

Network models, systemic interactions and organizational culture: The case of Virvelle in Campania region



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What we will illustrate today...

- Case study of the Campania region
- Research motivations
- Theoretical framework of reference
- Data collection process and survey results
- Future perspectives of research in the organizational field

Virvelle is a "network organization" characterized by trust and social relationship. The value that inspire the company are:



Proactivity

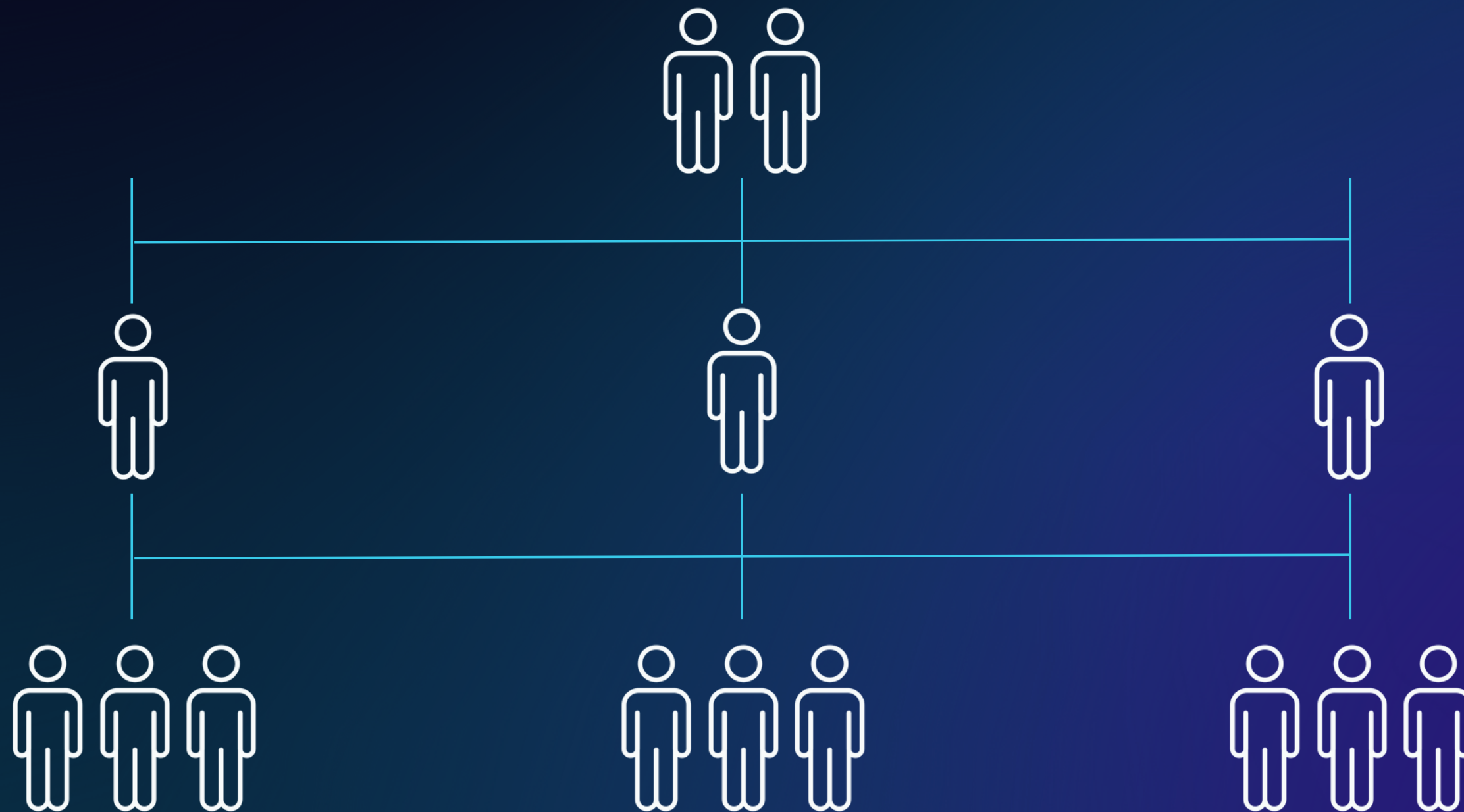


Skills development



Relationships

Organizational structure & Social Actors of Virvelle



How do formal and informal interactions develop in Virvelle?

SNA

Offers
a systematic method to
evaluate informal
networks to map and
analyze relationships
between people, teams
or entire organizations

ONA

Makes possible the
systematic exploration
of organizational
networks through the
use of techniques
deriving from graph
theory

Questionnaire consists of 31 questions, closed and open, divided into five sections:

Section I, socio–personal characteristics of the members

Section II, information relating to the operating area to which they belong, the main values which characterize the organizational culture of Virvelle

Section III, details about the role held and the performance of one's functions and the recognition of key players

Section IV, formal and informal interactions developed by each member with colleagues

The reference actors of the survey

Population under analysis: members of virvelle in July 2022 considering the different role played in the organizational context.

Actors

- CEO and Managing Director
- Operational area managers
- Members of the operating areas

Data collection



21 of the 33 members of Virvelle participated in the survey

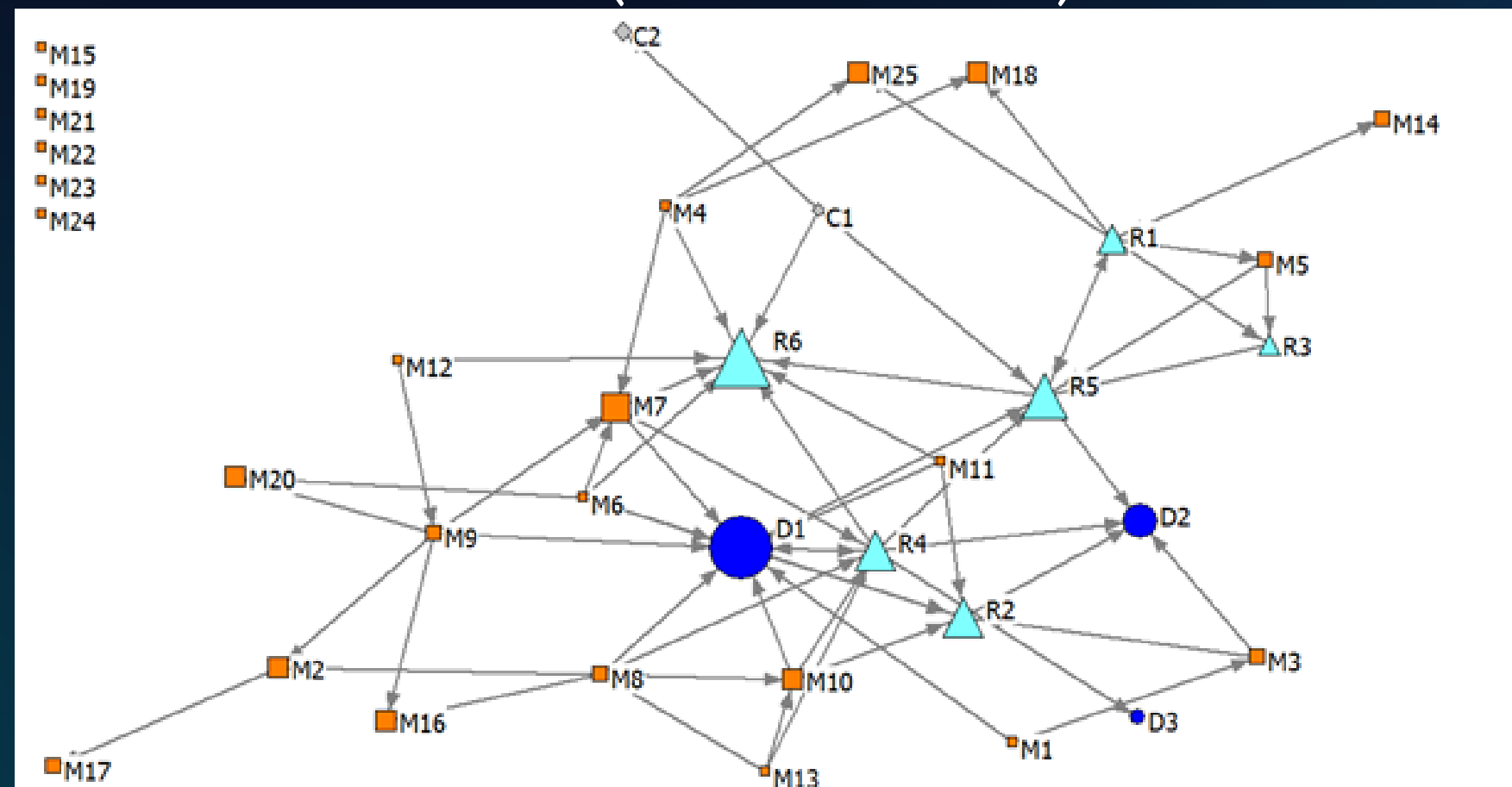


Response rate of 64% of the target population

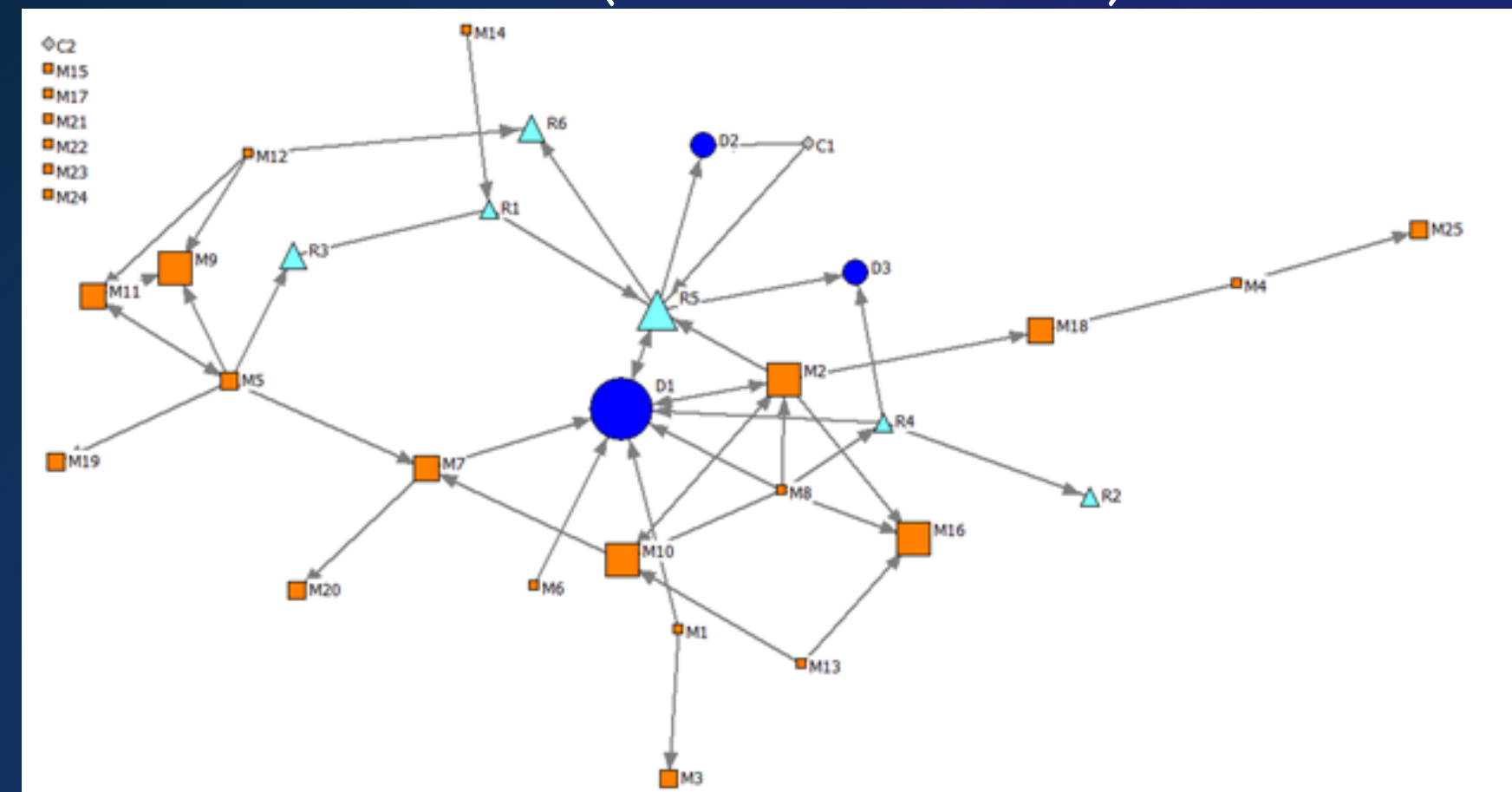
Formal and Informal Network of Virvelle *



Organizational support network (formal network)



Organizational emotional support (informal network)



*The size of the node reflects a measure of the centrality of the network, calculated at the micro level, based on the subjects to whom the respondents turned to request organizational and emotional support.

Interpret organizational networks means...



Look into their soul



Means making visible what is not visible within an organization



Go beyond static and hierarchical organizational charts

...opening new scenarios for future research

Future lines of research in organizational setting by using network paradigm:



1: what is the role of corporate training in building positive and effective organizational subcultures?



2: what are the training methodologies capable of generating better performances?

1: what is the role of corporate training in building positive and effective organizational subcultures?

Subculture:

"culture is a learned phenomenon, that it is what a group learns over a period of time based on the problems and successes that the group experiences" (Schein, 1990)

The first step is a Systematic Literature Review to investigate the role of corporate training and the Knowledge Management in building participatory and goal-oriented cultures

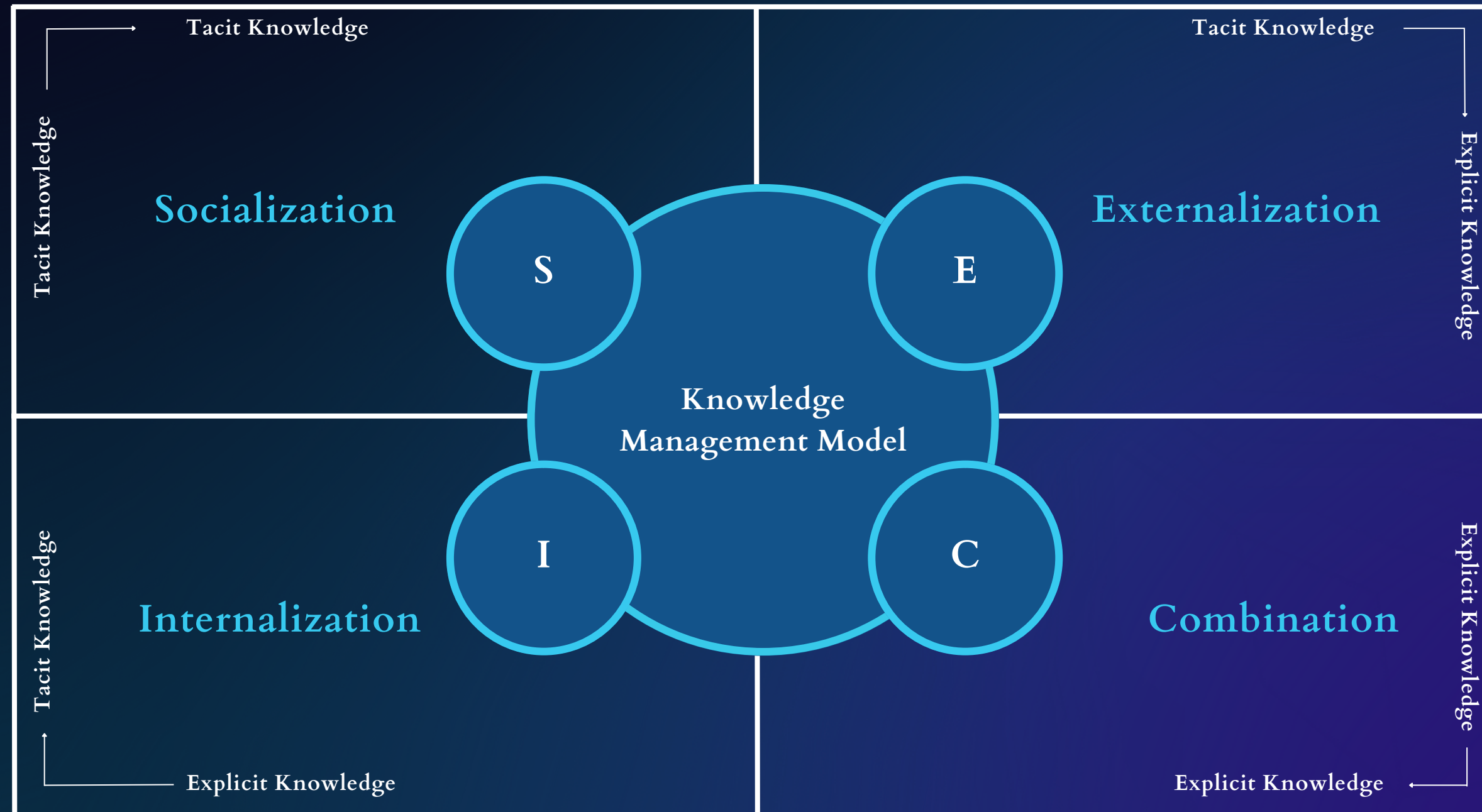


Training processes and emotions are essential because influence the experience of the participants, increasing the quality of performance, as well as motivation, commitment and satisfaction (Bosse et al., 2015)

Carayannis et al. (2021) believe that to give life to an effective culture, knowledge within the network should be the result of a sharing process that involves all the actors and that interprets complexity as an opportunity



2: what are the training methodologies capable of generating better performances?



SECI Model - Nonaka & Takeuchi (1997)

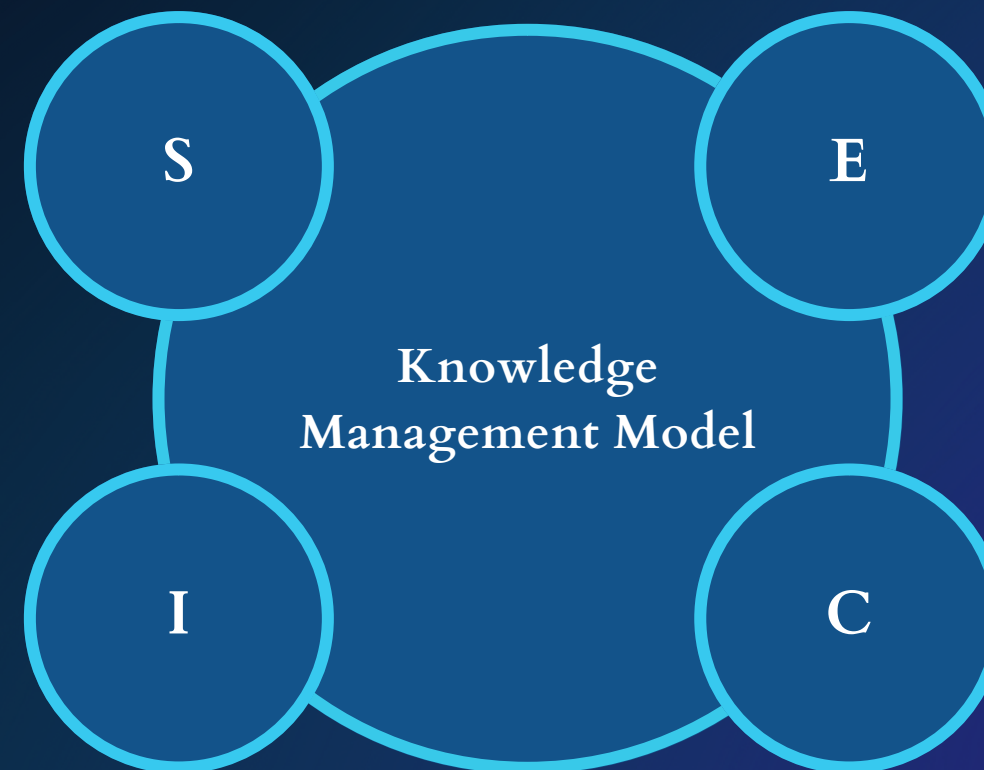
2: what are the training methodologies capable of generating better performances?

Socialization

- Storytelling
- Discussion
- Listening to other opinion
- Opposing common opinion
- Training on the job
- Teaching and training
- Brainstorming

Internalization

- Digesting of a new piece of knowledge
- Practicing a new activity
- Implementing a problem-solving method
- Learning a new formal notation
- Becoming interested in the topic
- Estimating of potential “usefulness” of knowledge



Externalization

- Speaking and writing excellence
- Capturing of the idea's core
- Formalization
- Introduction of a new notation
- Posing “right” questions
- Demonstrating skills

Combination

- Lateral thinking
- Creating analogies
- Selection of the right knowledge processing method
- Identification of the new piece of knowledge



The ONA logic offers new opportunities for learning, collaboration and innovation



Considering the network as a new way of cultivating organizational culture



The future development of the work intends to highlight the opportunities that the various corporate training methodologies offer for the construction of an adequate organizational culture

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Thanks for your attention



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