ORGANIZATIONAL VALUES IN MANAGERIAL COMMUNICATION[*]

Ivan Malbašić[**]
Ruža Brčić[***]

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Organizational values have recently been regaining importance, which is reflected in the fact that they are commonly referred to as organizational foundations. Indeed, practice has proved that those values provide the basis for decision-making at all levels of the organization – from senior management to the non-managerial employees. This paper addresses the issue of communicating organizational values in managerial communication. In particular, communicating organizational values to employees, customers and other stakeholders is discussed. It is concluded that although the organizational values can also be communicated by various other organizational members, it is the managerial communication that plays an indispensable role in the creation and maintenance of organizational values.

1. INTRODUCTION

These days certain novel organizational and management paradigms are being developed. Although some of them started emerging several decades ago, it is fairly recently that they have gained attention. Organizational values also constitute one of those newly-arisen concepts. Peters and Waterman (1982)

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[**] Ivan Malbašić, Ec.S. University of Zagreb, Faculty of Organization and Informatics Varaždin, Pavlinska 2, 42000 Varaždin, Croatia, Phone +385 42 390-893, Fax +385 42 213-413, E-mail: ivan.malbasic@foi.hr

[***] Ruža Brčić, PhD, Associate Professor, University of Zagreb, Faculty of Organization and Informatics Varaždin, Pavlinska 2, 42000 Varaždin, Croatia, Phone +385 42 390-893,Fax +385 42 213-413, E-mail: rbrcic@foi.hr

were among the first to recognize the importance of organizational values as a key organizational variable in their model known as the McKinsey 7-S Framework, shown in figure 1 below.

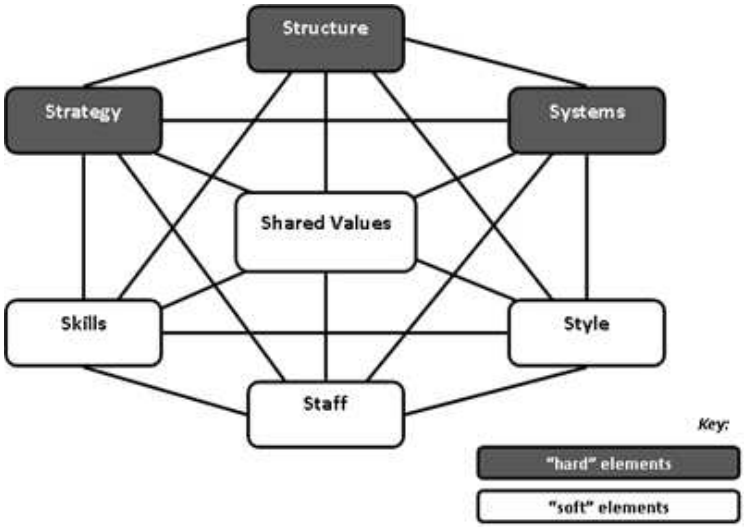

Figure 1. The McKinsey 7-S Framework (Peters and Waterman, 1982)

The McKinsey 7-S Framework encompasses seven key variables that every organization that aspires to achieving success needs to observe. It is evident that in the framework the "soft" organizational variables prevail over the "hard" ones, which used to be considered dominant. Of central importance among them, as suggested by figure 1, are shared values, which in the context of this paper are represented through organizational values defined as the connective tissue of contemporary organizations and the key to individual and organizational behavior (Sikavica et al. 2008; 268). Their crucial role in business was already clearly revealed in the late 1980s by Woodcock and Francis (1989), who depicted an organization without values as a house built on weak foundations that will eventually fall down. The ideas of the aforementioned authors as well as of some other writers in the field led to the development of a new phenomenon – Values-Based Organization (VBO).

Although various theoreticians have proposed different guidelines and steps to be followed for such a values-based organization to be truly established, a common important feature can be noticed in all their models, namely, a well-chosen way of communicating organizational values to employees and customers as well as to other stakeholders. In reality, there are numerous

organizations that, while claiming to be committed to certain well-chosen organizational values and deeply considering them in their business practices, still fail to adequately communicate and promote those values (Devero, 2003; 22). In the following sections, the ways of communicating organizational values to employees and customers as well as to other stakeholders will be looked at. It should be noted that managerial communication of organizational values can facilitate a more powerful communication and implementation of organizational values within an organization.

2. DEFINITION OF ORGANIZATIONAL VALUES

Over two thousand years ago, in 431 B.C., *"Pericles in Ancient Greece eloquently urged the Athenians, who were at war with the Spartans, to adhere to values such as those inherent in democracy: informality in communication, the importance of individual dignity, and promotion based on performance. Pericles realized that the underlying values might mean victory or defeat"* (Weihrich and Koontz, 1998; 333). Nevertheless, it was not until the 1970s that a systematic investigation of organizational values started within the psychological approach represented by Milton Rokeach, who defined a value as *"an enduring belief that a specific mode of conduct or end-state of existence is personally and socially preferable to an opposite or converse mode of conduct or end-state of existence"* (Rokeach, 1973; 5). He also developed the first classification of values that was based on goals and means of their achievement, wherein he distinguished terminal from instrumental values (Rokeach, 1973; 7), defining them in the following way:

- *terminal values* refer to desirable end-states, thus representing the goal that an individual would like to achieve;
- *instrumental values* refer to means of achieving terminal values.

Following Rokeach, other authors made their contribution to organizational values research over the following decade. Based on their analysis of the then available definitions of organizational values, Schwartz and Bilsky (1987; 551) concluded that *"values are (a) concepts or beliefs, (b) about desirable end states or behaviors, (c) that transcend specific situations, (d) guide selection or evaluation of behavior and events, and (e) are ordered by relative importance"*. However, it was Schwartz who shed important light on the concept of organizational values by introducing a theoretical model of values that contained ten distinct value orientations. In terms of content, these value orientations are defined by different motivational goals as follows: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity and security. The aforementioned value orientations are

represented in figure 2. Among those values, which are arranged in a circular structure, congruous value types are found closer to each other, whereas conflicting values are placed opposite each other (Schwartz, 1992; 45).

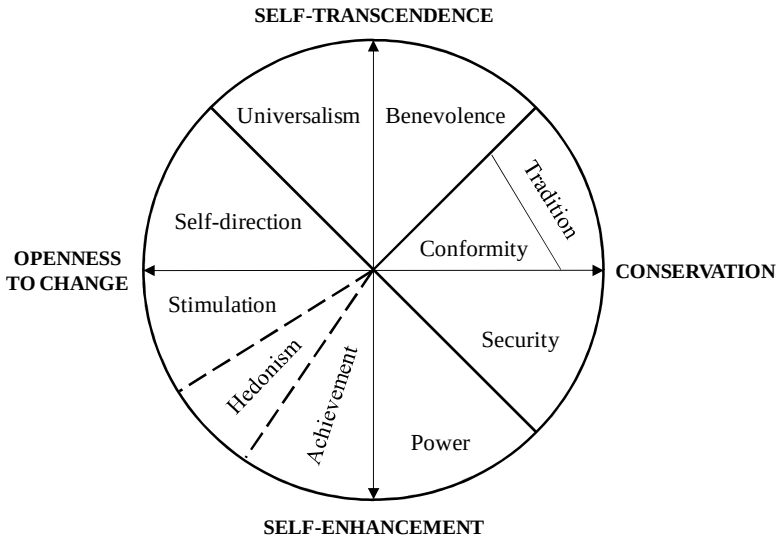

Figure 2. Two-dimensional values model (Schwartz, 1992; 45)

Schwartz's theoretical values model has proved to be extremely stable and universally applicable in business practice as well. His comprehensive research, which was conducted in 20 countries in which 13 different languages are spoken and whose population comprises 8 major world religions along with atheists, further supports this claim (Schwartz, 1992).

After Schwartz, an array of organizational values typologies was developed, in which different numbers of values, whose content was also differently defined, were proposed. However, the issue of the impact of organizational values upon organizational behavior was not addressed. Brian Tracy graphically represented the relationship between organizational values as an invisible concept, and organizational behavior as a visible concept, in the following way:

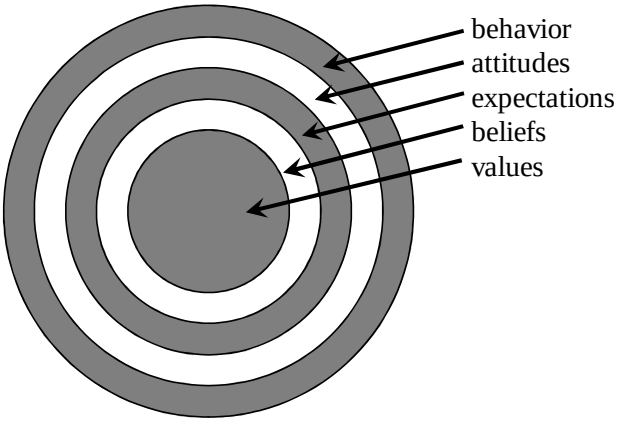

Figure 3. Values target (Tracy, in Musek Lešnik, 2007; 16)

A values target consists of five concentric rings, starting from the center with organizational values that directly affect the beliefs of organizational members. Their beliefs determine their expectations, which in turn influence the attitudes of organizational members toward various issues. Finally, the attitudes determine how organizational members will behave in concrete situations.

With regards to that, Sikavica et al. (2008; 426) interpret organizational values as "beliefs and ideas concerning the type of goals to be achieved by organizational members and ideas concerning the appropriate types of behavior standards that they should adhere to for those goals to be achieved". In other words, "organizational values can be extremely powerful, since they enable for an entire set of rules to be replaced by a few principles. Apart from that, organizational values are the most potent tool by means of which the organization can impact its employees" (Bahtijarević-Šiber and Sikavica, 2001; 380).

2.1. Organizational Values in the Strategic Management Context

In the broadest sense, strategic management can be defined as the "process in which managers set the organization's mission and its core long-term goals, develop strategies for accomplishing these goals and take all the necessary measures to implement plans intended to achieve the goals that have been set" (Bahtijarević-Šiber and Sikavica, 2001; 556). In this introductory definition three essential features of strategic management are comprised. Firstly, management is a **process**, which implies its continuous and iterative nature, that is, a constant revision and re-evaluation of the previously made decisions.

Furthermore, in the process of strategic management decisions are made by **managers**, typically those at the top of the organizational hierarchy. Finally, as a result of strategic management, **long-term decisions** are made that direct and determine the functioning of any organization, and are usually explicitly found in organizational documents as statements intended to direct the organization.

The strategic management process starts with determining the organization's vision and mission. However, it needs to be stated that organizational values, as part of the core ideology, are already integrated within the organization's vision and mission, since they are defined regardless of the particular situation in which the organization is found (Collins and Porras, 1996). Consequently, organizational values do not only direct the company's vision, but also *"determine what approach is used to realize the vision. They determine how we treat each other, and how we see our clients, personnel, the community, and our suppliers" (Rampersad, 2001; 215).*

When organizational values in the context of strategic management are concerned, it is necessary to emphasize that, as in the case of an organization's vision and mission, they will be more prominent in organizations that are more directed towards the future. In such organizations, which we will tentatively call visionary organizations, the elements of vision, mission and organizational values are highly intertwined, giving rise to a new term – strategic intent, denoting a broader and more comprehensive concept (Adams, undated; Buble, 2005). It is the strategic intent, within which organizational values are comprised, that plays a key role in creating organizational plans and all the decisions made in an organization.

Organizations whose strategic managers have failed to realize the importance of organizational values in their activity can expect a number of issues including unnecessary formalisms and procedures, shifting and avoiding responsibility, expansion of responsibility, accumulation of power and negative selection (Brčić and Vuković, 2008; 59). Such an interpretation is in accordance with McDonald and Gandz (1994; 74), who almost two decades ago depicted a healthy organization as the one that has succeeded in integrating its organizational values into plans as a means of their concrete realization. Some authors took this one step further by emphasizing the significance of values that an organization's business activity focuses upon. In that respect, drawing on their comprehensive research, Collins and Porras (1996) concluded that the values that do not serve the organization's core ideology have a rather limited impact on the organization itself. In other words, the secret of a long-term success of any organization is not nourishing a random set of organizational

values for their own sake, but rather defining a core ideology primarily constituted by the organization's key purpose and values, as shown in figure 4.

Figure 4. Importance and stability of core organizational values (Collins and Porras, 1996)

Figure 4 also reveals that organizational values are a stable and constant construct. Unlike operational business practices and specific goals and business strategies, which an organization changes and adapts to specific circumstances, core organizational values should not depend on situational factors. It is therefore crucial that managers recognize the importance of investing their time into considering organizational values, since the organization's business performance and prosperity will largely depend upon the appropriate choice of these values.

3. MANAGER'S ROLE IN COMMUNICATING ORGANIZATIONAL VALUES

Organizational values are discernible in every act of communication, whether internal communication within an organization, or external communication with various business associates. In other words, they are embedded in organizational myths, stories, slogans, mission and vision statements, annual reports, physical design of premises and all the content available on a company's website, as well as in all the decisions made by the organization (Atkinson, 2003; Esrock and Leichty, 1998; Shockley-Zalabak, 2009). Nevertheless, although revealed in every act of communication, they are particularly prominent in managerial communication.

Managerial communication is a type of communication used by managers as the most influential members of each organization to personally convey various messages to both internal stakeholders (the board, executive managers, owners and employees) and external stakeholders (customers, suppliers, the state, trade unions, competitors, local community and the public). By conveying various messages, that is, communicating with employees and customers as well as with all other stakeholders, managers actually promote concrete organizational values that are imprinted on the organization's activities as a whole. To ensure they are successful in conveying that message, managers need to enhance their communication skills and accept open, cooperative communications, some benefits of which are (Rivers, 2005, in Bahtijarević-Šiber et al., 2008; 99):

a) completing a broader scope of work in a more satisfying way;
b) increasing the level of mutual understanding and respect;
c) increased impact on employees;
d) better problem-solving and conflict management;
e) closer and more intimate relationships with others, and
f) a healthier life altogether.

Owing to the importance of the role of managers, in particular those in charge of making strategic decisions in an organization, it is understood that they will also play a critical role in communicating organizational values to various stakeholders.

3.1. Communicating Organizational Values to Employees

A more traditional way of communicating organizational values to employees, which has almost been abandoned, is the one using organizational systems of rewards and promotions on the one side, and punishment on the other, following the well-known carrot (i.e. reward) and stick (i.e. punishment) principle. An alternative approach advocates a continuous and well-conceived education on organizational values, that is, a description of concrete attitudes, feelings and behaviors that constitute the core of each value. Such an approach, which is aimed to lead to better understanding of those values, is particularly challenging in global corporations that comprise a variety of heterogeneous subcultures (Antišić, 2005; 11).

Organizational values can be communicated to employees in various ways, the most notable among which is communicating such values within the human resources management policy. Begley and Boyd (2000) draw attention to such an approach, suggesting that communicating organizational values to employees

starts with their explicit statement in a concise and succinct form. In other words, it is suggested that organizational values should be written down in an appropriate way as a value statement, vision statement, mission statement, code of ethics, or another type of statement and/or organizational document. The next step consists in providing detailed guidelines for each particular organizational value, illustrated by concrete examples from practice which clearly indicate how organizational values can be advocated. Begley and Boyd suggest that those guidelines should be designed in form of a handbook that would be available to all organizational members. However, these two steps are only a prerequisite for the actual promotion of organizational values, that is, their successful communication to employees. In other words, everything that is written down with regards to organizational values, whether in concise or more extensive form, has to be visible in the overall human resources management policy. In that respect, it needs to be highlighted that the role of continuous education/training programs should not be limited to increasing the awareness of organizational values but, even more importantly, should be aimed at practicing their implementation (Begley and Boyd, 2000).

Another model of communicating organizational values to employees was introduced by Chong (2007; 206). He analyzed this issue on the example of Singapore Airlines (SIA), a company which used various ways to communicate its six core values to the employees: pursuit of excellence, safety, customer first, concern for staff, as well as integrity and teamwork. In particular, these values were communicated:

1. upon an employee's arrival to the organization;
2. during targeted training for employees;
3. in all important organizational events and gatherings, and
4. via standard communication tools, such as electronic mail.

In all the aforementioned examples the involvement of managers is evident, either through direct participation in the communication process or through supporting it. Namely, managers are expected to prescribe basic organizational documents from which the desirable organizational values that all employees should aspire to can be implied. Nevertheless, the managerial role in communicating organizational values is even more pronounced in their everyday behavior and daily communication with employees (de Chernatony et al., 2006; 824). The research conducted by van Vuuren et al. (2007) also indicates that the way in which managers communicate with employees has a huge impact on the employees' commitment to the organization itself. That impact can be either direct or indirect, as shown in figure 5.

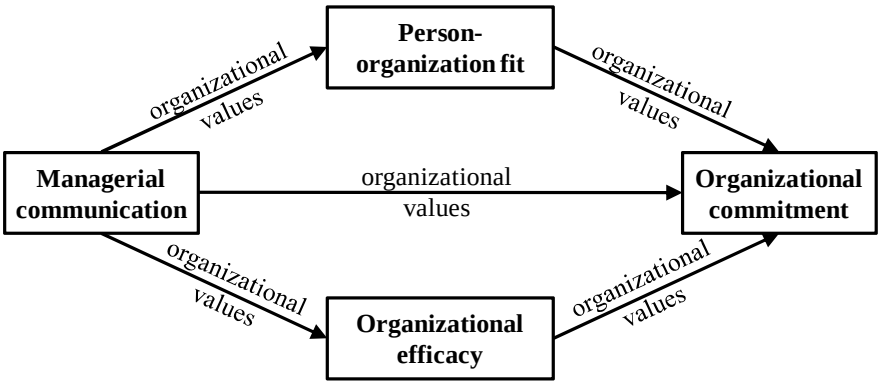

Figure 5. Model of direct and indirect impact of managerial communication on organizational commitment
(developed by the authors after de van Vuuren et al., 2007)

The model in figure 3 indicates that the final goal of managerial communication to employees should be increasing their **organizational commitment**, that is, the extent to which the employees identify themselves with a particular organization and its goals, and wish to remain members of that organization (Blau and Boal, 1987; 290). Moreover, it is assumed that only those employees that are committed to the organization they work in can eventually aspire to realizing organizational goals, which implies promoting organizational values as well.

In addition, we should by no means ignore that by communicating organizational values managers can help increase the **person-organization fit** as the measure that indicates the extent to which personal values are compatible with organizational values (O'Reilly et al., 1991; 492). Although that compatibility should primarily be considered when hiring new staff, it itself is likely to change over time (either by increasing or diminishing). Managerial communication can further affect the employees' commitment to organization in terms of **organizational efficacy**, i.e. permanent realization of defined goals and the organization's successful business performance. Figure 5 reveals that the value dimension of managerial communication is highly relevant for all the three variables shown in the figure.

The managers' role in communicating organizational values to employees is also crucial from the perspective of the managers' ability to see the bigger picture of the organization and its environment (including the preferences and requirements of all stakeholders), which differs from the one seen by their

subordinates (van Vuuren et al., 2007; 151). As a result, managers need to direct the behavior of their subordinates in their everyday communication, acting as a model in conveying real organizational values. Some authors suggest that effective communication between managers and subordinates can satisfy the basic human needs like recognition, sense of belonging and safety (Certo and Certo, 2008; 390). Concerning that, Certo and Certo use an example which depicts how even a simple managerial initiative to become better acquainted and closer to employees can greatly contribute to satisfying each of the three needs above. Their example, which sheds light on the importance of organizational values and their nature, is especially illustrative when we take into account that the values held by an organization's executives (managers) are typically closely aligned with the values of the organization itself.

Using contemporary information and communications technologies makes it significantly easier for managers to communicate organizational values to employees. For instance, mailing lists, as a variety of circular letters, are an extremely popular way in which managers communicate organizational values to employees. By communicating via mailing lists managers suggest to employees the beliefs and ideas about the type of goals the employees need to achieve. Managers also use them to communicate ideas about the appropriate types of behavior standards that the employees should observe for those goals to be achieved. Considering that the aforementioned values and beliefs actually constitute organizational values (Sikavica et al., 2008; 426), it is clear that the mailing lists are an efficient means of communicating organizational values in managerial communication. In addition, for communicating organizational values to employees managers can, for instance, use virtual meetings, videoconferencing, online courses etc.

The requirement that contemporary managers need to fulfill is not only conveying the message about organizational values to employees in any possible way, but doing it in the best possible way. In this chapter only some of the possible ways of communicating organizational values to employees have been covered. Every manager that truly understands the importance of organizational values and is constantly contemplating them will certainly have additional ideas about how to get the values across to employees and, even more importantly, motivate them to align their work that organizational values are communicated unambiguously and that they themselves are also emotionally engaged in that communication. It is only then that the emotional engagement on the employees' part regarding the realization of business goals can be expected (Atkinson, 2003; 9).

3.2. Communicating Organizational Values to Customers

Among different stakeholders, whose perception of an organization and its organizational values needs to be considered, it is the customers' perception that will eventually be the most relevant one. In that respect, marketing activities in a narrow sense only partially satisfy the need to communicate organizational values to customers since the access to true and the most accurate information concerning the organization and its values will be obtained by customers' direct contact with the organization. In most cases this means that customers, as mentioned earlier, obtain information about organizational values via the organization's employees, as shown in figure 6.

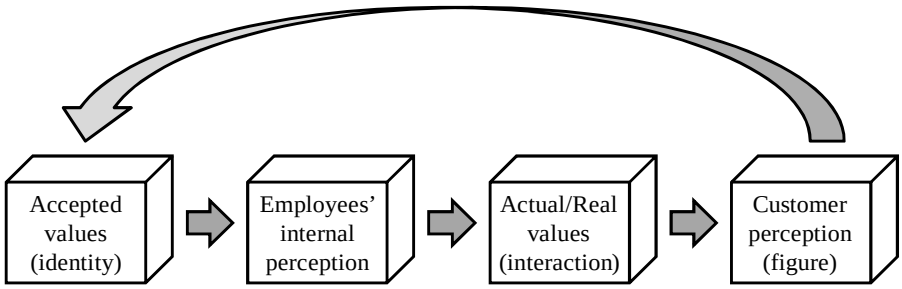

Figure 6. Process of communicating organizational values to customers (developed by the authors after de Chernatony et al., 2004; 76)

Figure 6 shows that the organization's identity, which arises from the accepted organizational values, is transformed into a real image by means of employees' perceptions and behavior, and, subsequently, by means of the interaction between employees and customers. Such a way of conveying the information on organizational values is only one possible channel through which customers can find out what kind of an organization they are involved with. Considering the above, it is necessary to take into account that customers will more likely be attached to the organization that, according to their awareness, observes the same values as they themselves do. The organization that succeeds in communicating such an alignment of values to the customer the earliest has a great advantage over the others, which is another reason why contemporary organizations should address this issue.

In the early days of organizational values research, the discussions and writings on that topic were mainly focused on the importance of aligning them with employees' personal values. Accordingly, most efforts directed at

communicating organizational values were aimed at employees as well as other internal stakeholders (Murphy, 2005; 186). By contrast, these days, if business organizations are to be successful, they need to communicate their organizational values not only to employees, but also to other stakeholders, most notably to customers. The findings of the study conducted by Murphy, shown in table 1, indicate that this actually occurs.

Table 1. Communication of organizational values (Murphy, 2005; 186)

Who are the organizational values communicated to?	**1992**	**2003**
To employees only (%)	53	37
To employees and customers (%)	47	61
Not defined (%)	0	2

The importance of the role of the organization's employees in communicating organizational values was mentioned earlier in this paper. Although that role is indisputable, it is still necessary to emphasize that committed employees who will promote the values of the organization in which they are employed (through their everyday business activities) are no longer sufficient for appropriate communication of organizational values to customers. Namely, in today's globalized world customers can be easily reached by virtually anyone, which in practice means that customers are constantly being bombarded by new offers.

Recently, the number of organizations that explicitly publish their organizational values on their company websites has been on the rise, especially among leaders in their respective fields. Such information becomes ever more critical for customers as it offers them quick and easy access to segments of business defined as priorities by a company that they intend to purchase from. Obviously, a scenario in which declarative organizational values are not compatible with the organization's actual values can ensue as a result of manipulation.[1] Nevertheless, owing to the fear of losing its credibility with

[1] A recent illustrative example of what can occur when explicit values are not aligned with implicit values is that of the former US energy giant and one of the world's largest corporations Enron (Johnson, 2009; 19). In the corporation's documents, *respect*, *integrity*, *communication* and *excellence* **(***RICE)* were unambiguously stated as its core values, wherein further explanation and rationale for each value was additionally provided. However, Enron's management did not observe those values in practice, and was instead driven by other – personal – interests, which resulted in numerous dishonorable deeds and malversations that finally led to bankruptcy and over 4,500 layoffs.

customers, it can be expected that the number of organizations that misrepresent their explicit core values will continue to decline, which primarily applies to large and reputable organizations.

Although the role of the manager in communicating organizational values to customers is, to a smaller or larger extent, visible in each of the aforementioned communication channels, it is most pronounced in creating an organizational image. An organizational image can be defined as a conceptual picture of a company *"that is shaped by an individual on the basis of their overall previous experience, attitudes, opinions and conceptions that are, to a smaller or lesser degree, compatible with the actual characteristics; the role of communication, especially public relations and advertising, is critical in the creation of an image"* (Piri Rajh, 2006 in Pirić, 2008; 154). In that communication process managers have an outstanding role since communication is actually a strategically important tool in achieving the organization's strategic goals. The research conducted by Pirić (2008) confirms the significant relationship between organizational communications, most notably, managerial communication, and the organizational image. Moreover, in her research Pirić also established that creating a positive image is one of the preconditions for increasing the organization's competitiveness in contemporary business.

The globalized market characterized by an especially wide range of products and services on the one side and a constant lack of time and a hectic lifestyle on the other has made an impact on another novel trend found in contemporary customers – their tendency to act in an increasingly spoilt manner. Today's customers expect all the information they would like to have about a particular product and/or service to be readily available, true, comprehensive and also displayed in an appealing way. In addition, there is a growing tendency to use the Internet or one of its services to conduct information searches, by using desktop and/or laptop computers, mobile devices etc. The organizations that do not take these developments into consideration are likely to see their market share steadily diminish either because of the information-hungry customers turning to other suppliers/providers that deliver the requested information or due to other suppliers/providers entering the field that will manage to reach customers by offering them their products/services. It is for these reasons that managers are expected to constantly revise and re-evaluate communication ways and channels that they will use to communicate organizational values to the most sensitive stakeholder – customers.

3.3. Communicating Organizational Values to other Stakeholders

Among all stakeholders, employees and customers certainly have the central importance, due to their numerousness, if for no other reason. Despite that, an organization should by no means disregard the impact of other groups that are interested in its business activities in different ways. In other words, the values of an organization should also be aligned with the values of other stakeholders that can often be incongruous. The expectations of the most important stakeholders and, consequently, the organizational values to be formed in accordance with those expectations include (A. Stainer and L. Stainer, 1998 in Sisek, 2001; 62):

- for competitors – fair competition;
- for creditors – solvency, security;
- for consumers – offer, quality, value for money;
- for employees – fair wage, job satisfaction, workplace health and safety, equal opportunities;
- for the government – legal compliance, social responsibility;
- for shareholders – financial profit, long-term stock value, added value;
- for the society – safety, environmental care, social contribution;
- for suppliers – prompt clearance, long-term relationships;
- for managers – financial profit, job certainty, maximum authority.

The aforementioned expectations concerning the organization held by different stakeholders can be viewed in the context of the psychological contract – the concept defined by Schein in the 1960s. By analyzing the relationship between the employee and the organization, Schein identified certain unwritten expectations in that relationship that constantly exist between each member of the organization and different managers and other employees in the organization. The most important expectations that an individual holds concerning the organization, according to Schein, are a fair pay, fair work assessment and rewards as well as other advantages and privileges inherent in performing a certain job. On the other hand, the organization's expectations towards the employee are more implicit and subtle – the employee is expected to contribute to enhancing the organization's reputation, to be loyal to the organization, and to protect confidential information and actively participate in organizational activities (in Wellin, 2007; 3).

The psychological contract, which used to be interpreted as an agreement between employees and their employer, that is, the organization in which the employee works, is presently perceived as an agreement between an organization and any group of stakeholders that the organization is involved

with. Considering that every group of stakeholders holds certain expectations towards the organization, managers should be aware of them from the very stage of organizational values development. On the other hand, the organization itself also needs to take them into account when communicating with different stakeholders. To a greater extent, managers have an impact on the development of organizational values through satisfying the needs of all the other stakeholders and subsequently informing them about it in the most appropriate way. The fact that managers represent the group that most frequently interacts with all the other stakeholders explains why they should be "living examples of organizational values" (Devero, 2003; 23). If that is not fulfilled, all the other efforts towards communicating organizational values will fail.

In his research, almost four decades ago Mintzberg (1973 in Bahtijarević-Šiber et al. 2008; 93) concluded that managers spend about 80% of their time communicating (via direct contact, meetings, telephone calls etc.). Considering the large number of stakeholders that managers interact with, the question of devising the simplest way to communicate organizational values to all these groups arises. Until fairly recently, that issue was addressed mainly through mass media (television, radio, magazines and newspapers), which played an important role in creating the image of a person or a phenomenon, thus helping organizations to present their commercial as well as non-commercial programs (Tian, 2005; 3). However, these days other means of communication, which have been used for some time, most notably, electronic mail and company websites, are just as important as mass media, although other impacts of technological developments should not be neglected. One study indicated a sharp increase in the usage of various new techniques used for promoting, i.e., communicating organizational values to different stakeholders. According to the same study, for instance, in 1997 only 24% of companies used their websites for promoting organizational values, whereas that percentage amounted to 86% in 2003 (Murphy, 2005). The current percentage would certainly be even higher, as there are but a few organizations that do not communicate their organizational values via their official website or other suitable ways facilitated by contemporary information and communication technologies. As a result, the managers who have grasped the potential of modern technologies will certainly be more capable to adequately communicate organizational values than those who ignore such possibilities.

4. CONCLUSION

In the recent literature that deals with novel organizational and management paradigms on the one side and current business practices on the

other, the importance of organizational values in business is clearly emphasized. In that respect, major attention is given to the process of communicating organizational values to various stakeholders since their perception of the organization greatly determines the relationship of a particular stakeholder with the organization. Although the process of communicating organizational values can be carried out by different members of an organization, managerial communication still occupies a prominent position in that process. Managers are individuals responsible for running an organization, and their roles comprise planning, organization, human resources management, leading and controlling. Those duties and responsibilities, in other words – managerial functions, are essential dimensions of any organization, wherein the role of the manager in communicating organizational values is of key importance. That role is primarily seen in communicating organizational values to employees. Managerial communication to employees does not only serve to clearly indicate which organizational values are relevant to the organization, but it also directly or indirectly influences employees' behavior, that is, the level of their organizational commitment. It is equally important for managers to communicate organizational values to all the other stakeholders to ensure that the organizational foundations are clearly recognized and comprehended.

Information and communications technologies have led to a shift in the ways in which managers communicate organizational values. Moreover, these technologies enhance the speed of communicating organizational values. Contemporary managerial communication of organizational values is therefore not efficient without information and communication technologies. To conclude, organizational values are an invaluable tool in every organization's performance, but using that tool is not possible without managerial communication.

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ORGANIZACIJSKE VRIJEDNOSTI U MENADŽERSKOJ KOMUNIKACIJI

Sažetak

Organizacijskim vrijednostima se u posljednje vrijeme ponovno pridaje sve veća pažnja te ih se često naziva i temeljima organizacije. Praksa naime pokazuje kako upravo one postaju temelj za donošenje odluka na svim razinama u organizaciji – od najvišeg menadžmenta do posljednjeg zaposlenika. U ovom se radu propituje komuniciranje organizacijskih vrijednosti u menadžerskoj komunikaciji. U tu se svrhu raspravlja o komuniciranju organizacijskih vrijednosti zaposlenicima, potrošačima i ostalim dionicima (odnosno interesno-utjecajnim skupinama organizacije). Zaključuje se kako nositelji procesa komuniciranja organizacijskih vrijednosti mogu biti i drugi različiti članovi neke organizacije, ali je nezaobilazna menadžerska komunikacija u kreiranju i održavanju organizacijskih vrijednosti.