Organizational Culture and Integration of Older Employees: The German Experience

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Abstract

Purpose- The purpose of this paper is to examine the effects of an aging population on German businesses. The intention is to provide a guide on a new approach where the skills and experience of older employees are given consideration in the organisational culture.  

Design/methodology/approach- This is a conceptual paper based on theoretical constructs relating to organisational culture and change as exemplified by a case study of the personnel structures of a business in Germany.  

Findings- The key finding from this study is that there is a practical approach that can be implemented to achieve a change in the organisational culture for the utilisation of older employees skills and knowledge. However, the issues of organisational change management need to be adequately addressed and a formal commitment by management is essential for the success of the broad program required to reintegrate the older employees into the work force.  

Practical implications- This paper provides guidance on the approaches to implement organisational change as it relates to integrating older employees into the work force.  

Originality/value- This paper is one of the very first to explore the concept of change in organisational culture to accept the skills and knowledge of older employees in an every aging population and work force.

Keywords: Human resource management; aging workforce; Public Sector; New Public Management

Note: Using the Germany alphabet the spelling of the above authors names would appear as - Dagmar Preißing and Frank Lönnies
Introduction

In Germany the labour participation of older employees is at a relatively low level compared with other European countries (OECD 2008). Present labour market and socio-political incentives to step out of the working world at a relatively early age, and make room for younger persons, most certainly play an important role. Another reason for the low employment rate of older employees might be attributable to organizational attitudes: older employees are often regarded as low performers (Filipp and Mayer 2005: 3; Bangali 2004: 3; Bellmann and Leber 2005: 169). In consequence 15% of all German companies are fundamentally unwilling and 31% of them are only willing under specific conditions – for example government’s financial support – to employ older workers (shown by a multivariate analysis of Boockmann and Zwick 2003). This present organizational behaviour is a threat to German companies regarding the demographic development and the lack of skilled workers, much complained about by companies.

This paper examines an approach to the loss of skilled staff from the workforce due to their age. The principle concept is concerned with creating a positive organizational attitude towards older employees as well as by creating a motivating and age-integrative leadership. The integration and participation of older employees is not only a demographically necessary objective, it has the potential to provide companies with a more profitable business by taking advantage of the comparative skills and knowledge that the older employees have gained through experience.

The Demographic Development in Germany and its Consequences

The twelfth population forecast of the German Federal Statistics Office (StatBA: 2010) basically shows two main developments: The number of young people is declining; the number of older people is rising. The reasons for this are well known. Declining birth rates, longer life expectancy and lower positive balance of immigration are reasons for this demographic situation.

The available manpower is decreasing. In 2000 there were 51,000,000 people available on the job market. In 2050 there will be only about 40,000,000 people. At the same time this development is closely connected to an aging workforce. In 2007 the 35 – 50 years old age group was the largest one represented in the work force. As early as 2020 this largest group will be the 50 – 60 years old. (StatBA: 2010)

The number of people in the young age groups is steadily decreasing while, at the same time, number of people in the older age groups is growing. The biggest challenge for the working world therefore is how best to deal with a declining work force population than the fact that the German population is getting older.

As the number of older employees in companies rises significantly, enterprises will need a culture that enables integration and participation of older staff as added value. In the future no employer can afford an exclusion of the older workforce.

Creating Company Culture

The central question derives from this reality, whether a corporate culture is changeable at all. And if so, how to reach a positive organizational attitude towards older employees? First of all, the definition of corporate culture: Corporate culture includes on the one hand a growing and on the other hand a modifiable range of ways of thinking,
conceivabilities, standards and values. For one thing the individuals working in the company shape these standards, values and ways of thinking, on the other hand, the people are being shaped by those. A reciprocal influence process takes place (Loennies 2010: 327).

Bleicher (1999b) summarised corporate culture as the sum of the learned behaviour-formative and directing basic assumptions in a company. They determine the cohabitation within the company as well as the thinking and behaviour of the corporate members.

Whether the company culture is capable of being moulded in order to lead to an integration of older employees would appear to be confirmed by the literature in the affirmative, that is a simple “yes”.

Various constructs underpin this paper especially the variable approach, metaphor approach and a third variation, the dynamic approach (Sackmann, 1990: 153-188). These three approaches relate to aspects of the corporate culture as it relates to employees, such as their origin, experience, ability to change, availability and career. In the English-speaking countries authors such as Deal and Kennedy (1982) have focused on what they refer to as the four corporate cultural types by contrast Peters and Waterman (1989) applied the McKinsey 7-S model to examine and explain the formation of corporate culture. Schein (1984) presented a three-level model of corporate culture and Bleicher (1999a) presented the opportunistic versus obliged corporate culture model. All of these approaches to the examination of corporate culture have contributed in a significant way and have shaped the discussion of the organizational capability to influence and change corporate culture.

These different approaches lead to the conclusion that there are many cultural indicators, which describe the corporate culture. The variety of cultural indicators are characterised in Figure 1 below.

Figure 1: External and internal culture indicators

These cultural indicators are used to describe existing corporate cultures. However these indicators can also become promoters of the cultural design in logical consequence. **What was once shaped, can be reshaped.**

This is demonstrated by the external culture promoter “society”: Once, the age structure of society was marked by many young people and few older. Accordingly, a youth-centered personnel policy could be operated, because the recruitment of qualified junior
employees presented no problem. Today society shows an opposed age structure, which has the consequence for companies, having to operate an age-oriented personnel policy.

Decisive is now the question, which of these culture promoters is suitable to create a corporate culture with respect to the desired goal: the goal of the integration of older employees. To emphasize one again, this target is not about the end in itself, but is a necessary requirement, caused by the demographic change.

Since the external culture promoters are difficult for an organisation to influence, the focus needs to be on the internal culture promoters and activities. Eight promoters are available for potential use by an organisation. The indicators “individual” and “formative experiences / single personality” cannot be shaped by the company, as the individual personality of each single employee in a company can hardly be influenced. The strategy of a company is subject to internal structuring freedom on the one hand, on the other hand also external market demands. Therefore, it is not examined in more detail below.

Ultimately five indicators for an indirect shaping of the corporate culture are identified as relevant for the target achievement “Integration of older employees” (Loennies 2010: 330). These indicators are presented in Figure 2 below.

**Figure 2: Cultural promoters**

These factors are capable of being influenced and can in turn become promoters of culture. The in-depth discussion of these five promoters follows.

**Towards an integration of older employees**

In this paper integration is defined as the affiliation of a group of older colleagues into the staff of an organization. Participation is defined as an actual situation which enables older colleagues to introduce their experience and ideas as well as their values in the day-to-day business. The situation is to realize this in such a way that organizational processes of decision-making and in particular decisions involving them personally are not implemented without their actual involvement.

The factors introduced above may be implemented to create an integrative and participative company culture in which older employees are more likely to be accepted in the work force. This approach has not yet been explored to date in the literature.
Business Principles

In light of appropriate culture indicators the corporate mission statement provides an important opportunity to show how business culture is being made a topic and communicated within an organization as well as to the outside. The corporate mission statement has special importance through its foundation in normative management and the flanking of corporate constitution, and -politics. Thereby the mission statement poses an important and immediate factor of the basic strategic direction of an organization which can encourage a consensus between culture, structure and strategy. The creation of a mission statement should follow inward consensus and acceptance oriented activities such as the:

- Credible initiative on the part of the company management, wanting to face processes that improve the company culture, without concern for loss of face or loss of power,
- Announcements of the direction and needs of management pertaining to staffmeetings or company-meetings should be made via the Intranet or the company newspaper,
- Formation of an expert team with consideration of older co-workers, who function as persons of trust (without regard for hierarchical differences) for different employee interest group representatives, possibly external consultants,
- Execution of an employee evaluation,
- Implementation of these results,
- Analysis and announcement of these evaluations in the company.

A special problem presents itself in possible age discrimination of the younger employees. This could arise completely unintended just because a company appears to pay special attention to its older employees.

Human Resources Politics

In the area of human resources politics we identified four main fields of action contributing to shape an age adequate company culture.

Figure 3: Human resources allocation

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<th>Human resources allocation</th>
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<tr>
<td>HR- allocation</td>
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<tr>
<td>• Age diverse work groups and project teams</td>
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<td>• Know-how-transfer, calling up the experience and knowledge of older colleagues</td>
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<td>• Mentor role of older colleagues</td>
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Cooperation between younger and older colleagues in age diverse, partly autonomous project teams generally appears to be a well suited possibility to integrate and incorporate older colleagues. If teamwork succeeds in these structures, age diverse groups can become the scene of development and further qualification as well as the place to pass on knowledge and experience. Likewise project work qualifies especially for using the know-how and experience of older colleagues in as much as they can more likely take on the role of mentors or advisors for other members responsible for project work.

The mentor or advisor concept also indicates the desirable possibility to use and utilize the continuing know-how and expertise of older colleagues while at the same time younger colleagues are slowly led to more responsible functions having experienced staff accompanying this process. This seniority concept is not to be seen as preventing younger colleagues from having careers or having their careers slowed down. The passing on of expertise and know-how to younger colleagues could be facilitated if it was secured that
experience and know-how of older employees was valued and consciously called for by the management of the organization. This appreciation and usage is ideally processed by cooperation of age-diverse groups and project teams. In such a favorable constellation older employees could step back into “second row” and assist and support younger staff.

Nevertheless it should be avoided in any circumstance that older colleagues develop a fear of losing their comparative advantage and thereby becoming needless by passing on their experience and know-how to the young. Reduction of efficiency preventing competitive relations between age groups asks for human resources politics which is oriented on a stable inter-generation contract. These politics must accomplish that colleagues of all generations perceive their initiative and loyalty for the organization and its development as a positive element also for their personal future. An intensive inter-organizational communication of appraisal for the special strengths of all generations appears to be increasingly important.

**Figure 4:** Human resources planning

| HR-planning | • The so called age-diversity management  
• Avoiding age-selective recruitment  
• Avoiding age-segmentive task assignments |

Integration and participation of older employees starts with recruitment and continues during the duration of affiliation with the organization. As for recruitment a slow realization seems to take hold that with the one-sided youth oriented hiring policy deficits in the obtaining of long term know-how and experience are accompanied. Equally, a lack of skilled workers cannot always be resolved through recruitment. Against the background of integration and participation of older colleagues an important need for action is coming up in order to maintain performance, the possibility for occupational change and development as well as flexibility. Here management has the obligation to provide working environments and cycles in such a way that learning motivation of the elder is increased, their success is named, honoured and their trust in the ability to learn is strengthened.

Moreover the learning possibilities for older colleagues are to be structured according to their capabilities and motivations. A recommended course of action for a human resources strategy comprising all phases of the work biography is advisable alongside the classic models of job enrichment, job expansion, job rotation as well as politically autonomous work groups and the already mentioned age-diversity-management. Complimentary to a balanced age structure is a balanced structure of experience. The goal is not a balanced structure in terms of age but a proper structure of know-how and experience.

The objective has to be that organizations:

- know which competencies they require,
- dissolve the age-bound attribution of competences,
- are capable of generating and managing the required competences age-neutral as far as possible.

As an alternative to the age-oriented segmentation of tasks it is advisable to structure the segmentation according to experience in:

- “Newcomer (task beginner)”,
- “Experts (task experienced)” and
- “Top-Experts (task professionals)”.

Furthermore an improvement in:

- the concentration of jobs,
• the balance of required experience for special fields of activity and
• last but not least an increased acceptance of a change into different fields are
demanded.

By means of an age-diversity-management concept an important contribution
towards the integration of older employees can be accomplished.

**Figure 5: Human resources development**

![HR-development](chart)

- Career models, career planning
- Individual models for qualification
- Coaching, annual dialogues

In addition to the already described further qualification in integrative group
situations an integrative human resources policy requires additionally an individual
appraisal of know-how and experience and a planning for the remaining time in the
organization which is harmonized accordingly. As a matter of course corresponding
structures in the human resources sector have to exist or, if necessary, have to be
established.

An applicable possibility for the constant development of colleagues can be seen in e.
g. a mentoring- or coaching-concept. In this model the experienced colleague has two
contact persons: in the day to day business professional, project related agreements can be
made with a coach; additionally a mentor can be consulted in regular intervals in order to
align career development and -coordination with the objectives of the organization.
Prerequisite for this is a self-management in terms of an increased sensibility for the self-
dependent build up of knowledge and experience as well as for a personal development and
vision. A clear definition of career scenarios is suitable, which supply the colleague with
orientation for reaching set goals as well as self-motivation. Moreover role definitions are
necessary, which highlight the requirements necessary for certain positions and functions
and not at last which material perspectives are connected with reaching certain positions.

Closely connected with this is the renouncing of an automatically rising pay due to
time in the organization as well as the vertical career planning due to time. In the future
career planning must be possible also on a horizontal level. Thereby payment is not
automatically linked to hierarchical levels or age structures but only to function. To what
extent unions and workers’ councils are to be convinced of payment not linked to age
remains still open.

**Figure 6: Social security**

![Social Security](chart)

- Organizational health plans
- Flexible work schedule models
- Possibilities for (part-) withdrawals from working life
- Social benefits
- Involvement of the workers’ council in social matters

A human resources policy that is designed to incorporate and integrate employees
with their special needs in the late phase of their working life also needs a distinct social
element. In the area of organizational health plans it is important to secure performance to
relatively old age and, if necessary, to align work structuring accordingly. Work systems
therefore should be designed in a way to allow for often changing postures and movements
as well as for often changing psychic or cognitive requirements for managing the tasks at
hand. Balanced structures for everyday tasks enhance physical and mental fitness. Long
term lopsided strains, whether of physical or psychical kind, are increasing the likeliness of health impairment.

Organizations nowadays often take measures to address health improvement that exceed legal requirements. Facilities are offered by e.g. the health circle, teams accompanied by company doctor, colleagues, workers’ councils, function units for work safety, job safety and -security, which all are motivated and coached by regional health insurances. Often these health insurances even offer training for work ergonomics like courses to strengthen back muscles or training for correct sitting or lifting of weights.

In the area of organizing flexible working hours and the (part-) withdrawal from work life a realization is more and more taking hold that simply aligning the so far most rigid working models are not enough to meet the requirements of an individualistic and demographically changed society. Thus it is all about the development of innovative models for working hours which, differently from the up to this time existing models of gradual retirement of partial retirement, are not only geared to solely one phase of life. A life-phase spanning requirement today is the restructuring of condition, allocation and duration of working time. An essential approach therefore has to be the breakup of traditional links of life phases (-age) and typical use of time and thus not only questioning the “deprofessionalisation of age” but even dissolving this. (Preissing 2010: 179)

The call to re-examine retirement is getting louder. This is resulting in an enormous need for action. A social system which offers capital building for old-age provisions in the frame of shareholding structure may prove to be an exemplar for a creative and innovative implementation of social responsibility of an organization towards its older or aging employees.

**Motivation and Job Satisfaction**

In the context of designing an appropriate company culture for an aging staff structure it is important to address what might motivate staff. In this regard incentives can be considered as a means to promote a form of intrinsic motivation for the work life. However, care should be taken as in some circumstances these can lead to job dissatisfaction. To address these concerns the model of Herzberg (2003) raises awareness of suitable motivators such as; success, recognition, work contents, responsibility, advancement and development and these are potentially significant for the encouragement of work motivation and satisfaction.

Karazman (2004) arrived at the following wishes of older employees in a ranking, providing information about the motivators of this group:

- Information and involvement in the organizational future,
- recognition of job performance and respect of superiors,
- reform of work schedule with increasing age,
- competence promotion, human resources development, horizontal career,
- diversification and changing of department,
- individual organization of job requirements,
- team quality and cooperative relations,
- reduction of work pressure and
- work ergonomics and health benefits.

An appropriate course of action for the structuring of an age-oriented culture that takes into consideration motivation and job satisfaction of older employees an important concept is the appreciation, on the part of management, of occupational know-how. The
more committed an organization is acceptance of older employees the more likely the satisfaction those employees will derive from their involvement. At the same time it is necessary for meaningful action and self-efficiency to be integrated.

Loennies (2010: 342 f) examined the reasons for inner emigration of many employees and found: change of values, loss of applause, pitfall of offense, dilemma of identification and bestowal of significance. Accordingly the group of aging employees has to receive special status or recognition for their expertise and their experience. The appraisal of their qualification, job- and life-experience should be recognised as a valuable resource to the company. In addition there needs to be development of a means for knowledge transfer to take place, which gives aging employees the chance to advance to mentors, project leaders without fearing the risk of retrenchment. Suitable structures may take the form of integrative team- and project work, mentor- and coaching function of older employees, continuous exchange with executives about the personal level of development, possibilities for further education with real chances for promotion as well as an organizational health plan and organizational social benefits. This approach should result in increased motivation, satisfaction, identification and commitment are expected. By framing the conditions under which the older employees are engaged in the work force in the manner suggested it is likely to lead to a positive reaction to the company culture.

**Leadership behaviour**

Leadership behaviour is an important initiating agent for the shaping of an age integrating company culture as it is closely connected to motivation and job satisfaction.

The successful goal oriented influence on individuals, the close relationship between motivation and satisfaction and the retaining of faithful and effective work relations are opposed by several unpredictable variables. As there can never be a guarantee for successful leadership as such determining factors can have an impact on leadership and situations that stay out of reach of purposeful arrangement. Empirical research of leadership behaviour has highlighted that the personality of the leader does play an important role but that there is nothing like the “ideal leadership personality” or “ideal leadership behaviour”. The corresponding situation which is given credit for in modern theories on leadership practice always has to be taken into consideration. Moreover – similarly to motivation and satisfaction – the desideratum of feedback acquisition from those leaders must be stressed. Here the willingness to shape on the part of the organization is limited methodically.

Important experience and findings about the effect of leadership behaviour on a group of people could possibly be missing which would have been a condition for successful leadership. Against this background it seems to be necessary as well as promising to introduce consensus- and acceptance oriented activities in order to receive feedback from staff or a team on the one hand while on the other hand practising a range of different leadership styles. McGregor (1969) pointed out the situational inescapable flexibility of leadership roles a manager should be aware of, if he expects emotions to tune in to corresponding situations.

The question of trust is another important aspect of leadership. A considerable amount of trust on the part of the organization deriving from the positive assumption of intrinsic motivation and commitment on behalf of staff is leading to a spiral of trust. This trust initiated by the organization provokes positive working relations. The core requirement for any successful leadership therefore is the ability to trust and to create trust. Outstanding leaders succeed in building up mutual trust between themselves and their co-workers.
It is the longing for a happy life that, apart from securing a mere biological existence, that forms the basis of all actions of humankind. Benefit is no equivalent for a life worth living. Leadership seen as something that obliges the leader not only to personal development but also to the question of a common and meaningful action offers the chance towards a leadership culture accepted as credible and thus calling for motivation. Wherever it is done without changing people against their essence but where the focus lies on finding and developing their personality and strengths, positive retroaction on the organizational culture can be expected along with common benefit in all economic actions.

**View of Humankind**

The organizational culture of a company tends to view the individual as an important component as there is a dynamic and reciprocity of its development within and outside the organizational context and the development of a company culture. Insofar prevailing views of humankind in an organization are to be seen as frame conditions, and the shaping of these conditions will affect the organizational culture. Basically those conceptions of mankind seem suitable which emanate from an age independent, individual ability for development, conceding intrinsic motivation, creativity, desire for meaningful acting as well as for committed performance.

Nowadays it is very often argued that some attributes lamented as deficits can be the result of long term strain of working environment, -conditions and -relations. Looking behind the surface of individuals and finding out about the person itself requires organizations to be courageous enough to give up popular patterns of classification and theories. This asks for the courage to grant every colleague an individual style and manner of “being”. Nevertheless it is a rewarding perspective to see a future positively shapeable ability for development. Here the complex human being can serve as suitable perception of the individual.

The formation of company culture generally incorporates the concepts of mankind as matter is especially important for older people it is therefore necessary to their assignation. Therefore there can be a reflection oriented more on economic conditions and along with that a perception of (older) people which is more ideologically oriented. Possibilities of consciousness such reflected and the voluntary self obligation in favour of desirable concepts of mankind expectations and attributions towards the old who have always been a step ahead of experience and can principally be all expressions of an organization directed inward as well as to the outside, such as e. g. reports of sustainability or models and self obliging principles of action.

Decisive will be whether these expressions are backed up by reality. Thus it is often the positive experience of the old which have a stabilizing function on afore mentioned, positively anticipated attributions. It is their ability for development and their special performance that influence the view of humankind in an organization. Nevertheless it seems necessary that there is a frame which provides for the location of this empirical value and which is flexible for new experiences. This constitutes a task which a management of an organization has to take on along with an organizational “realization”.
Method

The case study approach is held to be a useful way to examine theoretical issues from a real life example (Yin 1989). The case study allows the researcher to be more involved with the details that are being examined. This provides the researcher with a degree of flexibility because the focus may change as new things are learnt that may challenge the original direction of the research (Yin 1989). This suggests that the case study can help to identify and isolate issues within a company that might otherwise be missed or overlooked.

Case Study - Weleda AG

As part of the investigation into how a corporate culture can be created that takes the demographic aspects into account, two interviews were conducted with the company Weleda AG. The interviews were conducted between Frank Loennies and Roland Sturm, Leader HR management at the Weleda AG, Germany (2010: 351).

Weleda AG is a widely and well-known medicinal herbs handling company which had 822 full time employees as at the end of 2008. The company is known for manufacturing economically sustainable pharmaceuticals, health-care products and wellness products of high value. Weleda is committed to an anthropomorphic ideal of nature and humankind. The following details have been extracted from the second interview as an exemplar on how an organizational culture can be developed to integrate older employees.

Business Principles

First the guiding principle of Weleda clearly points to the convictions, values and aims of the company: “Weleda understands itself as a location of human development by shared challenges.” As a consequence Weleda’s organizational culture does not only reflect the reaction to requirements of demographic changes, it is much more congruent with their philosophical position as emphasised in their statement.

Human Resources Politics

Weleda implemented several human resource incentives intended to create and foster an anthroposophical and at the same time a demographically oriented organizational culture. The most interesting of these are:

- **Inter-generation-networks:**
  Weleda financially supported and coordinates an inter-generation-network, which means that the company’s retirees support younger employees in many different ways: Practical examples are child care on business hours or on educational events for colleagues and their partners, supporting the nursery of the company-owned Waldorf Kindergarten or shopping support for sick members of the staff. This inter-generation-network not only supports work-life-balance aspects, it also aims at the knowledge-transfer between young and old. This idea was assigned with an innovation award by the German government in 2005. It is doubtless a characteristic of Weleda that uncommonly many retired employees still feel attached to their company. Usually retirees are not further involved in the company’s activities once they ceased employment.
• **HR-life-cycle-development:**
  This considers the differences of employees in age, experience, gender, cultural and geographical origin, life models and life styles and – in consequence – adapts the development measures to the individual employee’s situation and performance.

• **Health management:**
  Weleda takes the view that the company is responsible for securing and improving health, vitality and mental flexibility of the staff. To realize these aims, an uncommonly wide range of sports, health and advanced training activities, including development of personality, are offered by the company. Yoga, massage, healing eurhythm, stress and vitality management, cycling and running as well as singing in a choir are just some examples of the whole programme. All these different offerings are presented in a so called “Market of Possibilities” twice a year by the company. The biological-certified company-owned restaurant supports these activities by providing healthy food. Weleda also encourages their employees to take individual responsibility for their health. Furthermore once a month there are medical consultation hours with an anthroposophical physician in addition to the company physician. Health checks based on the workability index are planned in the future.

**Leadership behavior**

  Weleda installed a “night café”, which provides the opportunity for employees to talk informally about all kinds of problems with no need to observe formality in hierarchy. The motto is: *Anything said has no personal consequences to the speaker*. This open atmosphere contributes to motivation and job satisfaction of employees. Here leadership is viewed from the perspective that it involves providing support to employees, so that they can develop their very own input to create company value.

  Human resource management at Weleda is based on activities intended to cope with the present demographic challenges. Many activities are artefacts of the existing corporate culture whilst some have developed in direct response to overcome today’s demographic problems.

  The Weleda scenario provides an example of the application of three of the five identified cultural promoters that a positive embossing of the corporate culture can succeed with respect to the goal of "integration of older employees". And the company Weleda has set further far-reaching goals: It is currently being worked on an approach of "life phase-oriented corporate governance".

**Summary**

  The intention of this paper was to show that the shaping and development of a company’s culture offers a true possibility to move the organizational objective ahead towards the integration and participation of older employees. It was thus highlighted that company culture represents a parameter which can be influenced to a certain extent. This was anticipated on a theoretical basis and the intention was to offer culture promoters, which might help to create a new age oriented company culture. The possibility of direct influence by setting suitable frame conditions for the development of a company culture proved to be plausible.
It was furthermore anticipated that company culture as a dynamic factor reveals relations and interdependencies towards the atmosphere in an organization and its ethics as well as the philosophy of the enterprise. It is thus subject to various influences while at the same time influencing these. In this course important, in-company parameters were chosen with respect to relevance in regard to the objective for an operational range of measures to be taken: Corporate image, human resources politics, motivation and job satisfaction, leadership and view of humankind.

The guiding idea affecting the research process was that these parameters can act as indicators for a given company culture in the sense of position-fixing and starting position but they can also act as initiating agents for the creation and shaping of a culture:

*What was once shaped, can be reshaped, cultural indicators can become culture promoters.*

There are vast measures with the objective of integration and participation of older colleagues would most likely lead to an equivalent positive development of company culture. Anyhow, the limits of a development in terms of objectives should be known. Environmental structures, restrictions and impossibilities can prevent measures as much as attitudes, values and willpower on the part of the acting. In comparison with the limits of the abilities the limits of possibilities for development and change seem to prevail.
Reference List


