastauksistasi. Pyydänkin sinua siis täyttämään tämän kyselylomakkeen.

Kyselylomake koostuu eri osioista, joissa käsitellään sinulle varsin tuttua organisaatiota, Suomen ylioppilaskuntien liittoa. Lomakkeessa sinun tulisi pohtia muun muassa sitä millaisia toimijoita ViNOssa on, mitkä ovat ViNO:n tavoitteet, millaisessa toimintaympäristössä ViNO toimii ja esimerkiksi millaisia riippuvuussuhteet ovat eri sektoreiden välillä. Voit asennoitua lomakkeeseen siten kuin kertoisit omasta ja organisaatiostasi toiminnasta henkilölle, joka ei ole koskaan kuullutkaan ViNOsta. Näin myös mitään ei jää pois.

Paljastan jo tässä vaiheessa, että kysymyksiä on useita. Pahoittelen, että joudut viettämään kysymysten parissa jonkin tovin. Toivon kuitenkin, että kysymykseni saavat sinut pohtimaan ViNO:n toimintaa, ja toimintaasi ViNOssa. Näin pohtiessasi vastauksesikin tulevat suoraan sydäimestä (tai aivoista – kukin tavallaan). Toivon ettet mahdollisesti kyllästyessäsikin kirjoittaisi kauniita sanoja vain miellyttääksesi minua. En hae kauniita sanoja, vaan haen totuutta, sinun totuuttasi ViNOsta ja sen toiminnasta.

Osa kysymyksistä on avoimia kysymyksiä, joihin olet vapaa vastaamaan omalla tyyllilläsi ja tarmollasi. Osa on asteikkollisia kysymyksiä, joissa joudut pohtimaan mihin kohtaa palluran klikkaat. Graduohjaajani hyppii varmaan samalla tavalla ilosta kuin sinäkin, kun hän huomaa, että en ole varannut näihin "pallurakysymyksiin" kohtaa "En osaa sanoa". Tässä asiassa luotan enemmän sinuun. Vaikka se veisi aikansa, olen varma että voit asettaa mielipiteesi kahden ääripään väliin. Lisäksi minä tiedän, että ViNOssa toimivilla on oikeasti vahva mielipide... kaikkeen.

Kerron myös vastauksiesi tulevaisuudesta. Vastauksista on tarkoitus muodostaa kuvaajia ja selkeitä kokonaisuuksia. Joitain avoimien vastausten osia saatan käyttää esimerkkeinä, mutta en koskaan niin että juuri sinun henkilöllisyytesi paljastuisi. En myöskään missään tapauksessa ole ojentamassa saamieni vastausten "raaka-dataa" eteenpäin ilman lupaa. Enkä minä toisaalta usko, että se hirveän monelle on niin kiinnostavaakaan. Toki graduohjaajani voi vaatia nähdä sen verran, että voin todistaa graduni olevan oikea tutkimus eikä omasta päästä keksimäni sepitys.

Tämän pidemmittä löpinöittä, aloittakaamme!

Lomakkeessa käsitellään seuraavat aihealueet:

1. ViNO:n toimijat ja tavoitteet
2. ViNO:n toimintaympäristö

3. Vaikutusvalta ViNOssa
4. Ongelmatilanteet ViNOssa
5. Yhteistyö ViNOssa
6. Palaute ViNOssa
7. ViNO ja yhteishenki

1. Mihin sektoriin kuulut ViNOssa?

Tämä sektorijako on se, johon viitataan myös myöhemmin kyselyssä.

- Pääsektoriin
- Koulutuspoliittiseen sektoriin
- Sosiaalipoliittiseen sektoriin
- Kansainvälisten asioiden sektoriin
- Viestintäsektoriin

2. Missä roolissa toimit ViNOssa?

Toimitko luottamustoimessa esimerkiksi hallituksen jäsenenä vai työntekijänä.

- Luottamustoimessa
- Työntekijänä

ViNON toimijat ja tavoitteet

Tämän osion tarkoituksena on kerätä tietoa ViNON perustoiminnasta ja ViNON tavoitteista. Lisäksi osiossa käsitellään sitä miten ViNO nämä tavoitteet saavuttaa.

Osioon orientoitumiseksi voit palauttaa mieleen millaisten asioiden parissa ViNO toimii, millaisia ihmisiä ViNOssa toimii ja millaisia tavoitteita ViNOlla on.

3. Kuvaile millainen on stereotyyppinen ViNON toimija

Voi kuvailla esimerkiksi millaisia ominaisuuksia hänellä on, millainen hänen työtaustansa on ja/tai millainen hänen arvomaailmansa on

4. Mitkä ovat mielestäsi ViNON toiminnan keskeisimmät tavoitteet?

Keskeisimmillä tavoitteilla tarkoitan tässä niitä tavoitteita, joita kohti ViNON kokonaistoiminta pyrkii. Kysymyksen tarkoitus ei ole hakea oppikirja vastausta vaan juuri sinun omaa mielipidettäsi asiaan. Tavoite voi olla pitkän aikavälin tavoite tai lyhyemmän aikavälin tavoite. Pääasia on, että vastaat niin kuin asian itse näet.

5. Miten ViNO toimii, jotta se saavuttaa nämä tavoitteet?

Voit esimerkiksi pohtia ViNON resurssien käyttöä, toiminnan organisointia tai konkreettisia asioita joita itse teet työssäsi. Tärkeintä on, että vastaat niin kuin itse asian näet ja ennen kaikkea koet.

6. Koen, että ViNON päätöksentekorakenne tukee tavoitteiden saavuttamista

Päätöksentekorakenteella tarkoitetaan tässä ViNON päätöksenteon ketjua niin kuin se toimii käytännössä.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

7. Koen, että oman sektorini päätöksentekorakenne tukee tavoitteiden saavuttamista

Päätöksentekorakenteella tarkoitetaan tässä oman sektorisi päätöksenteon ketjua niin kuin se toimii käytännössä.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

8. Koen, että ViNO:n sektorirakenne tukee tavoitteiden saavuttamista

Sektorirakenne on tässä sama kuin ensimmäisessä kysymyksessä annettu jaottelu viiten eri sektoriin (pääsektori, koulutuspoliittinen sektori, sosiaalipoliittinen sektori, kansainvälisten asioiden sektori ja viestintäsektori)

En ollenkaan samaa mieltä

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Täysin samaa mieltä

9. Koen, että oman sektorini työnjako tukee tavoitteiden saavuttamista

Sektorin työnjaolla tarkoitetaan sitä miten joka päiväinen toiminta on sektorisi sisällä on jaettu.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

10. Koen, että ViNO käyttää resurssejaan niin että se tukee tavoitteiden saavuttamista

Resursseilla tarkoitetaan tässä niin henkilöresursseja kuin taloudellisia resursseja.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

11. Koen, että oma sektorini käyttää resurssejaan niin että se tukee tavoitteiden saavuttamista Resursseilla tarkoitetaan tässä niin henkilöresursseja kuin taloudellisia resursseja.

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Täysin samaa mieltä

ViNON toimintaympäristö

Tässä osiossa sukellaan syvemmälle ViNON toimintaan. Osiossa pohditaan sitä millaisia ovat ViNON keskeisimmät sidosryhmät, millaisessa toimintaympäristö ViNO ja sinä itse toimit sekä sitä millaisia vaatimuksia toimintaympäristö asettaa ViNOlle sekä oman sektorisi toiminnalle.

Voit orientoitua osioon miettimällä millaisten sidosryhmien kanssa olet itse tehnyt yhteistyötä tai millaisten sidosryhmien kanssa työtoverisi tekevät töitä. Lisäksi voit pohtia millaisia vaikutuksia näillä sidosryhmillä on ViNON toimintaan esimerkiksi miettimällä milloin viimeksi ViNO, sektorisi tai sinä itse muutit toimintaasi sidosryhmän vaikutuksesta. Osiossa käsitellään myös toimintaympäristöä. Toimintaympäristöllä tarkoitetaan tässä muitakin seikkoja kuin sidosryhmiä. Toimintaympäristöllä tarkoitetaan laajempaa kokonaisuutta, joka pitää tuki sisällään sidosryhmät, mutta myös muut toimijat sekä koko sen poliittisen todellisuuden, jossa ViNO toimii.

12. Mitkä ovat ViNON tärkeimmät sidosryhmät?

Tärkeimmillä sidosryhmillä tarkoitetaan esimerkiksi sellaisia ryhmiä, joilla on eniten vaikutusta ViNON toimintaan, joiden kanssa ViNO tekee eniten yhteistyötä ja jotka muuten ovat keskeisiä ViNON toiminnan kannalta.

13. Millaisia vaatimuksia nämä sidosryhmät asettavat ViNON toiminnalle?

Tällä kysymyksellä on tarkoitus selvittää esimerkiksi sitä millaista resurssien käyttöä näiden sidosryhmien kanssa toimimien vaatii, millaisia toimenpiteitä toimiminen näiden ryhmien kanssa vaatii tai millä tavalla ne vaikuttavat ViNON sisäiseen toimintaan.

14. Millaisia vaatimuksia nämä sidosryhmät asettavat omalle ja sektorisi toiminnalle?

Tällä kysymyksellä on tarkoitus selvittää esimerkiksi sitä millaista resurssien käyttöä näiden sidosryhmien kanssa toimimien vaatii, millaisia toimenpiteitä toimiminen näiden ryhmien kanssa vaatii tai millä tavalla ne vaikuttavat sektorisi sisäiseen toimintaan.

15. Kuvaile ViNON toimintaympäristöä

Toimintaympäristöllä ei tarkoiteta tässä tapauksessa esimerkiksi toimistoympäristöä. Kysymyksessä toimintaympäristö tarkoittaa sitä ympäröivää todellisuutta, jossa ViNO toimii. Tämä voi esimerkiksi konkreettista toimijoiden joukko sekä abstraktimmin määriteltävää asiaa

kuten poliittinen ilmapiiri. Tärkeintä on, että vastaa siten kuin itse toimintaympäristön koet tai olet kokenut.

16. Kuvaile oman sektorisi toimintaympäristöä

Toimintaympäristöllä ei tarkoiteta tässä tapauksessa esimerkiksi toimistoympäristöä. Kysymyksessä toimintaympäristö tarkoittaa sitä ympäröivää todellisuutta, jossa ViNO toimii. Tämä voi esimerkiksi konkreettista toimijoiden joukko sekä abstraktimmin määriteltävää asiaa kuten poliittinen ilmapiiri. Tärkeintä on, että vastaa siten kuin itse toimintaympäristön koet tai olet kokenut.

17. Millaisia haasteita ja vaatimuksia ViNO:n toimintaympäristö asettaa toiminnalle?

Toimintaympäristöllä ei tarkoiteta tässä tapauksessa esimerkiksi toimistoympäristöä. Kysymyksessä toimintaympäristö tarkoittaa sitä ympäröivää todellisuutta, jossa ViNO toimii. Tämä voi esimerkiksi konkreettista toimijoiden joukko sekä abstraktimmin määriteltävää asiaa kuten poliittinen ilmapiiri. Tärkeintä on, että vastaa siten kuin itse toimintaympäristön koet tai olet kokenut.

18. Mitkä ovat ne keinot, joilla ViNO vastaa näihin haasteisiin ja vaatimuksiin?

19. Koen, että ViNO käyttää resurssinsa niin, että se vastaa toimintaympäristön vaatimuksiin
Resursseilla tarkoitetaan tässä niin henkilöresursseja kuin taloudellisia resursseja.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

20. Koen, että oma sektorini käyttää resurssinsa niin, että se vastaa toimintaympäristön vaatimuksiin

En ollenkaan samaa mieltä

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Täysin samaa mieltä

21. Koen, että toimin itse niin että omien voimavarojeni käyttö vastaa toimintaympäristön vaatimuksiin

Voimavaralla tarkoitetaan tässä ennen kaikkea henkisiä ja tiedollisia voimavaroja. Voit ajatella esimerkiksi oman ammattitaidon mukaan toimimista, jaksamista ja stressin sietoa.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

22. Koen, että ViNO pystyy vastaamaan toimintaympäristön vaatimuksiin myös toimintaympäristön muuttuessa

Toimintaympäristön muuttumisella tarkoitetaan esimerkiksi sellaista tilannetta, jossa suuri osa ViNO:n sidosryhmistä muuttuu tai esimerkiksi kokonaispoliittinen tilanne vaihtuisi äkkiä ja yllättäen.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

23. Koen, että oma sektorini pystyy vastaamaan toimintaympäristön vaatimuksiin myös toimintaympäristön muuttuessa

Toimintaympäristön muuttumisella tarkoitetaan esimerkiksi sellaista tilannetta, jossa suuri osa ViNO:n sidosryhmistä muuttuu tai esimerkiksi kokonaispoliittinen tilanne vaihtuisi äkkiä ja yllättäen.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

24. Koen, että omien voimavarojeni käyttö on sellaista että kykenen vastaamaan toimintaympäristön vaatimuksiin myös toimintaympäristön muuttuessa

Toimintaympäristön muuttumisella tarkoitetaan esimerkiksi sellaista tilannetta, jossa suuri osa ViNO:n sidosryhmistä muuttuu tai esimerkiksi kokonaispoliittinen tilanne vaihtuisi äkkiä ja yllättäen. Voimavaralla tarkoitetaan tässä ennen kaikkea henkisiä ja tiedollisia voimavaroja. Voit ajatella esimerkiksi oman ammattitaidon mukaan toimimista, jaksamista ja stressin sietoa.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

25. Koen, että ViNO pystyy muokkaamaan toimintaansa ympäristön vaatimusten mukaisesti

Ympäristön vaatimuksilla tarkoitetaan tässä esimerkiksi sidosryhmien vaatimusten muuttumista eikä niinkään itse sidosryhmien vaihtumista. Vaatimuksia, joita ympäristö voi asettaa voi olla monenlaisia vaihdellen konkreettisesti avunpyynnöstä mielenosoitukseen aina poliittisen linjan muuttumiseen.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

26. Koen, että oma sektorini pystyy muokkaamaan toimintaansa ympäristön vaatimusten mukaisesti

Ympäristön vaatimuksilla tarkoitetaan tässä esimerkiksi sidosryhmien vaatimusten muuttumista eikä niinkään itse sidosryhmien vaihtumista. Vaatimuksia, joita ympäristö voi asettaa voi olla monenlaisia vaihdellen konkreettisesti avunpyynnöstä mielenosoitukseen aina poliittisen linjan muuttumiseen.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

27. Koen, että toimintaympäristö vaikuttaa ViNO:n toimintaan suuresti

Tässä kysymyksessä voit pohtia muun muassa sitä näkyykö toimintaympäristön vaikutus ViNO:n toiminnassa usein ja kuinka vahvasti se vaikuttaa ViNO:n toimintaan.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

28. Koen, että toimintaympäristö vaikuttaa oman sektorini toimintaan suuresti

Tässä kysymyksessä voit pohtia muun muassa sitä näkyykö toimintaympäristön vaikutus ViNO:n toiminnassa usein ja kuinka vahvasti se vaikuttaa ViNO:n toimintaan.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

29. Koen, että ViNO toimii epävarmassa toimintaympäristössä

Epävarmuudella tarkoitetaan tässä esimerkiksi vaikeutta ennustaa toimintaympäristön muutoksia.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

30. Koen, että oma sektorini toimii epävarmassa toimintaympäristössä

Epävarmuudella tarkoitetaan tässä esimerkiksi vaikeutta ennustaa toimintaympäristön muutoksia.

En ollenkaan samaa mieltä

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Täysin samaa mieltä

31. Millaisissa tilanteissa ViNO ei kykene vastaamaan toimintaympäristön vaatimuksiin?

Vastaus voi olla konkreettinen esimerkki tai oma keksimäsi tilanne, jossa näet ViNO olevan hankalaa vastata toimintaympäristön vaatimuksiin.

32. Kuvaile, miten ViNO toimii silloin kun se täysin vastaa toimintaympäristön haasteisiin.

Vastaus voi olla konkreettinen esimerkki tai oma keksimäsi tilanne, jossa näet ViNO vastaavan täysin toimintaympäristön vaatimuksiin.

33. Mitkä tekijät vaikuttavat eniten ViNON kykyyn vastata toimintaympäristön vaatimuksiin?

Voit pohtia kysymystä esimerkiksi ViNON sektorirakenteen, päätöksentekorakenteen ja/tai ViNON resurssien kautta.

Vaikutusvalta ViNOssa

Tämän osion tarkoituksen on selventää ViNON sisäistä toimintaa valtasuhteiden kautta. Tarkoitus ei ole saada sinua kavaltamaan toimiston pikku-hitleriä vaan kuvaamaan oman sanoin miten koet vaikutussuhteet ViNON sisäisessä toiminnassa.

Voit orientoitua osioon esimerkiksi pohtimalla kenen on yleensä se viimeinen sana päätöksiä tehdessä tai ketkä onnistuvat saamaan mielipiteensä parhaiten näkyviin. En halua tähän

oppikirjavastausta ViNON organisaatorakenteesta, sen voin lukea julkisista asiakirjoistakin. Tahdon tähän sinun näkemyksesi.

34. Millä sektorilla koet olevan eniten vaikutusvaltaa ViNON toimintaan?

Vaikutusvallalla tarkoitetaan valtaa eritoten sellaisissa asioissa, jotka vaikuttavat ViNON sisäiseen toimintaan. Voit pohtia esimerkiksi ketkä saavat tahtonsa läpi ja ketä kuunnellaan.

- Pääsektorilla
- Koulutuspoliittisella sektorilla
- Sosiaalipoliittisella sektorilla
- Kansainvälisten asioiden sektorilla
- Viestintäsektorilla

35. Miksi koet juuri tällä sektorilla olevan eniten vaikutusvaltaa ViNON toimintaan?

Syitä voi olla monenlaisia. Ne voivat kummuta joko ViNON organisaation rakenteesta, mutta myös asioista kuten ammattitaito, kokemus tai luotettavuus.

36. Kenellä yksittäisellä ViNON toimijalla koet olevan eniten vaikutusvaltaa ViNON toimintaan? (titteli, ei nimeä)

Vaikutusvallalla tarkoitetaan valtaa eritoten sellaisissa asioissa, jotka vaikuttavat ViNON sisäiseen toimintaan. Voit pohtia esimerkiksi ketkä saavat tahtonsa läpi ja ketä kuunnellaan.

37. Minkälaiseksi koet oman sektorisi painoarvon ViNON toiminnassa?

Voit pohtia painoarvoa esimerkiksi suhteessa aiempiin vastauksiisi.

- Sektorini painoarvo on pieni
- Sektorini painoarvo on melko pieni
- Sektorini painoarvo ei ole suuri eikä pieni
- Sektorini painoarvo on melko suuri
- Sektorini painoarvo on suuri

38. Koen, että sektorini pystyy itsenäisesti määrittämään tavoitteet ja toiminnan?

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

39. Koen voivani päättää oman työni sisällöstä

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

40. Minkä vuoksi sektorisi painoarvo on valitsemasi kaltainen?

Voit pohtia painoarvoa esimerkiksi suhteessa aiempiin vastauksiisi.

41. Koen, että eri sektorit kamppailevat vaikutusvallasta ViNO:n sisällä

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

Ongelmatilanteet ViNO:ssa

Tämän osion tarkoituksena on selvittää millaisia ongelmia ViNO:n kaltaisilla organisaatioilla ja ViNOlla voi esiintyä toiminnassa. En tahdo kaivella liian yksityiskohtaisia ongelmia esille. En esimerkiksi kaipaa tietoa kuka ei tykkää kenestäkin. Mieluummin haluaisin tietoa syistä taustalla ja miten ongelmiin puututaan.

Aihealue voi olla ikävä, mutta toivon että pystyisit vastaamaan mahdollisimman rehellisesti.

42. Kuvaile minkälaisia ongelmatilanteita ViNO yleisimmin kohtaa toiminnassaan?

Muista tässä kokonaiskuva. Ongelmatilanteita tapahtuu varmasti joka tasolla, se on inhimillistä. Jollain tasolla syntyvät ongelmatilanteet voivat olla vakavampia kuin toiset. Ne voidaan myös kokea eri tavalla ihmisestä riippuen. Tahdonkin tässä sinun oman näkökulmasi ja miten itse olet ongelmatilanteet kokenut.

43. Miten ongelmatilanteet käsitellään ja ratkaistaan ViNO:ssa?

Voit pohtia esimerkiksi millaisia formaaleita tai epäformaaleita tapoja ratkaisuihin on. Voit myös kuvailla minkä sävyisiä tällaiset ratkaisutilanteet ovat.

44. Kun sektoreiden välillä on ongelmatilanne, kuka on vastuussa sen ratkaisemisesta?

Voit pohtia esimerkiksi sitä hoitavatko sektorit itse ongelmatilanteen vai tuleeeko ratkaisu muualta.

45. Mielestäni ViNO:ssa esiintyvät ongelmatilanteet ratkaistaan ajoissa

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

46. Mielestäni ViNO:ssa esiintyvät ongelmatilanteet ratkaistaan avoimesti

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

47. Mielestäni ViNOssa esiintyvät ongelmatilanteet ratkaistaan oikeudenmukaisesti

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

48. Koen, että ViNOssa esiintyvät ongelmat halutaan ratkaissa eikä asioita pyritä lakaisemaan maton alle

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

49. Koen, että eri sektoreiden välillä on riitatilanteita usein

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

Yhteistyö ViNOssa

Tämän osion tarkoituksena on selvittää kuinka paljon ViNO:n sisällä tehdään yhteistyötä ja kuinka hyvin sektoreiden työtä tunnetaan.

Voit palauttaa mieleesi miten paljon ja kenen kanssa olet tehnyt yhteistyötä. Tässä joukossa on varmasti sellaisia henkilöitä joiden kanssa teet enemmän yhteistyötä kuin toisten. Lisäksi niin sinä kuin kollegasi tunnette eri tavalla toisten sektoreiden toimintaa ja koette sektoreiden vuorovaikutuksen eri tavalla.

50. Teen paljon yhteistyötä muiden sektoreiden kanssa

En ollenkaan samaa mieltä

- 1

- 2
- 3
- 4
- 5

Täysin samaa mieltä

51. Sektorini tekee paljon yhteistyötä muiden sektoreiden kanssa

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

52. Yhteistyö muiden sektoreiden kanssa on mielestäni helppoa

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

53. Koen ymmärtäväni miten muut sektorit toimivat

Tässä kysymyksessä keskiössä on muiden sektoreiden toimintatapojen ymmärtäminen ei niinkään asiasisältöjen ymmärtäminen.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

54. Koen ymmärtäväni minkä asioiden parissa muut sektorit toimivat

Tässä kysymyksessä keskiössä on se miten hyvin tunnet muiden sektoreiden asiasisältöjä ja ylipäänsä millaisia substanssiasioita heillä on pöydällään.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

55. Koen, että muut sektorit ymmärtävät miten sektorini toimii

Tässä kysymyksessä keskiössä on muiden sektoreiden toimintatapojen ymmärtäminen ei niinkään

asiasisältöjen ymmärtäminen.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

56. Koen, että muut sektorit ymmärtävät minkä asioiden parissa sektorini toimii

Tässä kysymyksessä keskiössä on se miten hyvin muut tuntevat sinun sektorisi asiasisältöjä ja ylipäänsä millaisia substanssiasioita sinulla on pöydälläsi.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

57. Mielestäni on tärkeää ymmärtää minkä asioiden parissa muut sektorit toimivat

Tässä kysymyksessä keskiössä on se miten hyvin tunnet muiden sektoreiden asiasisältöjä ja ylipäänsä millaisia substanssiasioita heillä on pöydällään.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

58. Mielestäni on tärkeää ymmärtää miten muut sektorit toimivat

Tässä kysymyksessä keskiössä on muiden sektoreiden toimintatapojen ymmärtäminen ei niinkään asiasisältöjen ymmärtäminen.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

59. Mielestäni on tärkeää, että muut sektorit ymmärtävät miten sektorini toimii

Tässä kysymyksessä keskiössä on muiden sektoreiden toimintatapojen ymmärtäminen ei niinkään asiasisältöjen ymmärtäminen.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

60. Mielestäni on tärkeää, että muut sektorit ymmärtävät mitä sektorini tekee

Tässä kysymyksessä keskiössä on se miten hyvin tunnet muiden sektoreiden asiasisältöjä ja ylipäänsä millaisia substanssiasioita heillä on pöydällään.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

61. Teen toimiston/työntekijöiden kanssa yhteistyötä

Pohdi kysymystä tarkkaan. Teet varmasti joinain aikoina yhteistyötä enemmän kuin joinain aikoina. Pohdi mikä olisi lähimpänä arkitodellisuutta.

- Päivittäin
- 2-3 kertaa viikossa
- Kerran viikossa
- 2-3 kertaa kuukaudessa
- Kerran kuukaudessa
- Vähemmän kuin kerran kuukaudessa
- Tämä on oma sektorini

62. Teen puheenjohtajiston kanssa yhteistyötä

Pohdi kysymystä tarkkaan. Teet varmasti joinain aikoina yhteistyötä enemmän kuin joinain aikoina. Pohdi mikä olisi lähimpänä arkitodellisuutta.

- Päivittäin
- 2-3 kertaa viikossa
- Kerran viikossa
- 2-3 kertaa kuukaudessa
- Kerran kuukaudessa
- Vähemmän kuin kerran kuukaudessa
- Tämä on oma sektorini

63. Teen vaaliohjausryhmän kanssa yhteistyötä

Pohdi kysymystä tarkkaan. Teet varmasti joinain aikoina yhteistyötä enemmän kuin joinain aikoina. Pohdi mikä olisi lähimpänä arkitodellisuutta.

- Päivittäin
- 2-3 kertaa viikossa
- Kerran viikossa
- 2-3 kertaa kuukaudessa
- Kerran kuukaudessa
- Vähemmän kuin kerran kuukaudessa

- Tämä on oma sektorini

64. Teenhallituksen kanssa yhteistyötä

Pohdi kysymystä tarkkaan. Teet varmasti joinain aikoina yhteistyötä enemmän kuin joinain aikoina. Pohdi mikä olisi lähimpänä arkitodellisuutta.

- Päivittäin
- 2-3 kertaa viikossa
- Kerran viikossa
- 2-3 kertaa kuukaudessa
- Kerran kuukaudessa
- Vähemmän kuin kerran kuukaudessa
- Tämä on oma sektorini

65. Koen, että työni sisältö eroaa suuresti muiden sektoreiden sisällöstä

Sisällöllä tässä tarkoitetaan nimenomaan työsi substanssia ja asioita joiden parissa teet työtä. Ei niinkään sitä miten työtesi teet.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

66. Yhteistyö muiden sektoreiden kanssa on työni kannalta välttämätöntä.

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

67. Koen, että sektorini kantaa enemmän vastuuta ViNO:n tavoitteiden saavuttamisesta kuin

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

68. Mielestäni yhteistyö _____ kanssa on tärkeintä työni kannalta

Valitse lista sektori, jonka kanssa tehty yhteistyö on mielestäsi tärkeintä työsi kannalta.

- Toimiston
- Puheenjohtajiston
- Vaaliohjausryhmän
- Hallituksen

69. Mitkä ovat suurimmat esteet sektoreiden väliselle yhteistyölle?

Esteitä voi olla monenlaisia. Ne voivat johtua teknisistä ratkaisuista tai henkilökemioista. Tässä kysymyksessä kaikki tällaiset aspektit ovat tärkeitä vastauksessasi.

70. Mitkä tekijät toimivat tai ovat toimineet siltoina sektoreiden väliselle yhteistyölle?

Myös siltoja yhteistyölle voi olla monenlaisia. Joskus jokin tekninen ratkaisu voi ratkaista solmun, joka on ollut yhteistyön esteenä joskus taasen henkilökemiat lokahtavat hyvin yhteen. Tässä kysymyksessä kaikki tällaiset aspektit ovat tärkeitä vastauksessasi.

71. Mitkä tekijät vaikuttavat siihen minkä sektorin kanssa teet eniten yhteistyötä?

Voit tässä pohtia vastausta esimerkiksi edellisten vastausten pohjalta.

Palaute ViNOssa

Tässä osiossa tarkoituksena on selvittää millaista palautetta yksittäinen toimija saa työstään ja kuinka pian, millaisia vastuita niillä on ja miten sektorit pystyvät vaikuttamaan omaan toimintaansa. Lisäksi tarkoitus on selvittää mikä on kunkin yksittäisen toimijan aikaorientoituneisuus eli se kuinka pitkälle yksittäinen toimija suunnittelee toimintaansa.

Voit orientoitua osioon pohtimalla milloin viimeksi olet saanut palautetta ja mistä suunnasta. Tuliko se ViNO:n organisaation sisältä vai kenties sidosryhmältä?

Pohdi myös sitä mille aikavälille suunnitelet toimintaasi. Kuinka pitkällä sinun horisonttisi siittää? Jos tunnelin päässä on valoa, kuinka kaukana se valo on?

72. Koen, että työlleni on asetettu selkeät tavoitteet

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

73. Koen, että saan selkeää palautetta työni laadusta

En ollenkaan samaa mieltä

- 1
- 2
- 3
- 4
- 5

Täysin samaa mieltä

74. Nimeä ne tahot, joilta saat pääasiallisesti palautetta työstäsi (titteli, ei nimeä, voi olla useita)

75. Kuinka kauan sinulta kestää saada tietoa organisaation ulkopuolelta siitä että olet suorittanut työsi menestyksellisesti?

- En saa palautetta työstäni
- Muutama päivä
- Viikko
- 2-4 viikkoa
- 2-6 kuukautta
- 12-18 kuukautta

76. Kuinka kauan sinulta kestää saada tietoa organisaation sisältä siitä että olet suorittanut työsi menestyksellisesti?

- En saa palautetta työstäni
- Muutama päivä
- Viikko
- 2-4 viikkoa
- 2-6 kuukautta
- 12-18 kuukautta

77. Kuinka monta prosenttia työsi tuloksista näkyy: kuukaudessa tai vähemmässä ajassa, 1-3 kuukaudessa, 3-12 kuukaudessa, 12-18 kuukaudessa, 18 kuukaudessa tai pidemmässä ajassa

Lukujen summan tulee olla 100%

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
En saa palautetta työstäni	<input type="radio"/>										
Kuukaudessa	<input type="radio"/>										
1-3 kuukaudessa	<input type="radio"/>										
3-12 kuukaudessa	<input type="radio"/>										
12-18 kuukaudessa	<input type="radio"/>										
18 kuukaudessa tai pidemmässä ajassa	<input type="radio"/>										

78. Kuinka pitkälle suunnittelet toimintaasi?

Kysymyksessä voit eritellä myös erilaiset projektit sekä pääasiallisen toiminnan tai toissijallisen toiminnan, sillä nämä voivat vaatia erilaisia suunnitelmia. Tärkeintä vastauksessasi on maalata omaaikaohjonttisi sellaisena kuin se on ja niin kaukana kuin se on.

79. Mitkä tekijät vaikuttavat omaan aikaorientoituneisuuteesi työssäsi?

Aikaorientoituneisuudella tarkoitan tässä sitä kuinka pitkälle suunnittelet omaa toimintaasi eri

vaiheissa.

ViNO ja yhteishenki

Tämän osion tarkoituksena on selvittää miten ViNO:n yhteishenki muodostuu ja mitkä tekijät vaikuttavat siihen.

80. Kenen vastuulla koet ViNO:n yhteishengen luomisen?

Tällä kysymyksellä tarkoitetaan ViNO:n keskus toimiston yhteishenkeä

81. Millaisilla keinoilla ViNO luo yhteishenkeä?

Tällä kysymyksellä tarkoitetaan ViNO:n keskus toimiston yhteishenkeä

Palautte kyselystä

Kohta se on ohi!

Voit jättää halutessasi palautetta kyselystä tähän. Voit jättää palautetta mistä tahansa seikasta millä tahansa sävyllä. En mene rikki kritiikistäkään :)

83. Palautetta kyselystä