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Faculty of Business, Management and Economics

Management Values Perceived By Personnel

Bachelor Degree

Albert Krasniqi

September/2010

Prishtinë



Faculty of Management, Business and Economics

Bachelor Thesis
Academic Year 2003/2004

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Management Values Perceived By Personnel

Supervisor: Prof. Dr. Edmond Hajrizi

September 2010

This thesis is submitted in partial fulfillment of the requirements for a
Bachelor Degree

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1. INTRODUCTION

In the first chapter the background, purpose and scope for the study are described. Details of the research and the main concepts of the study are presented and research literature reviewed.

1.1 Background of the bachelor's thesis work

This Bachelors thesis work focuses on Organizational values and especially on values-driven management as perceived by clerical employees in the organization. My starting point for the study is the recent research on the use of organizational values as a tool for improving organizational performance. The implication of the research is that values-driven management can improve the internal and external success of an organization. The role of the leaders in building support and development behaviors consistent with values-driven management is essential.

During my period of employment in the object organization I have been participating in several discussions about the organizational values. Usually people remember by heart some of the publicly announced values but the meaning of the values is unclear. "Values" as a word refers to something valuable. In my study I want to clarify how the values and values-driven management are perceived by the clerical employees at Chimiver Panseri spa.

In scientific research the perceptions of empirical study can never be construed as result, but results can be interpreted as clues (Alasuutari 1999, 78). According to Alasuutari the clues are reviewed only from a certain, explicitly defined viewpoint, which is called theoretical framework (1999, 79). In my study the theoretical frame work is build around the values in the core of organization culture. When the values are internalized by the leaders, it is perceived as values-driven management in the organization.

The subject of values-driven management is relevant in today's dynamic and complex organizations as stated by Dolan and Garcia (2001). New economy challenges are different from traditional ones. Information technology is enabling versatile opportunities in several

branches. In Italian forest industry structural changes are going on and the companies have to reconsider also their values as well as their leadership concepts to be able to compete in global competition.

1.2 Purpose and the scope of the research

Purpose of the study is to measure how the clerical employees perceive the values in the presentations of the middle-management in the object organization. Values are an essential part of organization culture and values-driven management is reflected in all enterprises. Theoretical part of the study describes the concept of values-driven management and how the values can be used as a management tool. By measuring the perception of values in the organization it is possible to find new information about the dialogue between the management and the personnel. The way the leaders behave is essential for the success of an organization.

Official values of the object organization are Customer focus, Performance, Responsibility, Emphasis on people and Focus on the future. Value perception of the clerical employees is described in the empirical part of the study. Clerical employees participated in the inquiry, where they were asked to answer to the five questions related values. The questionnaire was distributed in the information session, which was targeted to all clerical workers in the object organization. The purpose of their information session was to inform the participants about the strategy and enable the free discussion and interaction throughout the sessions.

1.3 Concepts of the study

The main concepts are organization culture, values and values-driven management studied by Schein (1992, 1993), Rokeach (1973) and Dolan & Garcia (2001).

Organization culture is defined by Schein (1992, 12) as “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those

problems”. Schein emphasize that it is utmost important for the leaders to become conscious of the culture in which they are embedded, because if the do not, the cultures will manage them (1992, 15).

Values are defined by Rokeach (1972, 124) to be “a type of belief, centrally located within one’s total belief system, about how one ought or ought not to behave, or about some end-state of existence worth or not worth attaining. Values are thus abstract ideals, positive or negative, not tied to any specific attitude object or situation, representing a person’s beliefs about ideal modes of conduct and ideal terminal goals”.

Values-driven management can be defined by three characteristics which are exhibited by values-driven leaders: 1) they lead by example, 2) they consistently champion the values, and 3) their key decisions are values driven (Harmon 1996, 272-273). According to Dolan and Garcia (2001, 103) values-driven management is becoming an overall framework for the continual redesign of the corporate culture.

1.4 Research questions

The main research question is the following:

- Are the official values of the company perceived as equally important in strategy related talks and presentations of the middle management ?

Sub-questions are the following:

- Does gender affect clerical employees’ value perceptions ?
- Does work experience affect clerical employees’ value perceptions ?

1.5 Presentation of the research object

Chimiver Panseri is a company that produces accessories for flooring such as Varnishes, glues etc. Its annual capacity is 1.3 millions tons of glues, varnishes etc. Sales in 2008 were

EUR 13.4 billion. Chimiver Panseri has approximately 38 000 employees in more than 40 countries.

Chimiver Panseri is situated some 60 km far from Milano in the town of Pontida. Chimiver Panseri consists of two production units, Varnish and Glues. In the main office are employed around 2 000 people of which around 650 are clerical employees. Only in this factory annual production is 1.1 million tons of Glues and Varnishes, 90% of the whole amount goes for export.

This study is made in Chimiver Panseri Varnish business area. Its mission is to promote communication and well-being of people by turning chemical varnish into ecological varnish. The vision of the company is to be the leading floor products company in the world. The official company values are the following:

- Customer focus – We are the customers first choice.
- Performance – We deliver results.
- Responsibility – We comply with principles of sustainable development.
- Emphasis on people – Motivated people create success.
- Focus on the future – We take the first step.

1.6 Research method and limitations

The research method in my bachelor's thesis work is quantitative. The purpose of the empirical part of the study is to clarify if the clerical employees in the target organization perceive the official values of the company as equally important. It is examined, if there are significant differences between the perception of the values; as an example if performance is experienced to be more important than other values. The questionnaires aimed at the clerical employees include five questions and it is to clarify also if the gender or work experience affects the perception of values in leaders' verbal and written strategy presentations.

Organization theories and different leadership styles are not included in the study. The development of the leadership styles is reviewed only at general level in order to define how values-driven management is taking shape as a new approach in the evolution of the

management styles. The effects of the values-driven management are considered from the clerical employees' point of view. The research does not tell how the official values are perceived by the personnel at their daily work.

1.7 Structure of the bachelor's thesis

After the introduction the study concentrates on the concepts of values and values-driven management in the following chapter. The following chapter also reviews on vision, mission and working culture. The following chapters present the research method, context and reliability and validity of the research. The last chapter concentrates on survey material description, results and analyses. At the end of the research there are conclusions of research questions, critique of the study and the plans for the further study.

2. VALUES AND VALUES-DRIVEN MANAGEMENT

Values and value processing in the organization form an essential part of this chapter. Value match between the superior and sub-ordinate is reviewed and values-driven management has been described from the personnel's point of view. At the end of the chapter mission and vision are integrated with values.

2.1 Values in the core of the organization culture

“Many companies in our industry have access to the same resources. We're not any smaller. But, there is something about us that is helping us to be more successful. And, we believe it's our culture, the way we operate, the way we do things. So, the more we can encourage this behavior....the more we believe we'll continue to be a success.” (Laurie Price, in Harmon 1996, 145)

Above citation from Intel's values champion Laurie Price indicates that any company's success rests on the strength of its culture. At the heart of the organization culture there are fully or partially defined values. But during a rapid growth or crises, stressed leaders can easily shove values aside (Harmon. 1996, 145)

Typical values, norms and assumptions are common to the community and are situated in the core of the organization culture (Juuti 1995, 72). The values affect how we interpret our surrounding, what kind of objectives we prefer and what kind of means we use to achieve our targets. Organizational values are connected to the society and the reflect societal and cultural values (Juuti 1992, 66).

After Schein (1993) the characteristic for an organization culture is that a certain group shares certain things or values and keep them as common. These kind of common things are e.g. the regularities in people's behaviour, language, habits, routines and traditions. Mutual norms, indirect standards and values are often developed in different work groups. The official objectives like the quality of the product or price leadership are perceived as shared

assumptions – as well as the declarations headed to shareholders, employees, customers or other stakeholders.

Schein (1992) reminds that the values in organization culture are something which can be discussed and which people can agree or disagree about. Basic assumptions are taken so for granted that someone who does not hold them is viewed as crazy. At the surface of an organization there are artifacts, which include the phenomena that one sees, hears and feels. (1992, 16-17) figure 1 is describing the levels of culture, where values have a central position. Espoused values are the ones which should be seen in strategic and goals of an organization.

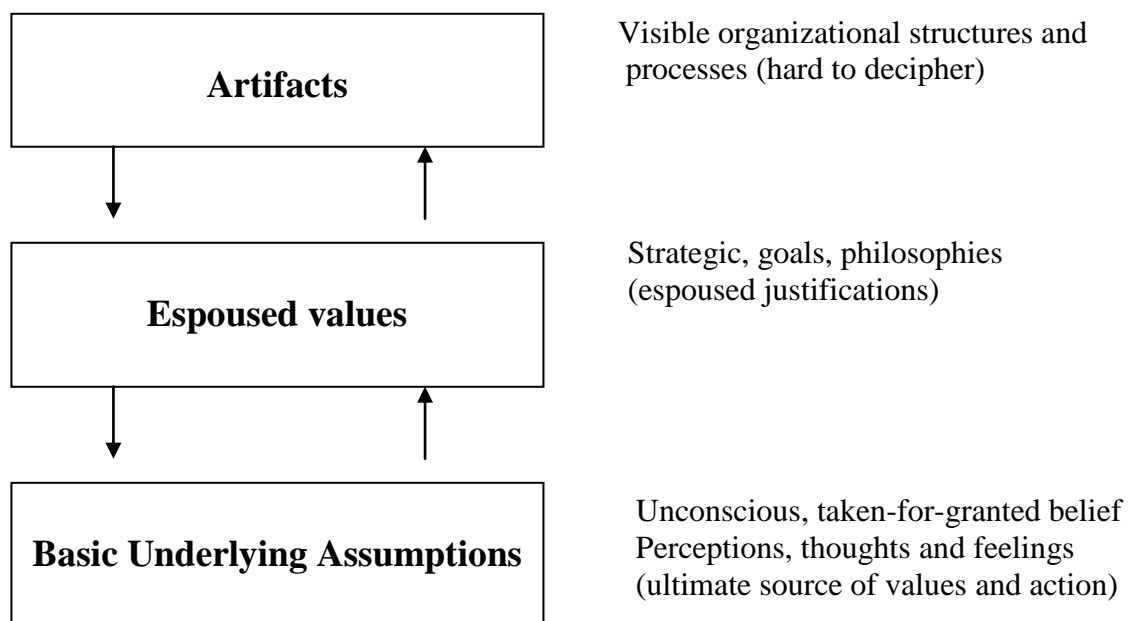


Figure 1. Uncovering the level of the culture (Schein 1992, 17)

According to Schein cultures basically spring from three sources, which are; 1) the belief, values and assumptions of founders of organizations; 2) the leading experiences of group members as their organization evolves and 3) new beliefs, values and assumptions which are brought to the organization by new members and leaders. The most important of these is the impact of founders. (1992, 211).

Buchko (2006) sees it important to differentiate the organization values and organization culture from each other. While the values are the belief the culture is the representation of

certain key underlying belief. Culture demonstrates the values to organizational members and to outsiders in visible ways (2006, 38).

Successful companies can easily identify the core values, but there are always a few that a company holds above the rest in concept and practice. An endless list of positive traits loses vitality. Core values have to communicate clearly what managers must protect and enhance future success. This requires choice between what matters most and what is not so important. It is also important to recognize the challenges coming from the markets, the environment and the competition in order to be able to adjust or change the values. As integrated strategic planning moves to the next level, emerging values have to be taken into account. (Harmon 1996, 66) This is now utmost, when structural changes and reengineering are taking place in many companies, Chimiver Panseri included.

A formal statement of values should be made to legitimize value choices. Organizations are built based on values choices cemented in the framework of ethical principles. Value statement is the most fundamental organization document which should be used to maintain stability, trust and teamwork, because what is expressed in value statement is central to the organization's character. Mission statements can be changed, but value statement should remain stable over time. Stakeholders would accept changes in products and markets more quickly than they would accept changes in fundamental values of the company. The first step in implementing values-based management is writing down the organization's value choices. The values statement is above and precedes the mission statements, corporate plans and other goal setting approaches. (Andersoon 1997, 36)

2.2 Definition of Values Management

According to Jarvensivu (2007) the value management means that the internal functionality of the organization is improved by choosing the core values and promote the cohesion of these values in every level of the organization (2007, 3).

Dolan & Garcia (2001) have found out, that the leadership models, which have dominated in 1900's, are not sufficient any more. Leaders' most important task is to develop the personal

and professional potential of organization members. Dolan & Garcia present three leadership styles, which have dominated in 1900's: Management by Instructions (MBI), Management by Objectives (later MBO) and Management by Values (MBV).

The leadership styles have developed from MBI to MBV as a result of the increasing challenges of the recent decades as described in figure 2. It is proposed, that the evolution is the consequence of the appearance during recent decades of four organization trends that force organizations to adapt in order to stay competitive in more demanding and unpredictable markets. (2001, 103 -104).

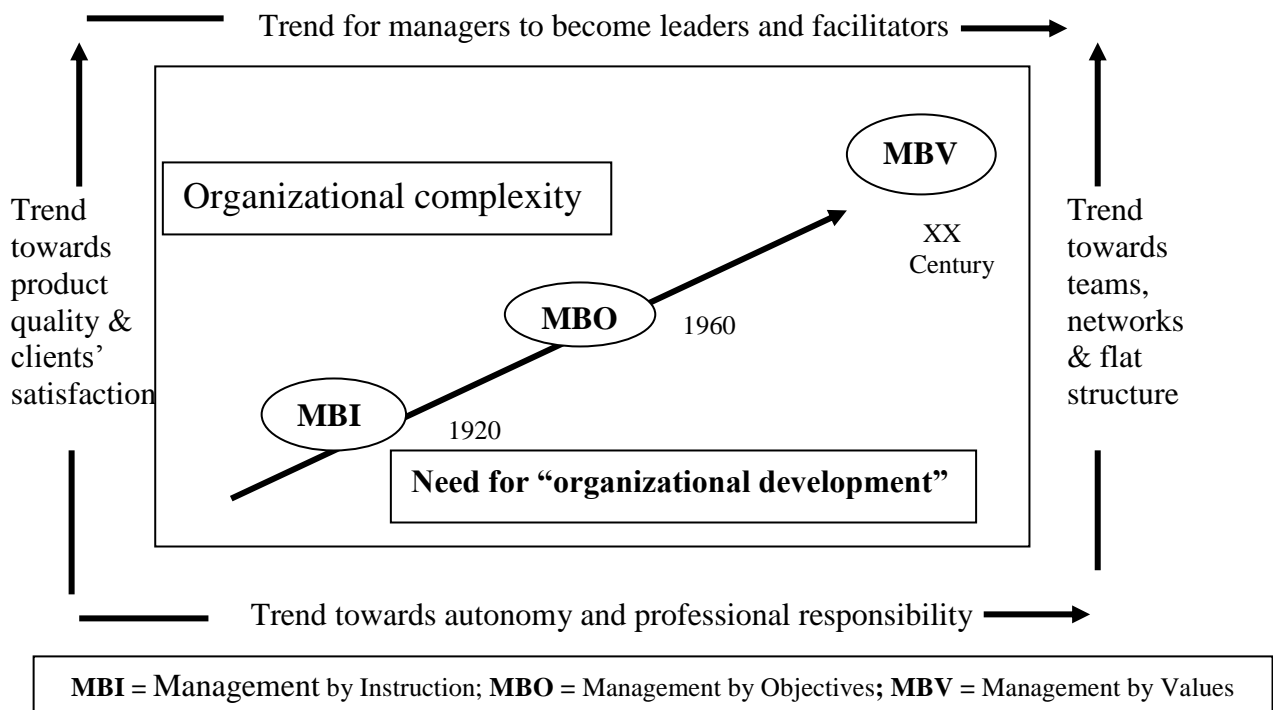


Figure 2. Evolution of three ways of managing companies (Dolan & Garcia 2001, 104).

The challenges can be seen in the competitive environment of the companies as the following four trends, which are also inter-connected:

- Quality and customer focus are emphasized.
- More professionalism, independence and responsibility is required from the employees.

- Leadership is developed to coaching.
- Organization structure is becoming lower and more flexibility is needed.
(Dolan & Garcia 2001, 104)

Both MBI and MBO have turned out to be insufficient leadership styles. Enabling the values in leadership, MBV, is becoming a strategic leadership tool. MBV is said to fit in complex organizations, where the above mentioned four challenges have to be met. With the help of MBV the daily work performance is headed to the achievement of the strategic vision. This increases the motivation and commitment of the employees. (Dolan & Garcia 2001, 102).

MBV makes it easier to include also ethical and ecological principles into the strategic leadership and to the overall operation of the companies. Talking about business ethics is often seen threatening and restrictive, even if it enables the achievement of competitive advantage and success. (Dolan & Garcia 2001, 102)

MBV can be divided in two basic elements:

- MBV is a strategic leadership tool: *“MBV is a new way of understanding and applying knowledge per ideas advantage by behavioral sciences ever since the middle of this century.”* (Dolan & Garcia 2001, 103)
- MBV is based on values: *“True leadership is, at its most fundamental, a dialogue about values”.*

Increasingly higher quality and better performance is expected from more and more professional work community. Then the qualitative factors and values like responsibility, creativity and honesty become more important as effectiveness or return on capital. Organization, that sincerely approves and shares the values can more effectively enable the creativity and complexity and tolerate uncertainty.

The objectives of an organization are perceived sensible only, if they result from the specific, commonly approved beliefs and values. The employees should be able to participate in

defining the targets. Table 1 describes how values are concretized into actions through objectives. (Dolan & Garcia 2001, 106)

Table 1. Values, objectives and action. Dolan & Garcia (2001, 106).

	Essence of concept	Position in a “decision-taking – action” sequence	Example
Values	“This is how it should be”	Initial strategic choice. Founding or constitutional character	Quality first and foremost
↓			
Objectives	“This is what we are going to achieve	Intermediate instrumental purpose	Comply with ISO 9001 quality standards, within one year
↓			
Reality	“This is what we have achieved	Observable consequence after the action has been taken	Issue of official quality certification

Talking about the significance of the values in leadership does not mean that the objectives should be forgiven. MBV makes the execution of the objectives easier and the shared, common values become the critical success factors. (Dolan & Garcia 2001, 107)

Buchko (2006, 36) has studied, if the behavior of the managers has a correlation between the behavior of subordinates in the organization. A quantitative study in a big production plant in USA was made (2006, 41). As a result of the study there was found a clear correlation: foremen recruit or elevate the subordinates, whose values and behavior tend to be similar than the foremen themselves. Subordinates were noticed to change their behavior according to the expectations of the foremen and according to the feedback they received from the foremen. (2006, 47)

Harmon (1996) reviews on three common characteristics, which values-driven leaders exhibit whatever their industry, whatever they work: *they lead by example, they consistently champion the values and their key decisions are values driven*. Values-driven leaders define values in the context of where they work, they set standards, first for themselves and then for

their team. They try to search opportunities to link values and performance. At first effort is conscious, but over time it becomes an unconscious habit (1996, 272-273).

2.3 The effect of values-driven management on personnel

Buchko (2006) asks, what determines the behaviors of the people in the organization. One important factor is the organization's values, the shared beliefs that influence behaviors. There are naturally many other factors which influence individual's behaviors like attitudes such as commitment, satisfaction and basic human needs. (2006, 39)

Argyris (1971) found that managers and executives hold three values (internalized commands) about effective human relationships. They are:

1. The significant human relationships are the ones, by which the organization is able to achieve its objectives. (1971,10-11)
2. People are most effective when they are rational. They are least effective when they express feelings and emotions.
3. Human relationships are most effectively influenced through unilateral direction, coercion and control

Mattila (2007, 199) shows in her study the dilemma, which can be seen between the words and the deeds: the importance of organization values is emphasized in official talks and statements, but the perceptions of the personnel are mixed. Mattila emphasized the importance of management acting as an example. It is also important that the personnel participates in value definition and dissemination processes. (2007, 208-209)

Harmon (1996, 40) points out, that values can be used to give direction to the work of employees, because values energize people.

2.4 Managing values to achieve the strategic vision

The essential benefit of values-based management from the strategic point of view is that values regulate the daily work processes taking the company from its current position towards its future vision. In figure 3 the idea of management of change refers to the legitimization of the resources (people, time and money) in a strategic architecture bridging the gap between the vision and the current reality. Values work like skeleton or framework of this structure. (Dolan & Garcia 2001, 115). It is the duty of the transformational leaders to legitimize the development of resources aimed at building on strengths and correcting weaknesses and realizing the vision of where the company is going (Dolan & Garcia 2001, 113).

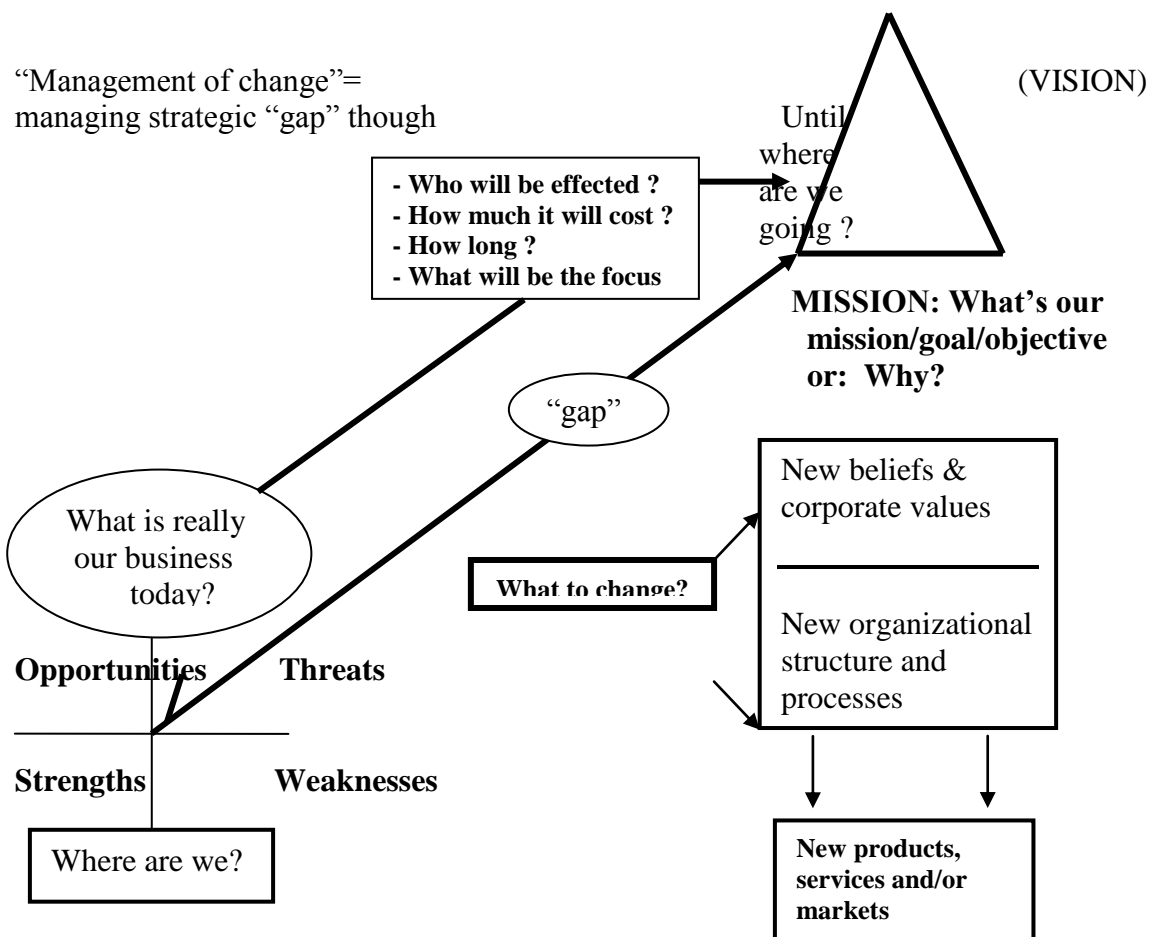


Figure 3. Parameters for managing organizational change (Dolan & Garcia 2001, 113)

2.5 Two hypotheses on the impact of gender and work experience

The objective of the research is to solve a problem. The starting point for the research in quantitative study is the hypotheses concluded from theory. Theoretical framework and the set-up of research questions guide the choice of the material and research methods. The accuracy of the hypothesis is tested empirically. (Alkula 1995, 15)

Previous research on differences of attitudes between genders has mainly concentrated on ethical differences and not much on values differences. Eaton & Giacominio (2001) investigated whether gender differences impact on personal values. They claim that the interest on moral and ethical behaviour in business is increasing. Eaton and Giacominio (2001, 221) applied the Musser and Orke Typology to a sample of business students and a sample of business managers by using the Rokeach Values Survey, where 359 responders were asked to provide their gender in addition to ranking the values. Gender differences were examined by performing t-test. Eaton & Giacominio (2001, 222) found significant differences in the personal values of women and men. Thus,

Hypothesis 1: Values perceptions differ by gender.

In addition to gender differences Eaton & Giacominio (2001, 225-226) also tested value classification differences between business students and managers by using Pearson chi-square test. According to the study of Eaton & Giacominio work experience impact females' values more than males' values and this difference is more related to social values than moral values. The differences were statistically significant for social values, but not for moral values.

According to the Musser and Orke typology (Waton & Giacominio 2001, 218) social values focus on others like "equality", "freedom", "national security" and the moral values describe moral means to attain goals like "forgiving", "helpful", "honest" and "polite". Chimiver Panseri official values focus on others and can be compared to social values. As started in the previous, Eaton & Giacominio has interpreted that work experience impacts on perceptions of social values, thus:

Hypothesis 2: There is correlation between the work experience and social values perceptions.

In quantitative study it is possible to describe the structure of a certain phenomenon and test the correlation and dependencies between the parts. (Alkula 1995, 22)

3. REASEARCH

In this chapter the choice of the research method is presented as well as research context and steps. Reliability and validity analyses are introduced in general and related to this study.

3.1 Choice of the research method

Survey method is the structured way of gathering the material with the help of a questionnaire. Both material gathering and the analysis methods keep continuously developing in accordance with information technology. Survey method is workable, when effectiveness and economy is needed and when the information need concerns the attitudes and opinions of a big number of people.

The information, which has been gathered by survey method, has been criticized for being superficial. When choosing a ready made option in a questionnaire, there is always some contingency and miscalculation involved. It is easier to gather reliable information about the matter that is related to respondents' daily routines and experiences. (Alkula 1995, 121)

3.2 Research context and steps

There were a plenty of favourable factors of making the study in June 2010. The employees of Chimiver Panseri were invited to spend a day out of the office and hear about the Chimiver strategy for varnishes and glues. The personnel had an opportunity to fully concentrate on the presentations, interact and discuss with each other. The questionnaires were presented, distributed, fulfilled and gathered during the day.

Personnel's values perception were studied by quantitative research methods, the semi structured survey questionnaire was distributed to the clerical employees of Chimiver Panseri in Varnish department on June 2010. The sessions were arranged for the clerical employees to inform them about the vision and strategy of the department and the business segment. Twelve managers representing the middle management were giving the presentations. The

questionnaire consisted questions for measuring value perception, gender, age and work experience. The questions were presented in Italian because all the responders were Italians. Participants were asked to rate the values on scale from 1 (poorly) to 5 (well). Altogether 52 clerical employees participated in two sessions and 44 persons answered the questions. Participation percentage was 82%.

The purpose of the survey was to find out, if gender or work experience affects value perception in verbal and written strategy presentations of the middle management.

3.3 Reliability and validity

Reliability and validity together form a total reliability of a barometer. Validity is defined as a barometer's ability to measure promptly what it was meant to be. Poor reliability is decreasing the total reliability of the barometer, but not the opposite: the reliability is not dependent on validity. (Alkula 1995, 89)

In survey questionnaire the questions have to be similar to all of the respondents. The aim is that the questions are as close as possible to respondents' everyday life. The reliability of different kind of information varies a lot. It is easier to get reliable information about the respondent's age or gender than his/her attitudes towards a certain matter. (Alkula 1995, 128-129)

Validity is a result from researcher's knowledge around the subject, earlier studies and general logics, by which the researcher tries to convince him/her the rationality of the chosen indicators. Validity can be reviewed from different viewpoints and the theoretical framework of the study defines how the concepts are to be specified. (Alkula 1995, 85-91)

4. RESULTS AND ANALYSIS

In this chapter the material for the empirical part of the study is described and statistical analyses related to research questions are presented. Hypotheses were set up based on earlier research.

4.1 Material Description

There were 44 returned questionnaires, of which eight were sorted out because the included unclear or missing data. 36 responders were taken into the final analysis. Gender and work experience were chosen as independent background variables and the five value questions (Customer focus, Performance, Responsibility, Emphasis on people and Focus on the future) were chosen as dependent variables. The distribution of material in variable groups “gender”, “work experience” and “emphasis on people” was normal, but negatively skewed in groups “customer focus”, “performance”, “responsibility” and “focus on future”. The skewed distributions are not recommendable in statistical testing, but because all the responses wanted to be taken into study, no logarithmic or other transformations were done. Respondents’ gender distribution is equal as shown in figure 4.

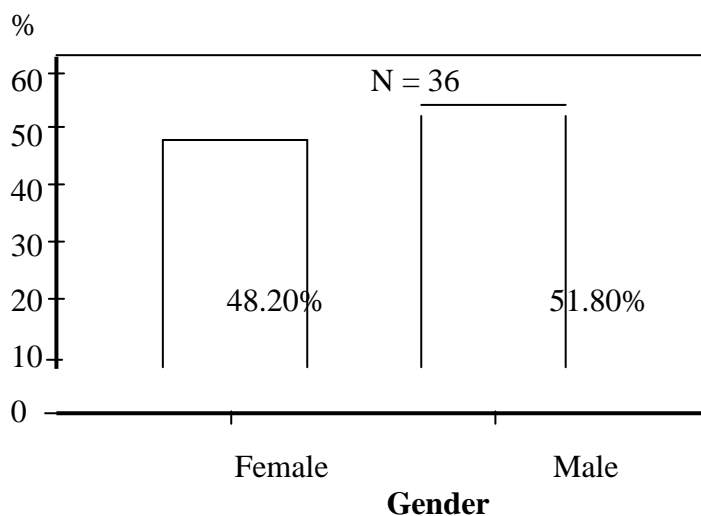


Figure 4. Respondents’ gender distribution.

Work experience at Chimiver Panseri spa was emphasized on the clerical employees, who had been working for the company over 20 years. Their share of the total respondents was

43,60 % (figure 5). In spite of the skewness of the data, work experience can be defined normal distributed.

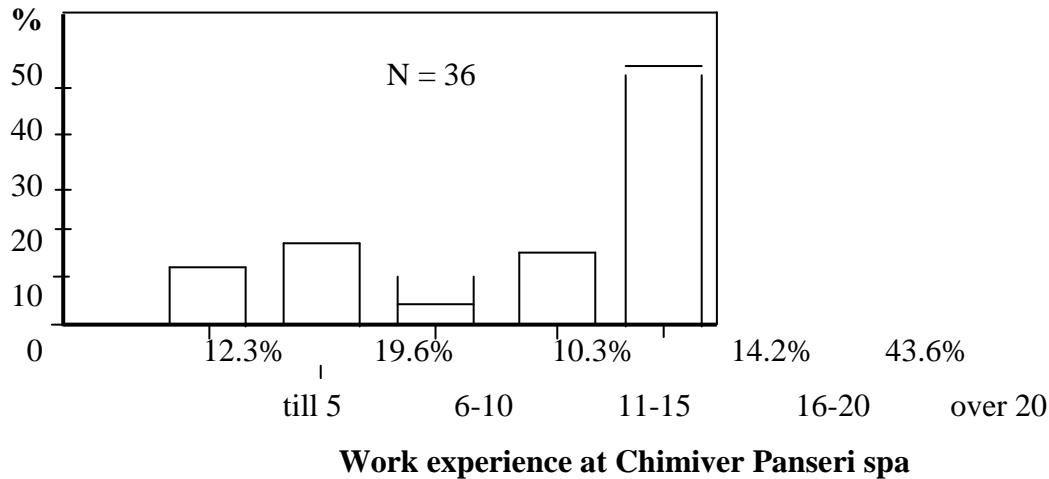


Figure 5. Respondents' work experience at Chimiver Panseri spa

4.1.1 Perception of the official values

Perceptions of the official values were measured by comparing the mean values of the five questions in the survey. As can be noticed from table 2 the official values of the company were not perceived equally important and visible in the presentations of the middle management. Customer focus (mean = 4.24) and Performance (mean = 4.20) were perceived as strongest values and emphasis on people (mean = 3.08) the poorest. Responsibility (mean = 3.85) and Focus on the future (mean = 3.67) were perceived rather similarly. The biggest deviation appears to be in emphasis on people and the smallest in customer focus and Performance.

Mean values vary from 3.08 to 4.24, which indicates satisfactory-good perception of official values in the research group. The responses "can not say" were scaled as 3, but because there were only few "can not say" responses, their significance in the whole study was small.

Table 2. Descriptive summary statistics of value perceptions.

Value perceptions, summary

						Percentiles		
	N	Mean	Std. Deviation	Min	Max	75th	25th	50 th (Median)
Customer focus	36	4.24	0.99	1	5	4.00	5.00	5.00
Performance	36	4.20	0.99	1	5	4.00	4.00	5.00
Responsibility	36	3.85	1.07	1	5	4.00	4.00	5.00
Emphasis on people	36	3.08	1.33	1	5	2.00	4.00	4.00
Focus on the future	36	3.67	1.18	1	5	3.00	4.00	4.00

4.1.2 Test of hypothesis 1: Gender impact on value perceptions

In previous chapter it was stated that Eaton & Giacominio (2001, 222) found significant difference in the personal values of women and men. In my study the effect of gender on value perceptions was tested by independent sample t-test. According to t-test there was no correlation between the gender and values perception of Emphasis on people, Customer focus, Performance, Responsibility and Focus on the future. In summary, it appears from this analysis that value perceptions do not differ by gender at varnish department.

4.1.3 Test of hypothesis 2: Work experience impact on value perceptions

In previous chapter it was interpreted by Eaton & Giacominio that work experience impacts on perceptions of social values. In my study the correlation between work experience and values perceptions was tested by t-test. No significant correlation was found between the work experience and values perceptions of Customer focus, Performance, Responsibility, emphasis on people and Focus on the future.

As a result from this analysis work experience did not impact on value perceptions at varnish department.

According to Schein (1992, 211) the beliefs, values and assumptions of founders of organizations play the most crucial role in creating the organizational cultures. It can be concluded, that values perceptions of experienced workers are important for the development of a good organizational culture.

5. SUMMARY AND CONCLUSIONS

In this chapter the study outcome and the answers to research questions are summarized. Also self-assessment and options for further study are presented.

5.1 Research questions

The main research question was, if the official values of the company are perceived equally important in strategy related talks and presentations of the middle management. The sub-questions were, if gender or work experience affects value perceptions.

The overall results of value perceptions were positive. It could be forecasted, that Customer focus and Performance are to be perceived as the strongest values in a listed company like Chimiver Panseri. Responsibility was perceived somewhat better than focus on the future. Emphasis on people was perceived as the weakest value.

In spite of the presupposition and hypotheses based on earlier research, gender or work experience did not affect values perceptions at Chimiver Panseri. Before starting the study I had pre-thoughts like: “emphasis on people could be more important for women than men” and “longer work experience could be a separating factor in value perceptions”. Because almost half of the clerical employees have been working over 20 years for the company, their responses have dominating effect on the results.

The conclusion of the research is the official values of the company are perceived rather well in strategy related talks and presentations of the middle management by the clerical employees at Chimiver Panseri. All the values are not perceived as equally important; Customer focus and Performance are perceived as a strongest and Emphasis on the people as the weakest value. According to the research gender or work experience do not affect values perceptions.

As stated by Alasuutari (199, 78) the perceptions of empirical study in scientific research can never be construed as results, but they can be interpreted as clues. The clues are reviewed

only from a certain, explicitly defined viewpoint, which is called theoretical framework (1999, 79). In my study the theoretical frame work was build around the values in the core of organization culture. When the values are internalized by the leaders, it is perceived as values-driven management in the organization.

The four trends which Dolan & Garcia stated in previous chapters can be found in the operation of Chimiver Panseri. Quality and customer focus are of the utmost importance and the employees are independent, professional and responsible for their own input. The leaders work as coaches. Organization structures have been lowered and the work is performed in teams.

5.2 Self-assessment and critique of the study

I started the work by combining the theoretical framework and the empirical part at the beginning of the study. The aim was to clarify, if the values are disseminated to the personnel by values-based management. As a result of the research the answer is yes – but this study can work only as a starting point for possible future studies about values and value-driven management at Chimiver Panseri spa. This study does not tell yet, how the values are perceived in daily work of the organization. As Mattila (2007, 199) showed in her study that there is a dilemma between the words and the deeds: the importance of organization values is emphasized in official talks and statements, but the perceptions of the personnel are mixed.

The study around the values has been interesting because of my work experience in cooperation with object organization. I have been involved in strategy process for our country and have been preparing the presentation material for strategy information sessions. It was interesting to realize, how the clerical employees feel about the values in official speeches and presentations of the management and the end result was positive surprise.

According to Alkula (1995, 20) quantitative study is always a part-study, which describes the research object only at abstractive level. Because values are related to the behaviour representing a person's beliefs (Rokeach 1972, 124) it would have been interesting to interview some clerical employees in order to get deeper understanding about the subject. By

the qualitative research also the causal relations would have been enabled and the versatility of the study would have increased. These considerations give a good basis for further research of values and values-driven management in the organization.

As Andersson (1997, 26) stated, values choices have a specific place in making ethical decisions: one group will always be harmed while another will benefit.

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