

3-27-2014

Understanding the Impact of Values on Organizational Culture

Paul D. Longenecker

Otterbein University, plongenecker@otterbein.edu

Follow this and additional works at: http://digitalcommons.otterbein.edu/hsports_fac

 Part of the [Business Administration, Management, and Operations Commons](#), and the [Palliative Care Commons](#)

Repository Citation

Longenecker, Paul D., "Understanding the Impact of Values on Organizational Culture" (2014). *Health and Sports Sciences Faculty Scholarship*. Paper 1.

http://digitalcommons.otterbein.edu/hsports_fac/1

This is brought to you for free and open access by the Health and Sports Sciences at Digital Commons @ Otterbein. It has been accepted for inclusion in Health and Sports Sciences Faculty Scholarship by an authorized administrator of Digital Commons @ Otterbein. For more information, please contact library@otterbein.edu.



Understanding the Impact of Values on Organizational Culture

Paul D. Longenecker, RN, MBA, PhD
Otterbein University



Objectives:

- 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

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



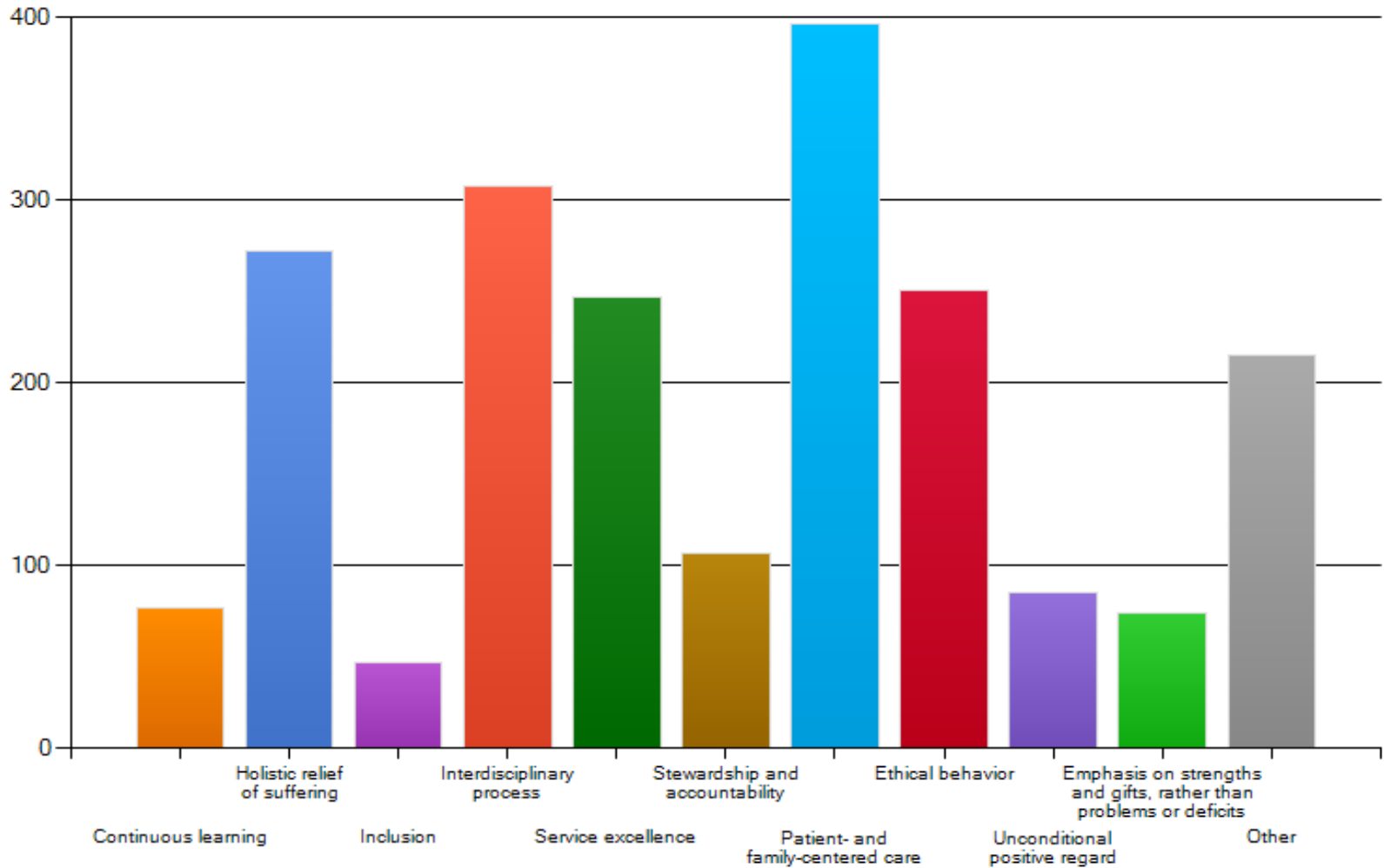
- Very little health care specific research has been done.

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

- 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:

Paul D. Longenecker, RN, PhD

Graduate Faculty

Dept. of Health & Sport Sciences

Otterbein University

President/Lead Consultant

The Transformational Group, LLC

plongenecker@otterbein.edu

614-823-1083 (office)

419-322-0609 (cell)