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CREATING LONG-TERM ORGANIZATIONAL CHANGE (U)  
CARNEGIE-MELLON UNIV PITTSBURGH PA GRADUATE SCHOOL OF  
INDUSTRIAL ADMINISTRATION P S GOODMAN 23 DEC 82

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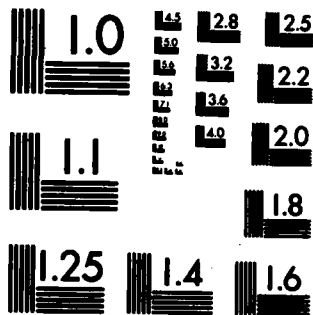
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FINAL REPORT

CREATING LONG-TERM ORGANIZATIONAL CHANGE

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Contract No. N00014-79-C-0167

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The purpose of this project is to identify factors which contribute to the persistence of institutionalization of organizational change projects. The specific focus is organizational change projects designed to improve productivity and quality of working life.

The rationale for this project is that despite the interest in designing new forms of work organization to improve productivity and quality of working life, and evaluating these new designs, there has been little consideration of whether these new forms of work organization persist over time. Our focus, then, is not on how to design or implement programs to improve productivity and quality of working life, but on how to maintain their viability over time. The basic research focus concerns the process of institutionalization (or maintaining) change. The research questions included in this research include:

- a) How do we define institutionalization?
- b) How do we measure institutionalization?
- c) How do we model institutionalization?
- d) What empirical evidence is there on the institutionalization over persistence of organizational change projects?
- e) How can we increase levels of institutionalization?

The methods used to investigate these questions include:

1. Literature search on the concept of institutionalization.
2. Theoretical model development.
3. Field interviewing in 10 organizations which had experienced a major organizational intervention designed to increase productivity and quality of working life.

Publications which address the five research questions include:

1. Goodman, P.S. "Institutionalization and Quality of Work Experiments." Paper presented at the 86th Annual Convention of the American Psychological Association, Toronto, Canada, August 1978. AD-A123010
2. Goodman, P.S., Conlon E., and Bazerman, M. "Institutionalization of Planned Organizational Change." In B. Staw and L. Cummings (Eds.), Research in Organizational Behavior, Vol II. Greenwich, CT: JAI Press, 1979. AD-A123011
3. Goodman, P.S. "Quality of Work Life Projects in the 1980's." Labor Law Review, August 1980, 31, 487-94. AD-A123012
4. Goodman, P.S. and Dean, J. W., Jr. "Institutionalization or Making Labor and Management Change Programs Last." Paper prepared for Work in America Institute, Scarsdale, New York, 1981. AD-A123013
5. Goodman, P.S., and Dean J. W., Jr. "Why Productivity Efforts Fail." Paper presented at the Annual Convention of the American Psychological Association, Los Angeles, California, August 1981 and at the Quality of Work Conference, Toronto, Canada, September 1981. AD-A123014
6. Goodman, P.S. Change in Organizations. San Francisco: Jossey-Bass, 1982. AD-A126273
7. Goodman, P.S. and Kurke L. "Change in Organizations: <sup>Studies of</sup> A Status Report." In P. S. Goodman (Ed.), Change in Organizations. San Francisco: Jossey Bass, 1982. AD-A123015
8. Goodman, P.S. and Dean, J. W., Jr. "~~The Power of Institutionalization~~ <sup>Creating long-term organizational change</sup> Chapter 6." In P.S. Goodman (Ed.) Change in Organizations. San Francisco: Jossey Bass, 1982. AD-A123016
9. Goodman, P.S. "Making Productivity Programs Last." In B. Moore (Ed.), Productivity Gainsharing. Englewood Cliffs: Spectrum Books, forthcoming. AD-A123017

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