THE COMMON PUBLIC UNDERSTADING ABOUT THE VALUES AND ITS' PRACTICE IN THE ORGANISATIONS

OPŠTE JAVNO RAZUMEVANJE VREDNOSTI I NJIHOVA PRAKSA U ORGANIZACIJAMA

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Abstract: *The aim of this work is to contribute to the common and contemporary understanding of the importance of organizational/core/work values in the organizations, and to point their linkage to the mission, visions and goals. More specific this work explores the presence of the values related with teamwork, innovation, customer focus and integrity in the big enterprises. This values are selected to be explored, as to be determined the focus that companies have related with employees, customers, future and decision making, out of 19 identified different values. The industries in which all 43 included companies are placed and are included in this research work are in healthcare, food processing and consumer goods industries. The source of information are their web-sites. It is concluded that the companies have defined integrity, customer focus and innovation as their value, in more than 48% of the total researched companies. More specifically, innovation is with 48%, customer focus is with 49% and integrity is wit 50%. Only teamwork is less present with 25%.*

Key words: *Values, Culture, Integrity, Customer focus, Innovation.*

Sadržaj: *Ovaj rad ima za cilj da da doprinos opštem i savremenom razumevanju značaja organizacionih/suštinskih/radnih vrednosti u organizacijama i da istakne vezu između misije, vizije i ciljeva. Tačnije, rad istražuje prisustvo vrednosti koje su u vezi sa timskim radom, inovacijama, zadovoljstvom potrošača i integritetom u velikim preduzećima. Ove vrednosti su uzete za predmet istraživanja kako bi se odredio fokus koji kompanije imaju u vezi sa zaposlenima, potrošačima, budućnošću i donošenjem odluka u 19 identifikovanih kategorija različitih vrednosti. Delatnosti koje su uključene u istraživanje, a iz kojih potiče 43 kompanija koje su obuhvaćene istraživanjem su zdravstvo, proizvodnja hrane i potrošačka industrija. Izvori podataka su bili veb sajtovi kompanija. Zaključeno je da su kompanije definisale integritet, fokus na potrošača i inovacije kao svoje ključne vrednosti u više od 48% ispitanih kompanija; odnosno inovacije su identifikovane u 48%, fokus na potrošače u 49%, a integritet u 50% istraživanih preduzeća. Jedino je timski rad kao ključna vrednost prisutan u manje od 25% preduzeća.*

Ključne reči: *Vrednosti, kultura, integritet, fokus na potrošača, inovacije.*

1. INTRODUCTION

The comparative management and contingency management views of organizational culture reflect a motivation to understand culture as a lever or tool to be used by managers to implement strategy and to direct the course of their organizations more effectively, to make culture and strategy consistent with and supportive of one another. [1] On the other side the

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common understanding of the corporate culture is that it is combination of beliefs, taboos, symbols, rituals, myths, written rules & practices and values that every company develops over time. [2] The best companies develop core values that impact their company culture, brand, and business strategies — making them quite unique. [3] Core values are the basis upon which the members of a company make decisions, plan strategies, and interact with each other and their stakeholders (a stakeholder is any person or organization that is impacted is some way by the company). [4]

Key Qualifications
1. More than 13 years of different cultural setting experience in international companies
2. Extensive experience (9+ years in HR function in international companies) - Start-ups and Organisational transformations
3. Experienced in organisational changes (including contexts, systems/processes redesign, optimization and Implementations Company wide)
4. Operational HR function development (blueprints and instruction manuals)
5. Strategic and Business Integrative HR projects – cross-company and cross-group

Specifics:
- Experienced planning, forecasting and reporting and in put in place various matrices for – HC, FTE, absenteeism, training hours, training costs, turnover, regretted turn over, employees' compensation and benefits costs
- Job analysis, job profiling, job classification and job description mng.
- HR recruitment and selection using employee profiling based on competency mng.(including welcoming and orientation programs)
- HR administration, contracting and payroll (according regulations and group requirements)
- Learning, training and development (based on competency mng, succession planning, talent mng, leadership and career development, key positions identification) for specific target groups - Leadership pipeline groups, talent pool groups, Mentoring and Coaching to management level etc.
- Performance measurement and management (section, departmental and individual level) related with Strategic org. objectives, mission, vision and values
- Compensation and benefits framework development and implementation (base salary mng., merit increases, Bonuses and other functional incentives schemes development and implementation for specific target i.e. Sales and Customer care dep.)
- Projects for Organizational change, values, culture and climate
- HR function integration to the ERP software

Organizational values are integrated into personality of a company thus playing a similar role as values do in lives of individuals; directing behavioral patterns, influencing relationships

within the organization and influencing how company perceives its customers, suppliers and competition. [5] Without a solid foundation of values or beliefs, meaningful norms cannot be developed. [6] On the other hand, core values educate clients and potential customers about what the company is about and clarify the identity of the company. [7] Therefore, core values are also called guiding principles because they form a solid core of who you are, what you believe, and who you are and want to be going forward. [8]

2. THE PUBLIC COMMON UNDERSTADING OF VALUES AND ITS' USAGE IN THE ORGANISATIONS

From the text above we can understand the necessity of values. Hence, every organization has a set of values, whether or not they are written down. [9] They are often approached by defining what is good, valuable or desirable. [10] Values are: "a set of beliefs that influence the way people and groups behave; they are the "soul" of the organization; effective values are deep rooted; and core values help form a social psychology that can support or overcome individual psychology." [11]

The values of an organisation are used to indicate the type of conduct: required by employees when carrying out the operations of the organization and that customers can expect from the organization. [12] An organization's values might be thought of as a moral compass for its business practices. [13] All staff should be aware of, accept and integrate the organization's values into their decisions and behaviors. [14] Values are qualities that define people, organizations and products / services at their most basic level. [15] Values, together with their defined Behaviors, set the minimum expectation of behavior for everyone in your organization, and help to lay the ground work for your company's culture. [16] Values are one of those things that can sound soft and squishy, especially in the context of a company. [17] Values that gain long-term acceptance often become so ingrained and taken-for-granted that individuals are usually unaware of their influence. [18]

Despite a plethora of different labels, most work researchers appear to identify the same two or three types of work values [19]: (1) Intrinsic or self-actualization values,(2) Extrinsic or security or material values, (3) Social or relational values. Companies tend to have only a few core values, usually between three and five. [20] Although the core values for one organization may or may not fit in another organization, the process of defining, measuring, and using core values as an instrument for seeking positive change in an organization are likely universal. [21]

For better common understanding of the values, under are presented some interesting quotes form famous people, for better descriptions of each value respectively.

Value	*Description*
Innovation	"Innovation has nothing to do with how many R&D dollars you have. When Apple came up with the Mac, IBM was spending at least 100 times more on R&D. It's not about money. It's about the people you have, how you're led, and how much you get it." - Steve Jobs [22]

Team work	Talent wins games, but teamwork and intelligence wins championships. - Michael Jordan [23]
Integrity	"In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if they don't have the first, the other two will kill you." — Warren Buffet [24]
Customer focus	The customer's perception is your reality. ~ Kate Zabriskie [25]

Table 1: Values & Descriptions

2. MATHERIALS AND METHODS

Since the goal of the paper is to determine what exists as information in specific values referring to food processing, consumer goods and healthcare industry, therefore we use the descriptive research design. More specifically, in this paper is to discover which values are in the focus of these 43 companies in the specific industries as follows – Healthcare industry participated with 12 researched companies, consumer goods industry participated with 16 researched companies and Food processing industry participated with 15 researched companies. [26] Since the values are categorized with long-term change, and the focus is to big and successful enterprises, the selection of the included companies from food processing industry are from the list of top 100 in Europe in 2005 and the other two industries are also from top 100 by PWC in 2014. The companies' websites are the source of information in this research and the Content Analysis Method is used to review all of the available data related with values published in their websites. Data analysis is done through tabulations and then counting up the frequency of existence of information about values present. The focus of this research will be on the values related with the innovation, team work, customer focus and integrity.

3. RESULTS AND DISCUSSION

In this work, it is identified 19 different values in researched web-site of the 43 companies. The values explored in this work are related with Innovation, Team work, Customer focus and Integrity, since the aim of the paper was to be determined the focus that companies have related with employees via identifying the presence of Teamwork as value, then the focus to customers via identifying the presence the Customer focus as value, furthermore exploring the focus on the future via identifying the presence of Innovations as value and at the end the aim was to explore the focus of decision making via identifying the Integrity as value.

Industry	*Number of companies*
Healthcare	12
Consumer goods	16
Food processing	15

Table 1: Industries vs no. of companies

Under are presented the results of the finding in this work.
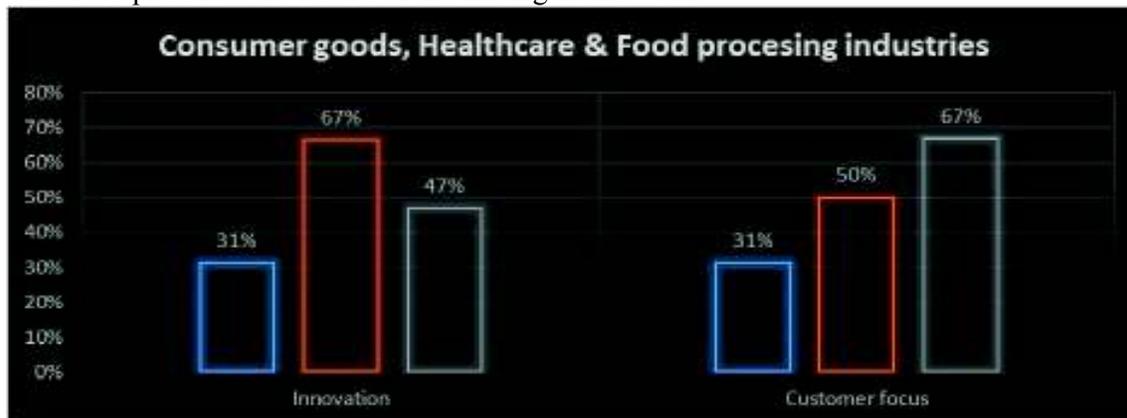

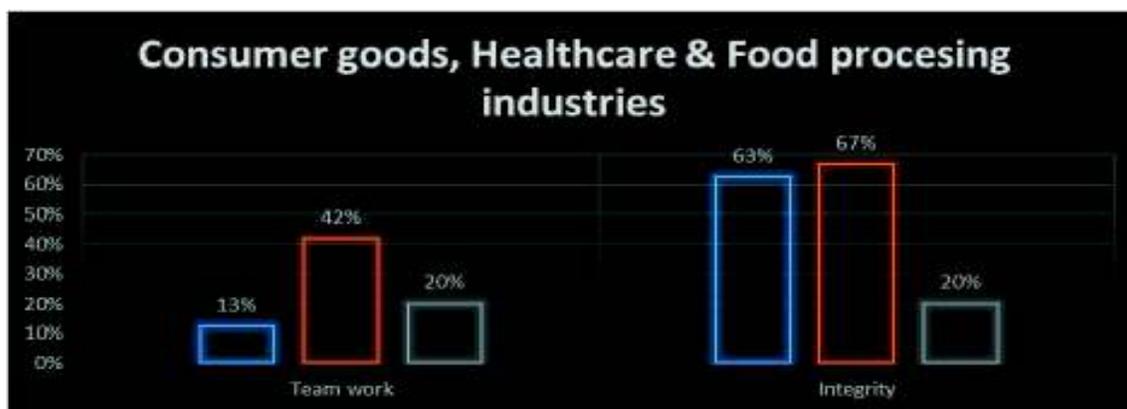Figure 1: Innovation and Customer focus

Figure 2: Teamwork and Integrity

Figure 3: Value status

The first contribution of this paper is in the determination of the variety of values where it is confirmed that there is 19 different values.

The second contribution is in the confirmation of the importance of the customers, moreover the importance of the future and at the end importance of the decision making in business.

The third contribution is in the confirmation that the public available information related with values and its importance in the organizations are in compliance with the information available at the web-site of the companies. Out of 43 companies, only in food industries were identified lacking of data with clear stating of their values at their web-site, which does not exclude the possibility of providing information related with values but using unstructured form of information in their web-sites. All the other industries are 100% covered with information of their values.

4. CONCLUSIONS

The research shows that the companies have chosen a variety of values, which is in compliance with the different industries, different strategic focus, and also in compliance that every company is a unique setting. On the other hand, it is confirmed that the companies have common focus to customers, future and decision making. Finding low presence in teamwork as value can be logically explained with that the companies may focus on its employees to other values, but not specifically to teamwork as value. And at the end, the fact that companies are representing their values in structure and are providing clear information on their web-sites is in the line with the public available information means that the companies are aware of the importance of their values.

Future implications should cover more industries, where all values can be researched, and one comparative study should be done for more included industries, companies and values.

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