

FROM COLLECTIVISM TO CAPITALISM: CULTURAL CHANGE IN A KIBBUTZ FACTORY IN ISRAEL

by

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Abstract

The recent privatization process typical of the majority of Israeli kibbutzim has resulted from organizational difficulties and economic losses. For the Newplast factory of Kibbutz Sadot (assumed names), the appointment of a general manager from outside the ranks of kibbutz members accelerated the inevitable processes of change: the collectivist culture that had previously favored kibbutz members evolved into a business culture that left no room for any sense of obligation towards individuals. Nevertheless, the new management has adopted a dual-value system wherein it runs the factory on capitalistic lines but fosters the image of the factory as a “home” to which workers are expected to feel a primary and familial obligation.

Keywords: kibbutz factory, kibbutz industry, organizational culture, management, social change