LINKING PERSONAL AND ORGANISATIONAL VALUES AND BEHAVIOUR TO CORPORATE SUSTAINABILITY: A CONCEPTUAL MODEL

C.RAVIKUMAR

ASST PROFESSOR SANTHIRAM ENGINEERING COLLEGE NANDYAL ANDHRAPRADESH -518501

K.KISHORE NAIDU

ASST PROFESSOR SANTHIRAM ENGINEERING COLLEGE NANDYAL ANDHRAPRADESH -518501

Abstract

Purpose – The aim of this paper is to explore the organisational values that influence corporate sustainability, develop conceptual model that expose the influence of personal and organisational values on corporate sustainability and to construct guidelines in order to develop employee values that are compatible with corporate sustainability goals in accordance to existing literature.

Design /methodology/approach – The research was conducted by using the analysis of academic literature.
Based on theoretical findings the authors offer new conceptual model and guidelines for managers.

Findings – The main finding of the research is exploring how personal and organisational values influence corporate sustainability.

Research implications – The presented conceptual model gives a valid and valuable insight into the topic of values and sustainability in a context other than well-established market economies. The conceptual model could also be used as a basis for future research of the topic either to validity of it for different industries and cultures or deepen it to include the effects of personality of value formation.

Practical Implications – The offered guidelines can be used by executives, by managers for the development of sustainable companies.

Originality/Value –The value of this article lies in the work done on analysing the already existing literature and the developed model shows the complexity of the subject and at the same time gives a structured vision of the topic.

Keywords**:** personal values, corporate values, corporate sustainability

1. INTRODUCTION

Corporate sustainability is becoming a strategic imperative for many of today's businesses (Ball, 2010; Corbett, 2009; Preston, 2001). For example, green product development – product designs and innovations that address environmental issues – social responsibility and environmental performance are all receiving significant attention from governments, consumers, business organizations and academics around the world (Chen, 2001; Chinander, 2001; Chow and Chen, 2012; Dawkins and Lewis, 2003; Dowell, Hart and Yeung, 2000).

Although corporate sustainability is becoming more widespread, it is still proving to be a challenge both in terms of technology and public relations (Economist Intelligence Unit, 2008; Info-Tech Research Group, 2009; Wati and Koo, 2010). For example, scandals such as the Union Carbide gas leak in Bhopal, the Seveso accident in Italy, the Exxon Valdez collision, the Piper Alpha explosion, the Baia Mare cyanide spill and, of course the more recent BP oil spill in the Gulf of Mexico are only a few examples of poorly managed environmental disasters over the past 40 years (Bertazzi, 1991, Guldenmund, 2010; Kunreuther and Bowman, 1997; Kurtz, 2008).

Despite the public embrace of sustainability, though, many organizations are still failing to implement sustainability practices. They struggle to build sustainability measures into their new product development procedures, manufacturing processes or supply chains and they fail to align practice with sustainability objectives or strategies. Moreover, research has shown that personal and organisational values can have an influence on corporate sustainability (Davis, Schoorman and Donaldson, 1997; Nordberg, 2008; Uhlaner, Floren and Geerlings, 2007; van Marrewijk and Were, 2003). The aim of this paper, therefore, is to develop a conceptual model that identifies personal and corporate values and illustrates how these values influence organisational sustainability. To this end, this article consists of three parts. The first part provides the theoretical view on the link between values and corporate sustainability. The second part presents and discusses the conceptual model and third part offers guidelines in order to develop employee values that are compatible with corporate sustainability. Finally, some conclusions and recommendations are presented.

2. THEORETICAL VIEWS ON LINK BETWEEN VALUES AND CORPORATE SUSTAINABILITY

2.1. SUSTAINABILITY IN ORGANISATIONS

Our collective future is a major challenge to the whole world community (WCED, 1987). United Nations created World Commission on Environment and Development (WCED) in 1983 to develop and suggest governments on long-term strategies to overcome global environmental crisis. Over a period of three years the Commission developed a report (WCDE, 1987) where main dimensions of sustainable development were defined.

Although there is still no one commonly accepted definition of Sustainability (Elkington, 2012; White, 2013) lack of one specific definition does not minimise the importance of sustainable practices to meet the needs of the present generation as well as preserve the world for generations to come. Most often the term in management research is used as a business approach that creates long term shareholder value and at the same time takes into consideration economic, environmental and social dimensions including corporate governance, human capital management, protection of environment and corporate social responsibility (Epstein, 2008; Lo and Sheu, 2007; White, 2013).

The economic dimension of a sustainable organisation according to van Marrewijk and Werre (2003) includes fair price, balanced shareholder value with other stakeholders, expanded "ownership" possibilities, exchange of social and environmental information, and participatory relation with investors. Further, Sheth, Sethia and Srinivas (2011) emphasise financial performance, such as, reduction of costs and economic interests of external shareholders as important aspects of the economic dimension of sustainability that imply the need for improvement in economics and increasing wellbeing of all humans. Hansmann, Mieg and Frischknecht (2012) analyse sustainability from an objectives point of view and point out such objectives of sustainability to (1) ensure employment and generate income, (2) enhance human capital, (3) promote innovation, (4) consider externalities and, (5) improve economic situation for future generations in accordance to and reinforcing all the previously discussed economic dimension of sustainability.

A challenge for industrialised countries is to manage natural resources properly, balancing between profit needs and environmental needs (Barber, 2011). The main objectives of the environmental dimension of sustainability are protection of the natural environment and biodiversity, responsible use of the renewable resources and limiting the use of non-renewable resources (Hansmann, Mieg and Frischknecht, 2012). van Marrewijk and Werre's (2003) Planet (or environmental) dimension includes cost-efficient environmental management and supporting neighbourhood development. It is emphasised that environmental management varies from exploiting natural resources to attain short term goals with little regard for the long term availability of their resources by pre-corporate sustainability companies to a willingness to reach a zero impact on the environment by holistic organisations. Green companies realise eco-efficient strategies and support neighbourhood development. This highest level of attitude to neighbourhood reflects a win-win approach (van Marrewijk and Werre, 2003).

Sustainability specific objectives of social dimension are protection of human health, personal development and education, sustaining societal values, equality and solidarity (Hansmann, Mieg and Frischknecht, 2012). van Marrewijk and Werre's (2003) People dimension aspects are participative and collegial people management, workplace environment designed to increase personnel well-being, safety and health systems which include socio- psychological dimensions, support for people diversities, high work ethics, discovery of the human behind the customer, and co-operation with suppliers. Authors point out that corporate culture of green organisations is often considered a major theme.

Several authors have elaborated on the topic of responsibilities for sustainability. van Marrewijk and Werre (2003) propose 4P-matrix of Corporate Sustainability (CS). Besides Profit, Planet, and People dimensions that are common in typical definitions of sustainability, the authors add the Principle dimension that describes the level of ambition of a company, internal drivers and motivators, criteria for decision making, external drivers, preferred role for the government, and organisation-stakeholders-society relationships. There are six levels of CS described including Pre-CS, Compliance-driven, Profit-driven, Caring, Synergistic, and Holistic. Already the Synergistic level is characterised by search for well-balanced solutions and a win-win approach (van Marrewijk and Werre, 2003). For the purpose of this research the three key dimensions of Sustainability – Economic, Environmental, and Social are evaluated. It is argued that in order to improve the level of sustainability is this way; companies must also encourage change in their organisational values and their employees' personal values.

2.2. VALUES

Organisational values are the basis of organisational culture and are highly important for success (Groddeck, 2011; Ofori and Sokro, 2010). Values can be defined as beliefs on how work ought to be done and how do deal with different situations (Buchanan and Huczynski, 2010). Groddeck (2011) suggests that values can improve organisational control and steer managerial decision making towards more ethical choices through building unconscious reasoning patterns.

Barber (2011) seeks to define a model to leverage organisational values for sustainability initiatives within organisations of industrialised countries. He proposes seven levels derived from Graves (1965) model where the lower levels describe relying on traditional, proven mechanisms moving on to obeying authority and highest levels of collaboration and integrated approach. The author shows behavioural limitations and positive points of all levels. Considering the higher levels, Barber (2011) argues that at the level five people will often fail to distinguish busy work from productivity. Limitations of level six organisations are related to collective orientation that might limit flexibility and actions and depriving attention from financial requirements in the process of seeking for consensus. On the other side, positive aspects of this value system are the large amount of opinions and ideas collected benefitting all and include skills to deliver messages in acceptable ways for all involved parties. Although organisations are never a purely at one level they can actively seek to move from the more knowledge based value systems (level four and five) towards wisdom based use of the knowledge (level six and seven) (Barber, 2011).

Kelly et al. (2005) survey reveals that ethics-related corporate values encourage staff to behave according to corporate expectations and respond properly to complex legal and regulatory environment. It is also stated here that company reputation, relationship among employees, and retention rate are strongly affected by values. Sullivan, Sullivan and Buffton (2002) emphasise that organisational values can help to create win-win outcomes, improve employee engagement, lead through changes, and achieve company goals. Customer focus, quality, creativity and innovation, integrity, respect, fairness, accountability, premium return on assets, use of technology, and global citizenship are the most often expressed corporate values (Kelly et al., 2005; Sullivan, Sullivan and Buffton, 2002).

Cameron and Quinn (2011) also advocate that sustainability of a company depends more on company values, personal beliefs, and vision rather than on market forces, competitive positioning, or resource advantages. Empirical evidence confirms this statement (Cameron and Ettington, 1988; Denison, 1990; Trice and Beyer, 1993 cited in Cameron and Quinn, 2011). To help interested parties to facilitate culture change process the authors present the Competing Values Framework and methodology for the process which depicts four major culture types – Hierarchy or control, Market or competitive, Clan or collaborative, Adhocracy or create culture.

Hierarchy or control culture from the Competing Values Framework is based on attributes such as rules, hierarchy, meritocracy, specialization, separate ownership, impersonality, and accountability (Cameron and Quinn, 2011). It is effective when a predictable output is necessary. Considering the Hierarchy culture from the point of view of van Marrewijk and Werre (2003) 4P-matrix, aspects like impersonality and separate ownership do not comply with aspects of a sustainable company since the social dimension of a sustainable company requires participative people management, socio-psychological well- being of employees, and a win-win approach toward all stakeholders.

The focus of organisations with a Market or competitive culture is on competitive advantage, productivity, and profitability. Leaders are highly production goal oriented and see the external environment as hostile (Cameron and Quinn, 2011). Aspects of organisations with Market culture are similar to the Profit-driven CS organisations defined in van Marrewijk and Werre (2003) 4P-matrix.

The Clan or collaborate type of culture is characterised by participation, shared values, teamwork, employee development, friendly workplace, corporate commitment to employees, and one where leaders are mentors (Cameron and Quinn, 2011). These characteristics can be linked to the People dimension in the Synergistic organisations. However, aspects of Planet dimension are not considered in this type of culture.

The Adhocracy or create culture one that is most able to highly volatile market conditions with ever-accelerating tendencies (Cameron and Quinn, 2011). Individuality and risk taking are common indicators of this type of culture. There is no organisational chart or strong rules, employees use temporary physical space and are willing to experiment and innovate which is the glue that keeps an organisation together. Organisational long-term values are based on growth and new products or services (Cameron and Quinn, 2011). Characteristics of this type of organisation are the most similar to Profit-driven organisation.

The afore mentioned research establishes the importance of organisational values on sustainability, however it must also be acknowledged that there is a persistent interaction between corporate culture and values, and personal values. Research shows that corporate culture and corporate values that are congruent with personal values help employees feel more personal attachment towards the company and thus drive their motivation (Posner, 2008). Personal values can be defined as long-term beliefs about the way one should be and act and other abstract ideals acting as guidelines in any arising situation (Connor and Becker, 1975). Personal values in the values perspective are the ones that play the most important role on behaviour of individuals. People may or may not define their values consciously therefore it is necessary to keep in mind that it does not mean that these values do not exit. Values are motivators and are relatively stable during life (Bardi and Schwartz, 2003). Schwartz (1992) defines the structure of basic individual values that includes ten values that are recognised in all societies. Although later Schwartz et al. (2012) revised the structure and added nine more values to the model they all were derived from the initial model to reduce fuzzy boundaries between elements. The initial ten values are self-direction, stimulation, hedonism, achievement, power, security, conformity, tradition, benevolence, and universalism. The personal values of employees might be either aligned with values of a company or conflicting with them.

Undoubtedly there is interaction between personal and organizational values. Liedtka (1989) focuses on the role of individual and organisational value congruence in the decision making process. A conceptual model is proposed to differentiate among different types of value conflicts. Levels of internal value congruence within individual and organisation and also between values of an individual and organisation define four quadrants of the model. In case of values conflict, individuals might choose to leave an organisation (Liedtka, 1989). Conflict within the individual's values system leads to role conflict and is the most frequently identified value conflict type in research. Liedtka (1989) concludes that organizational values provide the context in which managers then solve any ethical dilemmas they may be facing. Thus, having considered organisational and personal values, it is important to further evaluate how these translate into behaviour and actions to create a sustainable enterprise.

2.3.   ORGANISATIONAL BEHAVIOUR AND PROCESSES

Organisational behaviour is concerned with formal organisations, environment, and behaviour and interactions of employees and how they evolve together (Buchanan and Huczynski, 2010). Organisational behaviour is affected by external factors such as Political, Economical, Social, Technological, Legal, and Ecological issues from one side and internal factors including individual, group, structural, and management processes from the other side that all together should lead to organisational effectiveness and quality of working life. Given the nature of this research, the internal factors are reviewed in more detail.

Organisations themselves do not "behave", only people can behave (Buchanan and Huczynski, 2010). However, values and needs of individuals might be different than organisational values and goals. An organisational dilemma is how to reconcile inconsistency between the two of them (Buchanan and Huczynski, 2010).

Bardi and Schwartz (2003) examination of value-behaviour relations reveal the impact of external circumstances on how internal values are expressed in related behaviours. The authors conclude that in the absence of external regulators, personal values have particularly strong influence on behaviour (Bardi and Schwartz, 2003). Organisational structure and processes are the "external pressure" for employees thus both structure and processes can influence behaviour of employees even if the required behaviour is not completely in congruence with personal values.

There are always formal and informal groups in any organisation and groups that influence attitudes and behaviours of their members as well as organisational culture (Buchanan and Huczynski, 2010). Groups serve as a source of identification for group members. Belonging to a group affects motivation and behaviours of the individuals (Morier, Bryan and Kasdin, 2013; Brewer, 2007). In-group and out-group bias impact decision-making process and intergroup conflicts through in-group favouritism or perceived out-group hostility (Brewer, 2007). Understanding these is an important element to bring about the most nurturing social environment.

However, organisations are growing and changing and it is necessary that teams work together towards common goals. Teamwork contributes to organisational effectiveness, increases flexibility and employee participation, and speeds up innovation (Buchanan and Huczynski, 2010,). There are also implications on decision-making processes in teams. Group polarisation phenomena refers to cases when the position that is held by the majority of group members is intensified and leads to decisions with high risk or caution (Buchanan and Huczynski, 2010). Janis (1973) invented the term "groupthink" to refer to the mode of thinking that group members engage in when they are dominated by the concurrence-seeking tendency.

Buchanan and Huczynski (2010) discuss how both organisational structure and personalities affects people's attitudes and behaviour. Organisational structure is a pattern of interactions; it defines flow of information and integrates organisational behaviour across the organisation (Duncan, 1979). Appropriate structure is critical to manage sustainability issues and gain benefits from sustainability performance (Epstein and Roy, 2001). Buchanan and Huczynski (2010) define elements of organisational structure such as work specialisation, hierarchy (levels of management), span of control (number of subordinates), chain of command (to whom to report), departmentalisation (functional, geographical, product, etc.), formalisation (rules and procedures), and centralisation (decisions made by top managers or delegated down).

One more dimension that affects organisational behaviour is management processes. Buchanan and Huczynski (2010) emphasise organisational change, leadership, decision- making, conflict resolution, power and politics as the most critical topics that should be included into the scope of management processes. Epstein (2008), on the other hand, suggests leadership, sustainability structure, and sustainability systems, programs and actions should be included in sustainability processes. It is proposed to use top-down strategies to get all of the management levels committed to sustainability and lead a cultural transformation.

Bardi and Schwartz (2003) examine value-behaviour relations to reveal the correlation between values and corresponding behaviours. The highest level of correlation is shown for

(1) tradition (acceptance of customs, respect for traditions), (2) stimulation (excitement and challenge in life), (3) hedonism (pleasure and enjoying life), (4) self-direction (choosing own goals, curiosity, and independent thought), (5) universalism (understanding of all people and nature), and (6) power (social status and dominance over other people). These are values that correlate the most with behaviour. Security, conformity, benevolence, and achievements have less impact on the behaviour of an individual. In addition, personal value systems also impact decision making process and styles (Liedtka, 1989; Connor and Becker, 2003).

Korte (2012) encourages human resource development professionals and researchers to pay more attention to the fundamentals of the social realm. The author defines these fundamentals and proposes as a conceptual map of the social realm. It is proposed to not look at individuals as agents in an organisational environment but as a complex human social system where individuals take part in activities and relationships of groups, organisations and society (Korte, 2012). There are three levels in this framework – Philosophical, Macrosocial, and Microsocial.

The Philosophical level is based on "grounded in ontological and epistemological assumptions about the nature of the objects or subjects of analysis and our ability to understand them" (Korte, 2012, p.9). Macrosocial level, which is important for both research and practice, asks to pay attention to behaviours of people in organisations and proposes two main perspectives: (1) Conflict or cohesion - sees social systems as self-organising environments created by numerous relationships among humans and (2) Actor-Structure - focuses on relationships between social structures and people agency and what affects stability or change (Korte, 2012). The Microsocial level is about socio- psychological concepts of group and individual interaction defined by four domains: (1) Group–Individual domain - influence of a group on behaviour of an individual; (2) Individual–Group domain - influence of an individual to the group; (3) Individual–Individual domain - mutual influence, and; (4) Group–Group domain - interactions among formal and informal groups (Korte, 2012). Based on the literature review this paper now offers a new conceptual model of the interaction between values and corporate sustainability.

3. CONCEPTUAL MODEL

Analysis of the existing literature shows that there is a considerable body of research that focuses on some specific areas of the interaction between personal and organisational values and how they impact corporate sustainability. However, there is still a lack of research with a holistic approach to the subject. The authors have developed a conceptual model based on existing literature to expose complexity of the environment, show elements of it, and how those elements are linked together and influence each other.

The conceptual model is designed by combining the Values perspective, Behaviour perspective and Sustainability initiatives perspective (Figure 1). Sustainability initiatives perspective is designed from van Marrewijk and Were's (2003) model. This model provides an overview of the relationships between the different factors – values, behaviour and sustainability initiatives – in order to aid in the understanding of how values and behaviour influence sustainability initiatives. In the conceptual model the characteristics of at least Caring level of van Marrewijk and Werre's (2003) model are used to describe core elements of sustainable development.
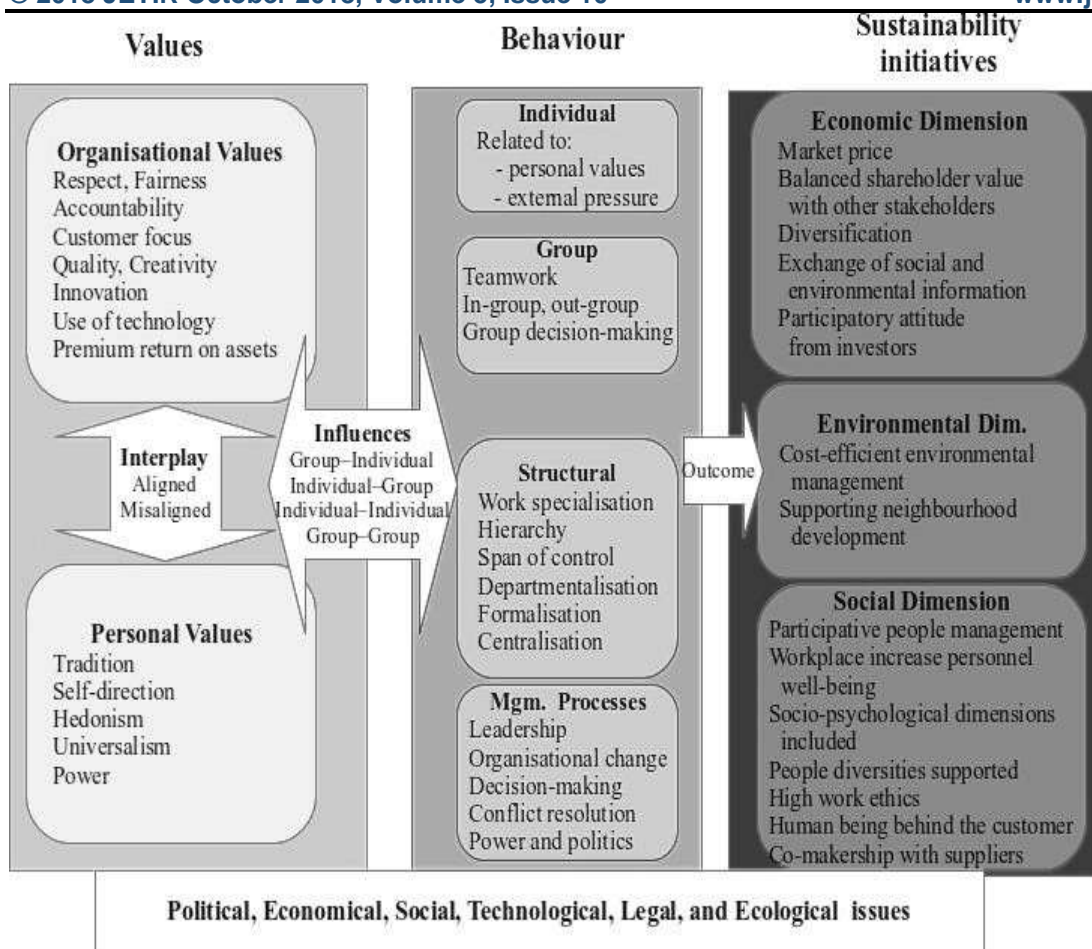
Figure 1. Conceptual model
Source: Developed by the authors

The values perspective consists of organisational and personal values. The level of value congruence between company values and personal values determines what factors influence employee commitment to the organisational values, how organisational and personal values change organisational behaviour and lead to sustainable performance. Organisational values correspond to the values of green company described in van Marrewijk and Werre (2003) 4P-matrix and comply with values revealed in the studies of Kelly et al. (2005) Sullivan, Sullivan and Buffton (2002), Cameron and Quinn (2011) and other authors mentioned in the literature review. The list includes Respect, Fairness, Accountability, Global citizenship, Customer focus, Quality, Creativity, Innovation, Use of technology, Integrity, and Premium return on assets.

Personal and organisational values interplay and can be either Consonant or Contending (Liedtka, 1989). Although Liedka (1989) calls the association (and lack of association) between values consonant and contending, this research will use the terms aligned and misaligned. Organisational values, personal values and interplay between them influence organisational behaviour in Group–Individual, Individual–Group, Individual–Individual, or Group–Group domains (Korte, 2012). In this conceptual model personal values that impact behaviour the most are included.

The internal factors of the Organisational Behaviour perspective are Individual, Group, Structural, and Management processes (Buchanan and Huczynski, 2010). The behaviour of individuals has a strong dependence on the Individual values and external circumstances which mean that without the external pressure individuals tend to realise their own values while strongly defined rules decrease the impact of personal values (Bardi and Schwartz, 2003). Group factors that influence the behaviour the most are Teamwork (Buchanan and Huczynski, 2010), In-group and Out-group issues (Brewer, 2007; Naquin and Tynan, 2003), and Group decision-making problems caused by groupthink and group polarisation (Janis, 1973; Buchanan and Huczynski, 2010). Elements of structure that are closely related to behaviour include Work specialisation, Hierarchy, Span of control, Chain of command, Departmentalisation, Formalisation, and Centralisation, while the most important Management processes are Organisational change, Leadership, Decision-making, Conflict resolution, and Power and politics (Buchanan and Huczynski, 2010).

The outcomes of this complex system are potential sustainability initiatives. In this model sustainability initiatives are grouped according to van Marrewijk and Werre (2003) 4P- matrix sustainable organisation model. Economic or Profit dimension includes Fair price, Balanced shareholder value with other stakeholders, Expanded "ownership" possibilities, Exchange of social and environmental information, and

Participatory attitude from investors. Environmental or Planet dimension includes Cost-efficient environmental management and Supporting neighbourhood development initiatives. Social or People dimension includes Participative people management, Workplace increasing personnel well-being, Socio-psychological dimensions included, People diversities supported, High work ethics, Human being behind the customer, Co-operation with suppliers.

Political, Economical, Social, Technological, Legal, and Ecological issues impact organisational behaviour since organisations do not operate in a vacuum (Buchanan and Huczynski, 2010). Those factors are not included in the scope of this model.

4. GUIDELINES FOR MANAGERS TO DEVELOP ORGANIZATIONAL CULTURE FOR SUSTAINABILITY

The following discussion provides a set of guidelines that can help managers align personal and organisational values to attain corporate sustainability goals. The guidelines propose structured overview of existing tools and a step by step methodology to assess current situation, set appropriate goals, and develop employee values that are compatible with organisational values.

4.1.   VISION AND ORGANISATIONAL CULTURE

Cameron and Quinn (2011) advocate that the success of sustainable companies lie more in values and personal beliefs than in market forces or competitive positioning. In addition, common vision helps to establish organisational culture that encourages focus on goals, providing homogeneity of effort to achieve a higher performance. However changing an organisational culture is a difficult process where vision is one of the elements. Managers and leaders of the organisation should clearly understand the change necessary to get from the starting point to the final goal (Beck and Cowan, 1996). Changes require commitment of the management team and the ability to follow the chosen way. To make employees accept the vision managers have to explain it well and behave according to it (Groddeck, 2011). Their behaviour should be aligned with the statements they make.

Suggested tools to assess the existing organisational culture, draw a vision of future and develop a set of steps towards achieving it could include the Competing Values Framework and The Organizational Culture Assessment Instrument developed by Cameron and Quinn (2011). These would provide a practical approach to diagnosing and changing the organizational culture. Table 1 provides guidelines for assessing organisational culture and setting a vision of an organisation.

Table 1
Guidelines for organisational culture

Guideline	Summary	Tools / Methodology / Literature
Have a common vision of future	Help to achieve a higher performance through keeping focus on goals and providing homogeneity of effort	Competing Values Framework (Cameron and Quinn, 2011)
Clear picture of the current situation	Draws picture of what needs to be changed	The Organizational Culture Assessment Instrument (Cameron and Quinn, 2011)
Change plan and management commitment to changes	Draws different aspects of changes	Cameron and Quinn (2011) Beck and Cowan (1996)

Source: Developed by the authors

4.2.   VALUES OF SUSTAINABLE ORGANISATION

Although there is no one set of values of sustainable companies there are a set of most common organisational values to cover all three dimensions of sustainability. The set is designed from the literature (Epstein, 2008; van Marrewijk and Werre, 2003; Hansmann, Mieg and Frischknecht, 2012; Barber, 2011). It consists of

- Respect and fairness,
- Accountability,
- Customer focus,
- Quality and creativity,
- Innovation,
- Use of technology, and
- Premium return on assets.

Table 2 provides guidelines for setting organisational values.

<div align="center">Table 2</div>

<div align="center">Guidelines for setting organisational values</div>

Guideline	Summary	Tools / Methodology / Literature
Analysis of current level of sustainability	Sustainability practices impact reputation among customers and relationship with stakeholders.	4P-matrix of Corporate Sustainability (van Marrewijk and Werre, 2003)
Setting organisational values	Most supported organisational values are respect and fairness, accountability, customer focus, quality and creativity, innovation, use of technology, and premium return on assets.	4P-matrix of Corporate Sustainability (van Marrewijk and Werre, 2003) Spiral Dynamics framework (Beck and Cowan, 1996; Barber, 2011)

<div align="center">Source: Developed by the authors</div>

4.3. DEVELOPING EMPLOYEE VALUES THAT ARE COMPATIBLE WITH ORGANISATIONAL VALUES

It is highly important to align personal values with organisational values since in case of misaligned values employees are working without passion, with less productivity or they may even leave the company (Liedtka, 1989). Employee commitment on organisational values makes a stronger organisational culture, encourages employees to work towards common goals and thus improves the sustainability of organisations (Groddeck, 2011).

Aligned personal values can be developed in a number of ways. First of all, it is important to evaluate if the core values of the employees are aligned with organisational values. If not, it is suggested to replace the employees with ones whose core values are aligned with organisational values (Liedtka, 1989). Value evaluation can reveal a potential for corporate sustainability (van Marrewijk and Were, 2003). To evaluate personal and organisational value congruence van Marrewijk and Werre (2003) propose to use DBR- values-audit model.

Beck and Cowan (1996, p.101) suggest that, "You cannot change people, but people can change and you may facilitate the process or stand in its way." Although values can be changed only by employees themselves the existing literature shows multiple methods to encourage employees to change. Thinking and evaluating themselves is the method of self- development. Life experience is also a driver of changes of personal values. Since in the case when a particular personal value is not a core value that cannot be changed and the employee is able to behave according to external rules or procedures, organisations can set strict regulations and make employees experience different behaviour even if it is difficult and sometimes painful to encourage them to accept some organisational value. Organisations can encourage employees towards self-development at three different levels - Philosophical, Macrosocial, and Microsocial (Korte, 2012). In this article only the domains of microsocial level are looked at. At this level human resource development is influenced by interactions of individuals and groups. There are four domains of interaction: Group–Individual; Individual– Group; Individual–Individual, and Group–Group domain (Korte, 2012).

Managers as individuals can influence behaviour and related values of other individuals and groups. Managers should be role models that employees want to follow and also explain to employees why and how to act in different situations. Beside managers, a charismatic informal leader can also influence individuals and groups. Organisations should pay attention to whether this influence helps to align personal values to organisational values or makes some employees or even groups to behave against organisational values and common culture as it stated in Groddeck (2011).

The structure defines intergroup relationship thus it influences the group-group interactions and related behaviours (Buchanan and Huczynski, 2010). Top management responsibility is to create a structure that supports accountability and helps expand teamwork beyond one separate structure.

Groddeck (2011) reveals the importance of information that supports sharing of changes through different channels. Humans are different thus they perceive, learn, and accept information differently. Wenger (2009) offers the Communities of Practice (CoP) method to encourage learning and share knowledge. Some of the channels that managers can use to share information and support value changes are the following:

- E-mails,
- Internal portals,
- Visual posters,

- Special videos,
- Newsletters,
- Meetings,
- Individual discussions,
- Formal trainings,
- Communities of Practices, and
- Out of office activities.

Through the information sharing channels employees learn values and then apply them in their work. Table 2 provides guidelines for developing employee values.

Table 3
Guidelines for developing employee values

Guideline	Summary	Tools / Methodology / Literature
Audit of core personal values of managers and employees	Core personal values give insight on cultural potential of corporate sustainability	DBR-values-audit model (van Marrewijk and Werre, 2003)
Facilitating self-development		
Information sharing	Knowledge and information is the basis of self-development and implementation of changes. Sharing channels are e-mails, internal portals, visual posters, special videos, and newsletters.	Buchanan and Huczynski (2010) Groddeck (2011)
Supporting self-development activities	Formal trainings, communities of practices, out of office activities help to acquire new knowledge.	Communities of Practices Wenger (2009) Korte (2012)
Present information referenced to economical, ecological and social dimensions of CS	Sustainability consists of three dimensions thus all of them should be included in the information sharing cycle	Groddeck (2011)
Offering new experiences		
Appropriate management processes and organisational values	Well-developed processes make employees get new experiences.	Buchanan and Huczynski (2010)
Appropriate structure	Structure influences the group-group interactions, facilitates teamworking and supports accountability and collaboration. Managers of divisions of the structure should lead by example.	Buchanan and Huczynski (2010) Cameron and Quinn (2011)

Source: Developed by the authors

4.4. IMPLICATIONS FOR ORGANISATIONS

In order to implement the guidelines organisations need time, human resources and sufficient funds to support changes. First of all it is necessary to employ, train or hire specialists that are able to audit and assess current situation and together with the top management develop change processes. Financial resources are important in hiring experienced leaders and training existing managers and employees. However, value changes can be slow and there is no fast solution. Time might become the most critical issue.

5. CONCLUSIONS AND RECOMMENDATIONS

This paper has identified several organisational values as key components for sustainable companies to exhibit – respect and fairness, accountability, global citizenship, customer focus, quality and creativity, innovation, use of technology, integrity, premium return on assets. However, these are affected by personal values and other factors that push individuals to act according to them.

Various interactions can change and shape organisational and personal values. Teamwork is a common method of collaboration in a sustainable organisation. Structure defines work specialisation, creates formal groups, and defines hierarchy and span of control. Management processes provide a system to perform operational tasks and manage organisational changes.

Organisational behaviour is influenced by social realm where the main domains are interactions between a Group and an Individual, an Individual and a Group, an Individual and another Individual, or a Group and another Group. While all of these shape organisational behaviour, they are created based on and affected by personal and organisational values. Interaction and collaboration among individuals and groups depends on what is seen as a preferable value of the persons involved and the context of the whole organisation.

Political, economic, social, and technological factors shape external issues that influence both perspectives and the consequential sustainability initiatives. Sustainability initiatives consist of three dimensions – Economic, Environmental, and Social. The scope of sustainability initiatives depends on organisational values. In organisations where dimensions of sustainability are incorporated in organisational values and organisational culture, they are reflected in the company´s sustainability initiatives.

Applying market price, product, and service diversification, participatory attitude from investors and balanced shareholder value with other stakeholders are the main initiatives of the economic dimension. Environmental initiatives include cost-effective environmental management and supporting community development. Social dimension of sustainability includes socio- psychological factors related initiatives, participative people management, activities that increase personnel well-being, and initiatives to guarantee high work ethics and support people diversities. Organisations will incorporate sustainability initiatives which they see as valuable for the organisation and the environment around it. If employees do not have the same values as the organisation it is difficult to carry out the intended sustainability initiatives as they are based on values and realised through organisational behaviour.

Changing values may be a long and time consuming process where information sharing is important to support self-development, thus management should provide a varied range or relevant information sharing channels to appeal to different learning styles. On a microsocial level, managers can lead by example.

6. FURTHER RESEARCH

The conceptual model is useful for understanding and considering the role of organisational and personal values and their importance for the development of sustainability in companies. It could also be used as a basis for future research on the topic either to validate it in different industries and cultures or explore specific concepts in the model in more detail such as, the effects of personality on value formation. A study could be carried out to examine the effect of personality traits on personal values themselves and the ability to change and develop an individual's own values in an organisational context. Using the Big Five personality traits framework could be one of the options that could be used to deepen and further develop the model.

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