An approach to gain more with less concessions: Transitive strategic responses of organizations under the effect of organizational identity and relations with environment[*]

Özlem Aracı, Kimberly B. Boal, Gulruh Gurbuz[**]

Abstract

Strategic responses of organizations can be triggered by both environmental and organizational antecedents. Even though environments impose some constraints on organizations, they still have a range of response. We find that newspapers, in Turkey, have three different identities. One rooted in journalistic values. One rooted in running the newspaper as a business. And one rooted in maintaining its leadership role. These identities trigger three different transitive strategic responses. A transitive response is one in which an organization has an attack and a fall-back position. Further, we show how the link between an organization's identity and its strategic response is moderated by the dominance of relations with institutional environment and the dominance of relations with technical environment. We tested these ideas in a pilot test with supportive interviews, and then in a large scale quantitative study.

Keywords: Institutional theory, organizational identity, strategic response, environment
JEL Codes: M10, C12

Introduction

Early contributions to institutional theory state that "templates for organizing" given by institutional environment are accepted without question and assessed as proper, right and appropriate way by organizations (Greenwood/Hinings 1996:1027). These powerful templates direct organizations to comply with the institutional pressures without thinking strategically and become more similar to one another (Meyer/Rowan 1977; DiMaggio/Powell 1983).

However, although there are isomorphic processes, multiple and competing demands of environment feed institutional complexity (Greenwood/Raynard/ Kodeih/Micelotta/Lounsbury 2011; Reay/Hinings 2009). Emphasis on adaptation to the same environmental pressures does not necessarily result in isomorphism (e.g., Oliver 1991; Martinez/Dacin 1999; Schneiberg/Clemens 2006). Different interests, different values and different interpretations direct organizations to respond strategically in different ways to deal with institutional complexity.

** *Aracı Özlem* (corresponding author), Ph.D., Assistant Professor, Istanbul University, Faculty of Political Sciences, Department of Administrative Sciences, Email: ozlem.araci@istanbul.edu.tr, Main research interests: Institutional theory, strategic management, diversity management.
Kimberly B. Boal, Professor, Texas Tech University, Rawls College of Business, Department of Management. Main research interests: Organization theory, strategic management.
Gulruh Gurbuz, Professor, Marmra University, Faculty of Business Administration. Main research interests: Management and organization.

Oliver (1991) classified strategic responses from passive to active as acquiescence, compromise, avoidance, defiance and manipulation. Similar to passive compliance to environmental pressures, active resistance can be chosen as one of the alternatives. Clemens, Douglas (2005) evaluated Oliver's (1991) framework empirically to understand institutional pressures and organization's strategic responses using the cause, constituents, content, control and context framework in the steel industry. Their findings signified that organizations have a tendency to manifest resistance against to institutional pressures, and that they preferred manipulation as a strategic response. Durand and Jourdan (2012) explained that, in the film industry, organizations differed in how they responded to environmental demands. Quirke (2013) studied of school leaders and explained the reason of noncompliance behaviour in terms of weak regulations. Hoyer (2004) suggested, as an alternative to Oliver (1991), strategic responses be classified as "1-Influencing environment and authorities; 2-Optimal (or convenient) adaptation; 3-Evasion; 4-Neglecting and deliberately violating law".

The above suggest the structure of strategic responses is still an open issue. While it is clear, organizations attempt to satisfy multiple and competing demands in order to gain more with fewer concession, as stated by (Raaijmakers/Vermeulen/Meeus/Zietsma 2015), it is not clear how organizations will response to conflicting pressures. Our knowledge of organizational responses to conflicting demands is limited. Conflict between gains and loses results in uncertainty about whether to comply or resist. We argue that organizations may reflect this duality into their strategic responses. Ciszewska-Mlinaric, Obloj and Wasowska, (2016) indicated decisions can include two different logics simultaneously with decisions fluctuating between these two logics, but duality in strategic responses has not studied yet. Similarly, organizations may combine two different strategic responses to gain more with less concession in the face of multiple and competing demands.

There are studies that examine the effect of organizational characteristics and nature of environmental demand on strategic responses separately (e.g., Greenwood et al. 2011; Glynn 2008; Pache/Santos 2010; D'Aunno/Sutton/Price 1991). This study takes into consideration both organizational identity and relations with environment at once to get an encompassing frame of how strategic responses are diversified and structured that makes our study worthy of attention.

We propose that having multiple identities diversify strategic responses and structure strategic responses as transitive. A transitive response is one in which an organization has an attack and a fall-back position. Different from Oliver's (1991) classification of strategic responses between resistance to conformity, this study suggests that multiple identities allow organizations to respond strategically, such that, when organizations face environmental pressures, even if their

first reactions are closer to more resistance manner as an attack, their reactions approximate a more compliance manner as a fall back.

Another important piece of the puzzle to understand how organizational identity diversifies and structures strategic responses is relations with environment. Not all environmental pressures are equally important and strong for organizations (D'Aunno/Sutton/Price 1991). For instance, pressures of the institutional environment are perceived as a way of imposing cost, while pressures of the technical environment are perceived as rewarding (Delmas/Toffel 2008). Additionally, organizations are more subject to one kind of environment rather than another environment (Perrow 1985). To reveal the effects of different environments, we took into consideration relations with actors in the institutional and the technical environment.

We propose that not making concessions, based on organizational identity, takes precedence over being in line with the expectations of institutional environment and strategic responses close to noncompliance, or existence needs such as sustaining production, managing scarce resources, reducing cost come before protection of organizational identity and organizations prefer to comply with the expectations of technical environment.

This study examines causal relations by focusing on newspapers. There are two main reasons for studying on newspapers. First, compatible with the variable "organizational identity", the identity of chosen organization should be reflective. Newspapers have strong core attitudes and they reflect their attitudes publicly. The reflective attribute of organizational identity of newspapers is one of the decisive factors to prefer one newspaper over another. Reflectivity of the newspapers' identities makes it possible to analyse the central, enduring and distinctive attributes publicly. Second, newspapers are appropriate because they have technical, managerial and institutional layers as stated in the Parsons' (1956) study. While they are required to conform to a variety of institutional rules and demands, newspapers also have concerns regarding profitability, efficiency, effectiveness and their available resources to survive. All these layers contribute to examining how newspapers strategically respond to their environment.

This study attempts to make the following contributions. Findings of the study help to resolve how strategic responses are structured. Different from the Oliver's (1991) strategic response classification from passive to active, organizations have potential to combine different strategic responses and reflect duality in their responses. Another contribution of the study is to address why strategic responses are structured as transitive by taking into consideration implications of the both multiple identities and relations with environment at once. We illustrate this mechanism with supportive interviews and a quantitative study in the newspaper industry. Usually national daily newspapers are given importance as orga-

nizational stakeholders, opinion makers, or gatekeepers that exert pressure on other organizations to conform to public exposure. Investigating the strategic response of newspapers helps us understand who/what influences the opinion makers. Thus, by repositioning newspapers at the centre of this study, the "influential position" of newspapers on other organizations is transformed to "be influenced position" in this study.

Theory and hypotheses

Strategic responses

Organizations face fragmented environments that denote conflicting demands and incompatible values. However, it is not clear how organizations will respond when they face a situation demanding concessions (Raaijmakers/Vermeulen/ Meeus/Zietsma 2015). While pressures are various, environments are complex and external demands are increasing, therefore, only expecting one kind of compliance behaviour as a strategic response is not logical (Oliver 1991:146). Strategic response is defined as a choice behaviour of organization that has potential to advance its own interests, performance and competitive advantage (Oliver 1991:152). Additionally, Chen and Hambrick (1995:456) defined response as the choice between "a specific and detectable countermove, prompted by an initial action, that a firm takes to defend or improve its share or profit position in its industry."

Some predictors such as perceived low cost of defiance to institutional environment, non-compliance between internal interests and external values, believing to demonstrate rationality, lose little for opposing to institutional environment (Oliver, 1991), visibility of responses to external groups (D'Aunno/Sutton/Price 1991); dominant institutional logic (Ruef/Scott 1998); economic efficiency, political interests of different stakeholders, different institutional arrangements of countries (Mayer/Whittington 2004), organizational size, administrative intensity and proximity to the sources of institutional pressures (Beck/Walgenbach 2005), nature of demands and internal representation of demands (Pache/Santos 2010), field level structures and processes (Greenwood et al. 2011); the relative importance of adapting to institutional pressure, strength of relationships with external actors and internal ability of organizations (Barman/MacIndoe 2012); magnitude of the environmental change (Marino/Aversa/Mesquita/Anand 2015) explain the existence of strategic responses variety.

While studies confirm strategic response variety, there is a gap about how organizations structure their strategic responses. To respond effectively requires the organization to "satisfy enough sources on enough criteria enough of the time" (Deephouse/Bundy/Tost/Suchman 2017:24). Different from the view that strategic responses may not be completely active as indicated in prior studies (e.g. Oliver 1991; Hoyer 2004), we proposed that organizations may integrate two

different responses simultaneously and reflect this duality in their strategic responses to gain more with less concession. That is, organizations have an attack and a fall back response in terms of their identity much like individuals have a dominate and a fall-back position when it comes to handling conflict resolution (Pondy 1995).

Qualitative insights of executive editors of newspapers complement our analysis of survey data to suggest that strategic responses of the newspapers are structured as transitive ("from compromise to acquiescence strategic response", "from avoidance to compromise strategic response "from defiance to manipulation strategic response"). Interviews with executive editors of the newspapers directed us to call this structure as "transitive". When they are asked about their reactions to pressures, first, they advocate their resistance manner. Afterwards, they use more moderate words to approximate their reactions to passive reactions because of their concerns about legitimacy, survival and penalties *(e.g., "We are in opponent spirit but newspaper is fined when it ignores law. So we have to pay attention (Newspaper code5)"; "When the pressures increases, newspaper makes concession from the publishing principles (Newspaper code 16)"; "There are economic concerns and coercive pressures. Our principles come before the laws…But we have to take into consideration economic concerns and not to be fined (Newspaper code 20)").* While "from compromise to acquiescence strategic response" closes to passive compliance manner, "from defiance to manipulation strategic response" closes to active resistance. We mean each response has two components; an attack component and a fall back component. "Attack" component of the strategic response represents disobedience side with respect to "fall back" component (e.g., attempting to sue the regulatory agency for the burdensome requirement; appearing to comply but intentionally avoid certain aspects of the requirement). "Fall back" component of the strategic response represents moderate side (e.g., determining the most important elements for the regulators and agree to comply; negotiation with the regulators to obtain an advantageous solution).

Organizational identity

Similar to individuals, organizations have their own identities that lead to debates within the organization. Albert et al. (2000:13) expressed organizational identity as "internalized cognitive structure of what the organization stands for and where it intends to go" and they use "rudder for navigating difficult waters" metaphor for organizational identity. Central, enduring and distinctiveness attributes of organizations will be their response to "who are we as an organization" (Albert/Whetten 1985:265).

Organizational identity influences issue interpretation, directs emotional expression about issue and provides guidelines for action (Dutton/Dukerich 1991;

Brickson 2007). It is an indicator for what is possible and what is appropriate among choices (Whetten 2006:225). Prior studies have explored the role of organizational identity on decisions and strategic choices (e.g., Fiol 1991; Reger et al. 1994; Elsbach/Kramer 1996; Fox-Wolfgramm et al. 1998; Livengood/Reger 2010). Differently, Kraatz and Block (2008) focused on tactics on identity when organizations face multiple environmental demands. First, deleting or removing the importance of institutionally occurred identities can be preferred to resisting or ignoring the complexity. Second, adjusting to differences among organizational identities in order to obtain agreement can be appropriate to provide balance among demands. Third, enduring identities can help to make organizations immune to compliance pressures. The last way to deal with multiple demands is "compartmentalizing" identities.

Organizations that nurture from different societal spheres, may have tendency to build multiple identities (Greenwood et al. 2010), to deal with complexity and goal diversity (Ashforth/Mael 1996; Pratt/Foreman 2000; Mair/Mayer/Lutz 2015). Multiple identities provide broader space to response strategically without making concession from the expectations associated with the identity and reduce the negative impact of sanctions when organizations chose not to comply with environmental pressures.

This study explains newspapers have multiple identities. One rooted in journalistic values. One rooted in running the newspaper as a business. And, one rooted in maintaining its leadership role. Changes in the institutional logic in the organizational field that shapes identities and practices (March/Olsen 2004; Reay/Hinings 2009), can be observed though the transformation processes of the Turkish media. Structural transformation of Turkish media in 1980's until the 1990's (Köylü 2006) triggered the restructuring of newspaper industry based on market conditions (Kaya/Çakmur 2010). Sustainability of the newspaper industry required financial support and bosses from different industries whose real profession is not journalism came into play. The role of business orientation in the newspapers increased because of its support to manage resources and sustain operations to be exist. Right to speak related to publishing policy increased on behalf of the owner instead of executive editors. Conflict between journalism values and business interests reduced the power of the journalism side to resist against to environmental pressures and demands. Both interview and survey data of this study reflected multiplicity of organizational identities.

Major effect of organizational identity on strategic responses

We start from the notion "organizational identity guides and influences of interpretations of strategic issues" to build our hypothesis. Then, we followed how organizations respond to environmental pressures and demands when they have more than one identity. Two reasons for identity effect to strategic responses

were explained by Rughase (2006) as first, identity is a mental constraint to evaluate external opportunities, threat and internal organizational capabilities; second, identity influences the motivation of people to which strategic issues they will deal with. "Organizational receptiveness" (Sohrab 2009), "identity domain" (Livengood/Reger 2010) are other mechanisms used in the literature to explain the influence of organizational identity on strategic responses.

The logical bases of our hypothesis is while there are pressures and demands that impose a burden on organization, there are factors that organizations do not want to make concessions from such as organizational identity, values, and interests. We stress that being mixed up in an affair forces organization to change the structure of the strategic responses as transitive. When organizations face conflict, they prone to mixed different strategic responses together.

Newspapers reflect their identities publicly and may refrain from making concessions from their identities. But sometimes the pressures that newspapers face can be contradictory with their identities. For instance, conservative mission newspapers may refrain taking advertisements for interest bearing banks, because it is not consonant with the social expectations associated with the newspaper's identity. On the other hand, economic pressures force the newspaper to increase advertisement revenues. In such cases, having multiple identities give place to newspapers to response with less concession. While one dimension of the organizational identity is restrictive on responses to environment, another dimension can be enabler and help to satisfy different social expectations. Otherwise, organizations may be punished socially when they behave in an opposite manner of legitimated logics (Miller/Le-Breton Miller/Lester 2011). To avoid punishment, organizations prefer to behave in a loosely coupled manner that serve different expectations.

We proposed that strategic responses of journalism oriented newspapers close to passive compliance as indicated in the *Hypothesis 1a.* Journalism oriented newspapers first attempt to negotiate and bargain when they face pressures, then make a conscious evaluation to determine the best way to comply with the spirit and intent of the requirements. On the other hand, closeness of strategic responses to active resistance depends on being a newspaper with who is business oriented, leadership oriented organizational identity as stated in the *Hypothesis 1b* and *1c.* Dependency between organization and environment may direct responses of organizations related to adaptation process (Hrebiniak/Joyce 1985). Newspapers with business and leadership oriented organizational identity have potential to reduce their dependency to their environments that make them more free to respond in an aggressive manner. On the other hand, newspapers are aware of the importance of close relations with actors who are the source of environmental pressures. Having close relations with the related environment contributes to control on resources (Oliver 1997:102). Even business orientation or leadership

orientation give more independence to response in an aggressive manner as an attack, necessity to sustain close relations with environment reduces their reactions as a fall back. They may prefer to manipulate requirements or they prefer to partially conform to the most important demanded processes at least.

Hypothesis 1 a. Journalism oriented organizational identity influences strategic response of organizations toward passive compliance.

Hypothesis 1 b. Business oriented organizational identity influences strategic response of organizations toward active resistance.

Hypothesis 1 c. Leadership oriented organizational identity influences strategic response of organizations toward active resistance.

Relations with the institutional and the technical environment

All organizations face, "at least to some degree", to both technical and institutional environments (Scott 1992:159). Subjection of organizations to one kind of environment rather than other environment (Perrow 1985), given importance to environmental pressures (D'Aunno/Sutton/Price 1991) can be different.

Focus points of the institutional and technical environment that we aim to examine are different. Institutional environment links organization and environment based on the incorporation and isomorphism. On the other hand, technical environment uses exchange and resource flows to link between organization and environment. (Oliver 1991:148). Actors in the institutional environment create institutional rules and sources of the coercive, mimetic and normative pressures and award organizations "support and legitimacy" for their compliance with environment (Scott/Meyer 1992:140). Actors in the technical environment have direct economic relations with the organizational productivity, efficiency and profitability and award organizations "effective and efficient control of the work process" (Scott/Meyer 1992:140). Differences between focus points of the institutional and the technical environment differentiate their impacts on organizational processes, and decisions (e.g. Phua 2005; Delmas/Toffel 2008). We need to understand the extent organizations are more embedded in the institutional or technical environment to reveal the different impacts on their strategic responses. Reay and Hinings (2009) suggested to include more actors to examine the relationship between environment and organization comprehensively. Oliver (1997:99) studied on the relative importance of institutional versus task environment relations in the construction industry and indicated "resource stringency and regulatory stringency" as key determinants to explain the relative importance.

To reveal what extent newspapers have dominance relations with institutional or technical environment, we examine the relations with actors in the institutional

and the technical environment. Proximity of relations, strength of relations, impact of relations on decisions and impact of relations on running business help us to compare relations with actors in the institutional and the technical environment. For instance, "The head office of press, publication and information" is one of the actors in the institutional environment that has power to regulate. "The printing house" is one of the actors in the technical environment that has power to manage scarce resources. The perceived impact of these two actors on decisions and on the running business is different. If the printing house keeps the newspaper from doing things the way the newspaper wanted or cause the newspaper delays in starting or completing newspaper operations, influence of the printing house may be perceived as more important than the influence of "the head office of press, publication and information. After an evaluation of the relations with other actors in the institutional and the technical environment, the relative dominance between relations can be revealed.

Interaction effect of relative dominance between "Relations with Institutional environment" and "Relations with technical environment" on strategic responses

Both individuals and organizations may benefit from having a strong organizational identity (Fiol 2002). But on the other hand, a strong identity can be a source of barriers that constrain changes (Fiol 2002; Lerpold et al. 2007). In order to accommodate environmental demands, attempting to shift identity is difficult because identity is embedded in the routines, procedures and beliefs (Tripsas 2009:441). The widely disseminated shared interpretative schemas prevent moves away from the current situation and reinforce the inertia (Rughase 2006). These arguments promote rigid side of the organizational identity. We tackle this issue by stressing that multiple organizational identities enable organizations to respond with fewer concessions. This multiple sided characteristic of organizational identity strengths the "strategic enabler" (stated by Lerpold et al. 2007:244) characteristic of the organizational identity. Journalism oriented, business oriented or leadership oriented organizational identity of newspapers increase strategic response alternatives without making concession from their identities.

Supportive interviews, conducted for this study, suggest that newspapers generally interpret the institutional environment as having the potential to deteriorate their publishing principles and their freedom. The demands of the institutional environment are perceived as more formal, compulsive and cost more even though adoption to demands of the institutional environment contributes to legitimacy. Delmas and Toffel (2008) confirmed that pressures exerted by the institutional environment are perceived as negative imposing costs for organizations that they try to avoid. Hypothesis 2 a, proposes that relative dominance of rela-

tions with the institutional environment influences the relation between organizational identity and strategic response.

When relations with the institutional environment are more dominant, organizations prefer to avoid making concessions from their organizational identity. For instance; regulations imposed by "the head office of press, publication and information" that are inconsistent with organizational identities of newspapers, organizations will prefer to protect their identities and response in an active resistance manner at the expense of punishments or penalties. The interaction effect of the relative dominance of relations with the institutional environment is proposed as in the Hypothesis 2 a;

Hypothesis 2 a. The relative dominance of relations with institutional environment moderates the relationship between organizational identity and strategic response of the organization.

Hypothesis 2 b, we proposed an interaction effect of the relative dominance of relations with the technical environment. Delmas and Toffel (2008) signified that the pressures exerted by the technical environment are perceived as rewarding because of contribution to profit, efficiency, and effectiveness. Interviews with the executive editors of newspapers found that they generally evaluated the relations with the technical environment as supportive of daily operations and their survival. If newspapers have no resources, no profit, no efficiency or effectiveness, they cannot be able to survive. In that situation, having strong identity will be useless.

When relations with technical environment are more dominant, organizations prefer to respond in more passive manner to meet existence needs like sustaining production, managing scarce resources, reducing cost. It can be the sign that existence needs come before protection of organizational identity. For instance, the impact of relations with the actor of technical environment "printing house" on daily operations of the newspaper is more dominant. Newspapers cannot be able to maintain its operations, produce their product and access to readers to represent identities without the printing house. They may risk making concessions from their organizational identity in return for meeting existence needs. Thus, the organization may prefer to implement more passive compliance among strategic responses. The interaction effect of relative dominance of relations with the technical environment on strategic responses is reflected as in the Hypothesis 2 b;

Hypothesis 2 b. The relative dominance of relations with technical environment moderates the relationship between organizational identity and strategic response of the organization.

Based on the hypotheses of this study, research model is represented as in the Figure 1.
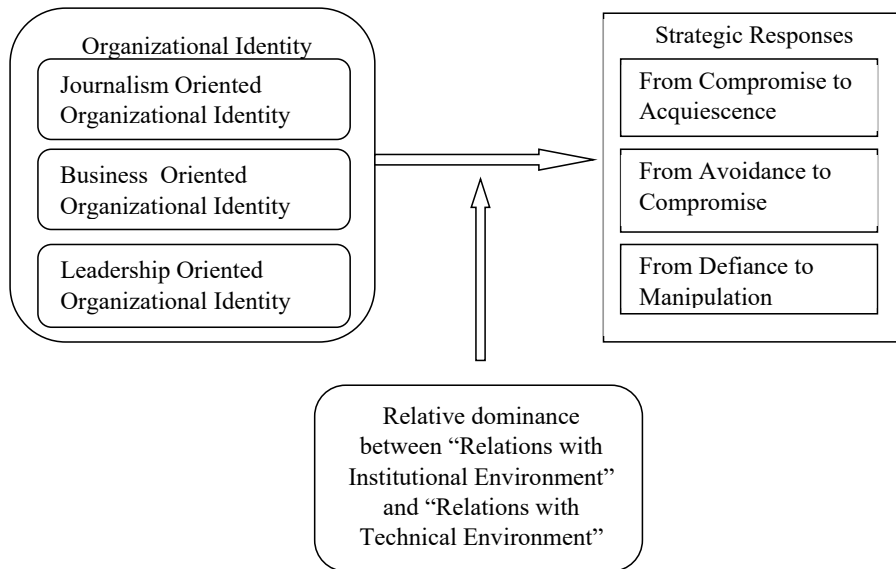
Figure 1. Research model

Method

This study was grounded in two stages. In stage 1, a pilot study was conducted to test measures of the variables and supportive interviews were conducted to examine effectiveness of the pilot study and learn more about newspapers, the importance of the environment on reactions, and how newspapers respond to demands, pressures, and requirements of the environment. In stage 2, a quantitative study was performed to test hypotheses.

Sample and data collection

National and daily newspapers in Turkey were chosen as sample of this study. The 33 newspapers list published by the "Head office of Prime Ministry Press, Publication and Information" was used. In total, 30 national, daily newspapers were sample. Sports newspapers were eliminated because of their specific issue orientation.

To collect quantitative data, 1574 potential respondents from 30 different newspapers were chosen as data source. Managerial positions of the newspaper, columnists and reporters were included in the data source. List of e-mail addresses of potential respondents were collected from website of newspapers. A

questionnaire that provided the aim of the research, response instructions and guaranteeing anonymity was e-mailed to each potential respondent.

Approximately 23 percent of 1574 potential respondents (n=362) that represent 30 different newspapers were used for the pilot study. A questionnaire was e-mailed to each potential respondent of the pilot study. Although we sent multiple e-mails three times, only 41 usable questionnaires were collected for pilot study.

Additionally, supportive interviews with the representatives of the 18 newspapers among 30 newspapers were conducted to include more contextual evidences. Representatives included 3 editors in chiefs, 4 assistant of executive editors, 11 executive editors. The major contribution of interviews is to reflect industry view to the whole study.

The questionnaire as a result of the pilot study and supportive interviews was administered to managerial positions, columnists and reporters for the full study. The remaining 1212 (of 1574) potential respondents were used for the full study. After sending two reminder emails, 158 responded questionnaires were received, but 12 of the original 158 respondents had more than 50 % missing data. These 12 cases were excluded from the analysis. All other analyses were conducted based on 146 usable questionnaires without any missing values. Ravasi and Van Rekom (2003) pointed out that the source of data to measure organizational identity influences interpretations of research. In this study, the low response rate was compensated by supportive interviews (response rate 60 %) and having respondents from both lower level and upper level of newspapers. If only top managers are the source of data, the results may be different than if the whole workforce is source of the data.

Measures

Measurement of organizational identity: For the measurement of identity orientation, Brickson (2007:867) stated that "An organization's identity orientation is determined by its locus of self-definition…the locus of self-definition can be assessed by considering the traits and characteristics most salient to members when describing their organization". The Identity Orientation approach used by Ciuchta (2010) to explain its impact on learning and used by Gioia and Thomas (1996) to measure universities' organizational identities by using normative and utilitarian dimensions guided this study.

To generate items of this study, a comprehensive literature review about organizational identity and newspapers was done. Subsequent to the literature review, mission, vision, strategic objectives, values and principles of publication and profile of each 30 newspaper suggested the following dimensions were appropriate for examining the identity of newspapers. Being reader focused, having widespread distribution channels, creating economic value, giving importance to

marketing operations, honest interpretations of news, supporting benefit of society, respecting human rights, being neutral against to all ideologies, keeping away from the pressures of interest groups, being independent from political environment are some of the statements that were mentioned in the profiles of the newspapers. After that, a professor of journalism and editor of the local newspaper were interviewed about the item generation process. In total 25 items were generated. Only 5 items of 25 items were adapted from prior studies (four items were adapted from Gioia and Thomas's (1996) study, one item was redesigned based on the Foreman and Whetten's (2002) study). Other items of organizational identity orientation of newspapers were generated based on literature review about newspapers, the statements that were mentioned in the profiles of the newspapers and the interviews with a professor of journalism and editor of the local newspaper *(e.g. (1) To what extent does honest interpretation and assessment of news constitute a part of central, enduring and distinctive character of the newspaper? (2) To what extent is qualified news a criterion to decide on publishing the news?)* Items to measure organizational identity orientation were measured by using a Likert scale (1=None; and 5=Very High).

Measurement of strategic responses: The strategic responses variable of this study followed Oliver's (1991:151) strategic response classification as "acquiescence", "compromise", "avoidance", "defiance", "manipulation". Clemens and Douglas (2005:1205) evaluated Oliver's (1991) framework empirically to understand strategic responses using the cause, constituents, content, control and context framework in the steel industry. They designed items based on tactics that appointed to Oliver's (1991) five strategic responses. Six items per each strategic response, totaling 30 items to measure strategic responses, were generated by Clemens and Douglas (2005).

We adapted existing items of Clemens and Douglas' (2005) study to fit the newspaper context. Only small word changes were done according to newspapers *(e.g., (1) Make a conscious evaluation of the specific regulatory requirements and choose to comply with them.; (2) Negotiate with the regulatory organizations to obtain an advantageous solution.)*. Respondents were asked to evaluate effectiveness of the tactics in their newspapers when they face environmental pressures and using a Likert scale (1=None, and 5=Very High).

Measurement of the relative dominance between "relations with the institutional environment" and "relations with the technical environment": To measure the relative importance of institutional and technical environment, Oliver (1997:104) used the quality of a relationship instead of frequency or duration of relationship, because frequency or duration of relationships may not always be positively related with the organizational performance. Thus, she asked, to what extent the relationship is assessed "harmonious or helpful"; and, to what extent

the relationship "facilitates or constrains" business functions give an idea about quality of a relationship (Oliver 1997:104).

In this study, the newspaper literature was examined to determine the actors that have a role in the institutional and technical environment of newspapers and Oliver's (1997) study directed the preparation of the items. The institutional environment of newspapers was identified based on the definitions of institutional theory. Chosen actors to determine the relations with the institutional environment are; (1) Press and publication auditors, (2) Head office of Prime Ministry Press, Publication and Information, (3) Press Associations and Communities, (4) Press Labor Union, (5) Stakeholders (e.g., international journalism associations. chamber of commerce).

The technical environment of newspapers was identified based on the actors that have direct economic relations with the organizational productivity, efficiency and profitability. Chosen actors to determine the relations with technical environment are; (1) Printing houses, (2) Data Distribution Channels, (3) Labor Sources, (4) Suppliers, (5) Financial Resource Providers, (6) Advertising Agencies, (7) Competitor Newspapers.

The relative dominance of relations with the institutional environment or the technical environment is measured based on strength, proximity, benefit or interventionist aspects of relations (*e.g. (1) How does newspaper feel to get along with these actors?; (2)To what extent does newspaper have strength relations with these actors?; (3) How often does newspaper feel that actors keep it from doing things the way the newspaper wanted?; (4) How often do actors cause the newspaper delays in starting or completing newspaper operations?*). Respondents were asked to evaluate relations with these actors based on Likert scale (1=Very poor/Never; and 5=Very Good/Always). The average value of responses that evaluate relations with actors in the institutional environment and the average value of responses that evaluate relations with actors in the technical environment were calculated separately. The higher value indicated the relative dominance of relations with actors of the related environment.

Analysis

Before testing hypotheses, exploratory factor analysis was executed for organizational identity and strategic response. Descriptions of variables for the full study are listed as in the below;

Journalism oriented organizational identity (ORGID1): It is represented with 8 items (Cronbach's alpha value is.921). This factor measures concerns of the newspapers towards to honest interpretation and assessment of news; publishing qualified news; freedom of opinion, conscience and expression; being judgmental. Also, the effect of democratic values and human rights on decisions; assess-

ment of newspapers as organizations that give public service; concern about benefit of society are examined under this factor.

Business oriented organizational identity (ORGID2): It includes 3 items (Cronbach's alpha value is .781). Giving importance to revenue from advertisements and announcements, assessing newspaper as a commercial enterprise, and making decisions based on the financial concerns are the subjects of this factor. The content of this factor mainly asks to what extent newspaper evaluates itself as a business as part of its central, enduring and distinctive characteristics.

Leadership oriented organizational identity (ORGID3): This factor is represented by 3 items (Cronbach's alpha value is .756). These items examine to what extent that being the most read newspaper, having greater market share and widespread distribution channels as a leader are part of the organizational identity orientation of newspapers.

From compromise to acquiescence strategic response (STR1_CA): This transitive strategic response is represented with 5 items (Cronbach's alpha value is .911). Newspapers first attempt to obtain a consensus. They try to negotiate with the regulators; they try to get to a mutually agreeable solution by bargaining. When this fails, this compromise approach gives place to acquiescence. Newspapers think about the evaluation of the requirements and decide to comply with them. To make a conscious evaluation, to determine the best way to comply with the spirit and intent of the requirements are some of the tactics that draw strategic responses near passive compliance.

From avoidance to compromise strategic response (STR2_AC): 5 items represent this strategic response (Cronbach's alpha value is .854). Newspapers attempt to avoid oversight. They elaborate to conceal their intentions and strategies from the oversight of regulators and actors of their environment. Newspapers pass from these escape and concealment tactics to a compromise approach. They prefer to partially conform to the most important demanded processes at least.

From defiance to manipulation strategic response (STR3_DM): It includes 5 items (Cronbach's alpha value is .878). Newspapers attack aggressively if they do not want to comply with demands of their environment. They can bring to trial their unjust treatment; they can search for support from the media to announce heavy pressures of their environment; or newspapers can choose the way of dismiss the requirements and continue to do their business as usual. And then they reduce their reactions against to pressures and they prefer to manipulate requirements or demands by influencing public perceptions or taking support of the readers and suppliers. These tactics make strategic response closest to active resistance.

Relative dominance between "relations with the institutional environment" and "relations with the technical environment" (DOMINANC): It is a dummy vari-

able. If relations with institutional environment are relatively more dominant, it is coded as "1". If relations with technical environment are relatively more dominant, it is coded as "0".

In this study, two level hierarchical linear modelling (HLM) was used to define the nature of the relationships. HLM; first, it deals with unit of analysis problems by modelling interested levels simultaneously (Rocconi 2011:7). Second, hypotheses testing by multilevel models are more appropriate and estimation by multilevel models are more accurate than fixed effects model (Krull/MacKinnon 2001:251). Both our sample and variables are appropriate to use HLM. The research problem of this study consists of data on individuals nested within newspapers. Collected data at the individual level is aggregated to organizational level. The sample size of this study to implement hierarchical linear model is 146 individuals for level-1 and 23 newspapers for level-2.

Findings

There is significant relationship between "journalism oriented organizational identity (ORGID1)" and "from compromise to acquiescence strategic response (STR1_CA)" ($\beta_1=0.38; p<0.001$). Loyalty to journalism values direct newspapers to follow a passive compliance response. *Hypothesis 1 a* is supported. Additionally, there is marginally significant negative relationship between "journalism oriented organizational identity" and "from avoidance to compromise strategic response (STR2_AC)" ($\beta_1=-0.23; p<0.10$). Newspapers think that avoiding compromise with the environmental pressures and demands that are inconsistent with organizational identity deteriorates loyalty of readers. If newspapers make concessions from their identities, they may face loss of readers and loss of circulation. Thereby, economic loss concludes with less independency.

A marginally significant negative relationship between "business oriented organizational identity (ORGID2)" and "from compromise to acquiescence strategic response (STR1_CA)", is available ($\beta_2 = -0.21; p< 0.10$). This negative relationship signifies that newspapers with business oriented organizational identity closer with active resistance instead of passive compliance. So, *Hypothesis 1 b* is only marginally supported. Newspapers with business oriented organizational identity generally make decisions according to financial concerns, evaluate themselves as commercial enterprise. Influence of business orientation on managing scarce resources, supporting daily operations enhances their independence to response in an active resistance manner. Less dependency and enough capacity for action encourage organizations to react (Greenwood/Hinings 1996). When newspapers have more economic power, they feel more independence to resist actively.

Although the relationship between "leadership oriented organizational identity" and strategic responses is not enough for significant relationship to support Hy-

pothesis 1 c, leadership oriented organizational identity explains 14 % of the variance of "from compromise to acquiescence strategic response (STR1_CA)"; 11 % of the variance of "from avoidance to compromise strategic response (STR2_AC)".

The moderating effect of the relative dominance of relations with institutional environment enhanced the explained variance of "from compromise to acquiescence strategic response (STR1_CA)" from 14 % to 25 %. "The relative dominance of relations with institutional environment" moderates the relationship between "leadership oriented organizational identity (ORGID3)" and "from compromise to acquiescence strategic response (STR1_CA)" (*p-value* $_{(ORGID3xDOMINANC\_IE)}$ = *0.090).* Newspapers with leadership oriented organizational identity are aware of importance of being supported by the environment. Not to lose the support of the environment, leadership orientation of organizational identity shapes strategic response as closer to passive compliance.

Another moderating effect of "the relative dominance of relations with institutional environment" is between "leadership oriented organizational identity (ORGID3)" and "from avoidance to compromise strategic response (STR2_AC)" (*p-value* $_{(ORGID3xDOMINANC\_IE)}$ *<0.001).* The moderating effect increased the explanatory power of leadership oriented organizational identity from 11 %to 49 %. Thus, *Hypothesis 2 a* is partially supported. In that case, effort to get along well with institutional environment makes passive compliance more preferable for newspapers.

The relative dominance of relations with technical environment has a moderator effect between each organizational identity orientation and "from compromise to acquiescence strategic response(STR1_CA)" (*p-value* $_{(ORGID1xDOMINANC\_TE)}$ *<0.001; p-value* $_{(ORGID2xDOMINANC\_TE)}$ *<0,001; p-value* $_{(ORGID3xDOMINANC\_TE)}$ *<0,10).*

The moderator effect of the dominance of relations with technical environment on relation between "Journalism oriented organizational identity (ORGID1)" and "from avoidance to compromise strategic response (STR2_AC)" is also confirmed (*p-value* $_{(ORGID1xDOMINANC\_TE)}$ *=0,004).* Moderator effect enhanced the explained variance from 23 % to 32 %. *Hypothesis 2 b* that predicts moderating effect of the relative dominance of relations with technical environment is partially supported. Testing results of hypotheses can be followed in the Table 1.

Active resistance is not preferred by newspapers with leadership oriented organizational identity. Instead, their responses are closer to passive compliance irrespective of relative dominance of relations with institutional or technical environment. Newspapers with leadership oriented organizational identity are aware of importance of being supported by the environment.

Table 1.   Results of hypotheses testing

Hypotheses	Testing Results
Hypothesis 1a. Journalism oriented organizational identity influences strategic response of organizations toward passive compliance.	*Hypothesis 1a* is supported
Hypothesis 1b. Business oriented organizational identity influences strategic response of organizations toward active resistance.	*Hypothesis 1b* is marginally supported
Hypothesis 1c. Leadership oriented organizational identity influences strategic response of organizations toward active resistance.	*Hypothesis 1c* is not supported
Hypothesis 2a. The relative dominance of relations with institutional environment moderates the relationship between organizational identity and strategic response of the organization.	*Hypothesis 2a* is partially supported
Hypothesis 2b. The relative dominance of relations with technical environment moderates the relationship between organizational identity and strategic response of the organization.	*Hypothesis 2b* is partially supported

Discussion and conclusions

We focused our attention on the strategic responses of organizations. We wanted to understand how organizations structure their response when they have more than one organizational identity by taking into consideration relations with both institutional and technical environment, in contrast to the literature that classify strategic responses as compliance or noncompliance (e.g. Durand/Jourdan 2012; Quirke 2013).

While organizations are under the effect of different environmental pressures, they attempt to develop ways to deal with different pressures. Having multiple identities is a way to broaden strategic response alternatives without making concession from identities. Newspapers enhanced their strategic response alternatives by having journalism oriented, business oriented and leadership oriented organizational identities.

One of the theoretical contributions of this study can be stated as having multiple identities not only diversify strategic responses and but also structures strategic responses as transitive. We saw duality in strategic responses because there was a need to react against to environmental pressures and demands but also maintained relations with environment without making concession from organizational identity. This study revealed that how compliance and resistance efforts interact with one another to response to environmental demands and pressures. Even organizations that have a tendency to behave in active resistance manner against to environmental pressures, their response may also include a more moderate position to gain more with less concessions. This transitive structure enables organizations to handle different expectations and demands by using ambiguity. Leitch and Davenport (2003:138) advocated that "clarity and precision" may place undesirable limits on opportunities, but "ambiguity" is an effective

mechanism to have productive dialog with environmental actors. It is possible to say that the transitive structure of strategic response triggers productive dialog with environmental actors with its two components-attack and fall back component. Ashforth and Gibbs (1990) stated that organizations that face environmental pressures and have concern about their legitimacy and resources, may practice substantively or symbolically. But interaction between substantive and symbolic practices is a field that should be examined (Deephouse/Bundy/Tost/Suchman 2017). Interaction between substantive and symbolic practices can be seen in the form of transitive strategic responses in the newspaper industry.

This study fills another gap by explaining how relations with the source of these pressures and demands structure strategic responses. Relative strength and type of power or dependency between organization and environment may direct responses of organizations related to adaptation process (Hrebiniak/Joyce 1985:345). Actors in the environment are sources of different pressures, demands and expectations. The perceived relative influence of relations with these actors on decisions and running the business, such as keeping the newspaper from doing things the way the newspaper wanted or causing the delays in starting or completing newspaper operations, enhanced the strength of the relation between certain organizational identities and strategic responses.

Understanding the response of newspapers requires being aware of the environmental context in Turkey. Özgüneş and Terzis (2000: 405) summarized some constraining factors for media industry as commercialization of the media, changes in media ownership, the interlocking interests between the media, politicians and the business sector, the inherent media ideology and culture and the new media format and technologies. These factors are significant to interpret strategic responses of newspapers. Changes in the ownership structure of newspapers triggered commercialization of newspapers. The owner of the newspaper whose real profession is not journalism assess operations of newspapers based on profit, circulation, advertisement revenues and consumer demand. When the editorial and commercial operations of newspapers are separated, concentration on commercial aspects of newspaper operations and marketing perspective alienate newspapers from journalism values. The interlocking interests between the media and the business sector are valid not only in Turkey. The International Federation of Journalists stated that pressure to be servant of big business and political masters is internationally accepted issue for newspapers and journalists (White 2008:1). The qualitative and quantitative data of this study supported and reflected this dilemma between interests of journalism and business in the organizational identity orientations of newspapers. At one side, journalism oriented organizational identity represented journalism values. On the other side, business oriented organizational identity and leadership oriented organizational identity represent the commercial side of newspapers. The structure of strategic responses of newspapers was attempted to explain based on these orientations.

The limitation of this study is that the organizational identity orientation of newspapers is measured internally because, we have to ensure common level of analysis for all variables of the study. To reduce this limitation and to enhance representation of the sample, respondents from different hierarchical positions within the newspaper were chosen and executive editors are also interviewed. Sample size is another limitation that should be mentioned. Representative of 23 newspapers in the whole sample are not equal to each other and the response rate was low.

We studied on the newspapers and it is not clear whether our findings are common in other fields. We enlightened the way for other researchers to examine different fields where organizations have duality in their strategic responses. We believe that our findings will be observed in other settings that organizations have technical, institutional and managerial layers and live in the environment with their identities.

Acknowledgments

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