

CHANGES IN A KIBBUTZ PLANT'S LIFE CYCLE INDUCED BY CULTURAL CHANGE

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Abstract

This is an organizational life cycle case study of a kibbutz industrial plant and its cultural features. The plant began as a new enterprise, in a new area of manufacturing magnets. Gradually, the plant evolved and grew, but socialist management problems and environmental competition interfered with its existence. The plant passed into a decline stage, and finally was shut down and acquired by a new private owner. The life cycle changes were accompanied by major changes in the plant's organizational culture. From a socialist entity based on democratic values, it transformed into a hierarchic organization with social stratification.

Keywords: organizational life cycle, kibbutz industry, social change, organizational culture transformation