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3-27-2014

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# Understanding the Impact of Values on Organizational Culture

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# Objectives:

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- Describe the findings of research on organizational values
- Outline the benefits and costs of creating organizational values statement
- Define a evidence-based plan for maximizing organizational value statement

# Starting Point

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## Historical Perspective of Values Research

- General
- Health Care
- Hospice

# Values Research

- A landmark values study by Milton Rokeach in the 1970's identified two key sets of values:
  - ▣ Terminal – desirable end-states
  - ▣ Instrumental – means to achieve terminal values

# Values

## Instrumental (process)

- Ambitious
- Cheerful
- Courageous
- Honest
- Imaginative
- Independent
- Loving
- Polite
- Responsible

## Terminal (outcome)

- A comfortable life
- An exciting life
- A world of peace
- Family security
- Freedom
- Happiness
- Pleasure
- Salvation
- Wisdom

# Core Values

- The values having the highest significance.
- Normally, defined as the **two** most important values.
- May be developed by bundling other values that encompass the core values.
- Define them may require paying “attention to your inner dialogue” to identify them (Center for Ethical Leadership, 2002).
- Are the values “that you would die for” (Author unknown)

# Definitions:

## Values

- “a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence” (Rokeach, 1973, p. 5).
- Defined belief system, judgment of right and wrong, hierarchy of importance
- Organizational – “the organization’s essential and enduring tenets – a small set of guiding principles...” (Collins & Porras, 1997)



# Professional Differences

- People within similar occupations or categories tend to hold similar values
- One study (Frederick & Weber, 1990) identified differences in terminal values
  - ▣ Executives – Self-respect, **Family security** & Freedom
  - ▣ Union members – **Family security**, Freedom & Happiness
  - ▣ Activists – Equality, A world of peace & **Family security**

# Values and Personality

Although, values and personality type do not always match and actions may not always reflect values, **personality may help define occupational preferences.**

- Social                      Sociable, friendly, cooperative
- Realistic                    Shy, genuine, stable
- Investigative              Analytical, curious, independent
- Conventional              Confirming, efficient, practical
- Enterprising              Self-confident, ambitious, energetic
- Artistic                      Imaginative, idealistic, emotional

(Holland, 1997)

# Generation and Values

Generational value tendencies have been identified:

- Veterans (1925-1942) – hard work, duty, sacrifice, thriftiness
- Baby Boomers (1943-1960) – success, personal fulfillment, optimism, ambition, work efficiency, more is better
- Generation X (1961-1980) – uncertainty, personal focus, live for today, save, simplify, team oriented
- Millennials (1981 – today) – on my terms, just show up, earn to spend, follow directions, “what’s next”

(Generational Cohort Theory)

# Factors for Generational Differences

- Type of community that you grow up in
- Stability of the workplace
- Technology
- Economic environment
- Societal values during your upbringing (what was going on when you were 12 years old)

# Health Care Values Research

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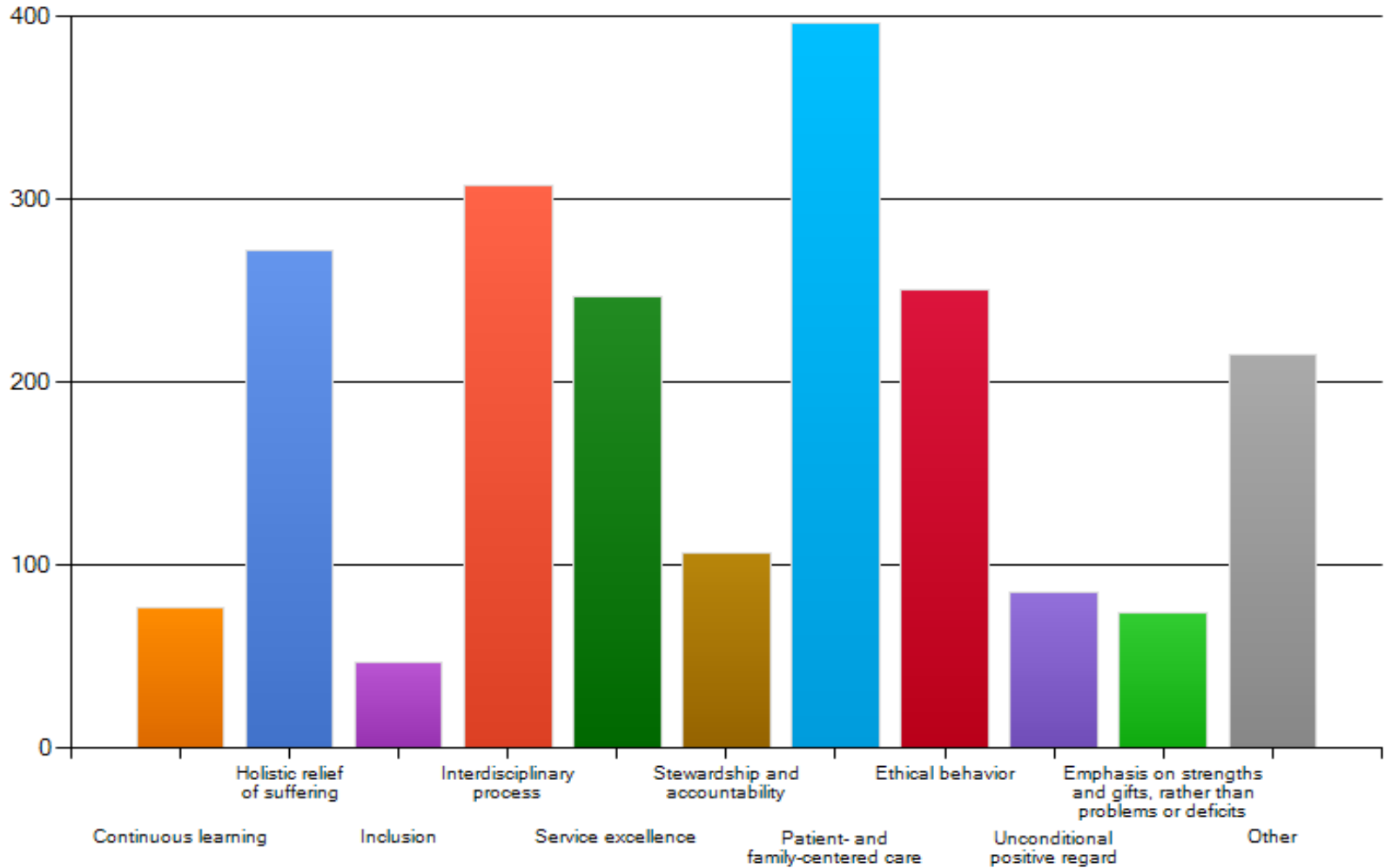
- Very little health care specific research has been done.

# Core Hospice Values (Organizational)

- Patient and family centered care
- Interdisciplinary process
- Holistic relief of suffering
- Ethical behavior
- Service excellence

NHPCO Survey 2007

From the list below, select five core values of hospice:



# Hospice Values Research

- Evolved from prior studies by researcher:
  - ▣ Transformational Leadership Skills of Hospice Executives (2004, 2005)
  - ▣ Succession Planning Practices of Hospices (2007)
    - Challenge of Succession Planning/Personnel Development Plan – values of professionals entering hospice are different than in the past.
  - ▣ Core Values of Hospice Professions (2009, 2010, 2013)
    - Common values defined. No differences found based on demographic characteristics.
    - Meanings of common values defined.
    - Validation of meanings



# Findings of Values Research in Hospice

- An area of commonality (92% of all responses):
  - Family
  - Faith
  - Love
  - Integrity
  - Peace
- An area of difference:
  - How hospice professionals define the values but not well defined by individual characteristics.
  - Organizational characteristics would appear to be an area of commonality

# Summary of Research

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- Values are highly research, just not in health care.
- Occupational similarities.
- In hospice, no demographic differences and limited definitions perspectives.

# Benefits & Costs of Value Statements

## Benefits

- Common Ground
- Shared Beliefs
- Culture of Fellowship

## Costs

- Competing Definitions
- Commitment to implementation
- Need for Complete Organizational Involvement

# Benefits

- Common Ground
  - ▣ Based on research, most hospice professionals have similar values
  - ▣ Foundation on which to build organizational culture
- Shared Beliefs
  - ▣ Based on research, most hospice professionals have similar definitions of values
- Culture of Fellowship
  - ▣ Although, diverse health care professionals work in hospice, their similarities are greater than their differences related to values. Differences based on job responsibilities not values.

# Costs

- Competing Definitions
  - ▣ Similar values but different meanings
- Commitment to implementation
  - ▣ Resources to fully integrate in organizational culture
- Need for Complete Organizational Involvement
  - ▣ Values statement must match organizational practices (walk the talk).
  - ▣ Embedded in every aspects of organization



**SO WHAT SHOULD WE DO  
WHEN CREATING VALUE STATEMENTS**

# Plan to Maximize Value Statement



- Identify the unique values of your organization

# Core Values (Sample list)

- Peace
- Wealth
- Happiness
- Success
- Friendship
- Fame
- Authenticity
- Power
- Influence
- Justice
- Integrity
- Joy
- Love
- Recognition
- Family
- Truth
- Wisdom
- Status
- Faith



# Plan to Maximize Value Statement

- Identify the organizational values
- Define the meaning of the selected values
- Integrate the values and definitions into ALL organizational practices
  - ▣ Hiring
  - ▣ Care delivery
  - ▣ Community outreach
  - ▣ Employee promotions



# *QUESTIONS*

# Contact Information:

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