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# VALUE AWARENESS PROGRAM AS A WAY TO CULTURAL TRANSFORMATION OF ORGANIZATION

## Introduction

The presented paper examines the current necessity to stimulate a social system of organization in the process of quality management according to the TQM idea[1]. Some ideas about gradually declining role of the TQM have appeared in recent literature as well as in the economic discussions[2]. This is why some questions should be raised:

1. Does it still make sense to fuel the TQM concept?
2. Should the TQM be left in the sphere of illusion?

On the contrary, there are many evidences revealing that some tools of the TQM strategy have been successfully implemented in many organizations and it works there[3].

The first stage and at the same time a means of the TQM strategic programme is the system of quality management system based on the ISO standards that underlining organisational dimension, highlighting harmony and order in an organisation. The system, caring for the logic of quality processes and making order in their courses, puts power of procedures on a basis, causing simultaneously firmness of the organization and dehumanising the whole system. Modern companies need management that would be flexible, rapid and smart; what is more, it should refer to widely understood values, much more than to the detailed plans, procedures and controlling mechanisms.

Values are immanent parts of the social system of organization. A value is a criterion in evaluation of different subjects and phenomena. For a person his/her personal values take some fundamental roles such as: determining and integrating attitudes towards variety objects,

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[1] Sociologist P. Sztompka defines social system as a set of linked statuses in which all members take role connected with their positions and which complement each other. See: P. Sztompka: Sociology. ZNAK, Warsaw 2002, s. 30

[2] See: P.S. Pande, R.P. Neuman, R.R. Cavanagh: Six Sigma. K.E. LIBER S. C., Warsaw 2003, p. 41

[3] They are among others: PDCA- Plan, Do, Check, Act; CRM – Customer Relationship Management; CSR – Corporate Social Responsibility; DoE - Design of Experiments; FMEA - Failure Mode and Effects Analysis; SPC-Statistical Process Control; QFD - Quality Function Deployment; TPM - Total Productive Maintenance; MEOST- Multiple Environment Over Stress Testing; NOAC- Next Operation as a Customer (Naechste Operation ist ein Kunde); 8-D - the technique of team problem solving in 8 steps.

helping to make evaluation of social phenomena, establishing criteria of cognition; they are also sources of emotions and motivation.

It is crucial for the paper thesis to refer to the idea of absolute and instrumental values. The first ones are assimilated in the process of socialisation; the second are learned in everyday practice. The instrumental values are operational features used by employees and a company to maintain and improve the effectiveness of their activities.

A social system created by employees, which has natural tendency to changes itself and which has its own dynamic, flexibility and identity, has been underestimated in the process of TQM accomplishing. Organisations are vivacious social systems that are built by employees. Social relationships, different approaches to tasks, various motives, aspirations and values are typical elements of the social system created by a company staff[4]. The social system organises itself due to the system of cultural codes. A culture of organisation helps to find a way out of the chaos as well as it makes order by means of collective norms and values being a foundation for decision-making process.

**TQM in organisational culture**

Organisational social system, which is based on its culture, may organisational activities strengthen or weaken, transform or damage. The organisational culture as a set of values and norms shared by employees has significant impact on their attitudes towards new dimensions of work and organisation activities. It facilitates the process of decision-making made by both managers and subordinates[5]. Organisational values consist of a set of particular staff's beliefs revealing factors crucial in the organisational surroundings. They allow making proper choices in a specified situation. They guide employees in their everyday actions and combine their efforts.

The term of culture has various meanings in the management sciences. One of them is the anthropological approach, which makes an assumption that a culture „ …promotes an

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[4] Organization as a whole is interdependent what means that every part of it shows independent behaviours. To solve such dilemma, a two-way approach can be introduced. From one side one can see an organization as a socio-cultural system, form the other side – as a system undertaking tasks to make order in many independent variables. See J. Gharajedaghi: Systems Thinking. Managing Chaos and Complexity: A Platform for Designing Business Architecture. Elsevier, London 2006, s. 9

[5] According to E. Schein, an organisational culture is a set of fundamental, shared assumptions people in the organisation adjust during solving problems of acclimatizing to the surroundings and building internal integrity that is functioning well and allowing teaching new members of an organization as a way of perception of those problems. See: J. A. Stoner; R. E. Freeman; D. R. Gilbert: Kierowanie (Management). PWN Warszawa 1997, s. 189

organisation as a form of expression and manifestation of humans' awareness"[6]. This is why the organisation can be perceived as the form of staff's consciousness' disclosure.

The culture of organisation is a subsystem of the society culture. An individual is socialised from the very beginning of his/her organisational membership. Although with the beginning of the professional life a person brings to an organisation his/her own values and confronts them with those dominated in the organisation. This is the way in which the process of synergy begins, in which every individual has personal influence on the organisational culture. Furthermore, the process of organisational culture development depends on the dynamic participation of employees in organization life and depends on their virtues as well as cognitive potentials.

To answer the question - is it possible to revitalize the TQM for effective competition in the market - requires careful deliberation of the process of building and changing organisational values' system. Basic values of the complex quality management create the model of 5 C:

- Customer Focus
- Commitment
- Co-operation
- Control yourself
- Continuous Improvement.

The issue of social values pressure on the organisational values system calls for deeper analysis. To believe that the TQM is an illusion would mean that members of the whole society do not share values typical for the quality management. But such a thesis would be a misleading assumption bringing us to incorrect conclusions.
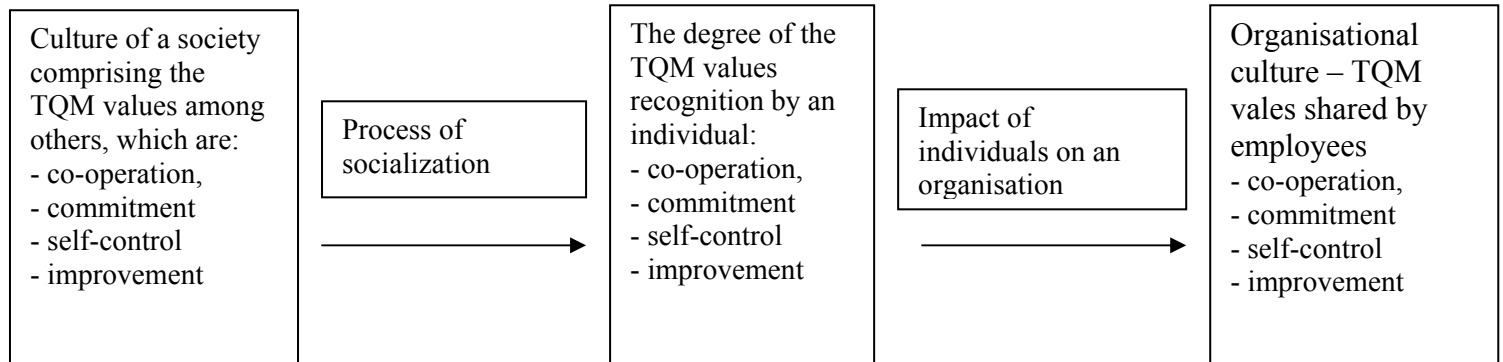
Bearing in mind the process of organisational culture creation one can summarize a model of the TQM values in the organisational culture (see figure 1). An individual's behaviours usually disclose normative social standards, it means that an individual follows consciously or unconsciously socially accepted norms[7], however socialization is not a kind of 'cultural programming', because each person has needs or demands which affect the others. The degree of the TQM values recognition in a particular organisation depends on their significance in a society where the organization operates.

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[6] see: M. Kostera: Antropologia organizacji. Metodologia badań terenowych. PWN, Warszawa 2003, s. 31
[7] see. W. Wosińska: Psychologia życia społecznego. GWP, Gdańsk 2004, s. 82 - 82
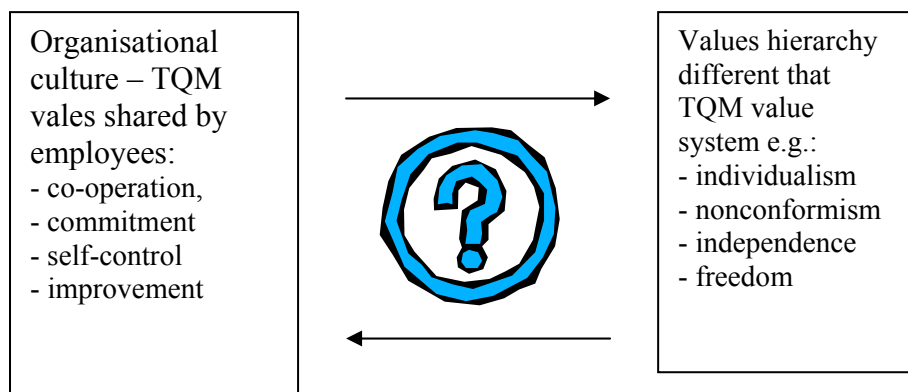
Figure. 1: TQM concept relationship with the culture of a society

| Culture of a society comprising the TQM values among others, which are:<br>- co-operation,<br>- commitment<br>- self-control<br>- improvement | → | Process of socialization | → | The degree of the TQM values recognition by an individual:<br>- co-operation,<br>- commitment<br>- self-control<br>- improvement | → | Impact of individuals on an organisation | → | Organisational culture – TQM vales shared by employees<br>- co-operation,<br>- commitment<br>- self-control<br>- improvement |

Source: deliberated by authors referring to the process of socialization

Taking into account the relationships between the TQM programme and the culture of a society it should be stressed that the successful model of TQM depends on values shared by the whole society. In addition, it should be asked whether an individual can get used to the earlier built organisational culture based on the TQM values.  In the view of the process of socialization one can give a positive reply for such an enquiry. Hence, it should be outlined the cognitive processes of an individual. A person tries to avoid situations that produce cognitive dissonance. For example, built, in the previous process of socialisation, the hierarchy of values that is different that the TQM one (e.g. instead of self-control one may accept submitting to authority, or instead of improvement one can prefer stabilization, etc) may go to resistance of a person to the TQM values due to his/her cognitive dissonance.

Figure. 2: TQM values synergy in organisation.

| Organisational culture – TQM vales shared by employees:<br>- co-operation,<br>- commitment<br>- self-control<br>- improvement | ⇄ | Values hierarchy different that TQM value system e.g.:<br>- individualism<br>- nonconformism<br>- independence<br>- freedom |

Source: deliberated by authors referring to the process of interrelationships between culture and an individual

Summing up, one can point interrelationships between an organisational culture and individual's value system through the process of organisational socialization. The strength of mutual influences depends, from one side, on a personal characteristic such as needs, temperament, skills of communication, values' hierarchy etc., and the strength of organisational culture - from the other side. Strong culture may force an individual to accept some values through the process of education and persuasion or to make an individual accept a particular behaviour. „Others methods are those which rather make changes in recruitment policy, selection, promotion, awarding and dismissals to modify workforce in such a way so as to only those, who share values tied with the demanded organisational culture, left"[8]. Coming back to the raised question: How to revitalize the TQM and the value of constant self-improvement to compete in the market - one may point out tree alternative ways:

    a.      referring to values in the social environment;

    b.      selecting and training employees who want to adopt the TQM values;

    c.      systematically building a value system that helps to introduce programmes of values awareness.


**Programme of values awareness**

One can distinguish individual and collective values typical for an organisation as well as individual and collective behaviours typical for surrounding of the organisation. Internal specific determinants influence a person's awareness and, at the same time, his/her self-esteem. The process of self-evaluation is affected by such elements as: conscious life, self-acceptance, and responsibility for oneself, assertiveness, purposeful life, and integrity[9]. The list of self-knowledge overlaps with the list of emotional intelligence and with the list of main abilities of a person such as follows: self-awareness, decision-making, emotional control, dealing with stress, empathy, interpersonal communication, openness, thoroughness, self-acceptance, responsibility, assertiveness, group dynamic and conflict management.

Similarities between values typical for organisation and values of an employee are important to strengthen employee's commitment in work process. Individual and collective values develop in a culture and in organisational culture as well. They make sense only in the context of cultural background such as customs, language, symbols and meanings. Values accepted in a given organisational culture make the culture state at every level of an enterprise

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[8] B. Senior: Zmiana w organizacji i rozwój organizacji. W: Psychologia pracy i organizacji. GWP Gdańsk 2003, s. 400

[9] N. Branden - 6 filarów własnej wartości. Wyd. Ravi, Łódź, 2006 (wyd. III)

and in everyday behaviours of its members. The culture is not suspended in an idealistic space; it consists of material components (technology, production, rules and patterns) of a social system and refers to all inside meanings, values and identities.

Social system influences on cultural view of an individual, his/her awareness that draw the limitations of individual thoughts. Cultures do not offer to all individuals' similar profits. There are cultures, which help people to improve, and such, which offer values against the individuals' good. The culture has an impact on self-esteem of an employee[10]. This is why motivation for staff integration around collective values is investigated. In the economy based on knowledge a model of effective action consists of capital, knowledge, technology and information is a structure targeting towards the efficiency.

Market announces a demand for people with the improved awareness. Contemporary organisation requires fast flow of knowledge and information, not power-driven orders hearing form the top. Organisational values take frequently a written form to show employees which beliefs are particularly important for a company. More and more companies introduce code of conducts, so their importance has increased recently.

The code of conduct is an honour of a company. It discloses a hierarchy of values crucial and accepted in the organisation. One can find such definite values in companies' codes as: respect, honesty, frankness, responsibility, trust, openness for clients and employees needs. Absolute values as well as norms of behaviours are the kind of principles of companies. They also show the course how to solve conflicts.

The significance of the code of conducts for contemporary enterprises bears some controversies. Those who follow the idea of codes stress their role in building proper relationships in a company and in its environment. They say that such a code is a sign disseminated to publics about honesty and transparency of a company[11]. Although there are some opponents who think that code of conducts are only empty documents without any correlations to reality[12].

It is a great challenge for contemporary managers to stimulate employees to act upon values and rules included in the code of conducts. Transferring collective norms to the

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[10] N. Branden proposes and describes six pillars of self-esteem: aware life, self-acceptance, responsibility for oneself, assertiveness, purposeful life and honesty[10]. There are 38 tools for improvement of those values that a rational manager should consequently introduce in practice. See more: N. Branden: 6 filarów własnej wartości. Wyd. Ravi, Łódź, 2006 (wyd. III), p. 258-262.
[11] F. P. Seitel: *Public relations w praktyce*, FELBERG, Warszawa 2003, s. 89 - 90
[12] D. Tworzydło, T. Soliński: *Public relations w teorii i praktyce*, Wyższa Szkoła Informatyki i Zarządzania, Rzeszów 2006, s. 139

employees should be systematic and, it should gradually let them to familiarize with the content of documents.

To build an organisation based on the normative structure can be done through the idea of vales awareness programme proposed by Richard Barrett[13]. The aims of such programmes are to increase personnel knowledge, make employees be aware of individual and collective values as well as encourage them to cooperate. It is a long-term process, but definitely profitable.

The values awareness programme is usually initiated during one or two-day workshops, when employees have an opportunity to learn about vision, mission of an organisation, its values and expected behaviours. Trainings let every employee get to know rules and code of conducts what enable them to make proper decisions at work. The programme helps participants to explore their own values and understand the concept of values-based decision-making through the discussion of ethical dilemmas or through a business simulation exercise. The results of the trainings are measured and discussed by management.[14].

Open, public discussion about values that takes place during the values awareness programmes generates responsibility of its participants. Due to such workshops, values and patterns of behaviour practice are not only empty slogans but also are exercised in everyday activities. Workshops about values of an organisation facilitate employees with values important and respected by the organisation. J. Steele, C. Hiles and M. Coburn assume, that motivation means making people be aware of their abilities. It suggests that we can motivate a staff only considering personnel values[15].

**Implementation of the Values Awareness Programme (VAP)**

To examine a possibility to implement the VAP one hundred representatives of organisations were asked to fill a questionnaire consists of 16 questions based on the model of values stimulation elaborated by Richard Barrett. The questions explored vales, which in respondents' opinions, formed their characters, and examined assessments of companies' value systems. The survey had a pilot character, this is why results cannot be basis for firm conclusions however, and they give some ideas for further scrutiny of the issue.

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[13] R. Barrett: *Building a Value – Driven Organization. A Whole System Approach to Cultural Transformation*, Elsevier Publications, Oxford 2006, s. 113, 154-155

[14] A moderator should present adequate personal characteristics such as: a skill of rapid learning, good memory, a skill of listening, flexibility when interviewing, empathy and a skill of summarizing.

[15] J. Steele, C. Hiles, M. Coburn: *Nowe spojrzenie na przełomowe osiągnięcia*, Studio Emka, Warszawa 2001, s. 9, 31

The first conclusion comes from the process of questionnaires filling up. Questions dealing with self-assessment and preferred values were perceived by respondents as very complicated, so they had difficulty to fill them in. Only 56 respondents gave answers for all queries. One can make a conclusion that respondents' awareness of their personal attributes is rather weak.

The following values have crucial influence on the respondents' personalities: respect, good, care, honesty, truthfulness. The questioned people follow similar values in their personal life and in reaching for long-term goals. As results showed, the respondents point out a wide range of characteristics that motivate them to be active in private lives (39 features, the question was open-ended).

Next question in the questionnaire dealt with characteristic of an organisation. Features of companies gave the view about organisational values. So, when a person pointed out that *a mess* is a typical characteristic of a company it was understood as *an order* is preferred value by a respondent. Most features pointed out by the questioned persons about their personal characteristic were positive; in fact there were lack of entirely negative attributes. Although when they were indicated traits of a company one can notice few negative ones. It turned out that respondents reveal many of company's traits, there are more positive than negative. However, they do not see negative characteristic of themselves, but they see a small amount of negative characteristics of their companies. Each company was characterised by different set of attributes. The only value, which is stressed by most researched people, was stabilisation. It rather shows the need of security typical for the examined employees.

Only 14 respondents stressed that their companies have code of conducts. It has to be emphasised that 13 persons assumed that they did not know whether their companies have such standards introduced. Such answers let us make a conclusion about inadequate communication within those companies and incomplete responsibility of top management for ethical behaviours of the employees. Lack of or unfamiliarity with code of conducts is a serious barrier in the process of values awareness programme implementation.
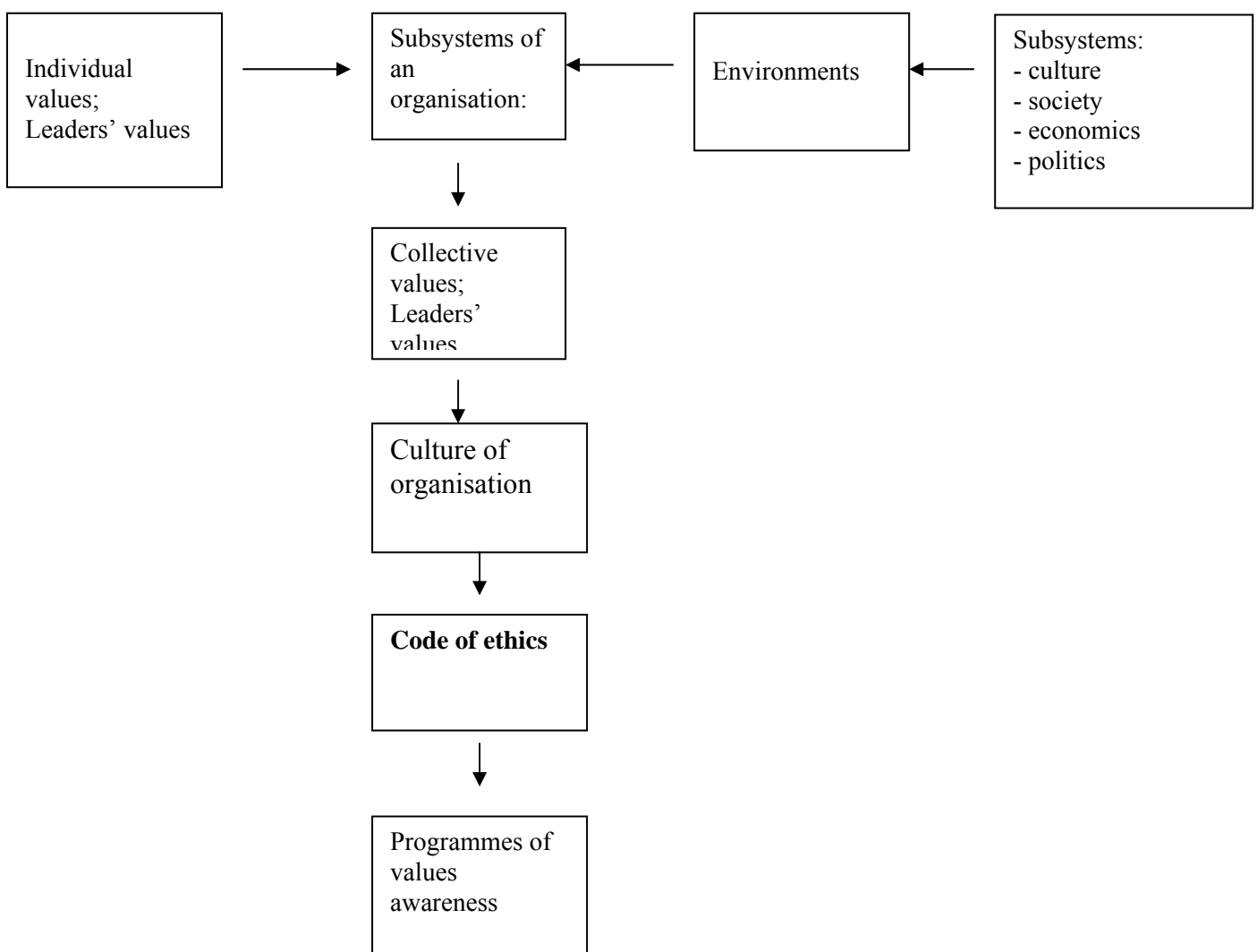
Nevertheless there were only few companies that have code of conducts; respondents see their crucial role in organisational activities. Results of the poll can be the evidence for the existing need to introduce standards of ethical behaviours.

The survey revealed that company's values pointed by respondents are mostly a declarative nature. The poll shows that employees are not aware of relationships between their personal values and the values of a company they work for. What is more, one may say, that

in the Polish firms there is no a strong platform of values, an organisational culture is weak, what comes from unfamiliarity with the code of conducts and cultural norms. There is lack of awareness of such cultural systems. This is why to reduce the dissonance between company value system and an employee value system - a programme of value awareness can be very constructive. To undertake common efforts – employees and top managers -  to elaborate a value system and organisational culture brings profits to both sides as well as to the company itself. It gives appreciation for company's mission; personnel and organisation can easily act according to mutually elaborated value system.

Figure 2: Relationships between organisational values and its environments



Source: deliberated by authors referring to the [1] R. Barrett: *Building a Value – Driven Organization. A Whole System Approach to Cultural Transformation*, Elsevier Publications, Oxford 2006

## Conclusion

Ideas, customs, habits or beliefs can be very valuable for a given society. They have different nature such as: class, ethnic, religion, cultural or organisational, they make people build group identity. Values have universal, primary character and they are inherited, transmitted from one generation to another, in organisations as well. Values are basis for shaping an identity of a staff, which allow an individual to exist successfully in the organisational world; they give him/her security and build cultural integrity of a team. Every person walks along adopted values. Culture has an elementary influence of the organisational life, though to make any changes in the organisation, members of the organisation have to modify culture when adapting to new circumstances. Changes in value systems have crucial impact on ways how people lead their lives. Alienation, higher degree of threats, uncertainty, marginalizing, polarization and other social phenomena force us to search for stable values, which would allow living peacefully in post-modern times. Understanding of values' role and building programmes of value awareness can help to increase the quality of life. To revitalize the TQM or rather to appreciate its position means to build stable organisation and to introduce changeable – if require - programmes of value awareness.

## Summary

The paper is an attempt to take advantage of psychological and philosophical concepts of cultural transformation to renew and develop the TQM system. Living in accordance with values is very motivating, and a system of accepted organisational values is inspiring for employees.  Programmes of value awareness can be very helpful to build an organisation attracted for employees and social environment that expected enterprises acting in accordance values accepted by the society. Quality is a valuable factor for variety social groupings; this is why introducing the TQM system needn't to be doomed for failure.