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Is the Open Organisations Profile a valid and reliable measure of openness in organisations?

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A research report submitted in partial fulfilment of the requirements for the award of

Doctor of Philosophy

Bond University

November 2007
Approvals

This thesis is submitted to Bond University in fulfilment of the requirement is for the

Doctor of Philosophy.

This thesis represents my own work and contains no material which has been
previously submitted for a degree or diploma at this University or any other institution,
except where due acknowledgement is made.

Signature:       Date:
Acknowledgments

Until you live through the challenges of writing a thesis, you do not realise how many people are behind the finished product, how generous they are with their time and expertise, and how important they are to bringing a thesis to life. I believe we all have a set of assumptions that drive our thinking, actions, relationship and personality in our day-to-day life. Some people choose to study aspects of these assumptions in the form of a thesis, other prefer to constantly test their assumptions in real life situations and continue to learn and grow while others choose to let their untested assumptions drive them slowly insane and start to ask question like, isn’t there more to life? I want to be happier.

I have chosen to explore some of my assumptions about how organisations work in this thesis. Therefore, I would like to thank the following people:

My amazing and beautiful (in so many ways) fiancé Merryn Powell for all of her patience, love, compassion and understanding, I promise I will spend every weekend with you from now on. Thank you for letting me be part of your life and giving me our wonderful girls – Indra Pearl and Maya Belle.

Thank you to my wonderful parents Barbara and Bruce Stubbs for all of your support and constantly trying to understand what I was doing.

A special thanks to all my close friends for spending time and energy with me and constantly challenging my thinking while drinking – these people include, but are not limited to Brent Mckenzie, Ian McHugh, Ryan Powell and Adam McKinnon.
To my friends and mentors – Brian Thomas and Robert Dore your impact on my life, let alone my thesis is indescribable. I look up to you both and hope one day that I will be able to have a profound impact on someone else’s life as you have had on mine.

Professor Richard Hicks has been the guiding hand that led the way forward in this thesis. I truly value your wisdom and I enjoyed every opportunity we had to talk. You have always provided me with insightful feedback and interesting alternatives to consider. You have helped me appreciate the writing process and helped me link my practical interests with the rigours of scientific inquiry – Thank you.

Finally, Oscar Mink – I hope you are resting in a great place. I was only able to spend a relatively short period of time with you, but you openly shared your life’s work with me and anyone else who was interested. You really do live on in the stories that people tell about you and the warmth in their voices and the smiles on their faces when they recall their favourite Oscar Mink story. I wish that I was able to share with you what I have learnt.

Finally, I heard this quote somewhere and it has always stayed with me. Don’t let education get in the way of your learning and knowledge – I think this is the best way to sum up my PhD thesis experience.
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Abstract

This study is primarily about the Open Organisations Profile, a questionnaire developed in the United States by Professor Oscar Mink (1991) to assess openness in the workplace and thus assist in decisions on organisational change and development. The Open Organisations Profile was developed as an assessment tool of the Open Organisations theoretical model. The Open Organisations Model offers researchers a lens to assess an organisational system and the system’s ability to adapt to internal and external changes in its environment, while maintaining a sense of unity.

While the Open Organisations Profile has been used extensively in Australia and the United States of America, limited research has examined its psychometric properties. This current set of studies aimed to examine the psychometric qualities of the instrument. The first study examined the reliabilities and factor structure of the Open Organisations Profile. Results indicated that the Open Organisations Profile displayed high internal consistency ranging from $r = .80$ to $r = .95$. Furthermore, confirmatory factor analysis (CFA) confirmed the theoretical three factor model of unity, internal responsiveness and external responsiveness.

The second study assessed cultural differences and similarities between Australia and American using the profile. The findings suggested that significant differences existed between the countries and also between male and female values across the nine dimensions measured.

The final study examined the relationships between the three higher order factors of openness and customer satisfaction and sales performance. The study found
that the three factors of openness had a mediating effect on customer satisfaction and sales performance.

The three studies showed the Open Organisation Profile offers researchers a reasonably reliable and valid instrument for assessing the openness of an organisation and its ability to adapt to internal and external changes in the organisation’s environment. Furthermore, the Open Organisations Profile could be used as guide to the areas that need to be addressed to help the organisation improve service delivery, customer satisfaction and financial return.