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CULTURAL MANAGEMENT ATTRIBUTES IN KIBBUTZ INDUSTRY

Abstract:

Purpose -This study provides a vivid example of the industrial success of promoting organizational culture by B's management factory. It identifies and analyzes the collective values and human resource management that became the "secret codes" of economic success in a particular factory.

Method - The research was conducted by qualitative investigation using ethnographical interviews and document analysis procedure.

Finding - The findings described how the managers merged socialist traditions of the pre-privatized kibbutz and the capitalism of the global market in order to create a dynamic strategic model. The components of the model interacted with each other, creating an unusual organizational culture and a porous boundary between the factory and the kibbutz community that owned it.

Practical implications - this case study offers managers of kibbutz, and non-kibbutz, factories a practical example of a successful culture of combining opposite trends in management style.

Social implications - The findings here suggest that there are advantages to preserving the unique cultural attributes that link workers, managers and their surrounding community which reflect their roots and basic mindset.

Value - The main contribution of this case study is the presentation of an alternative method for examining kibbutz industries in future research. This alternative method describes a managerial culture that facilitates the combination of two seemingly contradictory paradigms. The first is the kibbutz's socialist, cooperative, and communal principles. The second paradigm is the external capitalist realities of the domestic and global market.

Keywords:

kibbutz industry, kibbutz community, organizational culture, management