

WHY MERGE?

AN EXAMINATION OF MERGER RATIONALES OF POSITIONAL AND
REPUTATIONAL LEADERS IN STATE PHARMACY ASSOCIATIONS

by

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“Ask, and it will be given to you;
seek and you will find;
knock and it will be opened to you.”

Matthew 7:7

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ABSTRACT

Organizational mergers have been occurring in a wide variety of settings; from corporations, non-profits, trade and professional organizations. The objectives of the study were to (1) identify and describe the extent to which organizational leaders embraced alternative rationales for pursuing merger of their "State Pharmacists Association" and "State Society of Health-Systems Pharmacists" and (2) to compare rationales held by positional versus reputational association leaders. The rationales examined were derived from rational systems theory (RST), environmental adaptation theory (EAT), strategic contingency theory (SCT) and institutional theory (IT).

The study was a cross-sectional, exploratory investigation that examined the merger rationales of association leaders in two states who had completed association mergers. In each state all leaders (association officers in the year prior to the merger and members of the "Merger Task Force") were invited to participate. Data were gathered via telephone interviews and analyzed via content analysis. Participants were subsequently differentiated into positional and reputational leaders; reputational leaders generally were recognized by other leaders as having significant influence in the merger process. Of 47 total participants, 14 (30%) were reputational leaders, 6 of 24 (25%) in State 1 and 8 of 23 (35%) in State 2.

More than 75% of all rationales cited by leaders were rationally-oriented (i.e. growing from rational systems theory and/or environmental adaptation theory), indicating that leaders view merger as a rational response to internal and external environmental concerns. In contrast, fewer leaders identified rationales emphasizing power (strategic contingency theory) or cultural influences (institutional theory). In comparing positional

and reputational leaders, there were some differences in the extent to which they embraced specific rationales, however those differences were not significant. Of the small number of leaders having awareness for power (strategic contingency theory) and cultural (institutional theory) influences, reputational leaders in State 1 and positional leaders in State 2, showed the greatest awareness.

The results suggest that for the leaders in these two states, rational rationales (rational systems theory and environmental adaptation theory) were the basis on which their decisions to merger were based. Understanding the rationales of leaders who participated in the merger discussions has important implications for the future of these associations and of the profession.

Chapter 1

INTRODUCTION

Organizations “engage in an ongoing process of evaluating, verifying and redefining the manner in which they interact with their environments” and as a result they “constantly modify and redefine the mechanism by which they achieve their purposes—rearranging their structure of roles and relationships and their decision making and control processes” (Miles and Snow, 1978:1). This process of modification and redefinition may occur in many ways including re-engineering, downsizing, restructuring, and mergers and consolidations.

Almost every week in newspapers such as the *Wall Street Journal*, *The New York Times*, and trade publications, there are stories concerning mergers in corporate America as well as attempts, both successful and unsuccessful, amongst the trade and professional associations. While mergers in corporate American have focused on economies of scale, maintaining shareholder value, and employee acquisition (Colvin, 1998); the mergers of trade and professional associations have focused on “synergies and opportunities” and having a stronger voice, both legislatively in regards to regulatory concerns and improved advocacy (Gjertsen and Pasher, 1998; Murray, 1999).

The merger of state pharmacy associations is a highly relevant example of this merger phenomenon. State pharmacy associations are non-profit professional associations and the reasons these associations consider merger may not be the same as for corporate America or the trade associations. Indeed, the idea of merging the “Pharmacists Association” and the “Society of Health-Systems Pharmacists” has been raised in more than a dozen states and recently has resulted in completed mergers in several. While these

mergers may be isolated events, they also may be indicative of a broader movement within the profession. In either case, it is important to learn why and how these key pharmacy organizations consider merger both because of the contribution it can make to the broader organizational literature and because of the potential impact of such changes on pharmacy's present and future.

This process of organizational change has been studied mainly, and not surprisingly, at the organizational level (e.g. Lawrence and Lorsch, 1967; Miles and Snow, 1978; Pfeffer and Salancik, 1978; DiMaggio and Powell, 1983; Fennell and Alexander, 1993). The results have been focused on how and why organizations change and not necessarily on the individual leaders within the organizations. There have been studies done in the diffusion of innovations area (Rogers, 1995) that have looked at the role individuals play in the organizations adoption of innovations. However, there is little research on the rationales that leaders use as explanations for the pursuit of a merger, a dramatic form of organizational change.

Bartunek (1984) and Ranson, Hinings and Greenwood (1980) have used interpretive schemes of individuals to show how they define and mediate organizational structures. Bartunek (1984) examined changes in interpretive schemes and their relation to one case of organizational restructuring over a twenty-year period. The work of these researchers provides a foundational perspective for exploring leaders' rationales for organizational merger.

HISTORICAL PERSPECTIVE ON THE TWO STATE PHARMACY ASSOCIATIONS

The State Pharmacists Association and the State Society of Health-Systems

Pharmacists have equivalent national counterparts, the American Pharmaceutical Association (APhA) and the American Society of Health-Systems Pharmacists (ASHP). The American Pharmaceutical Association, founded in 1852 in Philadelphia, Pennsylvania, was the first national pharmaceutical organization (Sonnedecker, 1976). Throughout its history, APhA has tried "to be representative of all pharmacists nationally who shared its professional aims" (Sonnedecker, 1976:202). ASHP was created in 1942 from the Sub-Section on Hospital Pharmacy within APhA (Harris and McConnell, 1993). The focus of ASHP is on the professional work and development of hospital pharmacists (Sonnedecker, 1976:208) and ASHP's original name of the American Society of Hospital Pharmacists reflects that. The name of the organization was changed in the 1990's to the American Society of Health-Systems Pharmacists to reflect the enlarged scope due to managed care and the onset of integrated health-systems (Talley and Reilly, 1997).

At the state level, the "State Pharmacists Association" aims have often paralleled APhA's with a focus on the community pharmacy practitioner. The "State Society of Health-Systems Pharmacists" has followed the professional goals of ASHP and focused on the hospital pharmacy practitioner. These differences in organizational member focus at times have created situations where the two associations have been on opposite sides of professional and legislative issues. It is interesting to note that at least a decade or more ago, three states, Michigan, Kansas and Tennessee created single state pharmacy associations. Now there is another movement of state pharmacy associations' mergers occurring.

PURPOSE OF THE STUDY

The purpose of this study is to identify and describe the perceptions (rationales) of positional and reputational leaders of state pharmacy associations in two states that have merged their "State Pharmacists Association" and their "State Society of Health-Systems Pharmacists." By examining the individual rationales a picture will develop of what was important to the individuals who were central to merger discussions and to the merger process. In completing the study in two states, similarities and difference may be identified. These findings are intended to provide an exploratory analysis of the rationales individuals express concerning the merger of their professional pharmacy associations.

Chapter 2

LITERATURE REVIEW

In this section I will address the four bodies of literature relevant to the present study: Organizational Mergers, Elites (Leader Types), Interpretive Schemes and four competing orientations for Organizational Mergers (Rational Systems Theory, Environmental Adaptation Theory, Strategic Contingency Theory and Institutional Theory).

ORGANIZATIONAL MERGERS

Re-engineering, downsizing, restructuring and mergers are organizational change mechanisms that are used by organizations to redefine their internal structures (e.g., relationships, decision-making and control) and how they interact with their environments. The literature identifies various trends of and explanations for organizational mergers. Fennell and Alexander (1993:91) identified three major trends that characterize organizational change in the larger health care environment: (1) “an increase in the diversification of organizational types and products; (2) change in traditional ownership and management configurations; and (3) the development of new interorganizational arrangements and multitiered governance structures.” These trends provide the context with which I can look at particular reasons why mergers are occurring between state pharmacy associations. But why would associations merge? As noted on page 1, reasons for merger of trade and professional associations may differ from those within the corporate sector. Gjerstner and Pasher (1998) use the phrase “synergies and opportunities to describe the reasons given by trade associations for their mergers.” LaPiana (1994:2-3) presents specific

reasons why non-profits would want to merge: survival, efficiency over duplication, and a strategy for growth.

Organizational merger is a complex process. McLaughlin (1996) outlines a 7-step process for bringing about a successful merger of non-profit organizations. These are: (1) get to know your partner; (2) form a merger committee; (3) choose the chief executive and the organization's name; (4) structure the new entity; (5) encourage acceptance through effective communications; (6) write a merger agreement; and (7) implement and evaluate the merger.

The first two steps require some further explanation. The first step, getting to know your partner, involves an evaluation of why the organizations wish to merge, how compatible their cultures are, and establishing trust. The second step, establishing a merger committee, involves strategically selecting committee members, soliciting the help of a consultant or facilitator, forming the basic subcommittees that are necessary and establishing a basic set of ground rules.

While McLaughlin's 7-step process may not provide a universal blueprint for successful mergers, it does provide a useful starting point for thinking about issues and stages relevant to merger of state pharmacy associations. In several states, the Society of Health-Systems Pharmacists and the State Pharmacists Association have engaged in merger discussions; some actually have completed a merger within their states. What reasons for merger – those identified by LaPiana or others – are relevant to these pharmacy association mergers?

POSITIONAL AND REPUTATIONAL LEADERS: THE ELITE LITERATURE

Merging two professional pharmacy associations obviously will have implications for all members of each organization and not simply the leaders of the organizations. Nonetheless, organization leaders play disproportionately important roles in making such decisions; they may exert their influence on the group if they think it is the right thing to do and usually are involved in the implementation of such a decision. As Miles and Snow state, "Organizations are limited in their choices of adaptive behavior to those which top management believes will allow the effective direction and control of human resources" (1978:3). Discussions and decision-making such as those required to bring about an organizational merger primarily involve recognized organizational leaders.

The organizational leader may be defined as "a person who occupies a central role or position of dominance or influence" (Theodorson and Theodorson, 1979:227). Some leaders come to be identified by the formal positions they hold; these are referred to as *positional leaders*. House and Baetz (1990:5 italics added), define leadership as "an *attribution* made about the intentions of others to influence members of a group and about the degree to which that influence attempt is acceptable." From this perspective, others come to be viewed as leaders based on other's naming them as such and are viewed as *reputational leaders*. Therefore, while a positional leader may be defined by the formal position that they hold, a reputational leader is acknowledged as a leader *with influence* by those in the group.

It is reasonable to anticipate that positional and reputational leaders will enjoy varying levels of recognition and influence. For example, Perrucci and Lewis (1989) argue that the more organizational positions and hence, interorganizational connections an

individual has, the more likely he or she will be identified as exercising influence. In the context of the state pharmacy association mergers, one could expect that those individuals with the greater number of organizational positions and interorganizational connections would be identified as reputational leaders and thought to have more of an external orientation and be more concerned with power (Perrucci and Lewis, 1989).

It is possible to talk about positional and the reputational leaders as types of elites and the literature provides a variety of ways to define elite. For example, some time ago, Nadel (1956) created a typology that distinguishes between the social elites, the specialized elites and the governing elites. An alternative typology is the one presented by Bottomore (1964, 1993) that defines elites on the basis of class. Other definitions of elites raise “the possibility of ‘elites’ being those at the top of any socially significant hierarchy be it politics, sports, academia, religion or event beauty or crime” (Moyser and Wagstaffe 1987:8). There are many instances of conceptualizing an elite as ‘the best’ from any walk of life being used (see Crewe 1974, Domhoff 1971, Keller 1983, Marcus 1983).

Hertz and Imber (1995) in their book *Studying Elites Using Qualitative Methods* divided elites into three categories: business, professional, and community and political elites. The business elite consists of corporate executives (e.g., CEOs, Vice Presidents), whereas, the professional elite is characterized “by long years of education toward advanced degrees and specialized apprenticeships” (Hertz and Imber, 1995:x). At first glance this might be the appropriate category of use for this study based on pharmacy being viewed as a profession. The last category, community and political elites, is the more relevant category,

however, as pharmacy can be viewed as an occupation-based, non-geographic community and pharmacy associations as a type of governance organization with this.

How can elites and their members be identified? Hoffmann-Lange (1987:30) distinguishes four approaches through which leaders and leader groups can be identified and classified: (1) reputational approach, (2) positional approach, (3) decisional approach, and (4) codified rules of political decision-making. Each of these approaches recognizes that leaders are identified as such based upon their sources of power and/or their participation in political decision-making. Table 1 presents Hoffmann-Lange's classification of approaches to elite identification.

Table 1: Classification of the Approaches to Elite Identification

Power Resources	Participation in Political Decision Making	
	Direct Participation	Direct Participation and Indirect Influence
Formal Power	Codified rules of political decision-making	Positional Approach
Formal and Informal Power	Decisional Approach	Reputational Approach

(Hoffmann-Lange, 1987:31)

Because both direct participation in and indirect influence on association merger are of interest here, two of Hoffmann-Lange's approaches, the positional and reputational approaches, are of particular relevance to the study of merger of professional pharmacy associations. Positional leaders are those who hold formally recognized positions, posts or roles with an organization. In contrast, reputational leaders are those persons identified by their associates as the "experts" or persons of great influence within their social system

(Hoffmann-Lange, 1987:30). Hoffmann-Lange (1981), in her study of West German elites, used the positional approach to define the initial elite universe. She then supplemented the positional approach with the reputational approach by asking the respondents "to name other persons who were important for decision-making in their own sphere of activity" (Hoffmann-Lange, 1987:31).

Identifying members of an elite is not without challenges. Moysen and Wagstaffe (1987:10) note that ambiguities surrounding the term 'elite' -- and hence the identification of elite members -- exist both in horizontal terms (i.e. the relative remoteness of given sets of 'top people' from the centre of power) and in vertical terms (i.e. the depth of the stratum; is the stratum dichotomous or layered?). Hoffmann-Lange (1987:44) also acknowledges the limitations of the positional and reputational approaches to identifying elites. The practicality of the positional approach alone precludes generalizable inferences for several reasons. First, political influence and position are only imperfectly correlated. Second, power may not be comparable across all groups of leaders. To be able to make cross-sectional comparisons, a uniform boundary criterion is necessary. Lastly, unequal power within the elite precludes inferences from distributions of attitudes within the sample of respondents to future decision-making outputs (Hoffmann-Lange, 1987:44-45).

Leaders do exist in organizations and do make a difference in the organization. I want to look at the leaders in these organizations and investigate potential differences between positional and reputational leaders in relation to the mergers of state pharmacy associations. The typology presented by Hoffmann-Lange (1987) provides the best strategy for identifying the positional and reputational leaders involved in the merger discussions.

INTERPRETIVE SCHEMES

Leadership is a complex phenomenon. In addition to holding different levels of influence, leaders also hold different sensitivities and world views (Hoffmann-Lange, 1987). As Ranson, Hinings, and Greenwood posit, "one of the factors that most affects an organization's structure is powerful organizational members' 'interpretive schemes' and the expression of these in 'provinces of meaning'" (1980:4). Bartunek describes these interpretive schemes as operating as "shared fundamental (though often implicit) assumptions about why events happen as they do and how people are to act in different situations" (1984:355). Ranson et.al. go on to suggest that interpretive schemes are expressed in provinces of meaning which represent the organizations' values (e.g., desired ends and preferences) and leaderships' interests (e.g., views of the appropriate allocation of scarce resources) (1980:12). Ranson and colleagues (1980:12) further argued that "there will be a change in structuring if organizational members revise the provinces of meaning, the interpretive schemes, which underpin their constitutive restructuring of the organizations." The theoretical framework that Ranson, Hinings and Greenwood, (1980:4) developed seeks to explain how the process of structuring, itself, defines and mediates organizational structures. Ranson and colleagues (1980:4) state "that (1) organizational members create *provinces of meaning*; (2) resolution of provinces of meaning, are determined by *dependencies of power*; and (3) the constitutive structuring by organizational members has to accommodate *contextual constraints* inherent in characteristics of the organization and the environment."

The provinces of meaning that organizational members hold are created from “intermittently articulated values and interests and form the basis of their orientation and strategic purposes within organizations.” (Ranson, Hinings and Greenwood, 1980:4). As organizations are made up of many members, it can be assumed that organizational members may hold different provinces of meaning and may result in clashes between members or groups within the organization. These clashes between different interests and values are “intrinsic to purposive activity with power being conceived processually: issues are raised, information is called upon and decisions are made about roles, rules, and authority relations” (Ranson, Hinings and Greenwood, 1980:8). These clashes do not occur in a vacuum. Organizational members and groups are “always located in, and limited by some environmental and organizational constraints which provide the milieu of problems and obstacles within which social life is carried on” (Ranson, Hinings and Greenwood, 1980:9).

Bartunek (1984) uses the framework of Ranson and colleagues to examine the change in interpretive schemes and organizational restructuring of a religious order over a twenty-year period. Bartunek (1984:355) found that “the way the organization’s leadership initiates or responds to alternate interpretive schemes limits the type of change in understanding that occurs.” Thus, I hold that different leaders will have different perceptions and explanations for things and events related to their organizations, including stances and decisions related to organizational merger.

Asking an organizational leader to identify discrete *reason(s)* for merging organizations can provide information about specific factors that motivate the merger. In

contrast, knowing about *rationales* that underlie a leader's stated reasons for merger provides insight into how organizational merger is more broadly understood. By *rationales*, I mean a fundamental set of controlling principles or underlying reasons that are employed to explain a phenomenon – in this case, organizational merger. Such rationales reflect particular interpretive schemes and, thus, can be linked implicitly or explicitly to identifiable theories. Utilizing rationales as a form of interpretive schemes, it becomes possible, for example, to see that all the above-mentioned reasons for organizational merger offered by LaPiana (1994) employ a theoretical perspective focused on organizational goal-directed behavior.

COMPETING RATIONALES FOR ORGANIZATIONAL MERGERS

Four theories embody the rationales that I view as most relevant for explaining organizational mergers: rational systems theory, environmental adaptation theory, strategic contingency theory and institutional theory. Below, I present definitions of each of these theories and describe their relevance for understanding and explaining organizational mergers.

Rational Systems Theory (RST) and *Environmental Adaptation Theory* (EAT) are similar in that both present rational explanations for mergers: both theories see organizations and their leaders as engaged in “rational calculation”, employing predictable means for achieving specific goals. Both emphasize concepts such as information, efficiency, optimization, implementation and design as key to achieving specific goals (Scott, 1992:30).

These goals provide “the criteria for choosing among alternative activities, they also guide decisions about how the organizational structure itself is designed” (Scott, 1992:30).

RST and EAT differ with respect to how they view the organization’s relevant environment. Rational systems theory emphasizes the organization’s *internal* environment, viewing the organization “as a structure of manipulable parts, each of which is separately modifiable with a view to enhancing the efficiency of the whole (Gouldner, 1959:405). This internal efficiency focus of the organization is also seen in Morgan’s (1986) image of the organization as a machine. A leader’s view of the structure and functioning of this internal environment is believed, then, to form the basis for his/her reasons for considering merger if the leader embraces RST merger rationale(s).

In contrast, environmental adaptation theory emphasizes the organization’s *external* environment. Environmental adaptation theory combines aspects of contingency theory and resource dependence theory. Contingency theorists (e.g., Lawrence and Lorsch, 1967; Galbraith, 1973; Williamson, 1985) argue that organizational success requires a match or alignment between an organization and its environment. The metaphor that Morgan (1986) classifies contingency theory within is the organization as an organism. That is, the organization allows movement of information in and out of the organization; an adaptive “movement” on the part of the organization (Morgan, 1986:45).

Resource dependence theorists (Zald, 1970; Aldrich and Pfeffer, 1976; Pfeffer and Salancik, 1978) argue that success is based on the organization’s ability to adapt and improve their chances of survival through management of problems and uncertainties associated with exchange transactions (Tolbert, 1985). Morgan (1986) classifies resource

dependence theory as a political system based on an organization's need to control resources necessary for its survival. Therefore, reasons for a leader to consider merger are thought to stem from the leader's perceptions of what lies outside the organization, how the organization can better match their environment, and what control can they obtain/maintain over resources that are necessary for survival.

Strategic Contingency Theory (SCT) emphasizes the internal political environment of the organization. Individuals' control over resources and power become important in this perspective because such control is thought to determine whose/which interest(s) are likely to prevail (Scott, 1992:112). As a result, "organizational structures are the outcomes of political contests within organizations" (Pfeffer and Salancik, 1978:38). The goal of the organization is that of limiting uncertainty for the organization and its members. Both the contingency theory aspect of EAT and SCT are focused on taking the uncertainty out of change. Whereas the contingency theory aspects of Environmental Adaptation Theory focus on the organization's relationship with their external environment and how to best maximize those relationships, Strategic Contingency Theory is focused on aspects of control within the organization. The relevance of SCT to organizational merger is based on leaders' views as to who has or should have control over resources and power within the organization.

Lastly, *Institutional Theory* (IT) emphasizes cultural aspects of an organization and focuses on (conscious or subconscious) influences that the broader environment has on an organization. Selznick (1948, 1949) identifies three processes through which an organization may change: goal displacement, co-optation and institutionalization. Each of

these processes involves identification and movement of ideas and information between individuals *outside* and *inside* the organization. Goal displacement occurs when new individuals enter the organization and bring in new ideas. Co-optation occurs when groups or individuals outside of the organization are brought into the decision-making process to gain their support; as a result, this provides an opportunity for the organizations goals to be changed (Selznick, 1948). Institutionalization reflects a situation in which the policies and organizational goals that at one time existed for rational reasons become infused with values beyond the technical requirements (Selznick, 1957). DiMaggio and Powell (1983) argue that as organizations attempt to change they instead become more alike based on mimetic and normative responses to uncertainty. Thus, IT focuses on how current trends – such as recent growth in organizational restructuring efforts – may influence both thinking and activities related to organizational mergers.

I can summarize key ideas to the framing of the study as follows. Organizational members have various interpretive schemes based upon which they make decisions concerning their organizations (Ranson et.al., 1980). Organization merger is one (rather dramatic) context of organizational decision-making and four particular theory-based rationales related to merger were identified. Organizational leaders hold disproportionately large influence in organizational decision-making. Organizational leaders can be identified in a variety of ways, ranging from Nadel's typology of social, specialized and governing elites to Hoffmann-Lange's classification of elites based on reputation, position, decision-making and codified rules of decision-making. These classifications and typologies allow a distinction to be drawn between *leaders* and the *leaders of leaders*. Based on Perrucci and

Lewis (1989) the leaders of leaders are thought to have more of an external orientation and be more concerned with power than those who are classified as "just" leaders.

OBJECTIVES AND HYPOTHESES

The objectives of this study are to (1) describe alternative rationales for organizational merger and the frequency with which they are held by professional pharmacy association leaders in two states and (2) analyze the extent to which positional and reputational leaders hold similar or differing rationales for merger of professional pharmacy associations. Each of the following hypotheses will be tested three times, positional vs. reputational leaders in the Total Sample, positional vs. reputational leaders in State 1 and positional vs. reputational leaders in State 2. This is to determine whether there are differences between positional and reputational leaders as a group and within each of the two states.

Hypothesis 1: Reputational leaders will differ from positional leaders in their identification of merger rationales embodied in Rational Systems Theory.

Hypothesis 2: Reputational leaders will differ from positional leaders in their identification of merger rationales embodied in Environmental Adaptation Theory.

Hypothesis 3: Reputational leaders will differ from positional leaders in their identification of merger rationales embodied in Strategic Contingency Theory.

Hypothesis 4: Reputational leaders will differ from positional leaders in their identification of merger rationales embodied in Institutional Theory.

Based on the review of the literature on elites and interpretive schemes, there is an expectation that reputational leaders will acknowledge rationales related to Environmental Adaptation Theory, Strategic Contingency Theory and Institutional Theory more frequently

than positional leaders and that positional leaders will acknowledge rationales related to Rational Systems Theory more frequently than reputational leaders.

Chapter 3

METHODS

In this chapter I present the methods used to study merger rationales of professional pharmacy association leaders in two states. The study is a cross-sectional, exploratory investigation. It examines the merger rationales of positional and reputational leaders who were engaged in merger discussions; these occurred during the same time period. Multiple methods of data collection were used: organizational record data review (minutes of meetings, mailings, etc.), a structured telephone interview and a paper-and-pencil questionnaire. This provided the richness of data essential to an exploratory study of this type.

This chapter includes a detailed description of the study process, the telephone interview and the questionnaire. Within this description (1) a background on the two states is provided, (2) the study population and participation rates are described, (3) the study constructs including merger rationales are defined and (4) the data collection and analysis procedures are explained. All phases of the research was approved by the University of Wisconsin Human Subjects Committee.

RESEARCH SETTING

The "State Pharmacists Association" and the "State Society of Health-Systems Pharmacists" in the states of Indiana and Wisconsin completed mergers of their state pharmacy associations on January 1, 1998.

The profession of pharmacy and the organizations that represent the profession in both Indiana and Wisconsin were experiencing consolidation in their health care environments. This is consistent with the national trends identified in the Introduction section. In addition, the "State Pharmacists Association" and the "State Society of Health Systems Pharmacists" had taken opposing stances on legislation occurring in their respective states.

There were some notable differences between the two states. Indiana was in a state of change administratively. The Executive Director of the Indiana Society of Health Systems Pharmacists (ISHP) wanted to retire from his position. This was cause for concern for ISHP as the Executive Director worked part-time and the office was run from his home, which resulted in lower administrative costs to the association. Finding a new Executive Director would potentially mean paying for an increased salary and office space.

Also, ISHP and the Indiana Pharmacists Association (IPA) had a rather substantial history of interorganizational cooperation. This is seen with the organizations recent history of holding joint educational meetings and the sharing of a paid lobbyist prior to the merger.

In contrast, both of the two organizations in Wisconsin were administratively stable. That is, both organizations had administrative arrangements that they seemed to find beneficial. The organizations seemed to have relatively even political balance within the state; the "Society of Health-Systems Pharmacists" group focused predominately on education and the "Pharmacists Association" focused on the politics related to pharmacy practice.

The two states also differed in various aspects within the merger process. Both Indiana and Wisconsin established a "Merger Task Force" to investigate the feasibility of merging the "Society of Health-Systems Pharmacists" and the "Pharmacists Association" in their respective states. However, here is where the similarities end.

Indiana had a small "Merger Task Force" (approximately 7 people). An individual already affiliated with one of the organizations facilitated the "Merger Task Force". This "insider" took on an advisor role to the "Merger Task Force", acting as a sounding board by letting the "Merger Task Force" generate what how it wanted the new organization to look and feel and then providing solicited feedback.

Wisconsin on the other hand used a more formalized process and a larger "Merger Task Force" (approximately 17 members). The process was more formalized due to the use of an outside business consulting firm that guided the process by completing focus groups, facilitating the "Merger Task Force" meetings and acting as the clearinghouse or distiller of meeting discussions.

One other difference between the two states is the form of the new organizations. Indiana created an academy structure that contains four academies: health-systems, community, consultant, and technician. Each member selects membership in one or more of the academies within the umbrella organization. On the other hand, Wisconsin's new state pharmacy association does not require members to join specific subunits; rather members may elect to join Practice Interest Networks where pharmacists with similar practice interests network together.

The similarities and differences between the two states regarding the circumstances leading to their respective merger discussions and the merger process itself suggest that it is important to look at the two states separately when examining the rationales of the leadership involved in the merger discussions.

SUBJECTS AND PARTICIPATION RATES

The leaders who participated in merger discussions involving the "Pharmacists Association" and the "Society of Health-Systems Pharmacists" in two states were studied. In each state, members of the eligible population were identified based on the formal positions that they held in these organizations. This information was obtained through the public records of the four associations. The eligible population consisted of all officers of the respective associations (including Executive Officers and members of the Boards of Directors) in the year prior to the merger and all members of a "Merger Task Force" that included members of both associations.

All members of the eligible population were invited to participate in the study; actual participation rates were 77% (24/31) in State 1 and 72% (23/32) in State 2. Of the 17 non-respondents, two declined to participate due to time constraints and the balance (15) were unable to be contacted to schedule the interview (3 attempts were made for each person in the eligible population). The two states are very close in their response rates and their total number of respondents. The similarity in response rates and number of respondents makes the direct comparison of results more meaningful than if they had diverged. The response

rates for the follow-up questionnaire were 83.3% (20/24) for State 1 and 82.6% (19/23) for State 2.

STUDY TIMELINE AND DATA COLLECTION

The time frame in which the study was conducted was from approximately 4 months prior through 10 months following the association mergers in each of the states. With the exception of the review of association documents, all data collection was carried out after the new, merged associations were legally formed. Data collection followed the same format in both states; data collection was completed in State 1 prior to beginning data collection in State 2. A comprehensive timeline is provided in Table 2.

A letter of introduction and study presentation was sent to each member of the eligible population to explain the study and ask for his/her participation (Appendix A). Approximately two weeks after the letter of introduction was sent, initial telephone contact was attempted. During this initial telephone contact, individuals were asked if they would be willing to participate in the study by scheduling a telephone interview. If individuals agreed to participate, telephone interviews were scheduled for a later date/time. Telephone interviews (Appendix B) were completed at the scheduled time. At that time, respondents gave verbal informed consent to complete the interview and to have the interview tape-recorded. Upon completion of the telephone interview, respondents were reminded that a follow-up questionnaire would be sent out to him/her. At the close of telephone interviewing in each state, questionnaires (Appendix C) were mailed to those persons who completed the telephone interview. One week after the questionnaires were mailed,

reminder postcards (Appendix D) were sent. In State 2, I was notified that one of the study subjects had not received a questionnaire. There were five non-respondents at that time questionnaires were re-mailed to each of them, in case any of these non-respondents had not received a questionnaire.

Table 2: Data Collection Time Line for States 1 and 2

Study Process	State 1	State 2
1. Identification of Eligible Persons: Members of the Board of Directors Members of Merger Task Force ~ Executive Officers	Fall 1997	Fall 1997
2. Letters of Introduction/Study Presentation	January 1998	April 1998
3. Initial Phone contact to schedule interview	January - March 1998	May - July 1998
4. Completion of telephone interview	February - May 1998	May - October 1998
5. Follow-up questionnaire (sent to study subjects who completed the telephone interview)	May 1998	July 1998*
6. Reminder Postcard	Sent one week after questionnaire mailed (May 1998)	Sent one week after questionnaire mailed (July 1998)

* A small number of respondents interviewed after July 1998 received questionnaires immediately after the interview was completed

The Telephone Interview

The telephone interview instrument (Appendix B) is composed of twenty questions, several with multiple subparts. Question content was based upon existing literature (including McLaughlin's 7-step process described in Chapter 2) and review of documents generated by the state associations. This latter source was used to identify unique or high priority concerns that were not reflected in the general literature. Telephone interviews were used to gather respondent specific information – thoughts, comments and ideas concerning the merger discussions that had occurred in their respective states.

The content areas of the telephone instrument focused on: (1) rationales for pursuing the merger discussions (Questions 1-7); (2) identification of reputational leaders (Questions 8 and 9); (3) issues concerning the “Merger Task Force” (Questions 10-14); information seeking (Question 15); role of consultants (formal and informal) in the discussions (Questions 16 and 17); involvement of the national pharmacy associations in the discussions (Questions 18 and 19); and additional comments and observations (Question 20).

Completion of the telephone interviews generally required 20 to 60 minutes. Responses to questions 1, 4, 5, 8 and 9 are the primary focus of the thesis. Question 1 is a global question that provided for multiple responses. Questions 4, 5, 8 and 9 were more focused and thus responses were more limited in number.

Follow-up Questionnaire

Follow-up questionnaires were used to collect demographic information which included: association/organizational membership in the state pharmacy associations and there national counterparts, additional pharmacy organization membership, non-pharmacy

organization membership, length of licensure, employment setting and position, and educational background. These data were used to describe the respondents.

Rationale for Use of Content Analysis

The researcher did content analysis of the qualitative interview data. Content analysis is “an objective, systematic, and quantitative description of the manifest content of communication” (Berelson, 1952:489). Weber (1990:9) further defines content analysis as a “research method that uses a set of procedures to make valid inferences from text.” There are five steps involved in content analysis: (1) sampling, (2) defining the unit of analysis, (3) identifying and contextualizing a document, (4) finding concepts, themes, models, and analyze narrative structure, and (5) operationalizing themes (Collins, 1998). This process of content analysis allowed for identification of key words and phrases that were indicative (examples) of the four merger rationales being investigated.

Other qualitative methods were examined and found lacking for this study. Many of these methods, especially those requiring participant-observation, were not compatible with the time frame in which data collection occurred, i.e., during the post-merger period.

MEASUREMENT

First, all of the interviews were transcribed. Next, content analysis of the transcribed interviews was done to identify the rationales offered by respondents. Five specific questions were examined: Question 1 - “The Inspiration for the Merger Idea”, Question 4a – “The Most Important Reason at the Beginning of the Process”, Question 4b – “The Second Most Important Reason at the Beginning of the Process”, Question 5a – “The Most

Important Reason at the End of the Process” and 5b – “The Second Most Important Reason at the End of the Process”.¹ Presence or absence of each merger rationale was coded as a dichotomous variable (0 = No; 1 = Yes) within each question; respondents were able to provide multiple rationales in their responses.²

Data analysis focused on three variables, each of which indicated the presence of the theory-based rationales. The first variable was coded using responses to Question 1 – “The Inspiration for the Merger Idea,” which was a global question and, as a result, the respondents did not limit themselves to describing only one type of rationale. Thus, this question provided the widest array and largest aggregate number of responses.

The second variable was coded using responses to Questions 4a and 5a. It reflects the *most important reason* for the merger at the beginning and end of the process. Respondents self-censored as a result of the framing of the questions. As a result, most provided only one response, with a few providing multiple responses. Based on the stability of the responses between this pair of questions, the information was consolidated into a single variable (“Most Important Reason”).

The third variable was coded using responses to Questions 4b and 5b. It reflects the *second most important reason* for the merger at the beginning and end of the process. Again, respondents self-censored based on the framing of the questions and most provided only one response, with a few providing multiple responses. Based on the stability of the responses between this pair of questions, the information was consolidated into a single variable (“Second Most Important Reason”).

With these questions, merger rationales as perceived and understood by the respondents have been measured. The strength of the respondent's sentiments was not measured and specifically how their perceptions changed over time was not distinguished. Therefore, I only know whether each of the four merger rationales was present at the beginning or the end of the merger process.

CONTENT ANALYSIS

Merger Rationales

Content analysis of the transcribed interviews was done by hand by the researcher. Responses were categorized using the four merger rationales discussed in Chapter 2, Rational Systems Theory (RST), Environmental Adaptation Theory (EAT), Strategic Contingency Theory (SCT) and Institutional Theory (IT)

Rational Systems Theory (RST) rationales were identified by statements referring or related to efficiency and effective use of resources as related to the internal environment of the organization. Key words and phrases used to signal RST responses were: competition for resources, minimize administrative costs, consolidation of resources, economies of scale, survival and opportunities for better services. In the following examples from respondent answers key words/phrases are italicized.

Interview #36, Question 1 – “Looking at the *cost of the operation* of the association as far as like home office or not home office, but like maintaining an office, CE accreditation costs, some things like that.”

Interview #45, Question 4a – “I believe it would be the *consolidation of resources* so that we would not both be spending money on the same things. Where we could combine our resources and save money.”

Interview #69, Question 4a - “So it was going to be important that we be able to put something together so that we made *the best utilization of resources*, both people and monetary.”

Interview #75, Question 4b - “General sense—*economies of scale*, administrative support, program design.”

Interview #78, Question 4b - “I would probably say that the desire to integrate the two organization into a single *more financially solid organization* with more effective member services.”

Environmental Adaptation Theory (EAT) rationales were identified by statements related to increased legitimacy with legislatures and other external constituencies. Reasons for a leader to consider merger are thought to stem from perceptions of what lies outside the organization and what the organization can do to better match that environment. Some key words and phrases used to signal EAT responses were: one voice for pharmacy, political clout, unified voice to the public and stronger legislative presence. In the following examples from respondent answers key words/phrases are italicized.

Interview #47, Question 1 - “Everybody recognized that pharmacy needed a *single voice from a legislative perspective*. There were a couple of things we wanted to accomplish legislatively.....needed to be seen as one big voice. So it was more a need to have a *strong voice legislatively*.”

Interview #51, Question 4a - “Important for pharmacists in state to all be saying the same thing—will be some differences—all talking the same talk and walking the walk. *Sing from the same sheet of music*.”

Interview #94, Question 4a - “Probably the *unification* in a lobbying perspective to both the legislature, the funding agencies, the state board of pharmacy, all the regulatory people, the insurance companies.we could in fact, *together access public policy and public funds to further the needs of pharmacy*.”

Interview #96, Question 4a - “Pharmacy is one—we all came out with the same degree. *Better to be unified*—as others look at this as a profession—for us, public and other health care professionals.”

Interview #97, Question 4a – “A unified voice.”

Strategic Contingency Theory (SCT) rationales were identified by identification of power relationships internal to the organizations. The relevance of SCT to organizational merger is based on leaders' view as to who has or should have control over resources and power within the organization. Some key words and phrases used to signal SCT responses were: power struggle; loss of identity; group A taking over. In the following examples from respondent answers key words/phrases are italicized.

Interview #45, Question 1- “...afraid would start losing some of their identity and some of their clout, I guess is another good term, with the pharmacy profession in the state if they become one with us and somehow they are losing some of their credibility which I don't agree with.”

Interview #52, Question 4a – “(the other group) made us change so many things that we were already doing, we had to bow to them to change it in order for them to be a part of it.”

Institutional Theory (IT) rationales were identified by diffuse and directed comments such as "we just needed to do it" to "other areas of health care are doing it." Emphasis is on cultural aspects of an organization and focuses on (conscious or subconscious) influences that the broader environment has on an organization. IT focuses on how current trends – such as recent growth of organizational restructuring efforts – may influence both thinking and activities related to organizational mergers. IT responses fell into four different content areas: non-specific, generalized responses; issues of/for the profession; trust; and health-care reorganization. Some key words and phrases used to signal IT responses were: it just made sense; blurring of practice distinctions; right persons to lead; globally everything turning

into integrated health care. In the following examples from respondent answers key words/phrases are italicized.

Non-specific, generalized responses

Interview #75, Question 1 - "Time was right, needed."

Interview #80, Question 4b - "Everybody is consolidating."

Interview #87, Question 1 - "I think it was a combination of a lot of things."

Profession/Practice Concerns

Interview #82, Question 1 - "I think the recognition that the role of the pharmacists is no longer dependent on the environment of practice. Roles in many environments are finding the same sorts of professional behaviors required."

Interview #88, Question 4a - "I think it is the need to change the profession."

Trust

Interview #36, Question 1 - "We had several pharmacists who had that same vision."

Interview #43, Question 1 - "And truly the idea that we had many more areas of common interest than we had differences, was quite pleasing to everyone."

Interview #83, Question 1 - "We had a group of leaders on both organizations that kind of were talking about why are we all at odds..."

Health-care Reorganization

Interview #67, Question 4b - "And more globally, everything was turning into integrated health-care systems and we are expecting people to (provide) continuity of care between in-patient and retail and out-patient settings. What better way to show people that that can happen at the organizational level?"

Addressing Issues of Reliability of the Content Analysis Coding

There are three types of reliability related to content analysis. The first is *stability*, "which is the extent to which results are invariant over time" (Weber, 1990:17). This occurs

when the “same content is coded more than once by the *same* coder (Weber, 1990:17). *Reproducibility* can be reframed as inter-rater reliability and is the “extent to which content classification produces the same results when the same text is coded by more than one person” (Weber, 1990:17). The last type of reliability is *accuracy*. This is the strongest form of reliability and is based on “the extent to which the classification of text corresponds to a standard or norm” (Weber, 1990:17). Accuracy is rarely used as a test of reliability for these types of studies because standard coding schemes are infrequently established (Weber, 1990).

In the study, the transcribed interviews were coded and then re-coded to check for the stability of my coding strategy. Another researcher checked the coding strategy to verify the coding strategy and to make suggested changes. Consensus was reached in situations where there was any question as to the “correct” coding.³

Addressing Issues of the Validity of the Content Analysis Coding

In content analysis, the focus of validity is “between the validity of the classification scheme, or variables derived from it, and the validity of the interpretation relating content variables to their causes or consequences” (Weber, 1990:18). There are four types of external validity that are important in content analysis: construct validity, hypothesis validity, predictive validity and semantic validity. This study used verification of semantic validity, which is when “persons familiar with the language and texts examine lists of words (or other units) placed in the same category and agree that these words have similar meanings or connotations” (Krippendorff, 1980:159ff). As described above, when there was a question concerning the interpretation of words or phrases, another researcher and myself

discussed the larger context of the words in an interview to reach consensus regarding their interpretation and coding.

POSITIONAL AND REPUTATIONAL LEADERS

Reputational leaders were identified based on responses to interview Questions 8 and 9 (Appendix B) that asked which persons were the most important in initiating the merger discussion, shaping the merger process, and shaping the merger outcomes. Reputational versus positional leadership status was determined by the number of times that any specific individual was mentioned. The responses were totaled and a natural break was identified in each state. An individual named more than 10 times was defined as a reputational leader. An individual named 10 times or fewer were defined as a positional leader.

DEMOGRAPHIC INFORMATION.

The follow-up questionnaire provided additional demographic information to describe the respondents. These included: other memberships (in state pharmacy associations and their national counterparts, other pharmacy organizations, other non-pharmacy organizations), length of licensure, employment setting and position, and educational background.

STATISTICAL ANALYSIS

The quantitative and qualitative data collected were hand coded after all interviews were complete. Qualitative data was coded twice by the research and another researcher verified the accuracy of the coding scheme. After content analysis was completed, all

qualitative and quantitative data were entered into Statistical Package for the Social Sciences (SPSS 8.0) for Windows. A series of frequencies and t-tests for independent samples were run.

All statistical tests were performed using two-tailed t-tests and an *a priori* confidence level of 95 percent with alpha equal to 0.05. A t-value of $> \pm 1.96$ will be interpreted as significant. If the hypothesis is accepted, this indicates that there is a 5 percent probability that the relation between the variables found in our sample could have happened based on chance alone. T-tests for independent samples were run first on the total sample, comparing positional and reputational leaders. Positional and reputational leaders then were compared within each state. Tests were run to examine each of the rationales for each of the three key variables described above.

NOTES

1. Other questions within the interview were checked as respondents sometimes provided answers to early questions later in the interview and/or provided information in early questions that were related to questions asked later in the telephone interview.
2. An example of the coding went as follows: Question 1 – The Inspiration for the Merger Idea, each rationale was a separate variable set up as, Q1-RST; Q1-EAT; Q1-SCT; and Q1- IT. The coding for each of these variables was present (yes = 1) of absent (no = 0). This allowed me to code for multiple rationales within a question from a single respondent.
3. Coding was done to identify the dominant, seminal references as evidence that the theory (merger rationale) was present. If a respondent provided multiple RST rationales to a question, RST was coded only once for that specific question. A weakness to this type of coding is that the variability in mentions (including strength of response) is not measured.

Chapter 4

RESULTS

The purpose of this chapter is threefold. First, the breakdown of positional and reputational leaders is presented for each state to show the general make-up of the two groups within the two states. Second, demographic information (including education, primary employment setting, position, organizational memberships and length of licensure) are presented to show the similarities and differences of the respondents in the two states. Lastly, data regarding merger rationales is presented to analyze the merger rationales related to: (1) "The Inspiration for the Merger Idea"; (2) "The Most Important Reason" for the merger discussion; and (3) "The Second Most Important Reason" for the merger discussion.

IDENTIFICATION OF POSITIONAL AND REPUTATIONAL LEADERS

The positional and reputational leaders were identified through the use of three questions concerning who the three or four most influential people were in initiating the discussion, in moving the discussions forward and in moving the new organization forward (Appendix B: Questions 8 and 9). A natural break occurred at greater than 10 mentions, therefore, those with greater than 10 mentions were identified as a reputational leader and those with 10 or fewer mentions were identified as a positional leader.

The results in Table 3, Figure 1 and Figure 2 are a tabulation of the identification of the positional and reputational leaders in States 1 and 2. Both states had a similar division between positional and reputational leaders. In State 1, eighteen individuals (75%) were identified as positional leaders and six (25%) as reputational leaders. In State 2, fifteen

individuals (65%) were identified as positional leaders and eight (35%) as reputational leaders. Within State 2 there is a second natural break that occurred within the reputational leader group, with two of the reputational leaders having a much higher frequency of mentions than the rest of the reputational leaders. Due to the small sample size all reputational leaders were grouped together. The frequency of mentions for positional leaders in State 1 ranged from zero to nine, with a mean number of mentions of 3.0. In State 2, the frequency of mentions for positional leaders ranged from zero to eight, with a mean number of mentions of 2.9. For reputational leaders in State 1, the frequency of mentions ranged from 22 to 59, with a mean of 40.3 mentions. For the reputational leaders in State 2, the frequency of mentions ranged from 12 to 61, with a mean of 26.6 mentions.

Table 3: Number of Positional and Reputational Leaders by State

State 1		State 2	
Positional Leaders	18	Positional Leaders	15
Reputational Leaders	6	Reputational Leaders	8
Total	24	Total	23

Who Are Positional and Reputational Leaders?

Tables 4 through 6 are tabulations of the demographic information obtained with the use of the follow-up questionnaire. The demographic information is not complete for all respondents. In State 1, four positional leaders did not return the follow-up questionnaire. In State 2, two positional leaders and two reputational leaders did not return the follow-up questionnaire.

Educational Background. Ninety-five percent (37 of 39) of all positional and reputational leaders have acquired a B/BS in Pharmacy degree. Positional leaders in both states (State 1:92.9%; State 2:69.2%) in general have more educational experience beyond the B/BS in pharmacy (excluding the PharmD degree as this may be a first or second degree) than their reputational leader counterparts (State 1:66.7%, State 2:50.0%). In the category of "Additional Pharmacy Experience" (which includes residencies, fellowships and master's and/or doctoral degrees), reputational leaders in both states (State 1:33.3%, State 2:50.0%) have more experience than their positional counterparts (State 1:21.4%, State 2:23.1%). Table 4 provides the complete breakdown of the educational background of positional and reputational leaders in each state.

Primary Employment Setting. The most common primary employment setting varies across the two states, as well as across the positional and reputational leader groups within each state (Table 4). A majority of leaders in State 1 (45.0%) work in Health-Systems settings, with 35% working in 'Other' settings (non-patient care) and 20% in Community/Ambulatory Care settings. In State 2, the leaders are evenly divided between

Community/Ambulatory Care and 'Other' settings (both 36.8%) with a smaller portion (26.3%) of the leaders working in Health-Systems settings.

In addition to differences between the states in primary employment setting, there are differences across leader types. In State 1, positional leaders work predominately in Health-Systems settings (42.8%), followed by a tie between Community/Ambulatory Care and 'Other' settings (both 28.6%). In contrast, reputational leaders in State 1 are evenly divided between Health-Systems and 'Other' settings (both 50.0%) with no reputational leaders working in Community/Ambulatory Care. In State 2, a different pattern exists for positional and reputational leaders. More positional leaders in State 2 work in Community/Ambulatory Care settings (38.5%) with Health-Systems and 'Other' settings evenly divided (both at 30.8%). State 2 reputational leaders' dominant work setting is the 'Other' category (50.0%), followed by Community/Ambulatory Care (33.3%) and Health-Systems (16.7%) settings. Note the contrast between work settings for reputational leaders in State 2 who work in Community/Ambulatory Care (33.3%) and reputational leaders in State 1 (0.0%).

Employment Position. Employment positions were broken into three categories: Practice Management, which includes directors of pharmacy, pharmacy managers, and owners; Direct Patient Care, which includes staff and clinical pharmacists; and 'Other', which includes those in non-patient care work settings.

As seen in Table 4, both states show a similar pattern in work positions for positional and reputational leaders. A plurality of leaders in both states hold Practice Management positions (State 1:45.0%; State 2:52.6%). This is followed by those in 'Other,'

non-patient care (State 1:35.0%; State 2:36.8%) and Direct Patient Care (State 1: 20.0%; State 2:10.5%).

Looking at positional and reputational leaders within their respective states, positional leaders show the same pattern of work positions as the total group of leaders. Reputational leaders in the two states deviate from the overall pattern and from each other. For reputational leaders in State 1, 50.0% hold positions classified as 'Other' (non-patient care), 33.3% hold positions in Practice Management and 16.7% hold positions with Direct Patient Care. In State 2, the reputational leaders are evenly divided between Practice Management and 'Other' (non-patient care) positions (50.0%) with none involved in Direct Patient Care. Overall, the vast majority of positional and reputational leaders hold positions that are not primarily involved in direct patient care.

Table 4: Educational Background, Primary Employment Site and Work Position by State and Leader Type; Frequency and Percents^a

	State 1				State 2			
	Positional Leaders ^b (n = 14)		Reputational Leaders (n = 6)		Positional Leaders ^c (n = 13)		Reputational Leaders ^d (n = 6)	
	n	%	n	%	n	%	n	%
Education								
B/BS Pharmacy	14	(100)	5	(83.3)	12	(92.3)	6	(100)
PharmD	1	(7.1)	3	(50.0)	2	(15.3)	1	(16.7)
Management Degree	4	(28.6)	1	(16.7)	4	(30.8)	0	(0.0)
Additional Pharmacy Education	3	(21.4)	2	(33.3)	3	(23.1)	3	(50.0)
Non-Pharmacy Education	6	(42.9)	1	(16.7)	2	(15.4)	0	(0.0)
Primary Employment								
Community/ Ambulatory Care	4	(28.6)	0	(0)	5	(38.5)	2	(33.3)
Health-Systems	6	(42.9)	3	(50.0)	4	(30.8)	1	(16.7)
Other – Non-Patient Care	4	(28.6)	3	(50.0)	4	(30.8)	3	(50.0)
Employment Position								
Practice Management	7	(50.0)	2	(33.3)	7	(53.8)	3	(50.0)
Direct Patient Care	3	(21.4)	1	(16.7)	2	(15.4)	0	(0.0)
Other – Non-Patient Care	4	(28.6)	3	(50.0)	4	(30.8)	3	(50.0)

^a Percents may not equal 100% due to rounding

^b Missing data for four Positional Leaders due to questionnaire non-response.

^c Missing data for two Positional Leaders due to questionnaire non-response.

^d Missing data for two Reputational Leaders due to questionnaire non-response.

Organizational Memberships. As reflected in Table 5, membership in multiple state and national pharmacy organizations is common across both leader groups in the two states. Prior to the merger of their state pharmacy associations, positional and reputational leaders in both states reported a great deal of dual membership at the state association level. That is, a majority of positional and reputational leaders in both states are members of either the State Society of Health-Systems Pharmacists or the State Pharmacists Association; many are members of both.

In looking at the states individually, positional leaders in State 1 (92.9%) have greater membership presence in the State Pharmacists Association than their reputational leader counterparts (66.7%). Reputational leaders in State 1 (83.3%) have a somewhat greater membership presence in the State Society of Health-Systems Pharmacists. In State 2, reputational leaders have a greater presence in both state-level associations (both 83.3%) than their positional counterparts (both 61.5%).

Comparing leaders' rates of membership in state associations and their affiliated national associations shows that there are differences between the state and national pairings. In States 1 and 2, virtually all of the positional and reputational leaders who are members of the State Society of Health-Systems Pharmacists are members of the American Society of Health-Systems Pharmacists (Table 5). That is not the case between the State Pharmacists Association and the American Pharmaceutical Association. In State 1, there is a large drop between those positional and reputational leaders who belong to the State Pharmacists Association (Positional:92.9%; Reputational:66.7%) and those who belong to the American Pharmaceutical Association (Positional:35.7%; Reputational:33.3%). In State

Table 5: Organizational Membership in State and National Society of Health-Systems Pharmacy and Pharmacists Associations by State and Leader Type; Frequency and Percent^a

	State 1				State 2			
	Positional Leaders ^b (n = 14)		Reputational Leaders (n = 6)		Positional Leaders ^c (n = 13)		Reputational Leaders ^d (n = 6)	
	n	%	n	%	n	%	n	%
Memberships								
State Society of Health-Systems Pharmacists	9	(64.2)	5	(83.3)	8	(61.5)	5	(83.3)
State Pharmacists Association	13	(92.9)	4	(66.7)	8	(61.5)	5	(83.3)
New State Pharmacy Association	12	(85.7)	6	(100)	12	(92.3)	6	(100)
American Society of Health-Systems Pharmacists	9	(64.2)	5	(83.3)	7	(53.8)	5	(83.3)
American Pharmaceutical Association	5	(35.7)	2	(33.3)	6	(46.1)	4	(66.7)

^a Percents add to more than 100% due to multiple memberships.

^b Missing data for four Positional Leaders due to questionnaire non-response.

^c Missing data for two Positional Leaders due to questionnaire non-response.

^d Missing data for two Reputational Leaders due to questionnaire non-response.

2, there is a similar, but less drastic, drop between those positional and reputational leaders who belong to the State Pharmacists Association (Positional:61.5%; Reputational:83.3%) and those who belong to the American Pharmaceutical Association (Positional:46.1% Reputational:66.7%).

There are two additional patterns worth noting. The first is that in both States 1 and 2, not all positional leaders have become members of the new State Pharmacy Association (n = 12 for both). In contrast, all reputational leaders in both states have become members of the new State Pharmacy Association. The second is that the number of positional and reputational leaders who have membership in either of the state pharmacy associations exceeds the number of positional and reputational leaders in any given employment setting (see Tables 4 and 5). In other words, there are more members of the State Society of Health-Systems Pharmacists than there are health-systems pharmacists.

Table 6 presents information regarding leaders' memberships in other Pharmacy and Non-Pharmacy Organizations. Positional and reputational leaders in States 1 and 2 show different patterns of additional (Pharmacy and Non-Pharmacy) memberships and total memberships. In State 1, positional leaders have memberships in more additional pharmacy organizations than reputational leaders (means of 1.6 vs. 1.3 respectively) and more non-pharmacy organizations (means of 1.2 vs. 0.5 respectively). In State 2, the pattern changes. Reputational leaders have memberships in more additional pharmacy organizations than their positional counterparts (means of 1.5 vs. 1.2 respectively). For non-pharmacy organization memberships, positional leaders have more memberships than their reputational counterparts (means of 1.5 vs. 1.2 respectively).

For total memberships (state, national, additional pharmacy and non-pharmacy), it is the positional leaders in State 1 (mean of 5.1) and the reputational leaders in State 2 (mean of 5.8) who on average are members in the greater number of organizations. Overall, the differences in the average total memberships between positional and reputational leaders are not particularly large, though; in State 1 the difference is 12% and in State 2 it is 15%.

Length of Licensure. Table 6 presents data regarding leaders' length of licensure. Length of licensure is one indicator of an individual's length of time involved in the profession of pharmacy. Results suggest that to be considered a positional or reputational leader, one needs to have been licensed for approximately 10 years. The positional leaders in both states have a slightly higher average length of licensure (State 1:24.3 years; State 2:21.0 years) than their reputational colleagues (State 1:19.6 years; State 2:20.0 years). Positional leaders also have the wider range of years (State 1:11 – 42 years; State 2:10-50 years). In contrast, the range for the reputational leaders in both states is narrower (State 1:9-27 years; State 2:10-28 years). Taken together, these data indicate that reputational leaders are mid-career professionals while positional leaders include both mid-career and senior professionals. This supposition is supported by results in Table 4 regarding the large percentage of reputational leaders who are in management (41.6%) and other non-direct patient care positions (50.0%).

Table 6: Means and Ranges for Membership Involvement in Other Pharmacy Associations, Non-Pharmacy Associations and Length of Licensure by State and Leader Type

	State 1		State 2	
	Positional Leaders ^a (n = 14)	Reputational Leaders (n = 6)	Positional Leaders ^b (n = 13)	Reputational Leaders ^c (n = 6)
	mean (range)	mean (range)	mean (range)	mean (range)
Membership				
Other Pharmacy Organizations	1.6 (0 - 4)	1.3 (1 - 3)	1.2 (0 - 3)	1.5 (0 - 3)
Non-Pharmacy Organizations	1.2 (0 - 4)	0.5 (0 - 2)	1.5 (0 - 3)	1.2 (0 - 3)
Total Memberships^d	5.1 (3 - 10)	4.5 (2 - 8)	4.9 (2 - 7)	5.8 (3 - 8)
Licensure^e				
Length of Licensure (years)	24.3 (11 - 42)	19.6 (9 - 27)	21.0 (10 - 50)	20.0 (10 - 28)

^a Missing data for four Positional Leaders due to questionnaire non-response.

^b Missing data for two Positional Leaders due to questionnaire non-response.

^c Missing data for two Reputational Leaders due to questionnaire non-response.

^d Membership in New State Pharmacy Association excluded from calculation.

^e State 1 Reputational Leader n = 5; State 2 Positional Leader n = 12 due to questionnaire non-response.

ANALYSIS OF LEADERS' MERGER RATIONALES

In this section, the merger rationales (Rational Systems Theory, RST; Environmental Adaptation Theory, EAT; Strategic Contingency Theory, SCT; and Institutional Theory, IT) identified for the three questions, (1) "The Inspiration for the Merger Idea", (2) "The Most Important Reason" and (3) "The Second Most Important Reason" are presented and discussed. I first discuss the results for all positional and reputational leaders, then results for the positional and reputational leaders in State 1, followed by State 2.

The Inspiration for the Merger Idea

The average number of rationales offered by positional and reputational leaders for the "Inspiration for the Merger Idea" question was close to two or exceeds two (Table 7). Figure 3 shows the frequency of responses for each rationale by leader type and total for the Total sample, State 1 and State 2. It is helpful to note that reputational leaders in State 1 gave many more responses (mean = 2.50) than other groups. I will return to consider this finding later when I discuss results presented in Table 8. Positional and reputational leaders in State 2 were almost identical in the average number of rationales offered.

The positional and reputational leaders' responses to the question "The Inspiration for the Merger Idea" were categorized into the four merger rationales (Table 7 and Figure 3). For the total sample, merger rationales ordered from highest to lowest are: Environmental Adaptation Theory (66.0%), Rational Systems Theory (63.8%), Institutional Theory (46.8%) and Strategic Contingency Theory (6.4%). Positional leaders follow the same pattern as the total group (EAT:66.7%; RST:57.6%; IT:42.4%; SCT:6.1%). In contrast, reputational leaders identified RST rationales (78.6%) more frequently than EAT

rationales (64.3%), although for IT and SCT rationales, reputational leaders share the same pattern with positional leaders. Across both positional and reputational leader types, SCT rationales were infrequently identified. Issues related to internal power struggles/conflict are not reported to be of notable concern by either the positional or reputational leaders.

Overall, State 1 leaders patterns are similar to the total group, with RST and EAT rationales reversed (RST: 75.0%; EAT:70.8%; IT:37.5% and SCT: 8.3%) (Table 7). As leader types, the two groups showed the same pattern as their respective leader types in the total sample (Positional: EAT:72.2%; RST:66.7%; IT:27.8% and SCT:5.6%; Reputational: RST:100.0%; EAT:66.7%; IT:66.7% and SCT:16.7%). Positional and reputational leaders in State 1 show definite differences in the merger rationales that they offer, with reputational leaders being much more likely than positional leaders to identify Rational Systems Theory (100.0% vs. 66.7% respectively) and Institutional Theory rationales (66.7% vs. 27.8% respectively).

In State 2, the overall total for the state shows a different ordering of the merger rationales (EAT:60.9%; IT:56.5%; RST:52.2%; and SCT:4.3%). Environmental Adaptation Theory is still the most common rationale with Institutional Theory now a close second and Rational Systems Theory a close third. The pattern of responses is also different between the two leader types within State 2. Positional leaders identified Environmental Adaptation Theory and Institutional Theory rationales equally (both at 60.0%) with Rational Systems Theory (46.7%) third and Strategic Contingency Theory (6.7%) last. For the reputational leaders, a tie occurred between Rational Systems Theory and Environmental Adaptation Theory (both at 62.5%). Institutional Theory (50.0%) was third and Strategic Contingency

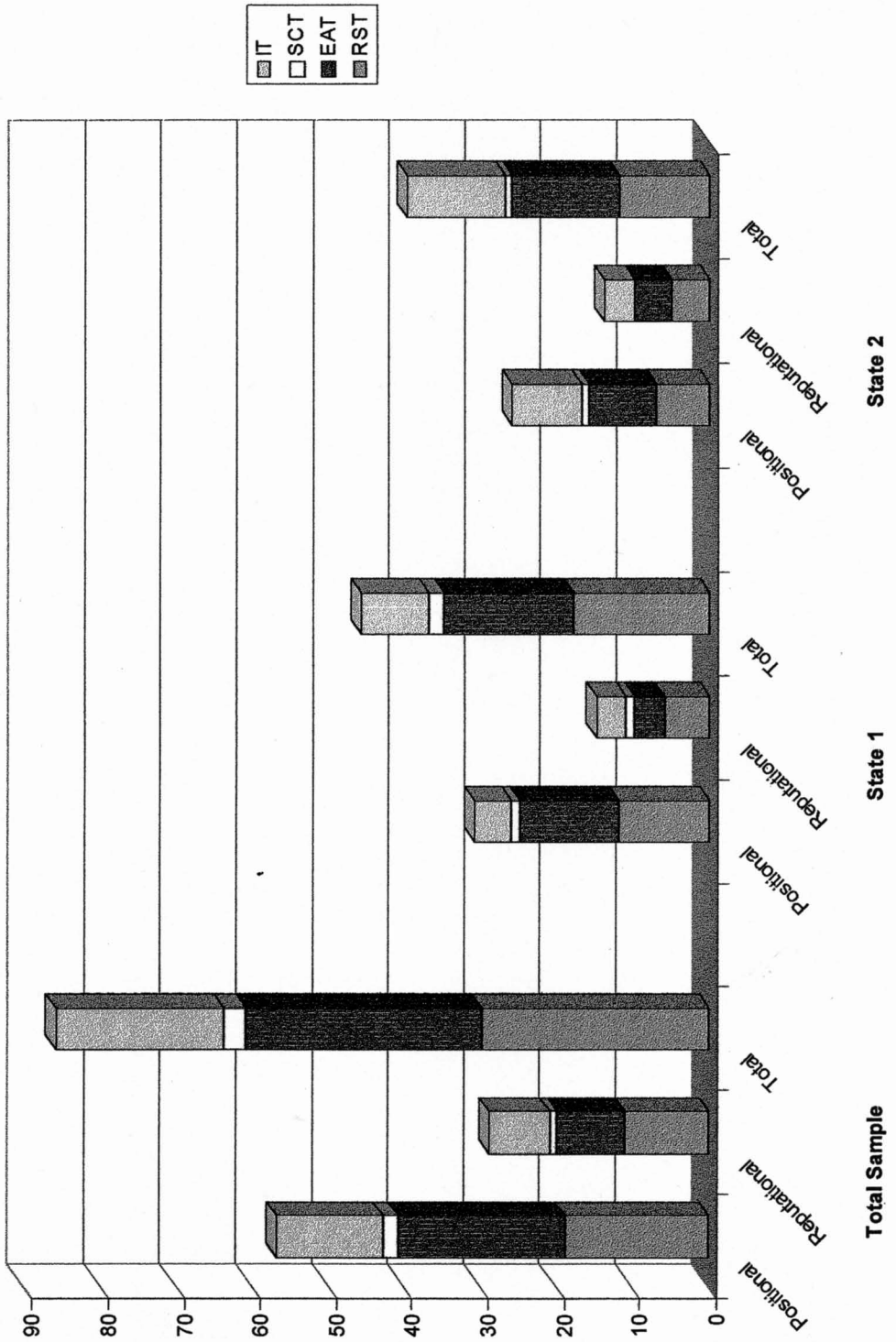
Theory (0.0%) was once again last. Environmental Adaptation Theory is part of both of the ties identified. It is also of note that Strategic Contingency Theory was infrequently mentioned in comparison with the other three merger rationales in both State 1 and 2, again suggesting that issues related to internal power struggles/conflict were not as important as the others.

Table 7: Merger Rationales Identified in the Inspiration for the Merger Idea by State and Leader Types for the Total Sample, State 1 and State 2; Frequency, Percent^a, and Means

	Total		State 1		State 2				
	Positional Leaders (n = 33)	Reputational Leaders (n = 14)	Total (n = 47)	Positional Leaders (n = 18)	Reputational Leaders (n = 6)	Total (n = 24)	Positional Leaders (n = 15)	Reputational Leaders (n = 8)	Total (n = 23)
Rational Systems Theory	n (%) 19 (57.6)	n (%) 11 (78.6)	n (%) 30 (63.8)	n (%) 12 (66.7)	n (%) 6 (100.0)	n (%) 18 (75.0)	n (%) 7 (46.7)	n (%) 5 (62.5)	n (%) 12 (52.2)
Environmental Adaptation Theory	n (%) 22 (66.7)	n (%) 9 (64.3)	n (%) 31 (66.0)	n (%) 13 (72.2)	n (%) 4 (66.7)	n (%) 17 (70.8)	n (%) 9 (60.0)	n (%) 5 (62.5)	n (%) 14 (60.9)
Strategic Contingency Theory	n (%) 2 (6.1)	n (%) 1 (7.1)	n (%) 3 (6.4)	n (%) 1 (5.6)	n (%) 1 (16.7)	n (%) 2 (8.3)	n (%) 1 (6.7)	n (%) 0 (0.0)	n (%) 1 (4.3)
Institutional Theory	n (%) 14 (42.4)	n (%) 8 (57.1)	n (%) 22 (46.8)	n (%) 5 (27.8)	n (%) 4 (66.7)	n (%) 9 (37.5)	n (%) 9 (60.0)	n (%) 4 (50.0)	n (%) 13 (56.5)
Mean Number of Responses by Leader Type	1.73	2.07	1.83	1.72	2.50	1.92	1.73	1.75	1.74

^a Percents add to more than 100% due to multiple responses.

Figure 3: Merger Rationales Identified in the Inspiration for the Merger Idea by Leader Types for the Total Sample, State 1 and State 2



The Most Important Reason for Merger

The average number of rationales offered by positional and reputational leaders for the “Most Important Reason for the Merger” question decreased dramatically from the averages in the “Inspiration for the Merger Idea” question as seen when comparing Tables 7 and 8. The mean number of responses now ranges between 1 and 1.5. Positional and reputational leaders in State 2 gave more responses (1.40 and 1.50 respectively) than their counterparts in State 1 (1.17 and 1.00 respectively). This may have occurred as State 2 leaders provided, on average, more responses to this question than their counterparts in State 1. Figure 4 provides a graphical representation of the data in Table 8.

The ordering of merger rationale responses for the total sample of positional and reputational leaders for the “Most Important Reason” (Table 8) is the same as that seen in the “Inspiration for the Merger Idea” question (EAT:72.3%; RST:34.0%; IT:19.1% and SCT: 2.1%). Even though the ordering is the same, there is a dramatic shift toward Environmental Adaptation Theory rationale and away from Rational Systems Theory and Institutional Theory rationales as seen when comparing Tables 7 and 8. Positional and reputational leaders follow the same pattern as the total group (EAT >> RST > IT >SCT).

As a group, State 1 (Table 8 and Figure 4) follows the same pattern as the total sample of positional and reputational leaders for the two dominant rationales, Environmental Adaptation Theory (66.7%) and Rational Systems Theory (37.5%). The pattern changes for the state as a group with Institutional Theory dropping to match Strategic Contingency Theory (both 4.2%) in a distant tie for third. Positional and reputational leaders in State 1 follow the pattern of the state as a group, with reputational leaders providing no responses

reflecting Institutional or Strategic Contingency Theory and positional leaders providing only one response in each.

In State 2 (Table 8 and Figure 4), the state totals and those for the positional and reputational leaders again follow a slightly different pattern from State 1 and the total sample. The pattern for the state as a group is Environmental Adaptation Theory (78.3%), Institutional Theory (34.8%), Rational Systems Theory (30.4%) and Strategic Contingency Theory (0.0%). Comparing results in Table 8 with results related to the “Inspiration for the Merger Idea” (Table 7) shows that the patterns for State 2 overall are the same. The similarity ends, however, when separately looking at the positional and reputational leaders within State 2. Environmental Adaptation Theory is the dominant rationale provided by both positional and reputational leaders (73.3% and 87.5% respectively) and Strategic Contingency Theory is not mentioned by either group (both at 0.0%). Where the two leader groups differ in State 2 is on the second and third rationales mentioned. Positional leaders provided a higher percentage of Institutional Theory responses (40.0%) than their reputational counterparts (25.0%). Reputational leaders on the other hand, provided a higher percentage of Rational Systems Theory responses (37.5%) than their positional counterparts (26.7%).

Again, Strategic Contingency Theory responses across all three groups (total, State 1 and State 2) were very small to non-existent. Therefore, internal power struggles/conflict are not reported to be an issue for either leader group.

Table 8: Merger Rationales Identified by the Most Important Reason by Leader Type for the Total Sample, State 1 and State 2; Frequency, Percent^a, and Mean

	Total			State 1			State 2		
	Positional Leaders (n = 33)	Reputational Leaders (n = 14)	Total (n = 47)	Positional Leaders (n = 18)	Reputational Leaders (n = 6)	Total (n = 24)	Positional Leaders (n = 15)	Reputational Leaders (n = 8)	Total (n = 23)
	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)
Rational Systems Theory	12 (36.4)	4 (28.6)	16 (34.0)	8 (44.4)	1 (16.7)	9 (37.5)	4 (26.7)	3 (37.5)	7 (30.4)
Environmental Adaptation Theory	22 (66.7)	12 (85.7)	34 (72.3)	11 (61.1)	5 (83.3)	16 (66.7)	11 (73.3)	7 (87.5)	18 (78.3)
Strategic Contingency Theory	1 (3.0)	0 (0.0)	1 (2.1)	1 (5.6)	0 (0.0)	1 (4.2)	0 (0.0)	0 (0.0)	0 (0.0)
Institutional Theory	7 (21.2)	2 (14.3)	9 (19.1)	1 (5.6)	0 (0.0)	1 (4.2)	6 (40.0)	2 (25.0)	8 (34.8)
Mean Number of Responses by Leader Type	1.27	1.29	1.28	1.17	1.00	1.13	1.40	1.50	1.43

^a Percents add to more than 100 % due to multiple responses.

Figure 4: Merger Rationales Identified in the Most Important Reason by Leader Types for the Total Sample, State 1 and State 2



Second Most Important Reason for Merger

The average number of rationales offered by positional and reputational leaders for the “Second Most Important Reason for the Merger” question are similar to the averages for the “Most Important Reason for the Merger” as seen when comparing Tables 8 and 9. The mean number of responses ranges between 1.17 and 1.63 for positional and reputational leaders; again leaders in State 2 gave more responses (1.27 and 1.63 respectively) than their counterparts in State 1 (1.22 and 1.17 respectively). Figure 5 provides a graphical representation of the data presented in Table 9.

For the total sample of leaders, the ordering of the merger rationales from the highest percentage to lowest for the “Second Most Important Reason” (Table 9) is: Rational Systems Theory (72.3%); Environmental Adaptation Theory (44.7%); Institutional Theory (10.6%) and Strategic Contingency Theory (2.1%). Overall, positional and reputational leaders follow the same pattern of rationale response. The first two rationales, Rational Systems Theory and Environmental Adaptation Theory are in reversed order from that seen in the “Most Important Reason” question (see Table 8). For the “Most Important Reason” positional and reputational leaders provided a higher percentage of Environmental Adaptation Theory responses suggesting that the primary concern was with their external environment. In contrast, Rational Systems Theory responses dominate for the “Second Most Important Reason” suggesting that the secondary focus of the positional and reputational leaders was with the internal efficiency of the organization. Institutional Theory (10.6%) responses are still present, but to a lesser extent than in the other two questions (Inspiration for the Idea: 46.8%; Most Important Reason: 19.1%). Strategic

Contingency Theory is again infrequently mentioned (2.1%). Positional and reputational leaders in the total sample show the same pattern as the group total (RST > EAT > IT > SCT).

As a state, State 1 follows a similar pattern to the total sample with the dominant responses being Rational Systems Theory (75.0%) and Environmental Adaptation Theory (37.5%). Institutional Theory and Strategic Contingency Theory are rarely mentioned (both at 4.2%). The positional and reputational leaders in State 1 show the same pattern for Rational Systems Theory (77.7% and 66.7% respectively) and Environmental Adaptation Theory (38.8% and 33.3% respectively). Again, Strategic Contingency Theory (positional – 5.6%, reputational 0.0%) and Institutional Theory (positional – 0.0%, reputational – 16.7%) are rarely mentioned by either leader group.

In State 2, leaders as a whole (RST:69.6%, EAT:52.2%, IT:17.4%, and SCT:0.0%), and the positional and reputational leader groups separately follow the same pattern as the total sample and State 1 for the “Second Most Important Reason” question. This is the first time that State 2 has followed the same pattern as the Total sample and State 1 for the merger rationales. Institutional Theory drops from second to third for the state and for positional leaders. Again, there are no Strategic Contingency Theory responses in either leader group in State 2.

Table 9: Merger Rationales Identified in Second Most Important Reason by Leader Type for the Total Sample, State 1 and State 2; Frequency, Percent^a, and Mean

	Total			State 1			State 2		
	Positional Leaders (n = 33)	Reputational Leaders (n = 14)	Total (n = 47)	Positional Leaders (n = 18)	Reputational Leaders (n = 6)	Total (n = 24)	Positional Leaders (n = 15)	Reputational Leaders (n = 8)	Total (n = 23)
	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)
Rational Systems Theory	23 (69.7)	11 (78.6)	34 (72.3)	14 (77.7)	4 (66.7)	18 (75.0)	9 (60.0)	7 (87.5)	16 (69.6)
Environmental Adaptation Theory	15 (45.5)	6 (42.9)	21 (44.7)	7 (38.8)	2 (33.3)	9 (37.5)	8 (53.3)	4 (50.0)	12 (52.2)
Strategic Contingency Theory	1 (3.0)	0 (0.0)	1 (2.1)	1 (5.6)	0 (0.0)	1 (4.2)	0 (0.0)	0 (0.0)	0 (0.0)
Institutional Theory	2 (6.1)	3 (21.4)	5 (10.6)	0 (0.0)	1 (16.7)	1 (4.2)	2 (13.3)	2 (25.0)	4 (17.4)
Mean Number of Responses by Leader Type	1.24	1.43	1.30	1.22	1.17	1.20	1.27	1.63	1.40

^a Percents add to more than 100% due to multiple responses.

Figure 5: Merger Rationales Identified in Second Most Important Reason by Leader Types for the Total Sample, State 1 and State 2



T total Sample

State 1

State 2

HYPOTHESES TESTING

Each hypothesis was tested on the three different questions (“Inspiration for the Merger Idea”, “The Most Important Reason” and “The Second Most Important Reason”) and was tested three times (positional vs. reputational Total, positional vs. reputational State 1 and positional vs. reputational State 2). This is to determine whether there were differences between positional and reputational leaders in the Total sample and within the individual states. The results of the tests are in Tables 10 (“Inspiration for the Merger Idea”), 11 (“The Most Important Reason”) and 12 (“The Second Most Important Reason”).

Rational Systems Theory: Positional versus Reputational Leaders.

Hypothesis 1: Reputational leaders will differ from positional leaders in their identification of merger rationales embodied in Rational Systems Theory.

This hypothesis considers the likelihood that positional and reputational leaders differ in the extent to which they express rationales embodied in Rational Systems Theory responses. It is based on the assertion that positional and reputational leaders have a differing awareness of and/or concern for the internal efficiency of the organization. Only one t-test for independent samples was statistically significant at a t-value of $> \pm 1.96$.

The significant result for Rational Systems Theory was in State 1 for the “Inspiration for the Merger Idea” question with reputational leaders having a greater awareness of Rational Systems Theory rationales than their positional counterparts (positional = 0.67, reputational = 1.00; $t = 2.915$, $p = 0.010$; Table 10). The difference between reputational and positional leaders in State 1 may be accounted for by the fact that reputational leaders

had a greater awareness of Rational Systems Theory rationales and overall gave many more answers (State 1: reputational = 2.50; positional = 1.72, Table 7).

The other eight t-tests were not significant. Based on these results Hypothesis 1 is not supported.

Environmental Adaptation Theory: Positional versus Reputational Leaders

Hypothesis 2: Reputational leaders will differ from positional leaders in their identification of merger rationales embodied in Environmental Adaptation Theory.

This hypothesis considers the likelihood that positional and reputational leaders differ in the extent to which they express rationales embodied in Environmental Adaptation Theory responses. It is based on the belief that positional and reputational leaders have differing awareness of and/or concern for the relationship between the organization, its environment and access to resources. None of the one-tailed t-tests for independent samples were significant at $p = 0.05$ (Tables 10, 11, 12). Based on nine non-significant results, Hypothesis 2 is not supported.

Strategic Contingency Theory: Positional versus Reputational Leaders

Hypothesis 3: Reputational leaders will differ from positional leaders in their identification of merger rationale embodied in Strategic Contingency Theory.

This hypothesis considers the likelihood that positional and reputational leaders differ in the extent to which they express rationales embodied in Strategic Contingency Theory responses. It is based on the belief that positional and reputational leaders have differing awareness of and/or concern with (and investment in) power struggles and conflict within the organization. None of the nine two-tailed t-tests for independent samples were significant at $p = 0.05$ (Tables 10, 11, 12). Therefore, Hypothesis 3 is not supported.

Institutional Theory: Positional versus Reputational Leaders

Hypothesis 4: Reputational leaders will differ from positional leaders in their identification of merger rationales embodied in Institutional Theory.

This hypothesis considers the likelihood that positional and reputational leaders differ in the extent to which they express Institutional Theory responses. Institutional Theory is evidenced by non-specific and/or more global reasons and is thought to be related to a higher level of global awareness that often characterizes more elite leaders. Therefore, it is anticipated that there will be differences between positional and reputational leaders with reputational leaders having greater awareness of Institutional Theory rationales. There were no significant differences ($p = 0.05$) between the leader groups for the nine two-tailed t-tests for independent samples performed. In addition, positional and reputational leaders were split on which group had the greater awareness of Institutional Theory rationales for the nine t-tests. As a result of the nine non-significant t-tests Hypothesis 4 is not supported.

Though none of the two-tailed tests were significant there are two interesting differences between State 1 and State 2 and the two leader groups. For the “Inspiration for Merger” question (Table 10), State 1 and State 2 positional and reputational leaders have reversed results for Institutional Theory. Reputational leaders in State 1 (mean = 0.67) and positional leaders in State 2 (mean = 0.60) have a greater awareness of Institutional Theory rationales than their respective counterparts (State 1 positional = 0.28; State 2 reputational = 0.25).

The other interesting finding between State 1 and State 2 is in the frequency of Institutional Theory rationales provided by positional and reputational leaders for the “Most

Important Reason” question. State 1 positional and reputational leaders both drop significantly in their identification of Institutional Theory rationales (positional = 0.05; reputational = 0.00) from those provided in the “Inspiration for the Merger” question (Positional = 0.28; Reputational = 0.67). State 2 positional and reputational leaders provided significantly more rationales related to Institutional Theory (positional = 0.40; reputational = 0.25) than those in State 1 (positional = 0.05; reputational = 0.00) for the “Most Important Reason” question.

Table 10: T-tests for Independent Samples on the Merger Rationales by Leader Types for Total Sample, State 1 and State 2 for the Inspiration for the Merger Idea Question

	Mean	S.D	Mean	S.D.	Sig. of Levene's Test for Equality of Variance ^a	df	t-value ^c (p)
Total	Positional Leaders (n = 33)		Reputational Leaders (n = 14)				
Rational Systems	0.58	.050	0.79	0.43	0.002	29 ^b	1.463 (0.154)
Environmental Adaptation	0.67	0.48	0.64	0.50	0.764	45	-0.154 (0.878)
Strategic Contingency	0.061	0.24	0.071	0.27	0.788	45	0.136 (0.893)
Institutional	0.42	0.50	0.43	0.51	0.958	45	0.027 (0.979)
State 1	Positional Leaders (n = 18)		Reputational Leaders (n = 6)				
Rational Systems	0.67	0.49	1.00	0.00	0.000	17 ^b	2.915 (0.010)
Environmental Adaptation	0.72	0.46	0.67	0.52	0.648	22	-0.249 (0.806)
Strategic Contingency	0.056	0.24	0.17	0.41	0.118	22	0.829 (0.416)
Institutional	0.28	0.46	0.67	0.52	0.648	22	1.740 (0.096)
State 2	Positional Leaders (n = 15)		Reputational Leaders (n = 6)				
Rational Systems	0.47	0.52	0.63	0.52	0.415	21	0.700 (0.492)
Environmental Adaptation	0.60	.051	0.63	0.52	0.812	21	0.112 (0.912)
Strategic Contingency	0.07	0.26	0.00	0.00	0.135	21	-0.722 (0.478)
Institutional	0.60	0.51	0.25	0.46	0.142	21	1.622 (0.120)

^a When Levene's Test for Equality of Variance is significant at $p < 0.05$, equality of variance is not assumed.

^b Degrees of freedom are less than $n-2$ when equality of variance is not assumed.

^c Significance calculated using a two-tailed test.

Table 11: t-tests for Independent Samples on the Merger Rationales by Leader Types for Total Sample, State 1 and State 2 for the Most Important Reason Question

	Mean	S.D.	Mean	S.D.	Sig. of Levene's Test for Equality of Variance ^a	df	t-value ^c (p)
Total	Positional Leaders (n = 33)		Reputational Leaders (n = 14)				
Rational Systems	0.36	0.49	0.29	0.47	0.277	45	-0.506 (0.616)
Environmental Adaptation	0.67	0.48	0.86	0.36	0.002	32 ^b	1.489 (0.146)
Strategic Contingency	0.030	0.17	0.00	0.00	0.188	45	-0.647 (0.522)
Institutional	0.21	0.42	0.14	0.36	0.259	45	-0.542 (0.592)
State 1	Positional Leaders (n = 18)		Reputational Leaders (n = 6)				
Rational Systems	0.44	0.51	0.17	0.41	0.003	11 ^b	-1.351 (0.205)
Environmental Adaptation	0.61	0.50	0.83	0.41	0.017	11 ^b	0.978 (0.301)
Strategic Contingency	0.05	0.24	0.00	0.00	0.240	22	-0.569 (0.575)
Institutional	0.05	0.24	0.00	0.00	0.240	22	-0.569 (0.575)
State 2	Positional Leaders (n = 15)		Reputational Leaders (n = 6)				
Rational Systems	0.27	0.46	0.38	0.52	0.361	21	.517 (0.610)
Environmental Adaptation	0.73	0.46	0.88	0.35	0.105	21	0.760 (0.456)
Strategic Contingency	0.00	0.00	0.00	0.00	--- ^d	-- ^d	---- ^d
Institutional	0.40	0.51	0.25	0.46	0.142	21	-0.695 (0.495)

^a When Levene's Test for Equality of Variance is significant at $p < 0.05$, equality of variance is not assumed.

^b Degrees of freedom are less than $n-2$ when equality of variance is not assumed.

^c Significance calculated using a two-tailed test.

^d cannot be computed because the standard deviations of both groups are 0.

Table 12: t-tests for Independent Samples on the Merger Rationales by Leader Types for Total Sample, State 1 and State 2 for the Second Most Important Reason Question

	Mean	S.D.	Mean	S.D.	Sig. of Levene's Test for Equality of Variance ^a	df	t-value ^c (p)
Total	Positional Leaders (n = 33)		Reputational Leaders (n = 14)				
Rational Systems	0.70	0.47	0.79	0.43	0.192	45	0.611 (0.544)
Environmental Adaptation	0.45	0.51	0.43	0.51	0.732	45	-0.160 (0.874)
Strategic Contingency	0.030	0.17	0.00	0.00	0.188	45	-0.647 (0.522)
Institutional	0.061	0.24	0.21	0.43	0.003	17 ^b	1.266 (0.224)
State 1	Positional Leaders (n = 18)		Reputational Leaders (n = 6)				
Rational Systems	0.78	0.43	0.67	0.52	0.361	22	-0.524 (0.605)
Environmental Adaptation	0.39	0.50	0.33	0.52	0.614	22	-0.233 (0.818)
Strategic Contingency	0.05	0.24	0.00	0.00	0.240	22	-0.569 (0.575)
Institutional	0.00	0.00	0.17	0.41	0.000	5 ^b	1.000 (0.363)
State 2	Positional Leaders (n = 15)		Reputational Leaders (n = 6)				
Rational Systems	0.60	0.51	0.88	0.35	0.003	19 ^b	1.519 (0.145)
Environmental Adaptation	0.53	0.52	0.50	0.53	0.858	21	-0.146 (0.886)
Strategic Contingency	0.00	0.00	0.00	0.00	--- ^d	-- ^d	---- ^d
Institutional	0.13	0.35	0.25	0.46	0.202	21	0.679 (0.504)

^a When Levene's Test for Equality of Variance is significant at $p < 0.05$, equality of variance is not assumed.

^b Degrees of freedom are less than $n-2$ when equality of variance is not assumed.

^c Significance calculated using a two-tailed test.

^d cannot be computed because the standard deviations of both groups are 0.

Chapter 5

DISCUSSION

What rationales do leaders, positional and/or reputational, use to explain the reasons for pursuing a merger between the “State Pharmacists Association” and the “State Society of Health-Systems Pharmacists”? As more states discuss the possibility of merger between their state associations, it is important to learn *what* rationales leaders use and to learn whether there are differences between the rationales that positional and reputational leaders use to explain the reasons for the merger discussion. This study aimed to: (1) describe the alternative rationales for organizational merger and the frequency with which they are held by positional and reputational leaders in two states and (2) analyze the extent to which positional and reputational leaders hold similar or differing rationales for merger of professional pharmacy associations. In this chapter I (1) summarize the results of the study, (2) present the strength and weakness of the study, and (3) identify implications for future research.

MERGER RATIONALES OF POSITIONAL AND REPUTATIONAL LEADERS

Leaders of the “State Pharmacists Association and the “State Society of Hospital Pharmacists” in two states were asked to participate in the study. Of those leaders identified, 77% in State 1 and 72% in State 2 actually participated. The leaders were then divided into positional and reputational leader types based on the identification by respondents to three questions: one-quarter (25%) of State 1 respondents and roughly one-third (35%) of State 2 respondents were classified as reputational leaders.

Both positional and reputational leaders were focused highly on rational considerations in the rationales they used to explain their pursuit of a merger between the “State Pharmacists Association” and the “State Society of Health-Systems Pharmacists.” The two main areas of concern for positional and reputational leaders were effectiveness (as related to EAT rationales) and efficiency (as reflected in RST rationales). This was true for the two leader types as a group and in both states for the most part, with little variation in responses. The effectiveness focus was seen in the positional and reputational leaders’ concern with their organization’s relationship with their external constituencies (e.g. state legislatures, state boards of pharmacy, the public, and other regulatory agencies). The efficiency focus for both leader types was seen in their concern about the internal functioning of the organization (i.e. economies of scale, member services, elimination of duplication of services). Neither positional nor reputational leaders provided rationales that focused on issues of power or conflict. The pattern identified above was consistent across positional and reputational leaders in both states.

Are There Differences Between Positional and Reputational Leaders in Their Merger Rationales?

This study found very few differences between positional and reputational leaders as a group, within State 1 or within State 2 across the four merger rationales.

Rational Systems Theory Rationales. Reputational leaders as a group and in State 1 identified Rational Systems Theory rationales more than positional leaders for the “Inspiration for the Merger” question. In State 2, reputational leaders identified Rational Systems Theory rationales significantly more than positional leaders for the “Second Most Important Reason” question. In general, reputational leaders in both states seemed to be

more concerned than their positional leader counterparts with the internal effectiveness and efficiency of the organization. This result may be a result of the reputational leaders having more and/or better “inside information” on how well their respective organizations were actually doing. This greater knowledge concerning the organizations may have given reputational leaders more awareness for Rational Systems Theory rationales.

Environmental Adaptation Theory. Environmental Adaptation Theory rationales were, overall, the most commonly provided by both positional and reputational leaders in both states. This high level of concern with the organizations relationship with its external constituencies (e.g. state legislatures, board of pharmacy, the public, other regulatory agencies) shows that leaders’ were very much focused with how they, as an organization, could obtain more clout and/or power in these relationships. The difference between positional and reputational leaders was not significant, implying that both leader types were equally concerned with the organization’s external environment.

The two dominant rationales identified by both positional and reputational leaders are Rational Systems Theory and Environmental Adaptation Theory. Collectively these two theories focus on the on the effectiveness (as related to external relationships) and efficiency (as related to the internal functioning) of the organization and are rational in nature. Tolbert and Zucker (1983:35) in their study of civil service adoption found that “internal organizational factors predicted adoption of civil service procedures at the beginning of the diffusion process, but did not predict adoption once the process was well underway.” As these two states were the first to complete mergers in this phase of state pharmacy association consolidations, the focus that positional and reputational leaders have on rational

reasons to pursue their respective mergers is consistent with Tolbert and Zucker's findings on early adopters of innovations.

Strategic Contingency Theory Rationales. In both states, few respondents in either leader group identified Strategic Contingency Theory rationales with the majority of those responses being to the "Inspiration for the Merger" question. Thus, positional and reputational leaders did not seem to be concerned with issues of power and conflict in relation to the merger discussion.

There are three possible explanations for this apparent lack of concern. First, issues of power and conflict were just not present in the discussions. That is, no one seemed overly concerned with who was going to have control over the new organization. Secondly, the lack of concern may be the result of the extended timeframe in which the merger discussions occurred. Both states took approximately two years for their formal discussions after having begun informal discussions approximately one to two years prior to formal discussion. Thus, concerns related to power and conflict may have been dealt with early on as a result of the informal and early formalized discussions and were no longer considered important. Lastly, it may have gone against the social norms established by the groups to talk about issues of power and conflict. Power might have been a real issue, but it wouldn't or couldn't be expressed.

Institutional Theory Rationales. Positional and reputational leaders in both states had an awareness of Institutional Theory rationales; this was seen predominately in the "Inspiration for the Merger" question. In State 2, positional and reputational leaders continued to identify Institutional Theory rationales in the "Most Important Reason" and

“Second Most Important Reason” questions, whereas, State 1 leaders rarely did. This may be a result of the size of the “Merger Task Force” and/or the use of a professional consultant in State 2. The larger size of the “Merger Task Force” provides more opportunity for more alternative interpretive schemes to be expressed in discussions. The use of a professional consultant also allows for other alternative interpretive schemes to be expressed and ideas explored. Both of these factors, size of the “Merger Task Force” and the use of an outside consultant, would be expected to promote more IT rationales because, as Ranson and colleagues (1980) argue, individuals may have competing or alternative interpretive schemes that they try to match and/or place in context of organizational and environmental characteristics and as a result, they bring different ideas to the discussion.

STRENGTHS AND LIMITATIONS OF THE STUDY

This research project used naturally occurring organizational mergers to study the rationales of positional and reputational leaders in state pharmacy associations that were pursuing merger discussions. Neither the process itself nor the result of the merger discussions was the focus of the study. One of the strengths of the study, then, is that what happened was “real” and not a phenomenon created for the purpose of the study. It also suggests a weakness of the study as well. State pharmacy association leaders in states that were not considering or pursuing merger discussions were not interviewed and therefore, one cannot examine if there are differences between the leaders in states that did pursue merger discussions and those that did not. Stated another way, the present study does not consider any circumstance where merger has not been considered or where it has been considered and failed.

Methodological Issues

In this project, interviews were conducted and questionnaires administered after the mergers were completed in each of the two states. As a result, it may have been difficult for the interviewees to remember and express what they “really” thought at the beginning of the process as an “individual’s ability to remember an event is influenced by how long ago it happened” (Churchill, 1995:408). The *official* merger discussions in both states began approximately two years prior to the mergers being completed. Yet, respondents noted that informal discussions had begun prior to the official discussion.

Another limitation of the study is the measurement of the merger rationales. Occurrences of a merger rationale were coded only once within a given question, that is, if multiple comments could be coded as a specific merger rationale, it was only counted once (Weber, 1990). Therefore, the strength of responses was not measured. Differences in strength of response for the merger rationales may have resulted in different results and understanding.

Identification of Merger Rationales

The organizational theories that served as the four competing merger rationales were chosen based on the theories themselves, review of association documents and my own interpretation of the theories. These four organizational theories seemed to be the most reasonable explanations for why leaders of state pharmacy associations would pursue a merger. However, there may be other organizational theories that fit well as merger rationales, although they are not considered here.

Defining Positional and Reputational Leader Types

As mentioned in the Literature Review (Chapter 2), there are numerous of ways to categorize 'elite.' Moyser and Wagstaffe (1987) and Hoffmann-Lange (1987) acknowledge that there are difficulties in defining an 'elite' no matter which way one decides to examine 'elites'. In fact, Hoffmann-Lange (1987:44) suggests that since power may not be comparable across all groups or types of leaders, a uniform boundary criterion is necessary. In this study, a boundary was created based on formal positions held within the pharmacy associations (e.g. Executive Officers and members of the Boards of Directors, and members of the "Merger Task Force"). These groups of positional leaders (from the two states) then identified those they viewed as the reputational leaders. It is important to note that it was possible for the positional leaders to identify reputational leaders outside of the boundary criteria I had set, though this did not happen in this study. All of the reputational leaders identified were members of the positional leader group that was identified using the uniform boundary criteria.

IMPLICATIONS FOR FUTURE RESEARCH

The present investigation focuses on recognized leader groups in these associations. It raises further questions related to leader groups, in addition to questions addressing general membership within the association's as well as the association's relations with their national umbrella organizations.

Positional and Reputational Leaders in Other States

As mergers of the "State Pharmacists Association" and the "State Society of Health-Systems Pharmacists" continue in other states, will rational reasons as exemplified by

Rational Systems Theory and Environmental Adaptation Theory continue to dominate? Or as more states merger their associations, will Institutional Theory rationales become dominant? Tolbert and Zucker (1983) saw a change in reasons for adoption of civil service reforms from rational reasons related to the functioning of the organization to institutional reasons related to the fact that the “adoption of policy or program becomes widely understood to be a necessary component” (Tolbert and Zucker, 1983:35) and this legitimacy serves as the “impetus for the late adopters” (p. 35). At what point or after how many mergers is there a change from rational reasons to institutional reasons for the adoption of an “innovation”? By continuing to examine the mergers of state pharmacy association in other states, it might be possible to pinpoint when the change in reasons occurs.

Secondly, does the level of organizational involvement (e.g. membership only, committee involvement, and officer positions) differ between positional and reputational leaders? Perrucci and Lewis (1989) found that the more upper executive positions a leader holds, the more influence they have in decision-making. If organizational involvement were included, this might help to determine how leaders become either positional or reputational leaders.

The General Membership of the State Pharmacy Associations

For the mergers to be completed, the general membership of the “State Pharmacists Association” and the “State Society of Health-Systems Pharmacists” had to vote in favor of the merger. What does the general membership think is important in voting for a merger of two state pharmacy associations? If the positional and reputational leaders are focused on

rational explanations (internal and external), does membership follow suit? Or does the membership provide different explanations for pursuing a merger?

The National Associations

What impact are state association mergers having on the two national affiliate organizations, the American Pharmaceutical Association and the American Society of Health-Systems Pharmacists? What collaborative arrangements do these two organizations currently have in place?

CONCLUSION

Mergers of state pharmacy associations seem to have become a decision that a variety of states are contemplating. Mergers are just one method of organizational change. Miles and Snow (1978) argue that organizations are in a continuous process of evaluation and change and that it is top management that controls the direction and behavior of the organization. Therefore, in identifying the leadership of the organizations, it is possible to examine their reasons for merging their organizations.

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APPENDIX A
INTRODUCTION LETTER AND
STUDY PRESENTATION

January, 1997

Dear Pharmacy Colleague,

We invite you to take part in our comparative study of the consolidation/mergers of state pharmacy associations. As an individual who has participated in the process due to a leadership position held within one of the organizations, we wish to obtain your participation in describing the process. Merger/consolidation discussions have not been happening in isolation in your state.

Within a week of receiving this letter, we will be contacting you to schedule a time to complete the interview portion of the project. The interview will be scheduled at your convenience. The interview should take approximately 45 minutes. Following the telephone interview, a follow-up questionnaire will be sent out.

On the back of this page, you will find a description of our study. We encourage you to read it and hope that it will answer questions you might have about the study or about your participation in it. Allow us to highlight several important points.

- You are under no obligation to participate in the study.
- By agreeing to complete the telephone interview, you are indicating that you agree to participate in this study.
- If you wish to skip questions during the interview that is your choice to make.
- If you change your mind about participating, you are free to withdraw at any time.
- Any information that you provide to us will be treated confidentially.

We ask that when we call to schedule a time to complete the interview, you indicate if it would be better to call you at work or at home. Also, please keep this letter so that if you have any questions (now or later) about this study, you can call or write to us at the School of Pharmacy.

Jeanine K. Mount, R.Ph., Ph.D.
Principal Investigator

(608) 262-8678
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Master's Candidate/Graduate Student

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STUDY PRESENTATION

Merging and/or consolidating professional pharmacy associations at the state level is often not easy, in fact it can be a challenge. You are not alone. There are additional states that have decided to consider or actually have begun the process. The goal has been to provide a unified voice for pharmacy at the state level and to create a stronger and better organization for its members.

This study is designed to examine the process through which your organizations went through to reach the decision to merger/consolidate. Our study focuses on the organization and the individuals members involved in the process discussions. We aim to describe and analyze the process and the individual member's perceptions of the process; we are not involved in the process.

What will be done?

We seek to get information from two different sources: 1. The associations; 2. The individual members who have held leadership positions, some upper level professional staff, and those members who participated on the Steering Committee. We will use several different data collection methods.

Where will the study be done?

This is a study of state professional pharmacy associations in two states. The study center is located in the University of Wisconsin-Madison, School of Pharmacy, Madison, WI.

Are there any risks to you if you participate in this study?

We believe there are no significant risks to anyone who chooses to participate in our study. The risks we can think of seem remote and manageable; they are identified and addressed below.

Will the research project influence in any way the merger/consolidation process?

Our study is specifically aimed at not altering/affecting the merger/consolidation process. On the contrary, it is in our interest to study the naturally evolving process. Our aim is to describe and analyze. In fact, the study will be completed after each state has had their-official vote from their respective memberships.

Will the research project add to the burden of those individuals involved in the merger/consolidation experience?

The study is designed so as to minimally burden the participants. The interview will be scheduled at the convenience of the participants. The follow-up questionnaire is being utilized to decrease participant burden and time involved in the interview.

May study participants be identified in any way?

All data collected will be handled and read by two people only. We will not give feedback to the associations themselves or to members of the associations regarding the extent to which individuals choose to participate in the study. Presentation of survey data will be in combined forms; respondents (as individuals) will remain anonymous.

If you decide to participate in our study now, remember that you are free to withdraw from the study at a later point in time.

APPENDIX B
TELEPHONE INSTRUMENT

Interview Data Collection Instrument

Introduction:

Thank you for taking the time for this interview.

Before we begin, I'd like to remind you that:

- You are under no obligation to participate in the study.
- By agreeing to complete the telephone interview, you are indicating that you agree to participate in this study.
- The interview will be taped with your consent.
- If you wish to skip question during the interview, you may do so.
- If you change your mind about participating, you are free to withdraw at any time.
- Any information that you provide to us will be treated confidentially.

Do you have any questions before we begin?

What I would like to do today is to talk with you about your observations of and involvement in the merger process involving your State Society of Health-Systems Pharmacists and State Pharmacists Association.

Any information you can share will be very helpful.

Let's start by talking about the beginning of the merger discussion.

Initiation of the Process

1. What do you feel was the initial "**inspiration**" for the merger/consolidation discussion?
(Rephrasing/Redirect: By inspiration I mean where did the idea first come from?)
- 2a. Think back to when you **first learned or heard** about the idea of merger or consolidation of the pharmacy associations. About when did that occur?
(Redirect if get response of "20 years ago: Think about the current discussions.)
- 2b. And under what **circumstances**?
3. To the best of your understanding what **particular events or developments** "precipitated" the discussions? (Rephrasing: What particular events or developments lead to the discussions.)
- 4a. Think back to when you first became aware that association merger was being considered. As best you can recall, at that time, what did you personally see then as the most **important reason in favor** of pursuing the merger/consolidation? (Rephrasing: What did you personally see as the most important thing to accomplish)
- 4b. At that time what did you see as **the secondary reason**?

- 5a. At the present time, what do you **now** see as the most **important reason** for pursuing the merger/consolidation?
- 5b. At the present time, what do you see as the **secondary reason**?
- 6a. Think back to the beginning of the merger discussion. What do you think that **others** viewed as the most important reason for pursuing the merger discussions?
- 6b. What do you think **others** viewed as the second most important reason?
- 6c. What was the **extent of agreement** that these were the most important reasons for the merger?
- 7a. At the **present time**, what do you now think that **others** view as the most important reason for pursuing the merger/consolidation?
- 7b. At the **present time**, what do you now think **others** view as the secondary reason?
- 7c. What was the **extent of agreement** that these were the most important reasons for the merger?
- 8a. From your perspective, who do you believe were the three or four individuals who were **most influential** in initiating the merger discussion?
- 8b. From your perspective, to what extent did these individuals agree on the **reasons** for pursuing the merger discussion?
- 8c. From your perspective, to what extent did they agree about the **process** that should be used?
- 9a. Now that the process is nearly completed, which three to four individuals do you feel have been the most influential in **shaping the process** used for investigating the merger?
- 9b. Now that the process is nearly completed, which three to four individuals do you feel have been the most influential in **shaping the outcome** of this overall process?
10. I understand that a Steering Committee was used in the process. First think about the membership of that group. How was the **membership** of the group **determined**?
11. From your perspective, to what extent did the process result in Steering Committee that had a well-balanced and representative membership?

ASK ONLY 12a or 12b

If a Steering Committee Member:

- 12a. From your perspective as a member of the Steering Committee, how well would you say that this **group worked together**?

If NOT a Steering Committee Member:

- 12b. I understand you were not a member of the formal steering committee. How effectively did the steering committee **carry out its charge** (responsibility)?
13. How effectively do you believe the Steering Committee **communicated with leaders** who were not members of the Steering Committee?
14. How effectively do you believe the Steering Committee **communicated with the general membership**?
- 15a. To what extent did **members of your organization look outside** your organization for information that was relevant to/or might help guide the merger discussion? (If response is **NO**, SKIP 15b, 15c and 15d.)
- 15b. To what extent were you **personally involved** in this?
- 15c. Which organizations or sources did you look to **for information**?
- 15d. Which provided relevant information that you found particularly **relevant or helpful**?

State 2 specific:

- 16a. To what extent do you feel that involving an external consultant was a **good idea**?
- 16b. To what extent do you feel that it **really was necessary** to involve an external consultant?
- 16c. From your perspective, to what extent was the consultant **helpful**?
- 16d. What did you see as the consultant's most **important contribution or role**?

State 1 specific:

- 17a. To what extent do you feel that relying on current members and not retaining an outside consultant was a **good idea**?
- 17b. From your perspective, to what extent were they **helpful**?
- 17c. The legal counsel and his law colleagues seem to have had the **role of informal** consultant for the merger. What was their most important **contribution or role**?

National Associations:

We understand that the national pharmacy associations have had interest in what is developing here. Let's first talk about ASHP.

- 18a. Overall, how do you view ASHP's **level of interest** in the merger?

18b. How would you describe the **level of involvement** that ASHP had in the merger discussions?

18c. Did their involvement **influence** the merger discussions? If so, how?

18d. To what extent were they **in support** of the merger?

Let's talk about APhA now.

19a. Overall, how do you view APhA's **level of interest** in the merger?

19b. How would you describe the **level of involvement** that APhA had in the merger discussions?

19c. Did their involvement **influence** the merger discussions? If so, how?

19d. To what extent would you say they were in support of the merger?

Additional Comments/Observations:

20. We've spoken about a many topics today. Are there any topics or issues that are important for me to understand about the merger process and how it evolved? Is there anything you would like to add?

APPENDIX C

SELECTED EXCERPTS
FROM THE FOLLOW-UP QUESTIONNAIRE

April 1998

Dear Pharmacy Colleague,

Thank you for taking part in the interview portion of our study. This follow-up questionnaire is being used to gain some information to complement what we discussed on the telephone.

Let us remind you about our overall study. On the back of this page, we've reprinted the study description that you received in January. We encourage you to re-read it and hope that it will answer questions you might have about the study or about your participation in it. Here are several of the important points.

- Any information that you provide to us will be treated confidentially. To protect this, we ask that you not write your name anywhere on this survey.
- On the back page of the survey you will see an identifier number. This will be used only for purposes of tracking survey responses and matching them with the individual telephone interviews. We will remove it as soon as the survey and interview are matched.
- By completing and returning the enclosed questionnaire, you are indicating that you agree to participate in this study.
- If you change your mind about participating, you are free to withdraw at any time.

We ask you to fill out this questionnaire within the next week and return it to us in the stamped, self-addressed return envelope. The survey should take about 20 minutes (if you are not interrupted).

Thank you for your help. We couldn't do this without you! ☺

Jeanine Mount, R.Ph., Ph.D.
Associate Professor
Telephone: 608-262-8678

Mary K. Gurney, R.Ph.
Master's Candidate/Graduate Student
Telephone: 608-262-6534

I. ORGANIZATIONAL MEMBERSHIP

First, we'd like to learn about your membership in and involvement with organizations relevant to the merger discussion, other pharmacy organizations and non-pharmacy organizations. For each question, please identify to which of these organizations you belong(ed) by **WRITING** in Column B the year in which you **FIRST** became a member. In Column C, **CIRCLE** the level of your **INVOLVEMENT**. Indicate whether you have attended meeting(s) (MEET); served on committee(s) (CMTE), and/or served as an elected or appointed officer (OFFICER). For Questions 2 and 3, please write in the name of the other organizations to which you belong (in Column A) and follow the same format for Columns B and C as you did in Question 1.

<u>Column A</u>	<u>Column B</u> Year First a Member (SPECIFY YEAR)	<u>Column C</u> Level of Involvement (CIRCLE ALL THAT APPLY)		
1. Pharmacy Associations/Organizations				
a. Indiana Society of Health-Systems Pharmacists	19____	MEET	CMTE	OFFICER
b. Indiana Pharmacists Association	19____	MEET	CMTE	OFFICER
c. Indiana Pharmacists Alliance	19____	MEET	CMTE	OFFICER
d. American Society of Health-Systems Pharmacists	19____	MEET	CMTE	OFFICER
e. American Pharmaceutical Association	19____	MEET	CMTE	OFFICER
2. Other Pharmacy Organizations (IDENTIFY)				
a. _____	19____	MEET	CMTE	OFFICER
b. _____	19____	MEET	CMTE	OFFICER
c. _____	19____	MEET	CMTE	OFFICER
d. _____	19____	MEET	CMTE	OFFICER
3. Other NON-Pharmacy Organizations (IDENTIFY)				
a. _____	19____	MEET	CMTE	OFFICER
b. _____	19____	MEET	CMTE	OFFICER
c. _____	19____	MEET	CMTE	OFFICER
d. _____	19____	MEET	CMTE	OFFICER

V. BACKGROUND

Finally, we would like to learn something about your work and educational background.

7. If you are a licensed pharmacist we would like to know more about your licensure. (If you are not a licensed pharmacist please **SKIP** this question and go on to Question #8).
- a. In what year did you first obtain a license to practice pharmacy? 19 _____
 - b. If this was not in Indiana, in what year did you obtain your license to practice in Indiana? 19 _____
 - c. Altogether, how long have you been practicing pharmacy in Indiana? _____ years
 - d. If you are or have been licensed in any additional state(s), please identify them by their 2-letter abbreviation.
 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 6. _____

8. Employment Setting: Please identify **BOTH** your primary (where you spend the most time) and secondary employment setting, if applicable.

	<u>Primary</u> (CHECK ONLY ONE)	<u>Secondary</u> (CHECK ALL THAT APPLY)
a. Independent/Small Chain Community Pharmacy	_____	_____
b. Large Chain (11 or more units) Community Pharmacy	_____	_____
c. Managed Care Clinic/Community Pharmacy	_____	_____
(owned by an HMO or other integrated system)		
d. Hospital Pharmacy	_____	_____
e. Long Term Care/Nursing Home Pharmacy	_____	_____
f. Home Infusion/Home Care Pharmacy	_____	_____
g. Pharmaceutical Industry	_____	_____
h. Pharmacy Education	_____	_____
i. Other (Specify) _____	_____	_____
j. Other (Specify) _____	_____	_____

9. Primary Position Title (Specify) _____

10. **Education:** Please identify all degrees and advanced education that you have completed.

<u>Degree/Program</u>	<u>Institution (SPECIFY)</u>	<u>Year Completed</u>
a. BA/BS Non-Pharmacy	_____	19__
b. B/BS Pharmacy	_____	19__
c. PharmD	_____	19__
d. Management Degree (e.g. MBA/MHA/MS)	_____	19__
e. Advanced Clinical Degree (e.g. MS Clinical Pharmacy)	_____	19__
f. Fellowship	_____	19__
g. Residency	_____	19__
Other _____	_____	19__
Other _____	_____	19__

APPENDIX D
REMINDER POSTCARD

Dear Pharmacy Colleague,

Recently we sent you a survey regarding the mergers of the pharmacy associations in "State". If you've already completed and returned the survey, THANK YOU for your help.

If you have not completed it, please consider doing so today. If you did not receive a survey, or if you have misplaced it, please call us at (608) 262-8678 and we'll send you a replacement copy right away.

Thank you for all your help with the study!

Mary K. Gurney, R.Ph.
Graduate Student

Jeanine K. Mount, R.Ph., Ph.D.
Associate Professor