THE EFFECT OF A TEMPORARY ORGANIZATION

ON ORGANIZATIONAL CULTURE AND FIRM

PERFORMANCE

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Title of Study: THE EFFECT OF A TEMPORARY ORGANIZATION ON ORGANIZATIONAL CULTURE AND FIRM PERFORMANCE

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Abstract: In this paper, I first conduct a comparative analysis strength of organizational culture and organizational performance between permanent and temporary organizations. I predict that organizational culture traits, such as consistency and involvement, that strengthen firm performance in permanent organizations will be absent in temporary organizations due to a short organizational timeframe. Therefore, temporary organizations will exhibit a weaker culture overall. However, while I expect temporary organizations will exhibit a weaker culture, I also predict that organizational performance will still be strong when Quick-Hit Attributes (authoritarian leadership, entrepreneurial leadership, and bottom-line mentality) are present. Through three studies, 1) qualitative construct validation interviews, 2) an empirical survey of organizational culture in permanent and temporary organizations and, 3) a moderated-mediation of Quick-Hit Attributes on the relationship between organizational culture and organizational performance, I will demonstrate the effects of these Quick-Hit Attributes (described above) on the performance of time bound temporary organizations.

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CHAPTER I

INTRODUCTION

You pick up a copy of your favorite business magazine and there it is again, an article

on the importance of organizational culture in the success of businesses today. Why do

we care? We care because vast amounts of research show that a strong organizational

culture will positively affect firm performance (Denison, 1984; Peters & Waterman,

1982; Wilkins & Ouchi, 1983; Sharfman, & Dean, 1991; Hatch, 1993) and create a

competitive advantage in the market (Barney, 1986; Saffold, 1988; O'Reilly et al., 1991).

This advantage is created through organizational culture dimensions including: mission –

a clear sense of purpose and direction (Mintzberg, 1987, 1994; Denison & Mishra, 1995);

consistency – coordination and integration through process (Saffold, 1988); adaptability –

learning and adjusting to the external environment (Nadler, 1998; Senge, 1990); and

involvement – inclusion in decision making, participation and individual development

(Denison, 1984), each applying to the overall strength of the organization (Denison &

Mishra, 1995). Organizations that are lacking in one or more of these dimensions will

likely have a weak organizational culture.

Following that argument, companies with a weak organizational culture would also

have poor firm performance (Denison & Mishra, 1995). There is, however, a notable

exception – temporary organizations. Research finds that temporary organizations have successful but are also growing in importance (Burke & Morley, 2016; Bechky, 2006). This popularity is in part due to business leaders continuously looking for ways to become more efficient in order to gain a competitive advantage in environments that require them to squeeze more into a shorter timeframe. The very definition of temporary organizations is based upon a short organizational timeframe and a limited set of objectives (Goodman & Goodman, 1976; Braun et al., 2013; Hanisch & Wald, 2014). These limitations of temporary organizations eliminate the opportunity for some aspects of culture to develop. Specifically, culture elements that require time and resources to fully develop, such as involvement and consistency. These elements are not fully realized in the temporary organization setting (Denison & Mishra, 1995; Fey & Denison, 2003). It is, therefore, inconsistent, and against the grain for a temporary organization to have a strong organizational culture. There must be some other factor(s) that contribute to strong performance in temporary organizations.

In this dissertation, I will show a significant contradiction in previous theoretical thinking that all organizations with weak cultures will also have weak firm performance. I will show that there are attributes within temporary organizations that can enhance dimensions that would be expected to be weak and instead lead to successful firm performance. These enhancing attributes, when present in temporary organizations, would compensate for cultural weakness from a short organizational timeframe and limited allocation of resources. Specifically, these attributes will replace the time element needed for culture dimensions that require time to develop to be fully realized. I will refer to these attributes as Quick Hit Attributes (QHA) because they will complement the short organizational timeframe and single objective focus experienced in a temporary organization. I will build emergent theory

around my own personal observation in organizations and conversations, over many years, with executives and employees working with and for temporary organizations. I will further support my theory of Quick-Hit Attributes through interviews with key executives in temporary organizations and will survey temporary organizations to measure culture. Quick-Hit Attributes include leadership characteristics like authoritarianism, entrepreneurial style, and bottom-line mentality. I will take a closer look at these attributes.

First, authoritarian leadership refers to a leader's behavior of asserting strong authority and control over subordinates and demanding unquestioned obedience (Farh & Cheng, 2000). This type of leadership aligns with a temporary organization by employing unilateral decision-making authority, which reduces the amount of time needed to accomplish tasks (Cheng et al., 2004; Schuh et al., 2013). Authoritarian leaders don't take time to delegate responsibilities or develop the skills of their employees (Aryee et al., 2007), thereby eliminating a time-intensive aspect of culture while saving its very valuable resources.

Second, entrepreneurial leadership is defined as "leadership that creates visionary scenarios that are used to assemble and mobilize a 'supporting cast' of participants who become committed by the vision to the discovery and exploitation of strategic value creation" (Gupta et al., 2004: 242). This entrepreneurial aspect aligns with the need of temporary organizations to coordinate a group of individuals with congruent but not overlapping skills (Meyerson et al., 1996). Individuals with an entrepreneurial focus are results oriented and bring a creative vision to the process (Filion, 2008), aligning well with the limited-objective aspect of temporary organizations.

Third – bottom-line mentality refers to a focus solely on bottom-line outcomes, while ignoring all other competing priorities within the organization (Wolfe, 1988; Greenbaum et

al., 2012). The overarching objective of achieving a performance objective on a short organizational timeframe that exists in the temporary organization mirrors the traits of bottom-line mentality. I argue that, collectively, these Quick-Hit Attributes will replace some cultural dimensions needed for strong performance.

Interestingly, while I theorize that these attributes will enhance firm performance in temporary organizations, they are universally shown in prior research to negatively affect more developed, permanent organizations (Schuh et al., 2013; Cheng & Wang, 2015; Chan et al., 2013). Many researchers note that authoritarian leadership leads to negative outcomes and low employee satisfaction (Cheng et al., 2004; Wu et al., 2012). Entrepreneurship is characterized as a pursuit of self-interest (Smith, 1776), willingness to accept uncertainty and risk-taking (Kets de Vries, 1977), and opportunity-seeking behavior (Miller, 1983; Stevenson, 1983). These qualities in highly structured, permanent organizations are shown to disrupt structure and reduce effective communication in the organization (Gupta et al., 2004). Finally, bottom-line mentality is shown to foster a negative work environment, including such challenges as social undermining (Greenbaum et al., 2012), unethical leader behavior (Mesdaghinia et al., 2019), and dissatisfaction and turnover (Greenbaum et al., 2012). Previous research shows that Quick-Hit Attributes present a host of issues in permanent organizations. So how can that be so drastically different in temporary organizations? I argue that the main difference is the short life of a temporary organization. Quick-Hit Attributes will both moderate the relationship between culture and performance by removing the time element needed in cultural dimensions and shortening the time for negative aspects of these attributes to develop. Next, I will lay out the structure for my dissertation.

First, I will explain the effect that an organizational timeframe has on organizational culture. I will show any differences in the strength of the individual dimensions of organizational culture and any of those weakened dimensions of culture for temporary organizations. Second, I will fully define the Quick-Hit Attributes and develop a theory around their effects on organizational culture in temporary organizations, including authoritarian leadership, entrepreneurship, and bottom-line mentality. Finally, I will contribute to the literature by looking at firm performance through the lens of temporary organizations and test to see whether QHAs contribute to firm performance in the absence of the consistency and involvement traits in organizational culture.

CHAPTER II

DEVELOPMENT OF A TYPOLOGY OF ORGANIZATIONAL CULTURE

IN TEMPORARY ORGANIZATIONS

I begin this chapter with a brief survey of organizational culture, its history, core ideas, and assumptions. Then I proceed to theoretically define the other constructs introduced in this dissertation. I discuss aspects of temporary organizations, the recency of its introduction to strategy research, and the different forms that exist. Finally, I close this chapter with the introduction of Quick-Hit Attributes, the moderator of my dissertation, and the components that I propose make up this new construct.

Survey of Organizational Culture

Organizational culture can first be seen in literature in 1951 in a book titled *The Changing Culture of a Factory* (Jaques et al., 1951). The context of the Jaques et al. book is to identify the phenomena that was the informal social structure of an organization and use it as a context to explain unproductive aspects of the relationship between managers and their employees. It was that informal structure that he identified as *culture*. Organizational culture then began to be looked at as a factor affecting many aspects of the organization and, although similar, had many different versions of how it was presented in the literature. Organizational culture is rooted in organizational theory and

culture theory with an interaction of rituals, beliefs, and actions by individuals or groups within an organization for the benefit of a collective set of goals (Astley & Van de Ven, 1983; Smircich, 1983). This interaction helps to establish an environment within the organization recognized as its organizational culture. Deal and Kennedy (1982) note that key elements that exist in high-performing companies include a key understanding by employees of a shared set of values and beliefs that those within the organization are expected to follow. Similarly, Ouchi (1981) identified the importance of a coherent culture for successful organizations. However, as has been the case in the study of organizational culture, disagreement with this research followed for their lack of theoretical rigor (Mannion et al,. 2009). Organizations have not always been able to maintain their success through changing market environments (Martin, 2002).

As the construct began to further develop and more disparate perspectives were introduced in the study of organizational culture, it fostered several different streams of research, each with its own distinct perspective and direction (Schein & Ott, 1962; Burns & Stalker, 1961; Pettigrew, 1979; Schneider, 1984, 1985; Denison, 1984; O'Reilly et al., 1991). Through the 1970s and 1980s, two streams of research sprung up spiriting a debate around the organizational culture versus the organizational climate perspective. Research on climate predates the study of culture and takes a more individual approach, looking at the responses of individuals in the organization to the practices and policies, whereas culture takes a more abstract, wholistic view of the organization. Culture came to be understood as a robust construct where the nuances could only be understood through a qualitative approach (Xenikou & Furnham, 1996). Climate, on the other hand, was measured through quantitative methods. Culture research was the popular method of the day; however, many researchers

felt constrained by the fact that this ethnographic style of research did not allow for comparisons of organizations. Due to this limitation, a group of researchers began thinking of how to measure culture in a quantitative way, which they later developed through survey tools (Denison & Mishra, 1995; Quinn & Rohrbaugh, 1981; Ott, 1989). The inclusion of both qualitative and quantitative methods to study culture allowed for a robust two-pronged approach to understanding a complex construct (Ashkanasy et al., 2000; Cooke & Rousseau, 1988; Tucker et al., 1990). Organizational culture began to take over in the mid-1980s as the dominant form of organizational behavior research and reigned as the foremost approach to research in this arena. This research was robust and touched on many different aspects of collective behaviors, such as employee retention (Sheridan, 1992), person-organization fit (O'Reilly et al., 1991), competitive advantage (Barney, 1986), and performance (Denison, 1984; Calori & Sarnin, 1991; Denison & Mishra, 1995).

Through this transformational time, one researcher was strongly identified with the culture movement: Edgar Schein (1984). Schein is identified by many as the father of organizational culture, and defined the culture phenomena as:

> *…the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.*

While Schein (1984) was not the only researcher looking into this phenomenon, most, if not all, saw culture as a recipe including values, beliefs, and assumptions of the individuals within the organization (Alvesson, 2011; Denison, 1996; Smircich, 1983). Schein's (1984).

This research and construct definition set the course for qualitative (and later quantitative) research in organizational culture. Schein later noted that the passing of information to new employees is just as critical to the definition of culture as the other components because the phenomenon is a learned event. Researchers and practitioners alike had an increasing interest in organizational cultures impact on performance due to increased globalization (Tharp, 2009), which led to increased competition (Saffold, 1988). Research began to shift towards a more quantitative approach with the hopes of offering ideas for stronger financial performance in this more competitive environment. The link between organizational culture and performance has been tied to specific dimensions that exist in organizational culture (Denison, 1990; Denison & Mishra, 1995; O'Reilly, 1989). Several models were developed to measure organizational culture in relation to performance, including the Competing Values Framework (CVF) by Quinn and Rohrbaugh (1981) that identified four culture types. This framework led Denison and colleagues (1995) to develop a four-dimension model that identified a link to performance. This research was developed with a validated survey tool that shows a link between organizational culture and performance and continues to be supported over the decades.

Survey of Temporary Organizations

The study of temporary organizations, contrary to organizational culture, is new to management research due to their relatively recent entrance into the business environment (Ekstedt et al., 1999; DeFillippi, 2002; Sydow et al., 2004). Temporary organizations have been studied from many different perspectives, such as innovation (Davies & Hobday, 2005), organizational studies (Bakker & Janowicz-Panjaitan, 2009), and strategic management (Cattani et al., 2011). Although each approach provides a slightly different

definition of the construct from the other, there are common elements within each perspective that provide a consistent definition. Meyerson et al. (1996: 167) developed a robust definition of temporary groups as groups that:

> ...depend on an elaborate body of collective knowledge and diverse skills, yet individuals have little time to sort out who knows precisely what. They often entail high-risk and high-stake outcomes yet seem to lack the normative structures and institutional safeguards that minimize the likelihood of things going wrong. Moreover, there isn't time to engage in the usual forms of confidence-building activities that contribute to the development and maintenance of trust in more traditional, enduring forms of organizations.

Burke and Morley (2016) develop a more concise definition of temporary organizations as "a temporarily bounded group of interdependent organizational actors, formed to complete a complex task," which aligns well with an array of different perspectives This is the definition that I will use in this dissertation. Temporary organizations can come in several different forms, including external project teams or private equity-backed firms as two examples. They differ from permanent organizations in two major ways (Hanisch & Wald, 2014): 1) having a short organizational timeframe, and 2) a defined goal that is key to their existence (Braun et al., 2013). The temporary organization dissolves after the completion of the goal, or a significant amount of time has lapsed that causes the temporary organization to no longer support the original mission. Meyerson et al. (1996) offer a highly cited definition of temporary organizations and their structure:

> ...dependent on an elaborate body of collective knowledge and diverse skills, yet individuals have little time to sort out who knows precisely what. They often entail

high-risk and high-stake outcomes, yet they seem to lack the normative structures and

institutional safeguards that minimize the likelihood of things going wrong. These

observations come together in a fascinating puzzle. Temporary systems exhibit

behavior that presupposes trust, yet traditional sources of trust – familiarity, shared

experience, reciprocal disclosure, threats and deterrents, fulfilled promises, and

demonstrations of nonexploitation of vulnerability – are not obvious in such systems.

In this respect, temporary systems act as if trust were present, but their histories seem

to preclude its development.

Temporary organizations are created by integrating diverse and specialized skill sets and expertise (DeFillippi & Arthur, 1998; Sydow et al., 2004). They are often used to work on tasks that are new, unique, and complex; reflect high degrees of uncertainty and risk; and rely on specialized members that work in cross-functional environments (Bresnen et al., 2004; Atkinson et al., 2006; Bechky, 2006; Kwak & Smith, 2009; Hanisch & Wald, 2014), where individuals are "often unfamiliar with each other's skills" (Bechky, 2006). Temporary organizations can operate as an extension of a permanent organization or focus specifically on the successful accomplishment of a financial goal, such as the focus in a private-equity firm. These self-firms will then move on to the next mission by creating a new collection of people to form a new entity for a similar financial purpose (Bechky, 2006). These organizations have formed in such diverse environments as software development, theater productions, construction, and private equity firms (Burke & Morley, 2016; Bryman et al., 1987). As a result, temporary organizations have evolved to be critical aspects of our current market environment, largely due to the speed with which they operate and their keen focus on the main objective while "turning upside down the traditional notion of organizing"

(Meyerson et al., 1996: 167). According to Burke and Morley (2016), several factors exist

that support the framework of the temporary organization, including, 1) coordination,

2) leader attributes, 3) cognitive incongruence, and 4) a temporal aspect. I will now look

more closely at each of these aspects.

Coordination

Scholars have identified several key aspects for coordination within the temporary

organization, including clear role definitions, repetition of tasks, and specific assignment of

duties (Bechky, 2006; Whitley, 2006). Although these aspects can be seen to support swift

action and a limited need for crossover skill sets in the organization, which are important

aspects for temporary organizations, these actions can be shown to negatively affect

creativity and professional development (Goodman & Goodman, 1976). The role-based

interactions that form within the temporary organization tie to shared organizational goals.

The knowledge of everyone in the organization of the short organizational time frame that

exists causes these interactions to become more intense and creates a concept of swift trust

(Burke & Morley, 2016; Meyerson et al., 1996) when there are clear task boundaries

(Grabher, 2002). This is especially meaningful when prior relationships exist as in a case

where individuals have previously worked together and have a shared an understanding of

how each other works, which can create effective coordination (Jones & Lichtenstein, 2008).

Leader Attributes

Researchers of temporary organizational settings recognize a difference in some leader

attributes compared to their permanent peers (Bryman et al., 1987; Meyerson et al., 1996).

These attributes include being highly task-oriented (Bryman et al, 1987); having the ability to

develop trust quickly creating what is called "swift trust" (Meyerson et al., 1996);

cooperative independence (Hyllengren et al., 2011); and goal-oriented focus (Goodman & Goodman, 1976); Bryman et al., 1987). Also noted is the ability to make decisions quickly with the best information at hand (Morley & Silver, 1977; Burke & Morley, 2016; Meyerson et al., 1996). Vroom and Yetton (1973) note that time considerations are relevant to leadership decisions, which is particularly true in the short organizational timeframe that exists in temporary organizations.

Cognitive Incongruence

Temporary organizations are made up of individuals who offer different specialized skill sets and are in fact recruited for their unique skill sets for the specific task knowledge that they will bring to the organization (Edmonson & Nembhard, 2009). According to Lindkvist (2005), temporary organizations share very little experience or knowledge between its members. Therefore, they become an undeveloped group in what Weick and Roberts (1993) call an "undeveloped-group-developed-mind" to explain collaboration in the temporary organization. While the challenge of true and constant collaboration exists, one benefit from this seeming lack of sharing ideas is that no single "way of doing things" can form in the collective organization, preventing the opportunity for "out of the box" thinking and innovation (Grabber, 2002). One would expect, therefore, that organizations would not be good at adapting to change over time with their "follow the script" approach to the organization.

Temporal Aspect

The final factor, which potentially has the greatest impact on the organization, is the temporal phenomena of the temporary organization (Lundin & Söderholm, 1995). These temporal zones, when unburdened by past experiences and future expectations, begin to

identify and hone their focus towards specific goals and objectives, where all participants are guided by the same map. This allows temporary organizations the opportunity to develop creative solutions, but on a situation-by-situation basis. These solutions don't necessarily transfer knowledge throughout the organization as it would in a permanent organization (Bakker & Janowicz-Panjaitan, 2009). To the contrary, due to the temporal aspect, the organization would not want to invest the time to transfer that knowledge throughout. Time is a primary resource in the temporary organization; therefore, taking time to gain knowledge will only be done when the value created from that knowledge of development of processes exceeds the value of the time committed. The aspect can have a profound effect on what and how individuals in the temporary organization make decisions.

<center>**Introduction and Definition of Quick-Hit Attributes**</center>

I will now introduce the final construct of my dissertation, Quick-Hit Attributes. These attributes include authoritarian leadership, entrepreneurial leadership, and bottom-line mentality. I will begin this section by defining the attributes that I predict, when in combination with each other, will create a formula that will strengthen the relationship between organizational culture and firm performance. I will define each of the attributes in this section, however, I will provide theoretical background for their contribution to Quick-Hit Attributes in Chapter IV.

Authoritarian Leadership

Authoritarian leadership was first recognized in literature by Lewin et al. (1939) in their research on children. The premise of the authoritarian leadership style is based on followers unquestioning compliance with their leader's directives (Chen et al., 2014) in which the leader dictates all actions of the group and how to accomplish those actions. In the strongest

form of this style, authoritarian leaders are known for being overtly controlling by setting up a rigid structure. Employee who do not follow their rules are severely punished (Chen et al., 2014; Cheng et al., 2004). By leading through punishment and threats, leaders attempt to make their employees submissive, and thereby controlling not only the organizations goals but how they are attained (Pellegrini & Scandura, 2009). This style emphasizes a low sharing of power and information to others in the organization while requiring control over all aspects (Schaubroeck et al., 2017). The authoritarian approach has been noted in literature as the "dark" side of the leadership dimension and has been characterized as a destructive leadership style that is considered ineffective (Cheng et al., 2004; Aryee et al., 2007; Ashforth, 1997).

However, more recent research focuses on specific environments where authoritarian leadership may have positive aspects (Cheng et al., 2004; Farh et al., 2008; Chen et al., 2014). For example, Huang et al. (2015) theorizes that authoritarian leadership may be more efficient and effective in situations where quick decisions are required and there is no time for uncertainty or ambiguity in understanding the goals (Wang & Guan, 2018). While this area of study has been increasing, very few studies provide empirical evidence of positive affect (Huang et al., 2015).

Entrepreneurial Leadership

Entrepreneurial leadership was born out of the concept of "entrepreneurship," which was theorized by such legendary economists such as Richard Cantillon (1755), Jean-Baptiste Say (1815), and Joseph Schumpeter (1954) (Filion, 2008). The idea of the visionary who embarks on an individual business venture is what we expect when thinking of an entrepreneurial leader, and much of that is correct. Many of the traits that exist in the solo

entrepreneur also reside in the entrepreneurial leader. Drawing on previous research (McGrath & MacMillan, 2000; Kuratko & Hornsby, 1998; Slevin & Covin, 1990), Gupta and his colleagues (2004: 242) define entrepreneurial leadership as:

> *leadership that creates visionary scenarios that are used to assemble and mobilize a "supporting cast" of participants who become committed by the vision to the discovery and exploitation of strategic value creation.*

This definition was intended to take in the multifaceted perspectives of entrepreneurship through the leadership lens. Entrepreneurial behavior has been shown to predict superior performance (Zahra & Covin, 1995) both within a true entrepreneurial venture as well as embedded in established firms (McGrath et al., 1994). Spurred by rising competition in a global economy in complex environments, entrepreneurship and in turn entrepreneurial leadership show that traditional approaches to strategy are ineffective (Bettis & Hitt, 1995; Santora et al., 1999). Entrepreneurial leadership has ties to transformational leadership in that the leader encourages individuals to use creative entrepreneurial thinking when acting (Gupta et al., 2004). While entrepreneurial leadership provides a creative, visionary approach, it can lack structure and consistency and can create challenges for longevity (Burgelman, 1984; Gupta et al., 2004).

Bottom-Line Mentality

The bottom-line has been a major focus of management research throughout history. It is considered a critical part of all organizations, and the construct plays a key role in the literature (Wolfe, 1988; Callahan, 2004; Barsky, 2008; Kerr, 1975; Sims, 1992). The bottom-line is generally thought of in terms of financial consequences; however, it can include a single objective for our outcome that the organization is trying to achieve, at the expense of

all other considerations (Wolfe, 1988). The sole focus and action around this objective are identified as bottom-line mentality, which is defined as: "a 1-dimensional frame of mind that revolves around bottom-line outcomes and [is] apt to neglect competing organizational priorities" (Greenbaum et al., 2012). Therefore, Greenbaum et al. show that leaders and employees alike treat every item that affects the bottom-line as the only thing that matters. They show that a bottom-line mentality is stronger in employees when their supervisors support a bottom-line mentality. This is supported by Bandura's (1977) social-cognitive theory. Therefore, when the organizational leaders present a bottom-line mentality, the organization will follow suit and focus solely on the single objective of the bottom-line.

However, literature shows negative implications of bottom-line mentality such as social undermining (Greenbaum et al., 2012) and unethical business practices (Tenbrunsel & Messick, 1999) that stem from an environment where outcomes are the only driver. Employees can approach every aspect of the business as a competition (Callahan, 2004; Wolfe, 1988) and create a game-like atmosphere where others in the organization are considered their opponents. This competition can impede team orientation and the ability to work together (Levinson, 1970). While these traits have been characterized as negative to the organization, some aspects have had a contradictory finding and have shown positive financial outcomes (Brenner & Molander, 1977; Trevino et al., 2003) that tie to employee rewards and organizational incentives (Crotts et al., 2005; Drucker, 1963).

CHAPTER III

TEMPORARY ORGANIZATIONS AND ORGANIZATIONAL

CULTURE: A PERSPECTIVE

The exploration of organizational culture has greatly interested researchers due to its

effect on creating competitive advantage (Wilkins & Ouchi, 1983; Saffold, 1988; Barney,

1986), person-organization fit (Schneider, 1987; Chatman, 1989; O'Reilly et al., 1991),

and organizational performance (Denison, 1984; Homburg & Pflesser, 2000; Gregory et

al., 2009). Gordon and DiTomoso (1992) find that company values as identified through

employee perceptions create a strong culture and lead to short term performance.

Extensive research has helped paint a picture of organizational culture as a complex,

multi-faceted phenomena affecting all businesses (Wilkins & Ouchi, 1983; Smircich,

1983; Schnieder, 1987; Schein, 1990; Denison 1984; Homberg & Pflesser, 2000). While

all businesses have a culture, not all businesses have a strong culture.

To understand organizational culture, researchers begin by looking through a

qualitative lens using ethnographic and interview methods due to the complexity of the

construct (Schein, 1985; Schneider, 1985; O'Reilly, 1989). This was the primary focus of

culture research through the 1970s. However, qualitative research did not provide an

opportunity to compare cultures; quantitative research was needed to do that. Culture is

based on the norms, values, and beliefs of the collective individuals in the company (Schein, 1985). However, the factors that Schein identified are not directly measurable (Denison, 1984; Schneider, 1985); therefore, researchers needed to find a way to measure culture. Several tools and models were proposed and used over the last several decades to measure organizational culture (Hartnell et al., 2011; Lim, 1995; Siehl & Martin, 1990; Wilderom, et al., 2000). One such measurement tool was developed by Quinn and Rohrbaugh (1981) in their Competing Values Model (CVM). This approach creates a framework (Denison & Spreitzer, 1991; Denison & Mishra, 1995; Kotter & Keskett, 1992) when identifying aspects of culture that are designed to predict performance. Building on that framework, Denison (1990) develops a model using data collected through both qualitative (case studies) and quantitative (survey based) research that identifies four fundamental dimensions of culture that in aggregate measure culture. Each dimension is distinct and identifies strengths in a specific area. No one dimension can predict the strength of organizational culture alone. However, collectively these dimensions, when strong, have been shown to predict organizational performance. These cultural dimensions include **Mission**, **Adaptability**, **Consistency**, and **Involvement** and will be explained in more detail in the next section. Denison and his colleagues (Denison & Mishra, 1995; Denison & Spreitzer, 1991; Fey & Denison, 2003; Denison, 1996) continued to use and validated this framework repeatedly on permanent organizations and show that where these dimensions are strong within organizations, organizational performance will also be strong (Denison & Mishra, 1995).

Companies today work in a decidedly fast-paced, information-fed environment. This environment has opened the door for a more transient structure, the temporary organization. While research supporting the link between organizational culture and performance has held

true for permanent organizations over the years, to my knowledge, this link has never been tested in temporary organizations; and while temporary organizations have become a topic of research over the past couple of decades, little attention has been paid to their culture (Parent & MacIntosh, 2013). Temporary organizations operate under a different framework than their permanent organization peers. Temporary organizations operate on two basic tenets 1) short organizational timeframe, and 2) few objectives (Lundin & Söderholm, 1995). These tenets play a role in every aspect of the organization, including the dimensions that make up the organization's culture. Specifically, organizational developments such a teambuilding, empowerment, and routines and practices will not have time to manifest. Therefore, I expect that dimensions of culture that require extended amounts of time to develop will be weaker in temporary organizations because of their temporal nature. However, this is not what we see from the success that exists in temporary organizations. Therefore, there is a significant contradiction between the research that has been done on organizational culture and what we see in the performance of temporary organizations. I predict that temporary organizations will have different outcomes compared to permanent organizations as the literature would predict; however, a contradiction exists in relation to their expected performance. Specifically, in contrast to their permanent peers, temporary organizations will show a weaker organizational culture while still showing strong performance. Therefore, culture will not affect temporary organizations in the same way that it does permanent organizations.

Theory Development

I begin by developing a theory of the adaptations – Quick-Hit Attributes – that I predict will moderate the effect of weaker organizational culture development in temporary organizations and the effect on their performance. I use the four distinct cultural dimensions

identified in previous research – **Mission**, **Adaptability**, **Consistency**, and **Involvement** – to measure and compare culture (Denison, 1984; Denison & Mishra, 1995; Fey & Denison, 2003). As mentioned in the previous section, these four dimensions of organizational culture have been repeatedly identified as dimensions that are predictive of organizational performance (Denison, 1990; Denison & Mishra, 1995; Denison & Neale, 1996; Fey & Denison, 2003). However, I contend that organizational structure (permanent organizations versus temporary organizations) will dictate whether the organization has a strong culture based on the strength relative to the individual dimensions. Looking at each dimension separately will allow us to see a direct effect of that dimension on organizations and identify any differences between temporary organizations and their permanent peers. I will now look at each dimension in the temporary environment in more detail.

Involvement Dimension

The **Involvement** dimension may be one of the oldest identified dimensions in the organizational culture model (Likert, 1961; Argyris, 1964). The central ideas of involvement (participation) is tied to human relations theory, which creates a strong feeling of ownership. The feeling of ownership creates a commitment to the organization by its members. With a high level of involvement, members "want" to work together to achieve goals for the organization (Denison, 1990; Argyris, 1964; McGregor, 1960; Peters & Waterman, 1982; Lawler, 1986). Involvement creates a clan-like environment where individuals work together to solve problems and create new ideas for advancing the organization; each has a say in how things are done (Ouchi, 1980, 1981). This environment is formed around high levels of inclusion and creates an environment where individuals are more psychologically involved (Denison, 1984). This inclusion of the decision-making process with individuals in the

organization creates an environment of information sharing and greater levels of communication throughout the organization (Denison, 1984).

Prior research shows that **Involvement** is constructed through three components – 1) empowerment, 2) team orientation, and 3) capability development and training – which lead to ownership by the individual (Denison & Mishra, 1995). Each of these components independently affects performance outcomes (Denison & Mishra, 1995). I theorize that involvement will be weak in temporary organizations because each of the components of involvement take time to develop. To further explain this weakness, I will begin by looking at each of the components of **Involvement** individually.

The first of these components is *empowerment*, which is defined as enabling an employee to determine how to accomplish their tasks (Denison & Mishra, 1995). It gives an employee authority to oversee their assigned tasks and play an integral role in "getting things done" in their areas of responsibility (Katzenbauch, 1993; Spreitzer, 1995). *Empowerment* allows individuals to be included in the decision-making process, which is shown to have better outcomes for offering solutions to complex or multifaceted problems (Ouchi, 1981; Peters & Waterman, 1982; Denison, 1984). This component is a dyadic process that must be both given by the supervisor and accepted by the individual. For this component to be effective individuals need the skills and knowledge to provide value. Empowering employees takes both time and resources from an organization (Fey & Denison, 2003). It requires that an employee clearly understands the organization's overall objectives and the expectations of their group and those groups with which they are closely aligned. Due to the short organizational timeframe of temporary organizations, the limited resources narrowly focused on a timely flip of the organization, and the need for quick decision making, *empowerment* is

not a leadership focus (Burke & Morley, 2016; Bryman et al., 1987). Therefore, *empowerment* will be weak in temporary organizations.

Next, *team orientation* highlights the need for employees to understand and work together to get things done (Denison, 1990). The effectiveness of teams is enhanced by a clear understanding of not only what everyone on the team is responsible for, but how they are expected to accomplish their tasks (Cyert & March, 1963; Coff, 1997). *Team orientation* creates a social network from which to learn and contribute and is supported through regular meetings or interactions of the group to create ideas for improvement or solve problems. Also important in team effectiveness is the development of trust and building of relationships between team members, which allows them to not only understand how and what each team member does but also allows them to believe that the way they approach their responsibilities is in the best interest of the "team" (Becker, 1964; Lawler, 1996). In temporary organizations, while there can be cross-pollination between key employees who have worked together in previous organizations, the company itself will not have shared experiences (Goodman & Goodman, 1976; Nelson & Winter, 1982). Relationship building and gaining a clear understanding of roles and expectations takes time and resources, which temporary organizations find in limited supply. Therefore, *team orientation* will be weak in temporary organizations.

The last component of involvement is *capability and development* (Denison, 1990). This area helps to build on the previous components because it allows employees to gain the necessary skills and experience to competently complete their tasks. *Capability and development* provides individuals the skills and knowledge to understand complex problems that exist in the organization (Denison & Mishra, 1995). This knowledge is obtained through

on-the-job training (observing the tasks and skills used by peers) or enhancing current skills through specialized external training. This aides in the *empowerment* component by helping employees develop their competency for specific roles and enhancing their skills to better understand more areas of the organization, which is linked to firm performance (Fey & Bjorkman, 2001). Like *team orientation* and *empowerment*, *capability and development* also take time and resources to be realized. Resources, including time and money, are required for the development of employee skills to be successful in this area (Lundin & Söderholm, 1995; Burke & Morley, 2016), which are not available in the temporary organization structure. Therefore, *capability and development* will be weak in temporary organizations.

A stream of research exists showing that **Involvement** (participative culture) strengthens organizational performance in permanent organizations. (Denison, 1990; Denison & Mishra, 1995; Saffold, 1988). However, the **Involvement** components of organizational culture take time to develop. *Capability and development*, skills training, and *team orientation* all take time to foster. *Empowerment* requires individuals to have the skills to take on higher-level problem solving. The resource of time is critical to the development of a robust participative culture and is therefore needed for strong **Involvement**. Therefore, I predict that the **Involvement** dimension of organizational culture in temporary organizations will be weak compared to their permanent organization peers because based on their temporal nature, they have little time to develop the elements of **Involvement**.
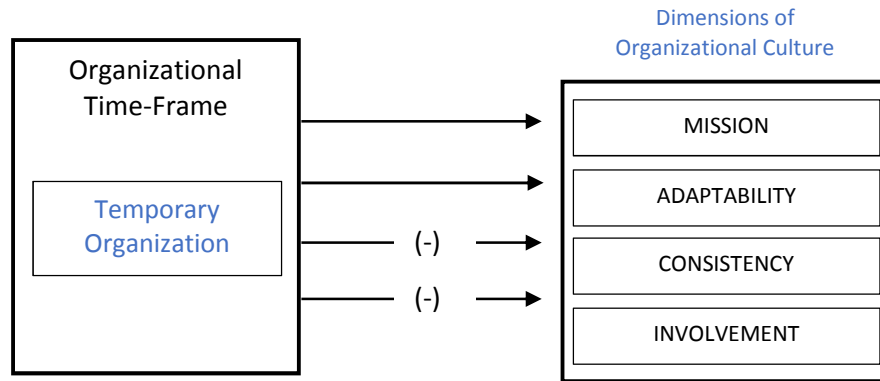
Figure 1. Organizational Timeframe Effect on Organizational Culture Dimensions

Therefore, I hypothesize that:

H_{1a}: ***The Involvement dimension will be affected by the organizational timeframe. Specifically, temporary organizations will be weaker in the Involvement dimension of organizational culture.***

Adaptability Dimension

The **Adaptability** dimension of culture focuses on the external environment and how the organization "adapts" to outside forces to remain viable. The absence of **Adaptability** in an organizational setting leads to a rigid bureaucracy (Kanter, 1983). Kotter and Heskett (1992) find a close relationship between **Adaptability** and organizational performance. Prior research shows that adaptability is constructed through three components, 1) *creating change*, 2) *customer focus*, and 3) a *learning environment* (Denison & Mishra, 1995). I predict that **Adaptability** will be strong in temporary organizations compared to their permanent organization peers because of a constant focus on the external environment that requires the organization be "adaptable" to change to make adjustments to objectives or expectations quickly since there is such a short organizational timeframe to manage. To

further explain this, I will begin by looking at each of the components of adaptability individually.

The first of these items is *creating change*, which is critical in organizations that have an externally focused vision (Abegglen & Stalk, 1986; Stalk, 1988). This supports previous research that identifies **Adaptability** as an indicator of flexibility, openness, and responsiveness, which are predictors of growth (Denison & Mishra, 1995). The ability to identify market changes and develop ways of taking advantage of or mitigating problems with market change are critical in organizations that have a quick turnaround. The ability to manage change has been shown to directly affect firm performance (Burke & Morley, 2016). Understanding the current state of the market and having the ability to predict short-term outcomes creates a competitive advantage for firms such as temporary organizations that divest quickly (Bakker & Janowics-Panjaitan, 2009). Initiating change is easier in an organization that doesn't have a strong culture due to the limited amount of time they have existed. Therefore, organizations with short organizational timeframes can adapt to change quickly, which is a tenet of temporary organizations due to their temporal nature (Peters & Austin, 1985). Therefore, creating change will be strong in temporary organizations.

Customer focus is the next component of the adaptability dimension. This again shows a focus on external factors, namely customers both inside and outside the business. Understanding and crafting a view of the organization through the eyes of the customer can help build value in the market and, in lieu of a sustained reputation, can help in crafting customers' views of the market for the firm (Denison & Mishra, 1995). This component of culture is critical in temporary organizations because leaders assign resources to aid in its effort due to the direct impact on the value created through reputation and presence in the

market (Lundin & Söderholm, 1995). Temporary organizations are strong in this area due to their flexibility, speed, and dynamism (Schreyögg & Sydow, 2010). Therefore, *customer focus* will be strong in temporary organizations.

The final component of adaptability is a *learning environment*. The benefits of creating and encouraging a *learning environment* offer an environment of continuous learning and sets out an expectation of repelling the status quo. which has been shown to improve performance (Denison & Mishra, 1995). Analysis of the environment will identify areas requiring change to meet the changing needs of customers or improving a process. This change requires the ability to restructure sets of behaviors and processes to allow for the organization to adapt (Denison, 1990). These efforts are important in both temporary and permanent organizations; however, they take time to develop and require communication throughout the organization to relay the changes to others. Although temporary organizations benefit from being able to change course quickly, the opportunity for a *learning environment* to develop does not exist because the short organizational timeframe prevents the learning process to occur (Burke & Morley, 2016). Therefore, temporary organizations will be weak in developing a *learning environment*.

The ability to recognize the need for change and make change quickly supports the **Adaptability** dimension. I would expect that *creating change* and *customer focus* will be strong in temporary organizations as flexibility and openness to change are required in a temporal setting; however, I do not expect the organization to have a *learning environment* because of the lack of time to share knowledge and create processes for efficiency. While I do not predict that all components of **Adaptability** will be strong, I still predict that the

Adaptability dimension of organizational culture in temporary organizations will be strong or equal to their permanent organization. Therefore, I hypothesize that:

H_{1b}: *The Adaptability dimension will be affected by the organizational timeframe. Specifically, temporary organizations will be stronger in the Adaptability dimension of organizational culture.*

Mission Dimension

Mission provides a clear sense of purpose and direction for the organization (Denison et al., 2014). It has the effect of creating, within the individuals of an organization, what Weick (1979) calls a "perfect future." This "perfect future" gives individuals a vision of where they are heading and builds a map of how to get there (Weick, 1979; Davis, 1987). **Mission** is a foundational dimension of organizational culture; specifically, when an organization's mission changes, other dimensions within the culture also change (Fey & Denison, 2003).

Prior research shows that mission is constructed through three components, 1) *strategic direction and intent*, 2) *goals and objectives*, and 3) *vision* (Denison & Mishra, 1995; Mintzberg, 1994; Hamel & Prahalad, 1994). I predict that **Mission** will be strong in temporary organizations compared to permanent organizations because of their singular focus on the completion of *goals and objectives* and a constant sense of the time limitation for their execution. To further explain this, I will begin by looking at each of the components of mission individually.

The first of these components, *strategic direction and intent*, highlights where the organization is going and how it will get there. *Strategic direction* is showcased in an organization by establishing a long-term purpose that gives meaning and direction to the work being done with a clear understanding of what the future looks like (Fey & Denison,

2003). Identifying and communicating the organization's *strategic direction and intent* offers

a clear advantage for businesses and is easier when the business is limited to few goals

(Hamel & Prahalad 1994, Westley & Mintzberg, 1989). Accomplishing specified goals is a

tenet of temporary organizations (Goodman & Goodman, 1976; Lundin & Söderholm, 1995)

that guides their direction and decisions. Therefore, temporary organizations will be strong in

strategic direction and intent when compared to their permanent peers.

The next component of mission focuses on *goals and objectives*, which builds on the

previous component of *strategic direction and intent*. *Goals and objectives* answer how the

organization is going to accomplish its *strategic direction* (Denison & Mishra, 1995) and

define the individual contributions needed to get there (Denison, 1990). These goals are fully

understood and agreed upon throughout the organization (Fey & Denison, 2003). In

temporary organizations, *goals and objectives* are stated in advance of their formation (Burke

& Morley, 2016). As noted above, *goals* are a tenet of the temporary organization, with a

short organizational timeframe as one of those *goals*. Therefore, temporary organizations will

be strong in the development and focus of *goals and objectives*.

Finally, the component of *vision* within the organization offers a broader view of not only

what an organization intends to do but answers "why." This is enhanced in the temporary

organizations due to the limited set of objectives, which create the vision and a clear and

direct path for getting there. Again, the *vision*, along with *goals*, are determined prior to the

formation of the temporary organization (Burke & Morley, 2016) and guides all aspects of

the *mission* dimension. While a temporary organization's *vision* can be viewed as simplistic

in comparison to other organizational structures, temporary organizations frequently refer to

and continuously communicate their *vision* to all stakeholders in the organization to stay

focused on where they are going. Therefore, temporary organizations will be strong in the *vision* component of culture.

Temporary organizations are model organizations for the *mission* dimension due to their keen focus, narrow-scope limited goals, and short organizational timeframe. A temporary organization that provides a clear understanding to employees of the objectives and timeframe will be successful (Goodman & Goodman, 1976; Lundin & Söderholm, 1995; Burke & Morley, 2016). The very nature of the temporary organization's strategy is embedded in the *mission* dimension and therefore will offer an advantage in this aspect of organizational culture. Therefore, I hypothesize that:

H_{1c}: The Mission dimension will be affected by the organizational timeframe. Specifically, temporary organizations will be stronger in the Mission dimension of organizational culture.

Consistency Dimension

Consistency is the fourth and final dimension in the culture model. It is defined as "collective behaviors, systems, and meanings in an integrated way that requires individual conformity rather than voluntary participation" (Denison & Mishra, 1995:214). Effectively, this becomes the normative integration of an organization, developed through policies, practices, and basic control systems (Pascale, 1985; Weick, 1987; Denison & Mishra, 1995). A culture is considered high in the **Consistency** dimension when it is well coordinated and integrated (Denison, 1984). To further explain this, I will begin by looking at each of the components of **Consistency** individually.

The first of these components, *core values*, is identified as a shared set of values that create a sense of identity and a clear set of expectations (Denison et al, 2014). This can be

seen through the clear and consistent set of values established by the leaders and managers that guides right and wrong in the organization (Fey & Denison, 2003). While *core values* may be developed by leadership, they must be communicated and understood throughout the organization for them to take root and become self-sustaining. This aspect can take considerable time and may need to be reinforced when the organization is new or during a time of change (Denison, 1990). Temporary organizations don't offer time for *core values* to be developed and coordinated before the organization terminates (Burke & Morley, 2016). Therefore, *core values* will be weak in temporary organizations.

The next component of consistency, *agreement*, is a clear understanding among members of an organization as to what it does, how it does it, and who is responsible (Denison, 1990). This requires repeated communication over time throughout the organization to not only share the message, but also share expectations. A strong sense of *agreement* exists between members in the organization who develop a common mindset (Block, 1991; Senge, 1990) and is founded on the ability to achieve common solutions that benefit all parties; members often find it easy to reach consensus on key issues (Fey & Denison, 2003). Although temporary organizations lack the time to develop many aspects of **Consistency**, the organization's focus is on a single goal that a single leader has determined. This allows for clear *agreement* between members for accomplishing that goal (Burke & Morley, 2016). Therefore, *agreement* will be strong in temporary organizations.

Finally, *coordination and integration* can be a complex process in an organization. This includes the ability of different functions in the organization to work well together to contribute to the overall goals (Denison et al., 2014). Developing efficient ways of completing tasks takes time. Once a process has been improved, it must be shared with others

to attain a common perspective (Fey & Denison, 2003), which allows for good alignment of goals. *Coordination and integration* typically happen through planning and trial and error, which take time that is not available in temporary organizations (Meyerson et al., 1996). Therefore, temporary organizations will be weak in *coordination and integration*.

While the **Involvement** and **Consistency** dimensions, both internally focused, rely on the collective understanding and commitment of their organizational members, they achieve this through different methods (Denison & Mishra, 1995). The **Consistency** dimension accomplishes commitment and understanding by the organization leading them, while the **Involvement** dimension encourages members to work together to coordinate a "best path" for getting things done (Denison, 1984; Denison & Mishra, 1995; Denison et al., 2014). **Consistency** takes time to design, communicate, and implement within an organization. It creates a bureaucracy by which organizational members operate and sets expectations for others in the organization to follow (Denison, 1990). Organizations that are effective tend to have strong elements of **Consistency** and are well-coordinated, and well-integrated (Fey & Denison, 2003). The normative integration needed to build the framework of **Consistency** in an organization will not have time to develop before the temporary organization dissolves (Burke & Morley, 2016). Most aspects of the **Consistency** dimension take time to identify, develop, and communicate to be effective. The short organizational timeframe of the temporary organization strongly hampers the opportunity for **Consistency** to develop. Although I expect *agreement* to be strong in temporary organizations due to the focus on a single goal, I do not expect it to compensate for the weakness in the other components. Therefore, the **Consistency** dimension of culture should be weaker in temporary organizations. I hypothesize the following.

H₁d: *The Consistency dimension will be affected by the organizational timeframe.*

> *Specifically, temporary organizations will be weaker in the Consistency*
>
> *dimension of organizational culture.*

The Effect of Organizational Timeframe on Performance

The overarching effects of short organizational timeframe and single organizational goal ensure an environment of actions that are quick to develop while maintaining focus on the objective at hand. Short organizational timelines restrict the ability of the organization to focus on anything other than the main goals set by the investors and leaders of the organization, which overwhelmingly focus on financial performance (Meyerson et al., 1996). Although some of the dimensions of culture are expected to be strong in temporary organizations, such as **Mission** and **Adaptability**, I expect the overall strength of the culture to be lower than their permanent organization peers. An effective organization in a temporary setting would be measured by the successful completion of the goal in the predetermined timeframe (Lundin & Söderholm, 1995). This could include providing a return to investors while achieving a successful termination of the organization within a predetermined timeframe. The limited objective approach to temporary organizations does not provide the opportunity to offer resources to other elements of culture such as training and development in the **Involvement** dimension or the communication of core values in the **Consistency** dimension throughout the organization (Lundin & Söderholm, 1995; Goodman & Goodman, 1976). This would also hamper the ability for the **Involvement** and **Consistency** dimensions to be strong. Temporary organizations would be expected to have weaker overall financial performance than their permanent peers. Therefore, I present two contrasting hypotheses.

H₂ₐ: Organizational timeframe will affect organizational performance.
Specifically, temporary organizations will have a weaker organizational
performance than permanent organizations.

However, many temporary organizations have strong performance and successfully accomplish the goals they have set. Therefore, I present a contrasting hypothesis.

H₂ᵦ: Organizational timeframe will not affect organizational performance.
Specifically, temporary organizations and permanent organizations will have
similar performance.
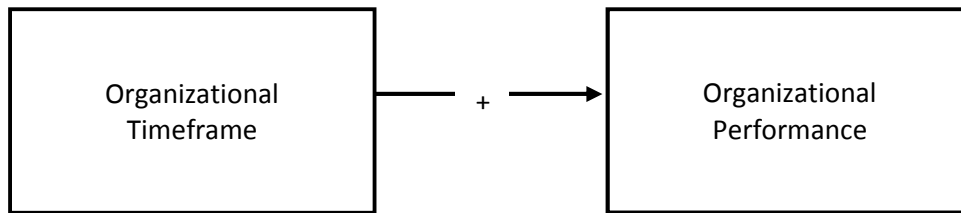
Figure 2. Organization Timeframe Effect on Organizational Performance

Mediation of Organizational Culture

Based on an extensive literature review, in this section I will explain the rationale of the relationship between organizational structure and organizational performance through the mediation of organizational culture (Quinn & Cameron, 1988; Denison & Mishra, 1995; Hatch, 1993; Fey & Denison, 2003; Denison & Neale, 1996). More specifically, I will focus on key variables, including organization structure (i.e., permanent versus temporary), organizational culture, and organizational performance. I also briefly discuss the role that structure plays in the type of culture developed and its effect on firm performance.

Current literature surrounding the effect of organizational culture on performance has its roots in the early to mid-1980s, with the book from Peters & Waterman (1982), *In Search of Excellence,* and the Deal and Kennedy book (1982), *Corporate Cultures.* These books created great interest in the definition and study of organizational culture and helped move the literature towards how culture drives firm performance. Out of this research and others, Denison (1990) develops a framework to identify dimensions (**Involvement**, **Adaptability**, **Mission**, and **Consistency**) whose antecedents were previously shown to affect performance. Denison's research uses two financial ratios to measure performance: return-on-sales and return-on-investment. These measures of performance are important aspects of operational performance in organizations and are in accordance with previous research in this area (Yuchtan & Seashore, 1967; Katz & Kahn, 1978; Denison, 1990). As was noted above in Hypotheses 1_a, 1_b, 1_c, and 1_d, the culture dimensions have been shown to individually affect organizational performance (Denison, 1990). Denison and his colleagues (Denison, 1984; Denison, 1990; Denison & Mishra, 1995; Denison et al., 2004; Fey & Denison, 2003) went on to repeatedly validate the model of organizational culture and effectiveness. Denison's model further shows that the overall strength of organizational culture is measured through the aggregate of the individual dimensions (Denison, 1990; Denison & Mishra, 1995): the stronger the culture, the stronger the firm performance.

Following my earlier discussions and arguments supporting Hypotheses 1_a,1_b, 1_c, 1_d and the hypothesized relationships specified in my conceptual model (Figure 2), I predict that organizational structure is indirectly associated with firm performance, specifically temporary organizations have weaker firm performance than permanent organizations. Therefore, I hypothesize the following.

H₃: ***Organizational culture will mediate the relationship between organizational timeframe and organizational performance, such that the indirect effect of organizational timeframe on performance through organizational culture is positive. Specifically, temporary organizations will have weaker organizational culture, leading to weaker organizational performance.***

However, temporary organizations continue to have positive performance. I will not present a contrasting hypothesis in this section; however, I will explain my theory of a moderating effect on the relationship between organizational culture and performance.
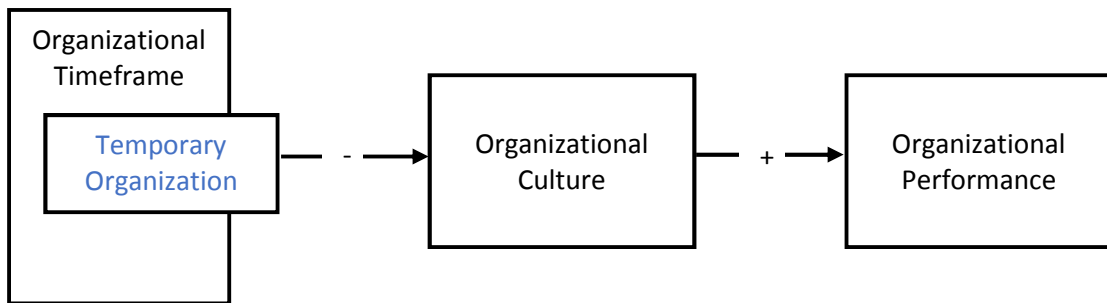
Figure 3. Effect of Organizational Timeframe on Organizational Performance as Mediated by Organizational Culture

CHAPTER IV

THE MODERATING EFFECT OF QUICK-HIT ATTRIBUTES ON THE

RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND

ORGANIZATIONAL PERFORMANCE

In this chapter, I develop a set of hypotheses for the theory of Quick-Hit Attributes in

relation to their effect on the dimensions of organizational culture in temporary

organizations. Temporary organizations continue to grow in popularity and contribute to

the success of organizations (Burke & Morley, 2016) by introducing efficiencies and

focusing on common missions. The temporal nature and single objectives of temporary

organizations (Goodman & Goodman, 1976) will hamper the opportunity for a strong

organizational culture, due primarily to the fact that time will not permit the development

of some dimensions of culture, specifically **Consistency** and **Involvement**, which is

inconsistent with the success we have seen in temporary organizations. In fact, temporary

organizations are not only successful but have become more prominent in today's

business environment (Burke & Morley, 2016; Bechky, 2006). Therefore, I predict that

Quick-Hit Attributes in temporary organizations will moderate organizational culture

dimensions by strengthening those dimensions necessary for strong firm performance

(Denison & Mishra, 1995; Fey & Denison, 2003). Temporary organizations will have

strong performance when Quick-Hit Attributes are present. Quick-Hit Attributes are defined in more detail below.

Defining Quick-Hit Attributes

I have developed an initial definition of Quick-Hit Attributes as traits that exist within an organization that support and enhance a short organizational timeframe and limited set of goals, and I will confirm this definition through my study. The main tenets of temporary organizations limit their ability to develop aspects of culture that take time or that have objectives beyond organizational performance (Lundin & Söderholm, 1995). Quick-Hit Attributes strengthen the relationship between the dimensions of organizational culture in temporary organizations and create an opportunity for these organizations to experience performance similar to permanent organizations. I have included three leadership traits in my definition of Quick-Hit Attributes: *Authoritarianism*, *Entrepreneurship*, and *Bottom-Line Mentality*. Each of these attributes were chosen for their efficiency and/or ability to set narrow objectives. *Authoritarian* leadership allows for the efficiency of a single voice and lack of competing goals; *Entrepreneurship* allows for a focus on creativity and results; and finally, *Bottom-Line Mentality* allows for one-dimensional thinking around the bottom line. Each of these attributes strengthens the relationship between organizational culture and performance. Specifically, I predict these traits will replace dimensions of organizational culture that have previously predicted firm performance. These attributes and why they affect dimensions of organizational culture will be detailed below.
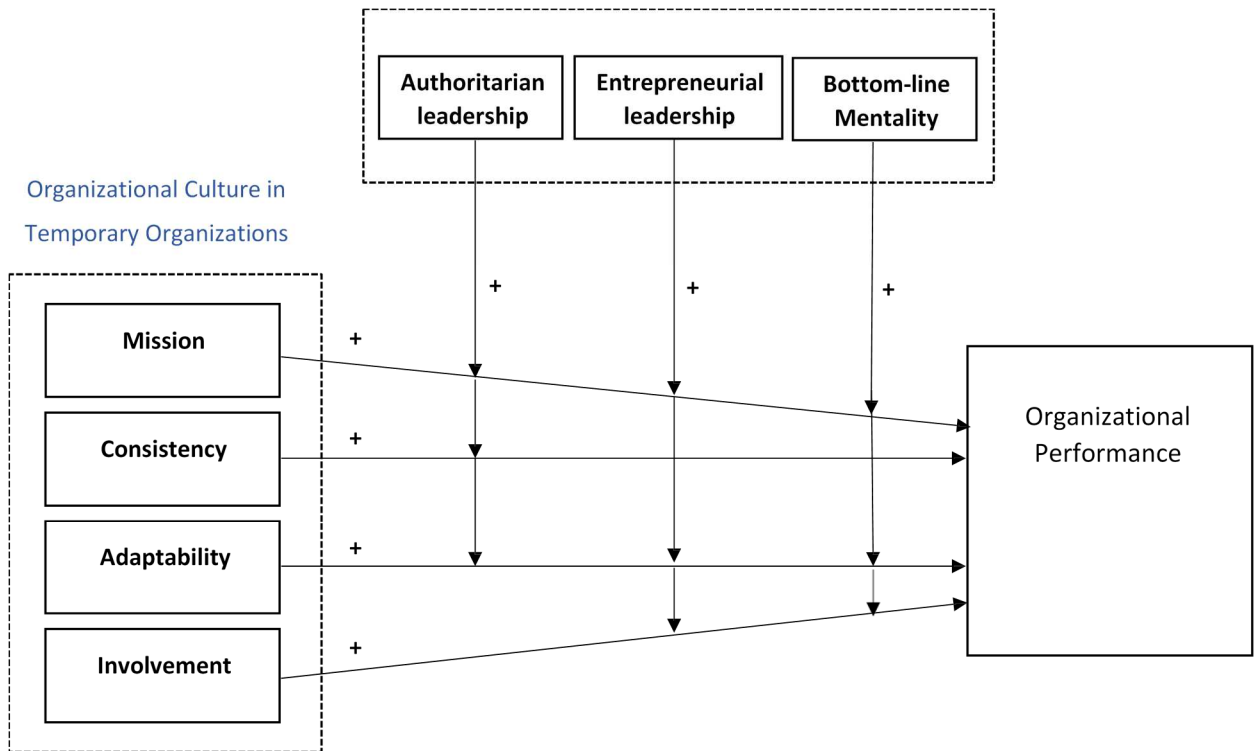
Figure 4. Organizational Culture Effect on Organizational Performance as Moderated by Leadership Traits

Authoritarian Leadership Style

Authoritarian leadership is the first component I will discuss in the make-up of Quick-Hit

Attributes. Authoritarian leadership is defined as "a leader's behavior that asserts absolute

authority and control over subordinates and demands unquestionable obedience from

subordinates" (Cheng et al., 2004:91). Mechanisms of authoritarian leadership, such as

clarifying objectives, unilateral decision-making, and control of subordinates lead to strong

performance in temporary organizations (Cheng et al., 2004). These mechanisms strengthen

two of the dimensions of organizational culture, **Mission** and **Adaptability**, by making quick

decisions and focusing on the goal, thereby effectively moderating the effect of

organizational culture on performance by creating efficiency in executing goals. These

leaders employ unilateral decision-making authority and maintain a separation between

leaders and their subordinates (Aryee et al, 2007), which offers full control by the leader over decisions and resource allocation (Schuh et al, 2013). Authoritarian leaders don't take time to motivate and engage employees and often don't empower or train employees to develop skills (Cheng et al., 2004), thereby saving time.

While the *Authoritarian* leadership style is efficient, it limits an organization's ability to learn, effectively weakening the **Involvement** dimension in the organization. However, the negative effects from this weakening are not realized due to the short life of the temporary organization. I predict that this leadership style will create an efficiency in temporary organizations due to the ability (and preference) of these leaders to make quick decisions and act on those decision without the burden of including others in the process.

Entrepreneurial Leaders

The next component of Quick-Hit Attributes I will discuss is entrepreneurial leadership. There has been increased interest in the cognitive behaviors and traits of individuals who embark on entrepreneurial initiatives. Amiri and Marimaei (2012) define entrepreneurs as "individuals who perceive a vision, commit themselves to that vision, and almost single handedly carry the vision to its successful implementation". This definition of entrepreneur fits well in temporary organizations due in part to the limited number of objectives and singular vision of temporary organizations. Mechanisms of entrepreneurial leadership, such as, being results oriented and having a creative vision, lead to strong performance in temporary organizations (Filion, 2008). These mechanisms strengthen the dimensions of organizational culture by using quick decision making, and adapting to change quickly, therefore moderating the effect of organizational culture on performance (Gupta et al., 2004).

I theorize that the aspects of entrepreneurial leadership will strengthen the mission and adaptability dimensions of organizational culture.

Bottom-Line Mentality

Lastly, bottom-line mentality is often referred to in terms of financial consequences of an organization (Wolfe, 1988). Bottom-line mentality is defined by Greenbaum et al., 2012, as "1-dimensional thinking that revolves around securing bottom-line outcomes to the neglect of competing priorities". Mechanisms of bottom-line mentality, such as, one dimensional thinking, ignoring competing priorities, and high competitiveness lead to strong performance in temporary organizations. These mechanisms strengthen dimensions of organizational culture by focusing solely on the single objective which includes the short timeframe, therefore effectively moderating the effect of organizational culture on performance. Bottom-line outcomes are considered beneficial to organizational profitability as well as longevity (Brenner & Molander, 1977; Treviño et al., 2003; Treviño et al., 2000). A strong bottom-line is needed to sustain the business. These financial considerations not only support but are the objective of the temporary organization.

Prior research has shown that bottom-line mentality can lead to negative outcomes such as, social undermining and unethical behavior (Greenbaum et al., 2012; Bonner et al., 2017; Mesdaghinia et al., 2019). However, previous research has focused on permanent organizations that have not only a financial objective of strong performance, but also an objective of sustaining that performance over time. This is not the case for temporary organizations who expect the organization to only last a short period of time. In relation to employees, since no future career advancement opportunities exist in temporary organizations, social undermining behavior is less of an issue. The same is true for unethical

behavior which does not have time to affect the organization. Therefore, with the negative aspects of bottom-line mentality neutralized and the main objective of the organization being short-term financial performance, I expect that the limited organizational timeframe will mitigate the negative impacts identified in the previous research on bottom-line mentality.

Overall, the strengths identified with each of the Quick-Hit Attributes support the objectives and priorities set out by temporary organizations. Although these attributes have not shown positive outcomes for permanent organizations it is logical to believe that with the constraints in organizational timeline present in the temporary organization, these attributes would help overcome key disrupters such as the lack of time to develop the elements associated with culture. I predict that Quick-Hit Attributes strengthen some dimensions of organizational culture. Therefore, I present a general hypothesis of Quick-Hit Attributes.

H4: *In temporary organizations, Quick-Hit Attributes will positively moderate the*
relationship between organizational culture and firm performance such that
the positive relationship between organizational culture and firm performance
will be strengthened by quick hit attributes.

The Moderating Effect of Quick-Hit Attributes by Dimension

So far, I have shown a strong relationship between the dimensions of culture –
adaptability, consistency, mission and involvement - and organizational performance in permanent organizations. I have also proposed that the dimensions of culture will be weak in temporary organizations due to a lack of time and economic resources. I argue that, under certain conditions, however, temporary organizations will have strong performance. In fact, as noted earlier, researchers have found that temporary organizations have not only been successful but also growing in importance (Burke & Morley, 2016; Bechky, 2006). This is

seen more often in today's business environment. I propose temporary organization will perform better in the presence of Quick-Hit Attributes within those temporary organizations. These attributes include authoritarian leadership, entrepreneurial leadership, and bottom-line mentality and each will strengthen the relationship between culture and performance. I will now argue for the moderation effect of each of these culture dimensions separately.

The Moderating Effect of Quick-Hit Attributes on Mission

The existence and strength of mission in organizational culture has been shown to positively affect firm performance in permanent organizations (Denison & Mishra, 1995; Fey & Denison, 2003). Mission is identified as a shared understanding of the function and purpose of an organization and its members (Denison, 1990). In this literature, the mechanisms driving the relationship between mission and performance are, the purpose and meaning of the work being done and the clarity and direction of the objectives (Denison, 1990). I will first explain these mechanisms in more detail in order to explain why Quick-Hit Attributes strengthen the relationship between Organizational Culture and performance in temporary organizations.

Research has shown that purpose and meaning within the organization come from the development of social roles that support external goals for individuals within the organization and encourage behavior which has intrinsic meaning going beyond traditional bureaucratic roles (Denison, 1990). In other words, individuals can see purpose beyond just economic reasons and are able to align their ideals with that purpose which in turn strengthens the social roles individuals elect to play. Strong collective meaning encourages identification and internalization of processes that support these goals and have been shown to strengthen short-term as well as long-term commitment which leads to stronger performance (Denison, 1990).

Next, clarity and direction have been shown to positively affect performance by defining an appropriate course of action for the organization and its members (Denison, 1990). Evidence has shown that success is more likely when individuals are goal-directed (Locke, 1968). At the organization level, impact may come from coordination of common internal goals as well as defining external objectives needed to accomplish those goals (Denison, 1990). The focus on internal and external goals creates what Weick (1979) called *Future Perfect* thinking which allows the organization to shape current behavior by envisioning a desired future state (Weick, 1979; Davis, 1987). This futuristic thinking allows individuals to see beyond the short-term, specifically for long tenured organizations and it supports a shared sense of long-term goals that help structure and coordinate behavior (Torbert, 1987). Both aspects of mission including purpose and meaning as well as clarity and direction support key organizational values that direct individual behavior through the development of social roles and commitment which strengthen organizational performance in permanent organizations (Denison, 1990).

The link between mission and performance has been validated throughout several decades for permanent organizations. Temporary organizations, however, do not have the time or resources to adequately support the mission dimension of culture (Burke & Morley, 2016; Bechky, 2006). Temporary organizations have time limitations and resulting constraints that prevent aspects of culture, primarily shared purpose and meaning which need time to develop . I will focus on three Quick-Hit Attributes that, when present, will strengthen the relationship between mission and performance. I will look at each of these attributes including authoritarian leadership, entrepreneurial leadership, and bottom-line mentality independently through the mission dimension of culture.

First, I expect authoritarian leadership to strengthen the mechanisms of mission by dictating a limited focus for the temporary organization (Schuh et al., 2013). Authoritarian leaders utilize unilateral decision-making and control over subordinates to demand unquestioning obedience (Farh & Cheng, 2000) which in turn drives individual behavior and creates consistent purpose and meaning within the organization (Cheng et al., 2004). Authoritarian behavior can then be leveraged to support limited objectives over all others in the organization. Goal clarity and direction and the coordination that comes from identifying a common goal have shown to have a positive effect on performance (Denison, 1990). Authoritarian leadership utilizes control over individuals within the organization as well as outlining the goals which ensure a clear understanding of where the organization is going and what role each individual will play in accomplishing those goals. Therefore, authoritarian leadership will moderate the relationship between mission and performance in temporary organizations.

Next, entrepreneurial leadership will strengthen the clarity and direction of mission by utilizing a results-oriented approach (Filion, 2008) and creating an environment for quick decisions to react to changes in direction (Gupta et al., 2004). The results-oriented approach allows the organization to obtain results quickly and reapply that knowledge to ongoing decisions also supporting the direction of the organization. Therefore, entrepreneurial leadership will moderate the relationship between mission and performance in temporary organizations.

Finally, bottom-line mentality, by definition, is a one-dimensional focus on bottom line results which simplify the shared purpose and meaning within the organization as well as creating clarity and direction around a single objective (Greenbaum et al., 2012) which

directly aligns with the single-objective focus of the temporary organization. Bottom-line mentality will eliminate any competing ideas or objectives and maintain focus on performance which will mitigate the need for a broader purpose which takes longer to develop and assimilate throughout the organization. Therefore, bottom-line mentality will moderate the relationship between mission and performance in temporary organizations.

As shown above, each of these components of Quick-Hit Attributes strengthen the relationship between mission and performance. The direct control and goal-focused mentality of these attributes will lead to a stronger shared meaning and greater clarity among the members of the organization and will strengthen the relationship between mission and performance. Specifically, this relationship will be strong in temporary organizations because these organizations are built around a single objective. Therefore, I hypothesize the following.

H_{4a}: *In temporary organizations, Quick-Hit Attributes will positively moderate the relationship between the Mission dimension of organizational culture and firm performance such that the relationship between organizational culture and firm performance will be strengthened by Quick-Hit Attributes.*

The Moderating Effect of Quick-Hit Attributes on Adaptability

Adaptability in an organizational culture has been shown to positively affect firm performance in permanent organizations (Denison & Mishra, 1995; Fey & Denison, 2003). Research has shown that organizations with the ability to change and adapt have stronger financial performance (Denison & Mishra, 1995; Zald & Ash, 1966). Schein (1985) explained how culture is affected by the organizations ability to adapt through collective behavior responses that have proven to be adaptive in the past. Kanter (1983) notes that

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managers with the ability to "see the big picture" are successful in introducing change. The organization will then "try" using the learned collective response and individual strategies for adapting in the future (Denison, 1990). Adaptability is the external focus of the collective that influences the norms and beliefs supporting the organization in receiving, interpreting and translating ideas from the external environment to internal behavior change (Denison, 1990). The mechanisms driving the relationship between adaptability and performance include 1) understanding of the external environment, 2) openness to change by individuals, and 3) flexibility (Denison, 1990). First, I will explain these mechanisms in more detail and will then argue that when present, Quick-Hit Attributes will strengthen the relationship in temporary organizations.

The first mechanism I highlight is the willingness and ability of individuals in the organization to understand the external environment. This mechanism manifests through the ability to receive and interpret the external environment and process the information in a way that gives opportunity for an advantage in specific market conditions with competitor practices which are supported through norms and beliefs (Denison, 1990).

The next mechanism, openness and ability to change, takes that information and internalizes behavior changes that support the new adaptive structure for survival and growth (Denison, 1990). The ability and willingness of an organization's members to adapt originates from general systems theory, which highlights the capacity of a system to acquire an increasingly complex adaptive structure which in turn effects the norms and beliefs that increase the chance for survival and strengthen performance (Starbuck, 1971; Buckly, 1968). Therefore, as individuals become more open and willing to change, the more they search out information in the external environment to enhance performance (Denison, 1990). This

mechanism represents a repetitive cycle of seeking new information, adapting that information to the organizations internal processes and adapting those strategies for stronger future performance (Denison, 1990).

Although the link between adaptability and performance has been validated over many years in permanent organizations, temporary organizations, who do not have the time or resources to adequately support the adaptability dimension of culture, continue to be successful and grow in importance in the world economies (Burke & Morley, 2016; Bechky, 2006) while having aspects that prevent culture to develop, primarily those elements that take time and resources to be fully realized (Denison & Mishra, 1995; Fey & Denison, 2003), including elements of adaptability such as the time needed to understand the external environment and develop internal change processes to adapt to that new environment (Denison, 1990). I will focus on three Quick-Hit Attributes that, when present, will strengthen the relationship between adaptability and performance. I will look at each of these attributes, authoritarian leadership, entrepreneurial leadership, and bottom-line mentality independently through the adaptability dimension of culture.

First, I expect authoritarian leadership will strengthen the mechanisms of adaptability by dictating a limited focus to one goal for the temporary organization (Schuh et al., 2012). Authoritarian leaders narrow the focus of the organization only to areas that help them achieve their objective, including, aspects of the external environment affecting those objectives. This includes implementing unilateral decision-making and control over subordinates to demand unquestioning obedience (Farh & Cheng, 2000) which will allow the authoritarian leader to demand focus on changes in their external environment. Authoritarian leadership utilizes control over individuals within the organization as well as outlining the

goals which ensure a clear understanding of where the organization is going and what role each individual will play in accomplishing those goals. This has been shown to strengthen performance (Denison, 1990; Torbert, 1987). Therefore, authoritarian leadership will moderate the relationship between adaptability and performance in temporary organizations.

Next, entrepreneurial leadership has been shown to enhance creative vision with an opportunity seeking focus that addresses key objectives in the organization by being proactive and offering a willingness to create change (Miller, 1983; Stevenson, 1983). This allows for quick change and the integration of limited goals and new processes internal to the organization (Kotter & Heskett, 1992), both of which directly strengthen performance. Therefore, entrepreneurial leadership will moderate the relationship between adaptability and performance in temporary organizations.

Finally, bottom-line mentality is a strong factor in one dimensional thinking, elimination of competing priorities, and competitiveness (Greenbaum et al., 2012; Wolfe, 1988), which will strengthen the organizations ability to adapt to change which in turn supports the bottom-line objective protecting narrow goals internally (Denison & Mishra, 1995). The development of norms and beliefs while centered around the bottom-line can help maintain clear focus on the financial objectives, altering course or changing any decisions that don't support those objectives. Therefore, bottom-line mentality will moderate the relationship between adaptability and performance in temporary organizations.

While each of the Quick-Hit Attributes strengthen adaptability, bottom-line mentality will eliminate any competing ideas or objectives and maintain focus on performance which will mitigate the need for a broader purpose that takes longer to develop and assimilate throughout the organization. The ability to perceive and respond to the external environment,

internal stakeholders, and behaviors and processes that adapt to that change have been shown to strengthen performance (Zald & Ash, 1966).

As shown above, each of these components within Quick-Hit Attributes strengthen the relationship between adaptability and performance. The direct control and goal-focused mentality of these attributes will lead to a channeling of norms and beliefs that support the ability to perceive and respond to their external environment and encourage behavioral change that will strengthen the relationship between adaptability and performance. Therefore, I hypothesize the following.

> *H$_{4b}$: **In temporary organizations, Quick-Hit Attributes will positively moderate the relationship between the Adaptability dimension of organizational culture and firm performance such that the relationship between organizational culture and firm performance will be strengthened by Quick-Hit Attributes.***

The Moderating Effect of Quick-Hit Attributes on Consistency

Consistency within an organizations culture has been shown to positively affect firm performance in permanent organizations (Denison & Mishra, 1995; Fey & Denison, 2003). Consistency is identified as a focus on a shared system of beliefs, values, and symbols that are understood by individuals within the organization that enhance the ability to reach consensus and carry out a coordinated action (Denison, 1984). This coordinated action is established through a shared meaning or what is referred to as normative integration (Seashore, 1954; Moch & Seashore, 1981) which constitute a strong system of norms and expectations that serves to regulate behavior in a way that rules and formal bureaucracy cannot (Denison, 1990). This shared meaning offers a positive effect because it creates a common framework of values and beliefs and a high level of agreement in understanding

(Berger & Luckmann, 1966; Meade, 1934). The mechanisms driving the relationship between consistency and performance include 1) the exchange of information that establish the shared belief, and 2) coordination of behavior extending from consensus within the organization (Peters & Waterman, 1982; Deal & Kennedy, 1982; Martin & Siehl, 1983). First, I will explain these mechanisms in more detail and will then argue that when present, Quick-Hit Attributes will strengthen that relationship in temporary organizations (Weick, 1985; 1987).

The first mechanism I highlight is the exchange of information which creates a shared meaning within the organization. This mechanism, also identified as normative integration, identifies a few value-based principles that guide individual actions in areas that were previously unfamiliar to the organization. These guiding principles overcome the need for rigid bureaucracy that direct the actions of individuals (Cameron, 1986; Denison, 1990). This exchange of information has been shown to strengthen performance by creating a consistent belief pattern to follow which provides an efficiency in decision-making and creates a common approach in the organization (Denison, 1990).

The next mechanism, a coordinated belief that leads to coordinated behavior, expands on the exchange of information by taking the information learned in the external environment and adapting it to the organization (Denison, 1990). This combination of coordinated beliefs and coordinated behaviors reflect a high level of agreement about the meaning (Berger & Luckmann, 1966) and the implicit control systems that develop from coordinated behaviors and value-based principles which have proven more effective than bureaucratic rules and regulations (Weick, 1985; 1987). The emphasis on a few general value-based principles to

ground action allows individuals to react in predictable ways further strengthening the coordination effort (Denison, 1990).

Consistency is made up of the integration of coordinated beliefs which develop into coordinated behavior. This process of normative integration takes time to be effective and is inconsistent with the short-term perspective of temporary organizations (Burke & Morley, 2016; Bechky, 2006). The continued success and increasing numbers of temporary organizations show us that other factors have an impact on that success. One Quick-Hit Attribute that impacts the normative integration is authoritarian leadership which strengthen the relationship between the consistency dimension of organizational culture and performance. I will look at this attribute specifically through the consistency dimension of culture.

I expect authoritarian leadership will strengthen the mechanisms of consistency by dictating a process for how things are done (Schuh et al., 2013; Cheng et al., 2004). Because authoritarian leadership is strong in unilateral decision-making, the authoritarian leader will develop a strict, undisputed way of doing things (coordination) while directing how it will be accomplished (integration) (Cheng et al., 2004). Looking at the exchange of information and coordination of behavior in more detail I note that this leadership style helps to develop a shared belief controlled by the authoritarian leader to the exclusion of other ideas (Schuh et al., 2013). This controlled flow of information designates that the shared belief be dictated by the leader. Also, the coordination of behavior based on this shared belief is controlled by the leader in a sense that questioning of the actions taken is not allowed (Cheng et al., 2004). Therefore, authoritarian leadership will moderate the relationship between consistency and performance in temporary organizations.

The, Quick-Hit Attribute of authoritarian leadership strengthens the consistency dimension of culture because the authoritarian leader allows for no tolerance in how things are done (Cheng et al., 2004). While in some organizations this coordination can result from a formal bureaucratic approach (structured policies and procedures) which take time to assimilate, the authoritarian leader will dictate the coordination of work therefore, saving time by avoiding the development of task conflicts (Cheng et al., 2004). The shared meaning and action resulting from coordination positively affects performance when that coordination is directed toward the successful completion of goals (Denison, 1990).

As shown above, Quick-Hit Attributes strengthen the relationship between consistency and performance. Therefore, I hypothesize the following.

H_{4c}: *In temporary organizations, Quick-Hit Attributes will positively moderate the relationship between the Consistency dimension of organizational culture and firm performance such that the relationship between organizational culture and firm performance will be strengthened by Quick-Hit Attributes.*

The Moderating Effect of Quick-Hit Attributes on Involvement

Involvement within an organization's culture has been shown to positively affect firm performance in permanent organizations (Denison & Mishra, 1995; Fey & Denison, 2003). Prior research has shown that increased involvement strengthens performance (Denison & Mishra, 1995; Denison, 1990). The involvement hypothesis about the relationship between culture and performance predates research of the other dimensions of culture (Denison, 1990). Early work emphasized principles of involvement, participation and integration which continued to be echoed strongly in culture research throughout the 80s and 90s (Argyris, 1964; Likert, 1961; McGregor, 1960; Ouchi, 1981; Williamson & Ouchi, 1981; Denison,

1990) and has been shown to be one of the most important elements of strong performance (Denison, 1984). Involvement and its direct connection to organizational culture stems from human relations theory which says that high levels of involvement and participation create ownership and responsibility which in turn provides a greater commitment to the organization and less need for direct controls (Denison, 1990). Mechanisms driving the relationship between involvement and performance include, 1) empowerment, 2) teamwork, and 3) capability development (Becker, 1964; Lawler, 1996; Likert 1961). These mechanisms create an emergent consensus within the organization that drives a sense of ownership (Ouchi, 1980). I will explain these mechanisms in more detail and then argue that when present, Quick-Hit Attributes will strengthen the relationship between culture and performance in temporary organizations.

The first mechanism I will discuss is empowerment. Research has shown that empowerment gives individuals the belief that they have input into decisions which in turn provide a line of sight between their work and the goals of the organization (Katzenbaugh, 1993; Spreitzer, 1995). Empowerment provides individuals the authority to manage their own work, creating a sense of ownership and responsibility towards the organization (Denison et al., 2014). The next mechanism, teamwork, creates an opportunity and a level of importance around cooperation among individuals towards mutual goals within the organization. This mechanism supports the idea that individuals need the support of others with knowledge and skillsets beyond their own for the organization to be successful. This coordination of efforts and talent increase the likelihood of success in the organization (Denison et al., 2014). The final mechanism for involvement is capability development which provides for the continuous development of employee's skills to stay competitive in

the changing business environment (Denison et al., 2014). Each of these mechanisms have

been shown to support strong performance over time (Fey & Denison, 2003; Denison et al.,

2014; Denison, 1984).

A link has been shown to exist between involvement and performance. However, the lack

of resources, specifically time, would lead one to expect low involvement in temporary

organizations therefore weakening firm performance (Denison, 1984). However, as noted in

the other dimensions, performance in temporary organizations continues to support similar

performance outcomes to their permanent peers (Burke & Morley, 2016; Bechky, 2006). I

would predict that Quick-Hit Attributes, specifically entrepreneurial leadership and bottom-

line mentality strengthen the relationship between culture and performance.

First, I would expect entrepreneurial leadership to strengthen the relationship between

organizational culture and performance based on the ability of the entrepreneurial leader to

develop a creative vision (Filion, 2008), and be opportunity seeking (Miller, 1983;

Stevenson, 1983). This will encourage opportunity-seeking behaviors through cross

functional skills and the empowerment of individuals within the organization (Miller, 1983;

Stevenson, 1983), a mechanism of involvement (Denison & Mishra, 1995). Therefore,

entrepreneurial leadership will moderate the relationship between involvement and

performance in temporary organizations.

Next, bottom-line mentality is known to be strong in eliminating competing priorities and

requiring a collective focus on the bottom line. This will strengthen the organizations ability

to create a participative culture, although not in the form of contributing ideas, but instead in

a collective understanding of the bottom-line objective (Denison & Mishra, 1995). This will

speed up the development of a team environment, another mechanism shown to enhance the

relationship between culture and performance. Therefore, bottom-line mentality will

moderate the relationship between involvement and performance in temporary organizations.

As noted above, the characteristics of the entrepreneurial leader and bottom-line

mentality, both components of Quick-Hit Attributes, strengthen the relationship between the

involvement dimension and organizational performance by speeding up the development of

empowerment, teamwork and capability development. A creative vision and collective focus

on the bottom-line will allow mechanisms of involvement to strengthen the overall effect on

performance. Therefore, involvement in temporary organizations will be strong in

performance where Quick-Hit Attributes are present. Therefore, I hypothesize the following.

> *H_{4d}: In temporary organizations, Quick-Hit Attributes will positively moderate the relationship between the Involvement dimension of organizational culture and firm performance such that the relationship between organizational culture and firm performance will be strengthened by Quick-Hit Attributes.*

Therefore, I expect to be able to explain the unexpected similarities in performance

between temporary organizations and permanent organizations, based on the moderating

effect of Quick-Hit Attributes on the relationship between organizational culture (**Mission,**

Adaptability, Consistency and Involvement) and firm performance .

CHAPTER V

METHOD

This study explores two research questions: 1) are there cultural differences between permanent and temporary organizations? 2) can those differences be mitigated by key attributes (Quick-Hit Attributes) in organizations? I will focus on whether the cultural pattern identified in permanent organizations is similar to patterns in temporary organizations. If it is not, as I expect, I will attempt to identify whether there are Quick Hit Attributes in temporary organizations that compensate for weak mechanisms in organizational culture. To do this I will engage in three studies. The first study is a qualitative study conducted through interviews to validate previously identified unique attributes or to identify new attributes that exist in temporary organizations that can affect the relationship between organizational culture and organizational performance. Studies 2 and 3 are both empirical studies. Study 2 is a comparative study on the strength of organizational culture and organizational performance between temporary and permanent organizations. Study 3 is a review of the moderating effects of Quick-Hit Attributes on the relationship between organizational culture and organizational performance in temporary organizations.

Study 1 – Qualitative Interviews

The first study is a collection of qualitative data obtained through individuals' personal experiences and interviews with individuals that hold leadership positions in oil and gas backed private equity firms (temporary organizations). The first purpose of these interviews is to evaluate conceptual elements of Quick-Hit Attributes that I previously identified through my prior experience in a corporate role. The next purpose of these interviews is to identify any additional attributes that come to light during these interviews and, if warranted, add them to the list of Quick-Hit Attributes.

Qualitative Data Collection

Interviews

A preliminary series of interviews was conducted with 16 key leaders in temporary organizations who are currently working in, or have recently exited, successful temporary organizations. (See Interview Guide, Appendix A.) Specifically, these leaders work in private equity-backed organizations in the oil and gas industry. An example of the questions from the interview guide include "Please describe the unique characteristics of a private equity firm in the oil and gas industry," and "Please list the key objectives of (YOUR COMPANY)." These interviews were conducted with the intent of validating attributes identified by the primary research that make-up Quick-Hit Attributes as well as creating emergent theory that identifies attributes positively affecting the relationship between organizational culture and performance. The interviews were conducted using video technology, including Zoom or Skype, depending on the preference of the interviewee. They were recorded for future review of content if both parties agreed. All interviews were held in the southern or midwestern regions of the United States where the temporary organizations

are established. I chose companies working in the oil and gas industry because they are an ideal setting for the study of organizational culture in temporary organizations based on the great expansion of private-equity funders entering this space over the past decade. Private-equity funders create financial backing for numerous small management teams that operate as temporary organizations (Sheffield et al., 2017; Hudson, 2016; Zuckerman & Dezember, 2012). Each project is formed with a group of key individuals with an entrepreneurial intent to build value within the organization to divest within a limited period of time.

Once the data was collected from the interviews, I identified themes that developed in the content and built a profile based on these themes for validation or addition to Quick-Hit-Attributes. The three traits I identified prior to the study (authoritarian leadership, entrepreneurial leadership, and bottom-line mentality) were mentioned in each of the interviews and the comments were scored.

A Field Illustration of Quick-Hit Leadership Traits

Given the novel environment being studied, I performed a preliminary qualitative study following the structure in Aime et al. (2014). This qualitative component included 16 interviews with current executives, in 14 different companies, working in private equity-backed oil and gas companies. These interviews lasted between 40 minutes and 1½ hours per interview and included areas of oil and gas such as exploration and production, midstream, and service-related companies. The interviews were conducted virtually using either Microsoft Teams or Zoom, were recorded, and were later transcribed. These transcriptions were then analyzed for examples of leadership traits that are prevalent in private equity-backed oil and gas companies. Appendix E summarizes the data collected from the interviews, showing a sample of quotes that support the prevalence of specific leadership

traits, including authoritarian leadership, entrepreneurial leadership, and bottom-line mentality.

Authoritarian Leadership.

While authoritarian leadership was discussed during the interviews, there was no consensus among those interviewed as to whether it was a factor in the success of private equity-backed firms. A total of 29 comments regarding authoritarian leadership were recorded; however, 19 of those comments indicated that authoritarian traits negatively affected performance in the organization. Two comments were neutral, and eight comments indicated that there could be positive effects on performance from authoritarian traits. A majority of the leaders interviewed indicated that although the authoritarian trait could be effective in leading a group through quick decisions, they did not agree with the approach from a leadership perspective and often avoided making decisions in the absence of discussion or collaboration with others in the company.

Entrepreneurial Leadership

Entrepreneurial leadership was most often identified as a common trait positively effecting performance by those interviewed. This trait was identified directly by name as well as through the descriptions of creativity and risk tolerance, both being major facets of entrepreneurial leadership. The overwhelming response from those interviewed was that entrepreneurial traits and/or the entrepreneurial spirit is at the foundation of a successful private equity-backed organization. This trait was mentioned a total of 39 times, all 16 individuals interviewed mentioned it, and all mentions were strongly positive.

Bottom-Line Mentality

The final trait, Bottom-Line Mentality, received a more nuanced response. While Bottom-Line Mentality received the greatest number of comments, 56 in total, 45 of those responses were positive while 9 were neutral and 2 were negative. While most acknowledged bottom-line performance as a major factor in reaching a successful outcome, many identified situations where too much focus on costs and every dollar being spent could cause leaders to overlook other factors that were just as important. Several noted that some costs could not be tied directly to the bottom line. However, they felt that those costs created a collaborative working environment that was worth allocating resources towards and would ultimately increase the value of the operation at the time of divestiture.

Study 2 – Comparative Study Between Temporary Organizations and Permanent Organizations

Study 2 identifies organizational cultural differences that exist between temporary organizations and permanent organizations relating to the dimensions of organizational culture (mission, adaptability, consistency, and involvement) and organizational performance. This is accomplished through a comparative analysis between permanent and temporary organizations and organizational performance.

Empirical Data Collection

Survey

To test my theory, I surveyed employees from the offices of private equity-backed oil and gas companies using the Denison Culture Survey. The Denison Culture Survey was selected due to its measurement of organizational dimensions (mission, adaptability, consistency, and involvement) that have been shown through previous research to predict organizational

performance (Denison & Mishra, 1995; Denison, 1990; Fey & Denison, 2003; Locke, 1968; Zald & Ash, 1966; Peters & Waterman, 1982; Denison, 1984).

Sample – Temporary Organizations

I sample from the population of 60 Exploration and Production (E&P) companies in the oil and gas industry that are funded by private equity firms. These firms operate as management teams with a directed objective of acquiring oil and gas assets that will be later sold with the expectation of creating additional value in the assets by consolidating them for permanent firms. These private equity management teams operate as temporary organizations for their private equity backers with the expectation of a short organizational timeframe with a single objective. The context of oil and gas industry was selected because of increasing interest in that industry from private equity investors in the last decade. Another reason for this selection was my access to companies and data in that space.

Sample – Permanent Organizations

The culture data used to analyze permanent organizations came from a collection of 44 energy companies surveyed over the previous two years by the Denison Consulting Group and maintained in their database. The performance data for permanent organizations came from COMPUSTAT on 44 publicly traded energy companies and will be used as a proxy for performance.

Definition of Variables

Dependent Variables

Performance. Strategic management theory largely endorses a more interactive approach to product or service delivery and customer feedback (DeFillippi & Arthur, 1998). This is a major challenge that exists in defining and measuring success in temporary organizations.

The dissolution of temporary organizations precedes (or coincides with) the realization of outcomes, thereby making it difficult to compare measures. Despite the challenges that exist in measuring performance in temporary organizations, previous research has found ways to compare outcomes across organizations (Burke & Morley, 2016; Lundin & Soderholm, 1995; Bakker et al., 2009). My study focuses on three outcomes: progression or achievement of the objective, increased valuation of the firm, and the private equity funding measure. *Progression or achievement of the objective* is measured by the successful completion of the prestated objective or goal on schedule. The nature of private equity-backed E&P companies is based on a predefined timeline for liquidation of assets with an accretion of value. Although this objective can't be measured in full during temporary organizations' lifecycles, progress made towards that goal can be measured. To operationalize this aspect of performance, I use land acquisition according to schedule and operational success (where it exists). *Increased valuation of the firm* is measured by using the standard formula of private equity companies. This is operationalized by adding current assets of leaseholds, producing properties, any infrastructure with all proved undeveloped reserves (PUDs), and subtracting all equity and debt contributed to date. The sale metric, *private equity funding measure,* is determined by ancillary value given to the firm by the private equity funder. These items can include things such as oil and gas reserve replacement, near-term return-on-investment, and production growth, to name a few.

Independent Variables

Temporary Organization. My focal independent variable is based on organization timeframe, specifically temporary organizations. These organizations will be selected from at least two private equity funding firms directly from their organizations' portfolios and

contextualized in the E&P oil and gas sector. The temporary nature of the organization is measured by the overall objectives established by the private equity backer, for example, the expectation of the private equity backer, on setup of the firm to sale of the assets. One guideline of the study is defining temporary organization as having an organizational timeframe of not more than five years from inception through divestiture and a single financial focus on return-on-investment.

Mediating Variable

Organizational Culture. To address the complexities of examining organizational culture, which require me to capture the values, beliefs and norms of an organization, I build on a stream of research by Denison and colleagues (Denison & Mishra, 1995; Denison et al., 2004; Fey & Denison, 2003). This approach is consistent with previous research in this area and allows me to construct an annual measure of organizational performance across companies. To engage companies for participation in the study, I reached out to two private equity firms who focus exclusively on funding E&P companies to provide access to companies within their portfolios. I draw survey items from the Denison Organizational Culture Survey (Denison & Mishra, 1995; Denison & Neale, 1996; Denison et al., 2004) as primary measurement tools for organizational culture. It will be conducted on at least 20 of those companies provided. The four traits in the model each have three indexes that are the mean of three five-point Likert scale items ranging from 1-5 (strongly disagree to strongly agree). Appendix B includes a complete list of all indices. The survey items used in the Denison Organizational Culture Survey measure four distinct dimensions that make up the main cultural traits in the model: involvement, consistency, adaptability, and mission. Each of the dimensions are made up of three separate indices, for a total of twelve indices.

In this study, I am interested in examining the extent to which temporary organizations influence organizational culture and thus organizational performance. Organizational culture has been measured through several distinct tools over the decades. These tools individually focus on different aspects of the corporate environment, including effects of leadership style, employee engagement, and performance, to name just a few. The emphasis of my theoretical argument focuses on performance. Therefore, I use the Denison Organizational Culture Survey as it has been used in numerous studies to measure operational performance (Denison & Mishra, 1995; Fey & Denison, 2003; Surroca et al., 2006; Lee et al., 2018).

Data collection occurred between January 2020 and October 2020. The survey was delivered to all employees from each of the E&P firms through an electronic format from the Denison Consulting Group server. Reminder emails were sent to participants after one week and again at the two-week mark. At the end of week three, the survey was closed and data was analyzed.

Control Variables

Consistent with Cheng et al. (2000), I included several control variables: gender, age, education, tenure, and position. They were included because they represent the power an individual may hold within an organization and may influence individual's reactions to leaders. Gender was coded with 0 = males and 1 = females. Age, ranging from under 25 to over 60, was classified into seven categories. Education level was measured by four categories (1 = below junior high school, 2 = senior high school, 3 = bachelor's degree, and 4 = graduate school). Tenure was coded with eight categories (1 = less than 1 year, 2 = 1-3 years, 3 = 3-5 years, 4 = 5-7 years, 5 = 7-9 years, 6 = 9-11 years, 7 = 11-13 years, and 8 =

more than 13 years). Position was measured by three categories (1 = staff, 2 = low-level manager, 3 = mid-level manager).

Measurement

Once organizational culture and performance data were collected from both temporary and permanent organizations I ran a comparative cross-sectional analysis. This analysis was conducted at an organizational level and was measured on a single point in time. While I recognize that a longitudinal study of the data would provide a more robust analysis, time is a limiting factor for completing the dissertation.

Method of Analysis

I began by running a factor analysis to determine reliability between all the variables. I chose to run confirmatory factor analysis (CFA) for this study due to its ability to test whether the data fit my hypothesized measurement model. Next, I ran correlations on all dimensions of culture (mission, consistency, adaptability, and involvement) and performance and provided descriptive statistics to look for measures of variability in the data. Once I determined that a correlation exists, I ran a regression analysis on the data in order to determine whether the relationship was positive or negative and to confirm a relationship. I selected a mixed linear (ML) regression, which meets all needs for this study.

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Study 3 – Moderated Analysis of the Effects of Quick-Hit

Attributes on Temporary Organizations

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Study 3 evaluates through a moderated mediation looking at the effect of Quick-Hit Attributes on the mechanisms of organizational culture and organizational performance.

Empirical Data Collection

Survey

To test my theory, I use the data collected from temporary organizations through the Denison Culture Survey. I also survey the strengths of individual Quick-Hit Attributes, including authoritarian leadership, entrepreneurial leadership, and bottom-line mentality. These attributes are measured through survey questions added to the Denison Culture Survey. Each of the questionnaires was validated in previous studies and the details are noted in their respective sections in the Definition of Variables in Empirical Studies section of this paper.

Sample – Temporary Organizations

I sampled from a population of 60 E&P companies in the oil and gas industry that are funded by private equity firms. These firms operate as management teams with a directed objective of acquiring oil and gas assets that will later be sold with the expectation of creating additional value in the assets by consolidating them for permanent firms. These private equity management teams operate as temporary organizations for their private equity backers with the expectation of a short organizational timeframe with a single objective. The context of oil and gas industry was selected because of increasing interest in the oil and gas industry from private equity investors in the last decade. Another secondary reason for this selection was my access to companies and data in that space.

Measurement

The culture data gathered in Study 2 was used as a measure of organizational culture in temporary organizations. This data determined what affects, if any, Quick-Hit Attributes have on the relationship between organizational culture in temporary organizations and

organizational performance. Quick-Hit Attributes were measured by aggregating the data from survey questions previously validated through studies around each of the individual attributes, including authoritarian leadership, measured through the *Authoritarian Leadership Scale* developed by Cheng et al. (2004); entrepreneurial leadership, measured through *ENTRELEAD* developed by Renko et al. (2015); and bottom-line mentality, measured through *Bottom-Line Mentality Leadership Scale* (Greenbaum et al., 2012). Once the strength of Quick-Hit Attributes were determined for each temporary organization, I determined whether a relationship existed between a strong score on Quick-Hit Attributes and organizational performance.

Definition of Variables

All variables used in Study 2 were also used in Study 3, including dependent variables, independent variables, mediating variables, and control variables. Additional variables for this study are noted below.

Moderating Variables – Quick Hit Attributes

Quick-Hit Attribute is conceptually a composite construct that includes three aspects: authoritarian leadership style, entrepreneur-oriented, and bottom-line mentality. To create the composite index of Quick-Hit Attributes, I measured each aspect (discussed below), standardize them, and calculate the sum of the indicators of Quick-Hit Attributes.

Authoritarian Leadership Style. To measure authoritarian leadership, I used a scale also developed by Cheng et al. (2000). The original language of the scale is Chinese; it has been repeatedly used in previous studies (Cheng et al., 2004). Sample items are: "My supervisor asks me to obey his/her instructions completely" and "My supervisor determines all decisions

in the organization whether they are important or not" and "My supervisor exercises strict discipline over subordinates" (Schuh et al., 2013). (Noted in Appendix C.)

Entrepreneur-Oriented. To measure entrepreneur-oriented attributes I used the eight-item ENTRELEAD scale developed by Renko et al. (2015). A seven⬜point Likert scale was also used, and I also asked the respondents demographic questions and included a yes/no question of whether their immediate supervisors (the ones they assessed with the eight entrepreneurial leadership items) was also a founder of their firm. (Noted in Appendix C.)

Bottom-Line Mentality. To measure bottom-line mentality (BLM), I used the measure created by Greenbaum et al, 2012. This tool split the measurement between supervisor and employee to measure scores based on the level of position held within the company. Supervisor BLM was measured using the items created for this purpose. Supervisor respondents rated their own BLM by indicating how much they agreed with the BLM items as shown in the Appendix C (1 - strongly disagree, 7 - strongly agree). Employee BLM was also measured using the four-item BLM measure that was developed and evaluated as described in Appendix C. Employees rated their own BLM by indicating how much they agreed with the BLM statements (1 - strongly disagree, 7 - strongly agree).

Method of Analysis

Like Study 2, I began in Study 3 by running a factor analysis, specifically CFA, on the Quick-Hit Attributes variables to evaluate the validity of the variables. I used χ^2, the comparative fit index (CFI), and root mean square error of approximation (RMSEA) to assess the model and fit. Next, I ran an OLS regression analysis to determine whether there was an interaction between the moderator (Quick-Hit Attributes) and the relationship between culture and performance.

CHAPTER VI

RESULTS AND DISCUSSION

When I selected a dissertation thesis in November 2019, my topic and data sources

were identified and evaluated to have a high probability of having access to related

information. Since that time, there have been several world and industry disruptions

driven by the COVID-19 pandemic that have made this effort unattainable at this time,

including significant destruction of energy demand and a funding structure (private

equity) that is no longer working. The last item has made it impossible to get the numbers

I detailed in my dissertation proposal, due to two major points. First, private equity

sponsors are consolidating their operating companies into what's called SMASHCOs. For

example, a couple of larger private equity sponsors took 15 to 20 of their sponsored

companies and rolled them into one, thus reducing the number of companies available to

survey. Due to the prevalence of these SMASHCOs, even the consolidated operating

companies were very reluctant, due to employee's heightened anxieties, to be surveyed

for any area of study. I was able to locate and run the culture study on 13 companies and

collected and analyzed the culture data on those.

Second, I face a lack of access to the financial data of the permanent companies

surveyed. These companies are de-identified and performance data were not collected at

the time of the survey. (This is coming from a secondary database.) I was only able to collect current data from COMPUSTAT and annual prospectuses that give an industry index only over the current period being measured, which limits my ability to meaningfully compare those companies to the private equity companies included in the study.

Due to these major disruptors well beyond what could have been foreseen, I constructed an alternative dissertation proposal by each model, which I present for your approval.
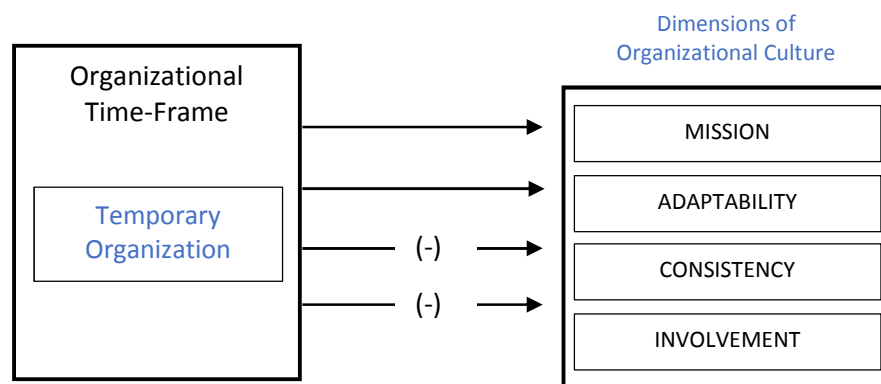
Figure 5. Model 1 (p. 25): Modified Model for Dissertation Testing

H_{1a}: **The Involvement dimension will be affected by the organizational timeframe. Specifically, temporary organizations will be weaker in the Involvement dimension of organizational culture.**

H_{1b}: **The Adaptability dimension will be affected by the organizational timeframe. Specifically, temporary organizations will be stronger in the Adaptability dimension of organizational culture.**

H_{1c}: **The Mission dimension will be affected by the organizational timeframe. Specifically, temporary organizations will be stronger in the Mission dimension of organizational culture.**

H₁d: ***The Consistency dimension will be affected by the organizational timeframe.***
Specifically, temporary organizations will be weaker in the Consistency
dimension of organizational culture.

I was able to collect and analyze the data for Model 1. Therefore, I will not modify

Hypotheses H_{1a}, H_{1b}, H_{1c} or H_{1d}. The results for this model are presented in the Results

section of this chapter.
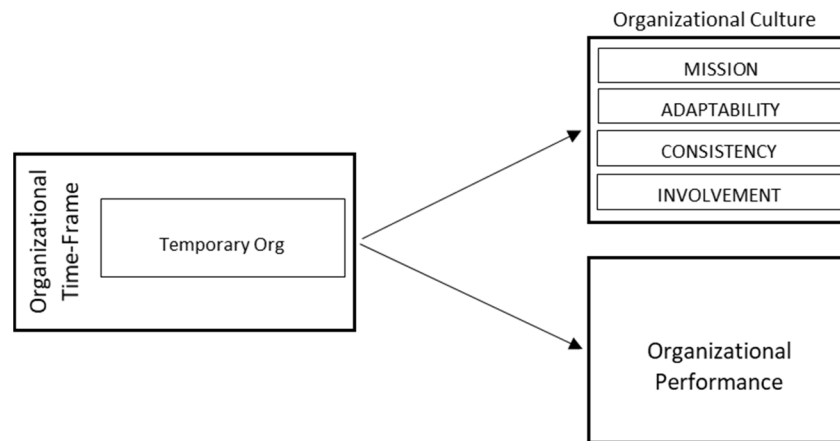
Figure 6. Model 2 (p. 34): Modified Model for Dissertation Testing

H₂a: ***Organizational timeframe will affect organizational performance.***
Specifically, temporary organizations will have a weaker organizational
performance than permanent organizations.

While I collected performance data for temporary companies (private equity group), this

model will be impacted by lack of access to comparative performance metrics for the

permanent companies that were surveyed. Therefore, I only tested Model 2 as a *t*-test

between random samples of both permanent and temporary organizations and their

performance.
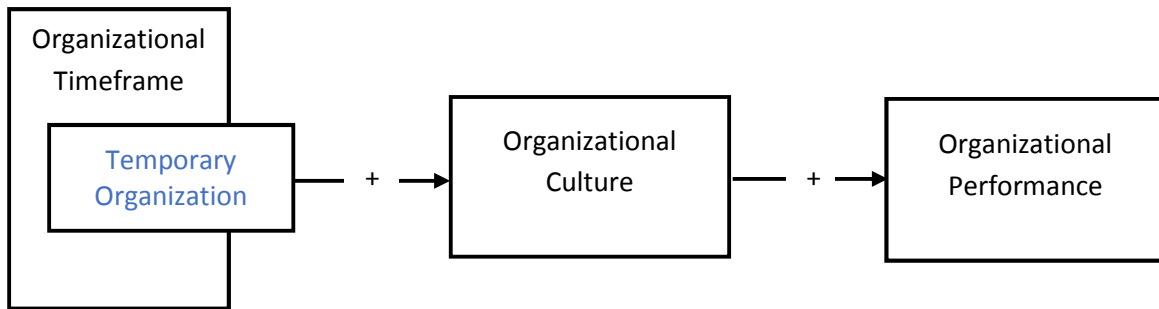
Figure 7. Model 3 (p. 36): Modified Model for Dissertation Testing

H₃: Organizational culture will mediate the relationship between organizational timeframe and organizational performance, such that the indirect effect of organizational timeframe on performance thorough organizational culture is positive. Specifically, temporary organizations will have weaker organizational culture leading to weaker organizational performance.

Upon review of the data, I identified material differences between culture scores of the temporary and permanent organizations (Model 1 above), but I do not have the ability with the current data to test a mediation to organizational performance through organizational culture since I do not have access to the performance data of the permanent organizations. Therefore, I present results for the first half of this model (Model 1). I test the relationship between organizational culture and performance separately for temporary organizations ($N = 13$) derived from the literature for permanent organizations (Denison & Mishra, 1995; Denison et al., 2004).

Authoritarian Leadership

Entrepreneurial Leadership

Bottom-Line Mentality

MISSION
ADAPTABILITY
CONSISTENCY
INVOLVEMENT
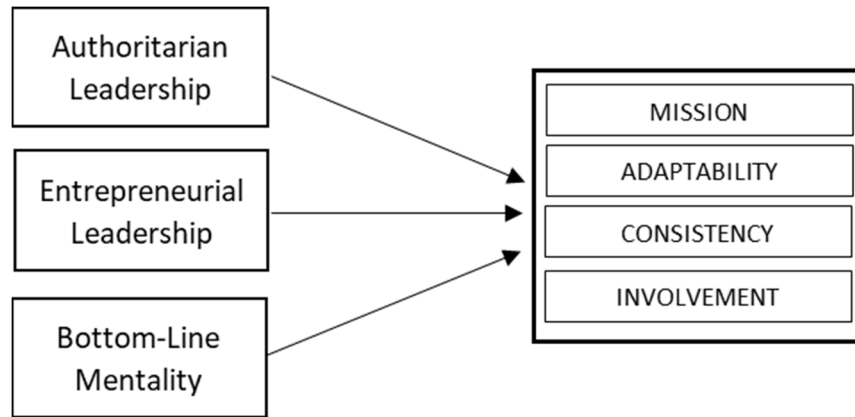
Figure 8. Model 4 (p. 39): Modified Model for Dissertation Testing

H4: ***In temporary organizations, Quick-Hit Attributes will positively moderate the relationship between organizational culture and firm performance such that the positive relationship between organizational culture and firm performance will be strengthened by quick hit attributes.***

I was able to acquire some data needed to run Model 4; however, due to the low N, it will be difficult to show an effect for this Model. I did run this complete Model for $N = 13$ at the firm level of analysis. Additionally, I analyzed data at an individual level ($N = 198$) exploring how Quick-Hit Attributes affect organizational culture and culture components at the individual level of analysis (a direct effect rather than an interaction on performance, which is the measurement that constrains my N). This implies that I am really dealing with perceptions of leadership attributes affecting perceptions of organizational culture or its components. It is interesting to note that given the unexpected strong across-the-board organizational culture perceptions in temporary organizations in the oil industry, very goal-focused leadership attributes may significantly affect cultural perceptions by strongly clarifying and simplifying organizational goals and culture expectations.

Hypothesis Testing

Table 1 shows the means, standard deviations, and correlations for all variables. I next ran *t*-tests on each of the culture dimensions and the aggregate culture score between temporary and permanent organizations. Hypothesis 1a predicted that temporary organizations would be weaker in the Involvement dimension of organizational culture than their permanent peers. As shown in Model 2 of Table 2, temporary organizations (mean = 4.142, *p* < .01) had stronger cultures in the Involvement dimension than permanent organizations (mean = 3.465, *p* < .01). Thus, the results do not support Hypothesis 1a.

Hypothesis 1b predicted that temporary organizations would be stronger in the Adaptability dimension of organizational culture than their permanent peers. As shown in Model 4 of Table 2, temporary organizations (mean = 3.716, *p* < .01) had stronger cultures in the Adaptability dimension than permanent organizations (mean = 3.416, *p* < .01). Thus, the results do support Hypothesis 1b.

Hypothesis 1c predicted that temporary organizations would be stronger in the Mission dimension of organizational culture than their permanent peers. As shown in Model 5 of Table 2, temporary organizations (mean = 3.828, *p* < .01) had stronger cultures in the Mission dimension than permanent organizations (mean = 3.484, *p* < .01). Thus, the results do support Hypothesis 1c.

Finally, Hypothesis 1d predicted that temporary organizations would be weaker in the Consistency dimension of organizational culture than their permanent peers. As shown in Model 3 of Table 2, temporary organizations (mean = 3.956, *p* < .01) had stronger cultures in

Table 1. Descriptive Statistics and Correlations among Focal Study Variables

Panel A

	Variable	Mean	SD	Empower	TeamOri	CapDev	CoreVal	Agree	Coordin	CreatChg
1.	Empower	3.5698	0.4417	1.0000						
2.	TeamOri	3.7074	0.4422	0.9517	1.0000					
3.	CapDev	3.6261	0.3496	0.8515	0.8306	1.0000				
4.	CoreVal	3.7651	0.3504	0.8471	0.8238	0.7822	1.0000			
5.	Agree	3.4808	0.3671	0.9164	0.8995	0.7762	0.8695	1.0000		
6.	Coordin	3.3887	0.4501	0.9366	0.9411	0.8090	0.8063	0.9148	1.0000	
7.	CreatChg	3.4665	0.4168	0.8259	0.8091	0.7655	0.5756	0.7731	0.8597	1.0000
8.	OrgLrn	3.6246	0.3176	0.8728	0.8443	0.8119	0.7586	0.8923	0.8317	0.8333
9.	StratDir	3.5967	0.2909	0.7195	0.6674	0.7079	0.7108	0.7199	0.6790	0.6052
10.	GoalsObj	3.6422	0.3090	0.8643	0.8583	0.8115	0.8376	0.8950	0.8412	0.7164
11.	Vision	3.4734	0.3660	0.8702	0.8340	0.8599	0.7581	0.8499	0.8551	0.8280
12.	Involv	3.6344	0.3950	0.9790	0.9729	0.9223	0.8539	0.9062	0.9389	0.8356
13.	Consis	3.5449	0.3713	0.9470	0.9360	0.8288	0.9271	0.9729	0.9593	0.7833
14.	Adapt	3.4912	0.3176	0.6872	0.6639	0.6575	0.5533	0.7250	0.6426	0.6950
15.	Mission	3.5708	0.3083	0.8593	0.8266	0.8340	0.8033	0.8617	0.8329	0.7573
16.	GrandCult	3.5604	0.3222	0.9477	0.9291	0.8830	0.8574	0.9428	0.9217	0.8341

Panel B

	Variable	OrgLrn	StratDir	GoalsObj	Vision	Involv	Consis	Adapt	Mission
8.	OrgLrn	1.0000							
9.	StratDir	0.7551	1.0000						
10.	GoalsObj	0.8662	0.8705	1.0000					
11.	Vision	0.8794	0.8663	0.8868	1.0000				
12.	Involv	0.8799	0.7260	0.8818	0.8892	1.0000			
13.	Consis	0.8689	0.7353	0.8985	0.8642	0.9467	1.0000		
14.	Adapt	0.8381	0.6578	0.7727	0.7192	0.6978	0.6727	1.0000	
15.	Mission	0.8748	0.9481	0.9587	0.9644	0.8747	0.8733	0.7496	1.0000
16.	GrandCult	0.9358	0.8232	0.9489	0.9294	0.9604	0.9530	0.8334	0.9436

the Consistency dimension than permanent organizations (mean = 3.407, $p < .01$). Thus, the results do not support Hypothesis 1d.

While I did not propose a hypothesis looking at Grand Culture (the comparison of the aggregate culture score) between temporary organizations and permanent organizations, as shown in Model 1 of Table 2, temporary organizations (mean = 3.911, $p < .01$) had stronger cultures than permanent organizations (mean = 3.443, $p < .01$).

Table 2. *t*-Tests Models

*Model 1. Two Sample t-Test Comparison between Temporary and Permanent – **Grand Culture***

| | | | | Df = 55 | *t*-value = 5.736 | |
Group	Mean	SE	SD	95% Conf Interval		*p*-value
Temporary Organizations (PE)	3.911	0.0982	0.3542	3.697	4.125	0.000
Permanent Organizations (PERM)	3.443	0.0337	0.2241	3.375	3.512	0.000
Combined	3.550	0.0428	0.3234	3.464	3.636	0.000

*Model 2. Two Sample t-Test Comparison between Temporary and Permanent – **Involvement***

| | | | | Df = 55 | *t*-value = 7.907 | |
Group	Mean	SE	SD	95% Conf Interval		*p*-value
Temporary Organizations (PE)	4.142	0.0886	0.3196	3.949	4.335	0.000
Permanent Organizations (PERM)	3.465	0.0386	0.2562	3.387	3.543	0.000
Combined	3.619	0.0520	0.3930	3.515	3.723	0.000

*Model 3. Two Sample t-Test Comparison between Temporary and Permanent – **Consistency***

| | | | | Df = 55 | *t*-value = 7.907 | |
Group	Mean	SE	SD	95% Conf Interval		*p*-value
Temporary Organizations (PE)	3.956	0.1063	0.3832	3.724	4.187	0.000
Permanent Organizations (PERM)	3.407	0.0397	0.2634	3.327	3.487	0.000
Combined	3.532	0.0493	0.3724	3.434	3.631	0.000

*Model 4. Two Sample t-Test Comparison between Temporary and Permanent – **Adaptability***

| | | | | Df = 55 | *t*-value = 7.907 | |
Group	Mean	SE	SD	95% Conf Interval		*p*-value
Temporary Organizations (PE)	3.716	0.1407	0.5076	3.409	4.023	0.001
Permanent Organizations (PERM)	3.416	0.0312	0.2071	3.353	3.479	0.001
Combined	3.484	0.0427	0.3230	3.398	3.570	0.001

*Model 5. Two Sample t-Test Comparison between Temporary and Permanent – **Mission***

| | | | | Df = 55 | *t*-value = 7.907 | |
Group	Mean	SE	SD	95% Conf Interval		*p*-value
Temporary Organizations (PE)	3.828	0.1095	0.3948	3.590	4.067	0.000
Permanent Organizations (PERM)	3.484	0.0356	0.2365	3.412	3.556	0.000
Combined	3.563	0.0413	0.3124	3.480	3.646	0.000

Since I am unable to analyze the data for Hypothesis 2a and 2b as well as Hypothesis 3 since performance outcomes were not available for permanent organizations, I moved on to Hypothesis 4. Results of the mixed regression analysis (Table 3, Model 1) suggest a positive relationship between culture and performance in temporary organizations. However, due to the low N, the results were not significant (coef = .6281, p = .02). The results of the mixed regression analysis of leadership traits (Table 3, Model 2) suggest a negative relationship between authoritarian leadership, bottom-line mentality, and Grand Culture in temporary organizations but a positive relationship between entrepreneurial leadership and performance. Again, as noted above, due to the low N, the results were not significant (authoritarian, coef = -0.3641, p = 0.291; bottom-line mentality, coef = -2.322, p = 0.101; entrepreneurial, coef = 0.3421, p = 0.672). The results, while not significant, show an unexpected negative relationship between authoritarian leadership and bottom-line mentality and performance in temporary organizations.

Moving away from the firm-level analysis to the individual level (N = 198) as discussed above, I do find significance in the models. Results of the mixed regression analysis at the individual level (Table 3, Model 3) suggests a positive effect of Grand Culture in temporary organizations (coef = 3.859, p > 0.000). Looking at the effect of Grand Culture at the individual level on leadership traits when nested by organization, I see a significant positive relationship between entrepreneurial leadership and Grand Culture (coef = 0.184, p > 0.000) and a significant negative relationship between bottom-line mentality and Grand Culture (coef = -0.258, p > 0.000). While I also see a negative relationship between authoritarian leadership and Grand Culture, it is not significant (coef = -0.323, p > 0.57).

Table 3. Mixed Regression (ML) Models of Performance

Model 1. Mixed Regression (ML) of Grand Culture (Only) and Performance – Org Level

Performance (Ebitdamult)	Coef.	SE	*N* = 13 *p* > |z|	Mixed Regression Prob > χ^2 = 0.5214 95% Conf Interval	
GrandCult (Temporary)	0.6281	.9796	0.521	-1.292	2.548

Model 2. Mixed Regression (ML) Grand Culture with Moderation and Performance – Org Level

Performance (Ebitdamult)	Coef.	SE	*N* = 13 *p* > |z|	Mixed Regression Prob > χ^2 = 0.5214 95% Conf Interval	
GrandCult (Temporary)	-0.9511	0.9007	0.291	-2.7166	0.8144
Authoritarian	-0.3641	1.4088	0.796	-3.1253	2.3970
Entrepreneurial	0.3421	0.8089	0.672	-1.2433	1.9276
BLM	-2.3225	1.4158	0.101	-5.0975	0.4523

Model 3. Mixed Regression (ML) Grand Culture with – Individual Level

GrandCult (Temporary)	Coef.	SE	*N* = 193 *p* > |z|	Mixed Regression Prob > χ^2 = 0.5214 95% Conf Interval	
_cons	3.8598	0.0912	0.000	3.680	4.038

Model 4. Mixed Regression (ML) Grand Culture with Moderation and Performance – Individual Level

GrandCult (Temporary)	Coef.	SE	*N* = 193 *p* > |z|	Mixed Regression Prob > χ^2 = 0.00 95% Conf Interval	
Authoritarian	-0.3239	0.0571	0.57	-0.1444	0.0796
Entrepreneurial	0.1841	0.0453	0.00	0.9519	0.2731
BLM	-0.2580	0.0574	0.00	-0.3707	-0.1453

Model 5. Mixed Regression (ML) Moderation Model with Interaction of Culture and Entrepreneurial Leadership – Organizational Level

Performance (Ebitdamult)	Coef.	SE	*p* > |z|	Mixed Regression Prob > χ^2 = 0.0312 95% Conf Interval	
GrandCult (Temporary)	-6.9027	8.5277	0.418	-23.6160	9.8112
Authoritarian	-0.2318	1.3956	0.868	-2.9672	2.5035
Entrepreneurial	-6.4872	9.7649	0.506	-25.6260	12.6510
BLM	-2.2658	1.3920	0.104	-4.9942	0.4626
CultIntEnt	1.7603	2.5086	0.483	-3.1565	95.5660

Table 3 (continued)

Model 6. Mixed Regression (ML) Mixed Regression (ML) Moderation Model with Interaction of Culture and BLM – Organizational Level

Performance (Ebitdamult)	Coef.	SE	$p > |z|$	Mixed Regression Prob > χ^2 = 0.0331 95% Conf Interval	
GrandCult (Temporary)	-5.0752	6.4896	0.434	-17.7940	7.6442
Authoritarian	-0.3798	1.3872	0.784	-3.0987	2.3390
Entrepreneurial	0.2365	0.8132	0.771	-1.3574	1.8304
BLM	-12.1640	15.4040	0.430	-42.3570	18.2080
CultIntBLM	2.3764	3.7044	0.521	-4.8840	9.6369

Model 7. Mixed Regression (ML) Moderation Model with Interaction of Culture and Authoritarian Leadership – Organizational Level

Performance (Ebitdamult)	Coef.	SE	$p > |z|$	Mixed Regression Prob > χ^2 = 0.0441 95% Conf Interval	
GrandCult (Temporary)	-1.7967	5.9588	0.763	-13.4750	9.8823
Authoritarian	-1.9644	11.2350	0.861	-23.9860	20.0570
Entrepreneurial	0.3273	0.8148	0.688	-1.2696	1.9243
BLM	-2.4755	1.7710	0.162	-2.9467	0.9956
CultIntAuth	0.4274	2.9770	0.886	-5.4075	6.2623

Hypothesis 4 looked at the relationship of the dimensions of culture on leadership traits. As is noted above, because this analysis was done at the individual level, it is a direct effect of each leadership trait on the dimensions of Grand Culture (mission, consistency, involvement, and adaptability).

Results of the mixed regression analysis at the individual level (Table 4, Model 1) show a significant positive relationship of mission in temporary organizations on entrepreneurial leadership (coef = 0.1569, $p > 0.008$) and a significant negative relationship of mission on bottom-line mentality (coef = -0.2321, $p > 0.003$). While I also see a negative relationship between authoritarian leadership and mission, it is not significant (coef = -0.513, $p > 0.51$).

Results of the mixed regression analysis show a significant positive relationship of adaptability in temporary organizations (Table 4, Model 2) on entrepreneurial leadership (coef = 0.2691, $p > 0.000$) and a significant negative relationship of adaptability on bottom-

line mentality (coef = -0.2825, *p* > 0.000). While I also see a negative relationship between authoritarian leadership and adaptability, it is not significant (coef = -0.0327, *p* > 0.648).

Results of the mixed regression analysis show a significant negative relationship of consistency in temporary organizations (Table 4, Model 3) on authoritarian leadership (coef = -0.1521, *p* > 0.034) and on bottom-line mentality (coef = -0.2004, *p* > 0.000). While I see a positive relationship between entrepreneurial leadership and consistency, it is not significant (coef = -0.0839, *p* > 0.121).

Results of the mixed regression analysis show a significant negative relationship of involvement in temporary organizations (Table 4, Model 4) on authoritarian leadership (coef = -0.1931, *p* > 0.001) and on bottom-line mentality (coef = -0.2235, *p* > 0.000). I also see a significant positive relationship between entrepreneurial leadership and involvement (coef = -0.0839, *p* > 0.121), this dimension being the only one where all leadership traits are significant.

Finally, results of the mixed regression analysis of the interaction of culture on entrepreneurial leadership are not significant due to the low *N*. However, the mixed regression analysis show a negative relationship of performance in temporary organizations (Table 3, Model 5) on Grand Culture (coef = -6.9027, *p* > 0.418), authoritarian leadership (coef = -0.2318, *p* > 0.868), entrepreneurial leadership (coef = -6.4872, *p* > 0.506), bottom-line mentality (coef = -2.2658, *p* > 0.104). I also see a positive relationship in the interaction between culture and entrepreneurial leadership (coef = 1.7603, *p* > 0.483).

Results of the mixed regression analysis of the interaction of culture on bottom-line mentality are also not significant due to the low *N*. However, the mixed regression analysis shows a negative relationship of performance in temporary organizations (Table 3, Model 6)

Table 4. Mixed Regression (ML) Models of Culture Dimensions on Leadership Traits

Model 1. Mixed Regression (ML) of Mission Dimension on Leadership Traits - Individual Level

				Mixed Regression	
			N = 193	Prob > χ^2 = 0.0001	
Mission Dimension	Coef.	SE	$p > |z|$	95% Conf Interval	
Authoritarian	-0.0513	0.0786	0.513	-0.2054	0.1026
Entrepreneurial	0.1569	0.0591	0.008	0.0409	0.2728
BLM	-0.2321	0.0777	0.003	-0.3845	-0.0798

Model 2. Mixed Regression (ML) of Adaptability Dimension on Leadership Traits - Individual Level

				Mixed Regression	
			N = 193	Prob > χ^2 = 0.0000	
Adaptability Dimension	Coef.	SE	$p > |z|$	95% Conf Interval	
Authoritarian	-0.0327	0.0716	0.648	-0.1732	0.1077
Entrepreneurial	0.2691	0.0539	0.000	0.1633	0.3748
BLM	-0.2825	0.0708	0.000	-0.4214	-0.1435

Model 3. Mixed Regression (ML) of Consistency Dimension on Leadership Traits - Individual Level

				Mixed Regression	
			N = 193	Prob > χ^2 = 0.0000	
Consistency Dimension	Coef.	SE	$p > |z|$	95% Conf Interval	
Authoritarian	-0.1521	0.0719	0.034	-0.2931	-0.0111
Entrepreneurial	0.0839	0.0541	0.121	-0.0221	0.1900
BLM	-0.2004	0.0711	0.000	-0.3398	-0.0610

Model 4. Mixed Regression (ML) of Involvement Dimension on Leadership Traits - Individual Level

				Mixed Regression	
			N = 193	Prob > χ^2 = 0.0000	
Involvement Dimension	Coef.	SE	$p > |z|$	95% Conf Interval	
Authoritarian	-0.1931	0.0607	0.001	-0.3121	-0.0741
Entrepreneurial	0.1741	0.0457	0.000	0.0845	0.2637
BLM	-0.2235	0.1801	0.000	-0.3412	-0.1058

on Grand Culture (coef = -5.0752, $p > 0.434$), authoritarian leadership (coef = -0.3798, $p > 0.784$), and bottom-line mentality (coef = -12.164, $p > 0.430$). There is a positive relationship of performance and entrepreneurial leadership (coef = 0.2365, $p > 0.771$) and in the interaction between culture and bottom-line mentality (coef = 2.3764, $p > 0.521$).

Results of the mixed regression analysis of the interaction of culture on authoritarian leadership are also not significant due to the low *N*. However, the mixed regression analysis

shows a negative relationship of performance in temporary organizations (Table 3, Model 7) on Grand Culture (coef = -51.7967, $p > 0.763$), authoritarian leadership (coef = -1.9644, $p > 0.861$), and bottom-line mentality (coef = 2.4755, $p > 0.162$). There is a positive relationship of performance and entrepreneurial leadership (coef = 0.3273, $p > 0.688$) and in the interaction between culture and authoritarian leadership (coef = 0.4274, $p > 0.886$).

Discussion

While conditions in the external environment did not allow me to gather information needed to run the models anticipated for this dissertation, many aspects of the study were conducted and presented knowledge previously untested.

I predicted in Hypotheses 1 that the mission and adaptability dimensions of culture would be stronger in temporary organizations and the involvement and consistency dimensions would be weaker. I found these hypotheses to be partially correct. The analysis shows that all culture dimensions were stronger in temporary organizations than in permanent organizations. My prediction that involvement and consistency would be weaker was based on the belief that the short-term nature of temporary organizations would not provide enough time for these dimensions to develop. However, after reviewing the data and conducting follow-up discussions with executives in temporary organizations, I believe these results reflect two dynamics existing in these organizations. First, temporary organizations are typically smaller in size than permanent organizations and therefore more conducive to communicating with a smaller group of individuals; second, I did not take into account when predicting these results that it is not uncommon for private equity-backed companies to recruit and employ the same employees multiple times. This environment provides an

opportunity for employees to develop routines and familiarity with each other that equate to longer tenures together, mimicking the long-term nature of permanent organizations.

Next, I predicted in Hypothesis 4 that three leadership traits – authoritarian leadership, entrepreneurial leadership, and bottom-line mentality – would moderate the relationship between the dimensions of culture and performance. I was unable to test the moderation effect since I had no access to performance data. However, in my review of the direct effect of culture on leadership traits, I found a significant positive correlation between entrepreneurial leadership and the perception of culture, and a significant negative relationship between bottom-line mentality and the perception of culture. While I expected a positive relationship between entrepreneurial leadership and culture, I did not expect to see a negative relationship between bottom-line mentality and culture, specifically considering the short-term nature of these organizations. Interestingly, I learned through interviews that executives in these organizations self-identified as having failed at creating a bottom-line mentality and their expectation was to improve that dynamic within the organization.

Finally, looking at the leadership traits individually and their impact on the individual dimensions of culture, mission, adaptability, consistency, and involvement, I found support for the aggregate Grand Culture relationship. Mission, adaptability, and involvement dimensions all showed a significant positive relationship with entrepreneurial leadership. The consistency dimension did not show any significant relationship. All four dimensions of culture showed a significant negative relationship with bottom-line mentality. While authoritarian leadership showed a negative relationship in all four dimensions, only consistency and involvement were significant.

With these results in mind, my paper makes several contributions to theory and research in organizational behavior. First, whereas nearly all the research on organizational culture focuses on permanent organizations, I provide theoretical insight into the effect of temporary organizations on organizational culture. This focus is notable, particularly given that the business environment today continues to see exponential growth in short-term and temporary organizations, specifically with private equity-backed companies entering into industries where they previously did not exist.

The impact of the leadership traits highlighted in this study support the negative perception in previous research in two of the leadership traits, authoritarian leadership and bottom-line mentality (Cheng et al,. 2004; Greenbaum et al., 2012). Interestingly, for executives in many of these organizations, bottom-line mentality is a stated objective to improve upon to enhance performance, whereas strengthening bottom-line mentality in temporary organizations is not. This will be an interesting dynamic to follow up on in future research.

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APPENDICES

APPENDIX A

Interview Guide

Organizational Culture in Temporary Organizations

This interview will focus on your experience working in oil and gas and the organizational cultures you have witnessed particularly in your current role in a form of temporary organization.

1. Please describe the unique characteristics of a private equity firm in the oil and gas industry?
    - Would you describe PE firms as a form of a temporary organization? If so, explain.
    - How does the temporary nature of the company effect the organizations culture?
    - Can you describe benefits and drawbacks to organizational culture of temporary organizations?
    - What challenges do you face that are unique to a temporary organization?

2. Please list the key objectives of (COMPANY)?
    a. How do these differ from traditional/non-temporary firms?
    b. How do you measure performance at (COMPANY)?

3. What characteristics do you look for when hiring employees at (COMPANY)?
    a. Do you find the attributes of individuals who elect to work in temporary organizations differ from those in other types of firms? If so, please explain what those differences are.
    b. If you have worked in a traditional company, are the attributes of individuals who are successful in the traditional company different from the attributes of individuals in a temporary organization.

4. What other differences can you describe between the cultures you witnessed in traditional organizations versus temporary organizations?

DEPARTMENT OF MANAGEMENT

CONSENT FORM

Organizational Culture in Temporary Organizations and the

Effect of Quick Hit Attributes on Outcomes

Background Information

You are invited to be in a research study of organizational culture in temporary organizations. We ask that you read this form and ask any questions you may have before agreeing to be in the study. Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time. You can skip any questions that make you uncomfortable and can stop the interview/survey at any time.

This study is being conducted by: Stephanie Phipps, Department of Management, Spears School of Business, Oklahoma State University, under the direction of Dr. Federico Aime, Department of Management, Spears School of Business, Oklahoma State University.

Procedures

If you agree to be in this study, we will ask you to do the following things:

Answer questions regarding traits and attributes that exist within your current or previous private equity organization.

Agree to be audio recorded for accuracy of your statements. These recordings will be transposed within one week of recording and the participant de-identified.

Participation in the study involves the following time commitment: 30 – 90 minutes

Compensation

You will receive no payment for participating in this study.

<u>Confidentiality</u>.

We will collect your information through audio recorded interviews. The audio recording will be transcribed. The recording will be deleted after the transcription is complete and verified. This process should take approximately one week.

<u>Contacts and Questions</u>

The Institutional Review Board (IRB) for the protection of human research participants at Oklahoma State University has reviewed and approved this study. If you have questions about the research study itself, please contact the Principal Investigator at 405-640-0258, stephanie.phipps@okstate.edu. If you have questions about your rights as a research volunteer or would simply like to speak with someone other than the research team about concerns regarding this study, please contact the IRB at (405) 744-3377 or irb@okstate.edu. All reports or correspondence will be kept confidential.

<u>Statement of Consent</u>

I have read the above information. I have had the opportunity to ask questions and have my questions answered. I consent to participate in the study.

Indicate Yes or No:

I give consent to be audiotaped during this study.

     ___Yes ___No

I give consent for my data to be used in future research studies:

     ___Yes ___No

I give consent to be contacted for follow-up in this study or future similar studies:

     ___Yes ___No

Signature:_____   Date: _____

Signature of Investigator: _____   Date: _____

APPENDIX C

Survey Recruitment Email to Participants

All employees,

The **Denison Organizational Culture Survey** is designed to measure the practices and behaviors that exemplify and reinforce the underlying beliefs, values, and assumptions that are held by members of an organization. The survey focuses on the aspects of an organization's culture that have a direct link to business performance. Below is the survey link for the online survey.

The survey will take approximately 15-20 minutes for you to complete. It is important that you respond openly and honestly to the survey for accurate results. Your responses are completely confidential and will only be presented as part of the overall organizational profile or subgroup.

To take the survey, click on the link below (or copy and paste the entire link into your Internet browser). Do not share this link with anyone else and complete your survey by **(Date)**. Please keep this email until you fully complete the survey. You will need the survey link if you want to re-access the survey.

Complete instructions and online help are available when you take the survey. We value your feedback. Thank you for taking the time to complete the survey!

SURVEY LINK: https://www.denisonsurveys.com/DataCollection/Survey/Index?l=10ed&s= 2687&u= 2028981&a=75d5

SUPPORT

If you have questions, do not reply to this e-mail. Instead, contact Denison Consulting using the following support links:

ONLINE: https://support.denisonconsulting.com

EMAIL: support@denisonculture.com

DEPARTMENT OF MANAGEMENT

PARTICIPANT INFORMATION FORM

Organizational Culture in Temporary Organizations and the
Effect of Quick Hit Attributes on Outcomes

You are invited to be in a research study of organizational culture in temporary organizations conducted by Stephanie Phipps, Department of Management, Spears School of Business, Oklahoma State University, under the direction of Dr. Federico Aime, Department of Management, Spears School of Business, Oklahoma State University. Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time.

If you agree to be in this study, we will ask you to do the following things: Complete the Denison Culture Survey

Compensation: You will receive no payment for participating in this study.

Confidentiality:. The information you give in the study will be anonymous. This means that your name will not be collected or linked to the data in any way. The researchers will not be able to remove your data from the dataset once your participation is complete. This data will be in a restricted access folder on Dropbox.

The research team will ensure anonymity to the degree permitted by technology. Your participation in this online survey involves risks similar to a person's everyday use of the internet. If you have concerns, you should consult the survey provider privacy policy.

Contacts and Questions: If you have questions about the research study itself, please contact the Principal Investigator at 405-640-0258, stephanie.phipps@okstate.edu. If you have questions about your rights as a research volunteer, please contact the OSU IRB at (405) 744-3377 or irb@okstate.edu.

If you agree to participate in this research, please complete the attached survey.

Qualitative Data for Quick-Hit Attributes and Its Effect

on Organizational Performance

Topic	Evidence
Examples of Authoritarian Leadership	"So to be able to really be a master of your own universe to a certain degree is attractive to a lot of people." (PP, Commercial Executive, E&P)
	"we're in meetings and senior staff is in disagreement, I finally said, "Guys, at this point this isn't a democracy, I hold the majority of the shares here, and I feel like I'm going to have to make a decision." (JG, CEO, E&P)
	"there ultimately needs to be somebody that has to be responsible. And somebody who's got to ultimately carry the ball… Need to have somebody who is ultimately given the authority to be the final decision maker". (KH, Commercial Executive, E&P)
	"I think if you're talking about private equity as it's exists, and as we've historically known to get it, they should be backing the Chips and the Fritz's and those guys that are confidently going to go and they're going to be the bulldogs and not take no for an answer from a customer. They're going to go and get it and get after it. They're just going to bite that ankle and hang on until they get the deal." (GH, President, Midstream)
	"they have to be very self-driven, because we don't have time to have a big group and sit around and have powwows and give out all these little to do's and 20% of the people do 80% of the work. That just doesn't work. We need 80% of the people doing 120% of the work, really how it works, is a total flip, because you're usually always running understaffed" (MN, CEO, Midstream)

	"I've tried to not model myself in that direction [authoritarian]. I have seen it. I've seen, I tell you, I've seen it a lot more in the private equity company, the investment side, where it's kind of the there's one decision maker and everyone else just gets out of that person's way."(JR, CEO, E&P)
	"he [previous leader] was that way, very driven, very rigid part of my job and then the private equity shop I worked for realized what was going on after a period. And I spent a lot of time cleaning that up for lack of a better sense to make sure that we stayed in the road and trying to keep people motivated to keep, pulling toward the right end." (DD, CEO, E&P)
Examples of Entrepreneurial Leadership	It's an entrepreneurial life, which in general is more tumultuous and more difficult." (PP, Commercial Executive, E&P)
	"So, we have to do things differently and typically that involved doing something different or new, and that involves taking risks because it doesn't always work. And you just have to be very careful to quantify that risk and understand what the risk reward is and explain that to your private equity sponsor" (CS, CEO, E&P)
	[The successful person in private equity is a] … "A superstar young person that's wise beyond, mature beyond their years, very entrepreneurial" (CS, CEO, E&P)
	"So, my goal evolved to where I wanted to, number one, be the guy who controlled the company, because I felt like I learned a lot of things to do and not do." (JG, CEO, E&P)
	"I'd like to think that I try to find really smart, good people that, number one, understand the risk as oil and gas, and the private companies we are under. I mean, when I talk to, or we talk to any prospective new employee, we go, I feel, out of our way to make sure that they understand that coming from a large organization to a smaller organization is totally different." (JG, CEO, E&P)
	"Your risk averseness. I mean, I always do a pretty extensive job of asking and understanding in whatever way I can, how averse to risk that person is. Because we've had several people we've hired and found out they just couldn't take it." (JG, CEO, E&P)
	"So, is it entrepreneurial? Yes, for sure. But honestly, at Chesapeake, Aubrey was always talking about, "Be the entrepreneur, figure it out and then we'll fix it later, if it's screwed up." (BC, Commercial Executive, E&P)
	"It's been a lot of that draw is the want to be in more control of your own destiny and to be a more of an entrepreneur, a little bit more of a risk taker than what is normally presented to you in a more traditional company structure" (KH, Commercial Executive, E&P)

"I think by and large, it is promoting of other younger entrepreneurs are developing simply because you have a flatter organization where in our example of our company we always just say we're working managers that we weren't managers sitting in some ivory tower and that everybody was really pulling on that same rope. " (KH, Commercial Executive, E&P)

"But I think our culture particularly was I think very positive towards people doing creative ideas and allowing for quick, easy decisions that didn't have to go through a bureaucracy to get take hold. It would be like that's a really good idea" (KH, Commercial Executive, E&P)

"I do think that the structure from my own life experiences of being in permanent companies and your words versus private equity companies. Is that there is a more top to bottom entrepreneurial spirit throughout the organization." (KH, Commercial Executive, E&P)

"I Was so focused on our assets and how do we improve, what it is we're doing, how do we take on more with less no more people, how do we continually become more efficient, is this software worth doing, is this worth hiring these people. I found that this product is out there, and this could fit our need. And those types of things just always seemed as if the creativity and the entrepreneur's word that maybe isn't the best of words as it is me trying to substitute creativity with entrepreneurialism if you will." (KH, Commercial Executive, E&P)

"…with private equity guys, there's just an independent spirit" (GH, President, Midstream)

"Everything's a 911 in a way, not to say it's not an emergency, but it's, "Let's get it done as quickly as we can, because we need to get to the next thing." Faster you can build the puzzle, the more rewarded you are. Everything is just driven by go, go, go, go, go." (MN, CEO, Midstream)

[Private equity leaders]…. They're a dreamer, right? They're just the picture of an entrepreneurist at its peak. And that's the people. And I think about the people in our portfolio picture, and I like to use baseball. It's the easiest thing. They're the home run hitters. They're going to stand at the plate and they're going for that home run every time. And they're going to strike out so many times and they might even take themselves bankrupt in the process of their history. But man, they're going to have three grand home runs that everybody in the industry thinks about, even though they might've had some bankruptcies and everything else in the process. And those are just the magnets in the room that everybody runs to. (MN, CEO, Midstream)

…"and entrepreneurial-ism, I think you're going to find in those that do two, three, four, I bet if you asked their background, they probably were entrepreneurs before, or at least a good chunk of them" (PR, CEO, Midstream)

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"our president and CEO was a guy who had had success on his own as a land broker and he was a self-starter entrepreneur since he was 16 years old and he's very much a guy who has totally built himself up from the bootstraps and had come up really and just had made his own success for himself in the oil and gas space for the last 10, 15 years." (EH, Commercial Executive, E&P)

"It's a very entrepreneurial-focused industry and it's cliché but there's also a lot of it, particularly in any commodity environment, in a price environment, so much of it is just depending on timing and luck." (EH, Commercial Executive, E&P)

	[We must be]…" much stronger in a small entrepreneurial-backed company than a big organization where you have either you're just a business unit of a larger company." (JR, CEO, E&P)
	"Or having folks that are more entrepreneurial and maybe the willingness to accept a little more risk and yeah, no, I think it's very prevalent here in this type of organization." (DD, CEO, E&P)
	"The entrepreneurial leadership is going to have to seek out or at least accept a phone call from and listen to a private equity firm. So, I think that's yes, I think your entrepreneurial leadership is going to this kind of seek out private equity opportunities or build private equity opportunities." (DD, CEO, E&P)
Examples of Bottom-Line Mentality	You think every dollar you need to make two of. So, I'm not spending a dollar unless it's going to make me two. So, people that have bottom-line mentality, and a lot of us have that mentality in our lives in general, but particularly because it works in our business and in growth fund, you have to think that way, is if I'm buying anything or if I'm spending legal dollars, right, is this going to be worth it for me or do I have to do it because somebody's requiring me to do it. But every dollar I have to spend, I have to get another dollar out of it." (PP, Commercial Executive, E&P)
	"community giving and community involvement, it always plays a part, but it always has to be driven by something other than altruism. And for better or worse, when we contribute to organizations locally, there's two factors, one, is there a tax incentive to do so. And then two, are there IR or BR purposes to do it. (PP, Commercial Executive, E&P)
	"Where you lose focus and you like having this permanent organization, and you see it... and this is a little tangential... but you see it when people start wearing their hats and shirts and golf balls and all that sort of stuff, that's when you really... in a growth fund private equity setting, that's when you start to worry because ultimately, you're not here for a long time" (PP, Commercial Executive, E&P)
	"And that's the mentality you have to have because ultimately, all that matters is the return, and the only way that you get to come back is if you get that return." (PP, Commercial Executive, E&P)

"The only reason it's [starting a PE business] worthwhile is to hit the return." (PP, Commercial Executive, E&P)

"When we first got started, one of my partners had ordered some golf balls with our logo on it, and that was our first friction point because, again, back to every dollar has to turn into two, it's I don't see a return on those dollars." (PP, Commercial Executive, E&P)

"Give us a laptop and we can work in a park somewhere. It doesn't matter. Every single dollar has to go towards the return." (PP, Commercial Executive, E&P)

"G&A and LOE are the two drivers of everything. And that's all that matters. And so, when you're trying to flip and you're trying to hit a 3X, if you're carrying an extra three, four million dollars in GNA, that could be all the difference in me making $20 million or me making $5." (PP, Commercial Executive, E&P)

"The underlying driver is always return the rewards." (CS, CEO, E&P)

"Frankly, you mentioned training, we don't have time to train people." (CS, CEO, E&P)

"Putting a lot of effort and time and money into a young person is really not a good use of my time or the company's money." (CS, CEO, E&P)

"Typically, you want people that are laser focused on generating the optimal return out of the incentive units." (CS, CEO, E&P)

"So, you tend to be very lean. Every dollar you spend, you got to get $3 or $4 back. So, whether it's drilling a well or buying a paperclip, every dollar that goes out the door has got to generate a return in short order." (CS, CEO, E&P)

"If you have your own company and you're going to be around for 50 years, then you do invest in the community in a different way. And it's just not as high a priority, frankly, with private equity because it's just a very financially driven bottom line model." (CS, CEO, E&P)

"That also impacted how I view size of the organization, how focused we'd be, and then as we evolved as a private company in Cinco, and then seeing the mistakes we made with how focused we were, then evolved to the point where I really would love to have a small organization that's very focused. And our results showed that we were much more successful in generating returns for our investor and ourselves by doing that, so that's the evolution. A lot of experience, a lot of bumps in the road, a lot of bruises." (JG, CEO, E&P)

"I want people that understand that we got investors, and when they ask us questions, whether we think they're reasonable questions or not, to basically understand that they're putting up a lot of capital and we need to give them the respect and the answers that they are looking for." (JG, CEO, E&P)

"But it's still a financial goal. It's embedded in the ability of the firm to continue to pay wages and do things to grow the company and be successful long-term, because we are definitely looking longer term now in this day and age of working with private equity. That's another thing that has changed in the last, not just six months, I'd say that changed about three years ago, where you have to have a model that is self-sustaining and has long duration. It may not be build an asset and sell it, it could be build an asset and start dividing out to the shareholders." (JG, CEO, E&P)

"I don't think that change changes between industries. What I think changes though, is if the cycle of the industry is going through. Tech it's had its booms and busts, oil and gas has its booms and busts. And so, the investment, I guess the investment timeline changes depending on what is happening in that particular industry. Sometimes they just have to ride the horse longer. But ultimately, what they all want is to get above average returns and cycle through capital, because they go out and raise multiple funds as well" (JG, CEO, E&P)

"And so constant reporting, constant justification, constant support for decision-making that would not occur in a public company or a board/management company with a lot of authority in the CEO and the president." (BC, Commercial Executive, E&P)

[Private equity] "is a very different feel, it's very bottom line oriented" above all else. (BC, Commercial Executive, E&P)

"We have a lot of capital available. We can only use it for one thing, and that is going out and buying assets. And so, we're like an A&D shop right now." (BC, Commercial Executive, E&P)

"So, we're definitely looking for assets that we buy low, sell high quickly." (BC, Commercial Executive, E&P)

"It's hard to do ... things that were maybe more altruistic or charitable and so forth." (KH, Commercial Executive, E&P)

"Goodwill for the people who are close to, as opposed to many big ... corporation is going to support a 5K run or something. That wouldn't be something that would be ... It'd be so totally foreign to our efforts. Where the things we would do that were our bottom-line decision." (KH, Commercial Executive, E&P)

"Well, I can fuss about costs and I should." And I got to care about operations, yes, yes, yes. But at the end of the day, like you saw in our first company, we had a lot of things here. And we lamented this or that, at the end of the day you sell out for four times what you got into it. What's important is the commercial deal and doing the right commercial deal. That doesn't mean you can blow things and be better operators, but what is the emphasis?" (CW, President, Midstream)

A focus on the bottom-line "is huge for us". (PR, CEO, Midstream)

"We talk about profitability, managing of costs, all the time…. We're so hard-lined. (PR, CEO, Midstream)

"Any one of our employees could probably have a higher salary at a bigger organization. Potentially better benefits. I don't know, but higher salary. Probably maybe a little more comfortable, but here you take a little bit of pay cut. We demand a lot from everybody. The when is the financial gain at the end of the day, but because we're all equity, we all have equity in the business" (JR, CEO, E&P)

"We're constantly looking at acquisitions by constantly having conversations of when should we sell, how do we maximize value?" (JR, CEO, E&P)

"One, you've got to drive profitability such that you can make your returns through cash flow distributions. Two, every dollar when you sell on ... If you do sell and you sell on call it a cashflow multiple or on an EBITDA multiple," that's your incentive (JR, CEO, E&P)

"We need to look at the economics of every dollar we spend and ensure that those dollars spent aren't better utilized paying down debt or sending to our equity holders." (JR, CEO, E&P)

VITA

Stephanie Phipps

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