

Ivan Malbašić

Faculty of Organization and Informatics
University of Zagreb, Croatia
Email: ivan.malbasic@foi.hr

Carlos Rey

Faculty of Economic and Social Sciences
Universitat Internacional de Catalunya, Spain
Email: carlosrey@uic.es

Nikolina Posarić

Faculty of Organization and Informatics
University of Zagreb, Croatia
Email: nikolina.posaric@foi.hr

CONGRUENCE BETWEEN PERSONAL AND ORGANIZATIONAL MISSION: THE ROLE OF BALANCED ORGANIZATIONAL VALUES

UDC / UDK: 005.32:331.101.3

JEL classification / JEL klasifikacija: M14, J24

Review / Pregledni rad

Received / Primljeno: September 10, 2018 / 10. rujna 2018.

Accepted for publishing / Prihvaćeno za tisak: December 10, 2018 / 10. prosinca 2018.

Abstract

The organizational mission is the starting point for all organizational activities, and its definition is traditionally the responsibility of top management. However, more and more authors, reflecting what is seen also in business practice, indicate that a unilateral definition of organizational mission by top management does not produce the expected results, especially if such a defined mission is not aligned with the personal missions of employees. The purpose of this paper is to highlight the importance of the connection, even the congruence, between personal and organizational mission, with special emphasis on the key link in this connection: organizational values. In doing so, similarities and differences between personal and organizational missions were considered, and then the benefits of integrating personal and organizational missions for modern organizations were analysed. To achieve congruence between personal and organizational missions, it is very important to create a culture based on well-institutionalized values. Using the mission-based model of organizational values and its four dimensions—stability, progress, self-orientation, and social-orientation—in this article, the analysis of

how balanced organizational values can reinforce the connection between the personal mission of employees and the organizational mission has been done.

Keywords: organizational mission, personal mission, balanced organizational values, values-based mission, sense of mission

1. INTRODUCTION

"No man can live the dream of another man." With these words, Jeff Gravenhorst—CEO of the Danish multinational ISS Facility Services—began a worldwide programme called "Find your apple", aimed at its more than 500,000 employees in 75 countries. Through this initiative, the company regularly invites its employees to reflect on the *raison d'être*, the "purpose" of their work. Currently, as can be seen from this example, the idea of a personal mission at work—the "purpose" of people's efforts and dreams (Covey 2013)— is forcing its way into companies, following what seems to be an upward trend. Through a personal mission, people find greater meaning in their work, thus improving their motivation and efficiency (Frankl 1959; Wrzesniewski *et al.* 1997; George 2001; Grant 2008; Christensen 2010; Rosso *et al.* 2010). Companies such as Unilever, Medtronic and Heineken are well aware of this and invite their employees to reflect on their personal mission through training and coaching programmes (Craig and Snook 2014).

On the other hand, one of the first components of the strategic management process is crafting the organization's mission (Hill and Jones 2010, p.14), which in a nutshell can be defined as "the purpose or reason for the organization's existence" (Wheelen and Hunger 2012, p.17). Given that the mission is the starting point for all organizational activities and efforts, its definition is traditionally the responsibility of top management. However, more and more authors, reflecting examples seen in business practice, indicate that a unilateral definition of organizational mission by (top) management does not produce the expected results, especially if such a defined mission is not aligned with the personal missions of employees. The purpose of this paper, therefore, is to highlight the importance of connection, even congruence, between personal and organizational missions, with a special emphasis on the key link in this connection: organizational values.

2. INTEGRATION OF PERSONAL AND ORGANIZATIONAL MISSIONS

2.1. Purpose and meaning of the organizational mission

The 'mission' issue is one of the favourite areas of study in modern management. Although there are different and often opposing opinions on many aspects of this concept, there is a broad consensus on the definition of the mission, usually shaped in a mission statement. Creating a mission is the first step in strategic management, and mission therefore needs to answer two fundamental

questions: what is our business and what should it be? (Campbell and Yeung 1991, p.10). Mission is often defined as an organization's reason for existence and the overriding purpose of an organization (Johnson *et al.* 2008; Daft 2010; Wheelen and Hunger 2012).

Organizational mission is the basis for defining the organization's goals, strategies and plans, and it must therefore be carefully defined. King and Cleland (1978, p.124) list the following main reasons why each organization should carefully define its own mission:

- "to ensure unanimity of purpose within the organization,
- to provide a basis, or standard, for allocating organizational resources,
- to establish a general tone or organizational climate,
- to serve as a focal point for individuals to identify with the organization's purpose and direction, and to deter those who cannot from participating further in the organization's activities,
- to facilitate the translation of objectives into a work structure involving the assignment of tasks to responsible elements within the organization, and
- to specify organizational purposes and then to translate these purposes into objectives in such a way that cost, time, and performance parameters can be assessed and controlled."

Taking into account the importance of the mission as a starting point for the long-term direction in which someone wishes to go, the question of mission stability arises—whether the mission should be changed more frequently or less frequently, and whether changes in the mission should be smaller or larger. Ramsey (2003, p.12) gave a very precise and picturesque answer to this question: "mission statements should not be carved in stone: but they should not be written in pencil either. If changed too easily or too frequently, it is no longer a true mission statement; it's only a fashion statement." This assertion also indicates the need for a careful and thoughtful approach to the formation of mission and eventual mission changes.

2.2. Purpose and meaning of personal mission at work

Every human being needs a mission, or a "purpose" (Frankl 1959). Psychologists describe it as the main condition for survival in extreme situations. Researchers on happiness identify it as one of the main causes of happiness. In a world that is ever changing, where coordinates indicating the way forward are increasingly blurred, where it is increasingly difficult to determine whether a decision is right or wrong, our life mission plays the critical role of guiding our way over time (Craig and Snook 2014).

There is currently a wide range of theories and beliefs covering different areas of spirituality, religion, family, work, community, etc. Insofar as the

individual is able to discover his mission and live accordingly, his existence is authentic (George 2001) and makes sense (Rosso *et al.* 2010). Consciously, preconsciously or unconsciously, man seeks to understand his mission and needs it to guide the development of his potential (Christensen 2010). A personal mission drives higher performance, enhances the use of existing capabilities and the creation of new skills (Grant 2008; Craig and Snook 2014). It is considered to be the main source of human motivation (Frankl 1959).

One of the mission's key issues is that it cannot be imposed or managed "from outside" the individual. The "why" is an intimately personal concept, as it is connected to identity itself (Campbell and Nash 1992; Argandoña 2003; Cardona and Rey 2008). For a team or a company, the mission is an issue that concerns its members; it cannot be imposed (Drucker 1973). Nobody can obligate a company to have a mission. It is neither society, nor the government, nor business associations, nor lobbyists that define a company mission. It is the company itself that discovers and defines its mission, and it is the only entity that can fully assess its scope and meaning (Campbell and Yeung 1991; Birkinshaw *et al.* 2014). The same applies to the mission behind the role that each person performs in the company, since the mission of an individual is not something that the company will grant, order, define or request. Missions do not come with a function or position. Nor is a mission something to be negotiated, as might be the case with salary or objectives. It is not the company that defines the mission of the individual, but the individual who, in a completely free and voluntary way, endows his work with a mission. Missions are born within each person, from their life mission (Frankl 1959; Covey 2013; Edmonds 2014).

No one can force an employee to have a mission in his work, just as no one can be forced to have a life mission. It is the individual himself who discovers and defines his personal mission, and he is the only one who can fully assess its scope and meaning (Christensen 2010). In missions, there are no bosses, superiors, orders or chain of command. This is something that companies such as Morning Star (USA) fully understand. The company has 2,400 missions—defined freely and voluntarily by its 400 full-time and 2,000 part-time workers—and a corporate mission that directs and guides their development. At Morning Star, missions do not have a boss; or, as they like to put it, the only boss is the company's mission (Hamel 2011).

At Morning Star, as in many other companies that incorporate the idea of the personal mission in their organization, each individual has the primary responsibility to seek, define and assess the development of his mission. And because freedom implies responsibility, each employee must have measurable and objective information on the progress of his mission (Cardona and Rey 2008; Christensen 2010; Covey 2013; Craig and Snook 2014; Edmonds 2014), because unless an employee sets up an assessment process for his mission, there is hardly a point in developing his mission at work.

2.3. Similarities and differences between personal and organizational missions

People have defined all of the missions that we encounter daily in business practice. However, only a small number of individuals have their own mission (statements). Moreover, many individuals "do not have a clear idea of where they are going in life; they do not know what they want to achieve. They just drift along, year after year, decade after decade. Most people live like that and they die like that" (Dhang 2012, p.56). The question, therefore, is how can someone without a personal mission define it for someone else (e.g., for a company)? This is why managers (at least), as well as others dealing professionally with the concept of mission, should first organize and determine their own mission as a precondition to solving that problem for others. In that context, what Ramsey states is understandable: whatever a mission can do for an entire (business) organization, a personal mission can do for an individual as well (2003, p.13). Since a personal mission provides clarity and gives the individual a sense of purpose but also defines who that individual is and how she/he lives (Dhang 2012, p.57), it would be useful to define a personal mission for all those people who think responsibly about their lives. In the end, "no one has to tell people with a mission what the goal is; they live it every moment of their lives" (Divita 1992, p.13).

On the other hand, although people with a defined mission are usually exceptions, few organizations today can afford the luxury of not having a mission. Thus, at the very first contact with a new organization, one usually examines the organization's mission statement. This is why the organizational mission is written in uppercase script and visibly displayed in major organizational documents, reports, and corporate web pages. Such an available mission statement indicates how an organization "views the world and which objectives it has set itself" (Bergmans 2006, p.119), and is important not only for business partners but also for all interested stakeholders.

Some specific and common features of personal and organizational missions have already been studied. Some of the most characteristic similarities between personal and organizational missions have been summarized by Dhang, who claims that personal and organizational missions have several common characteristics: both must be concise, clear, and informative; in addition, a personal mission statement should cover the same three areas, purpose, activities, and values, as an organizational mission statement (2012, p.57). This means that both individuals and organizations must be aware of the purpose of their existence, as well as the values that will be the basis for the achievement of that purpose, and then choose activities that are consistent with such a defined purpose and values. However, the organizational mission does not have an operational character. Neither of these two types of mission has "a series of precise, measurable goals or objectives. They do not contain specific time frames, benchmarks or yardsticks. Instead, they are an overarching blueprint for living/working everyday" (Ramsey 2003, p.12).

Despite a number of similarities, there are also some differences between personal and organizational missions. Cardona and Rey have noted three ways in which the personal mission is related to, but remains different from, the organizational mission (2008, p.122):

- a) *Organizational mission is not the personal mission:* When we talk about organizational mission, we are primarily talking about how a person helps to fulfil a mission of an organization. In most cases, a person's personal mission will naturally encompass personal goals more specific than those of organizational mission.
- b) *Organizational mission does not override the personal mission:* The fact that a person participates in organizational mission does not mean that she/he cannot also have a personal mission. Managers and employees sometimes forget it, as if serving the company were their sole purpose in life.
- c) *Organizational mission and personal mission must be complementary:* Organizational mission is an invitation to each organizational member to make the company's mission part of his personal mission and so share the organization's common purpose. The organizational mission thus complements the personal mission, and employees' daily work acquires a genuine sense of contribution and self-realization."

Finally, it is necessary to note what is perhaps the key difference between personal and organizational missions: in its essence, a personal mission is interesting only to that (specific) individual, while the organizational mission is interesting to the full range of stakeholders in a dynamic business environment. However, that is no reason to ignore the role of the personal mission, even in the context of the design and implementation of an organizational mission. Moreover, the fulfilment of one's personal mission is an important precondition for living and for the enforcement of an organizational mission.

2.4. Benefits of mission alignment

"Help future and existing employees to align their personal mission with the organizational mission, so they can do meaningful work"—this advice given by Dhang (2012, p.59) indicates the importance of this issue. It is completely understandable that for employees, as well as for the organization in which they are employed, it would be better if interests and ways of thinking on both sides were compatible and aligned. It is therefore logical that the same holds true for the alignment of missions.

There is an intimate relationship between the company mission and its members' personal missions. The progress and development of person's potential is born from the personal mission of each individual (Frankl 1959; Christensen 2010; Covey 2013), and, as such, is the source of an organizational mission's progress and development. The company develops its mission through the

personal missions of the individuals, and, through the company mission, the individuals develop a core part of their life mission.

It is precisely at the junction of both—company mission and personal mission—that the role mission is configured. For each person, the role mission reveals what the personal mission brings to the company mission and vice versa. It is the contribution that characterizes the identity of each person in his or her professional role (Cardona and Rey 2008). The role mission is at once part of the company mission and part of the individual's life mission.

The role mission is the "commonplace" of the company and the individual, where the interests of the company and its members combine to reach their most perfect form. It is not a simple exercise in "self-awareness", disconnected from the company mission. Nor is it an exercise in indoctrination of the corporate mission without regard for personal mission. Both extremes generate disappointment, lack of authenticity and loss of work motivation. Hence, it is in the individual's "interest" that the company have a mission, just as it is in the company's "interest" that the individual has a life mission.

Finally, if we consider that today's employees spend much time at work and that it becomes more and more difficult to separate private from business life, it is understandable that Heathfield (2004) boldly claims that individuals whose personal mission is congruent with their organization's mission are most likely happy with their own work choice. One proverb applies to such people: "When you love your job, every day is a holiday".

Modern literature refers to the concept of meaningful or purposeful work that influences creation of employee spirituality in the workplace (Milliman *et al.* 2003). Meaningful work implies that employee recognizes its own personal mission which he/she wants to achieve through daily working activities, thus contributing to the overall organizational mission. Empirical researches show that the meaningful work affects employee commitment, job satisfaction, employee engagement and work unit performance (Milliman *et al.* 2003; Duchon & Plowman, 2005; Albrecht *et al.* 2007; Steger *et al.* 2012; Steger *et al.* 2013). It can be concluded that employee's personal mission, manifested through purposeful work, affects important elements of organizational behavior and business performance. For this reason, it is very important to connect personal and organizational mission, and in connecting these two concepts the role of leadership and organizational values is significant.

2.5. Developing the connection between the personal and corporate missions: the role of leadership

Leadership is commonly understood as an act of influence or a way of producing a specific effect on another person. In management theories, there are many types of leadership depending on the leader's characteristics and the type of effect produced: transactional, narcissistic, charismatic, transformational, servant,

transcendent, etc. As proposed by situational leadership, there are many recommendations on how to exercise leadership, according to the situation and the level of maturity of the person who is led.

There is a kind of leadership, however, to which management literature rarely refers, a form of leadership that occurs in a hidden and intimate way, that is barely appreciated on the outside and that is sometimes exercised without the leader or the person who is led realizing it. It exerts an influence on the individual's innermost self: on his personal mission at work. It is what some call "true leadership" (Pérez López 1993). When we speak of connecting personal and organizational missions, the role of this kind of leadership—which is exercised on a shared basis (Carson *et al.* 2007; Pearce *et al.* 2007)—takes a central position, which is absolutely necessary for the welfare of the organization.

This is because each person's search for the mission in his work is an entirely personal, but not completely solitary, matter. Developing a mission that is a good guide for an individual, that responds well to the peculiarities of his character and personality and, in turn, that connects with the requirements of his job function and company mission, usually requires the help of others (Covey 2013; Craig and Snook 2014; Edmonds 2014). A friend, co-worker, boss, colleague in another function, someone who is especially admired or someone outside the organization: these are usually necessary and essential for the consistent development of an individual's mission.

Missions do not have bosses, but they do have leaders, and these leaders do not necessarily coincide with the chain of command. Exceptionally, this leadership is exercised through concrete actions in which one person helps another with his mission through discernment, contrast with reality and support. However, ordinarily and principally, this leadership is exercised by example (Pérez López 1993) and love of benevolence (Argandoña 2003). In this type of leadership, we can see more clearly where managers' responsibility as bosses ends and where their responsibility as leaders begins.

For this reason, this type of leadership does not require gifted managers or employees. It is enough for people to value and respect the mission of their collaborators and colleagues as much as they value and respect their own (George 2001), for people to be willing and ready to support those who ask for help in the development of their mission and to respect those who decide not to, and for leaders to base relationships with their colleagues on trust, freedom and respect, as this is the type of trusting relationship that allows a mission to develop (Grant and Sumanth 2009). Moreover, leaders should always feel the urge to lead by example, conscious of the fact that their colleagues' mission depends in part on how they live their own (Marimon *et al.* 2016).

To develop this kind of leadership, some concepts, models and tools are already used in business practice, and one that receives more attention than others is *Management by Missions*. The authors of this theory (Cardona and Rey 2008) present a comprehensive methodology for the implementation of an

organizational mission at all organizational levels. This new philosophy creates a completely new management model using innovative management tools, such as shared missions, the mission scorecard, the interdependency matrix, and mission-linked objectives. As a result, employees develop a strong sense of ownership that encourages their compliance with the organization and ensures cooperation at all organizational levels (Cardona and Rey 2008). This mission-based approach may ultimately lead to a change of culture, as shown in Figure 1.

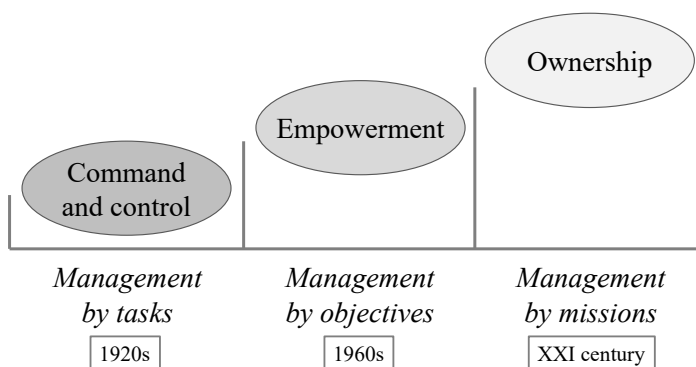


Figure 1 Management systems and cultures

Source: Cardona and Rey 2008, p.141

As it can be seen in Figure 1, 'Management by objectives', and in particular 'Management by tasks', are concepts of the past. In this context, even empowerment, which until recently often emphasized value, may no longer be sufficient for most successful and, in different business segments, most advanced business organizations. Those organizations now emphasize ownership as a new guiding principle, and ownership goes beyond classical empowerment.

3. THE ROLE OF BALANCED VALUES IN MISSION ALIGNMENT

3.1. Values as the basis of business

Today, the concept of values is an indispensable area of research, as people address values in all fields of life. This is why Green marked values as central to motivation and meaning in life (2009, p.53) and therefore also in business, where we speak about organizational values. Together with defining an organizational mission, studying organizational values thus becomes an essential task of strategic management because an organization's values and mission "are at the core of an organization's identity, and they can guide people in their efforts to find new widgets that serve society" (Kanter 2011, p.69). Actually,

organizational values become the foundation for mission development; more precisely, they are "the common strand running from a holistic understanding of the landscape, to mission statement formation, to guidance of management" (Hutchison 2011, p.3), as shown in Figure 2.

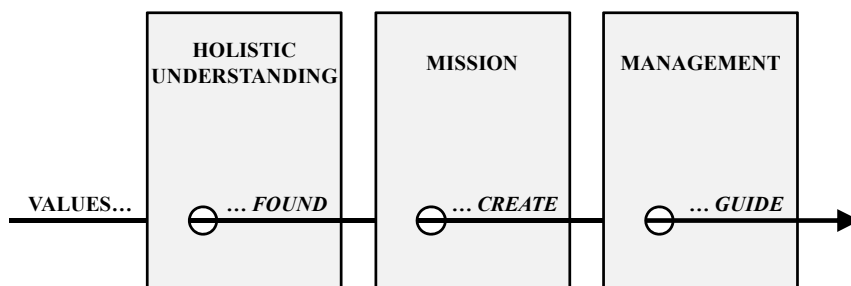


Figure 2 Values as the uniting thread in a cultural landscape

Source: Hutchison 2011, p.3

Considering the role of values, as indicated in Figure 2, the reliance of mission creation on organizational values is even more evident from one of the main objectives of a mission: to motivate employees. Motivating employees mainly depends on whether the espoused values and practices match those desired by employees, whether the employees are involved in creating the mission statement, and whether the top management team conveys the espoused values in daily activities and decisions (Panda and Gupta 2003; Babnik *et al.* 2014). The organizational mission can therefore only be fully understood in the light of organizational values (Cardona and Rey 2008, p.85). "Crafted from a defined, functional set of guiding values, mission statements demonstrate the power of values as an integrating force in the ongoing life of a system" (Hutchison 2011, p.7). Values are crucial to an organization and to achieving its goals (usually defined in its mission), and this is yet another reason why values should be aligned with mission (Dressler 2004, p.50). It follows from this that mission and values are inextricably linked, and therefore, it makes sense to talk about a values-based mission.

As also noted in Figure 2, a mission based on real organizational values leads the management and thus the entire organization. Such a values-based mission binds managers and employees into a shared covenant and influences all organizational culture elements (Wong 1998). In this way, an organization is ready to respond to whatever new challenges it faces on a daily basis. In addition, a fervently mission-oriented organization, with shared values at its core, can be an engaging place to work (Leiter and Maslach 2005, p.11). Therefore, it makes sense to develop an organization's values because they are one of the key success factors in contemporary business practice.

3.2. Sense of mission and balanced values

The guru of modern management, P. Drucker, tells an old story about three stonecutters who were asked what they were doing. The first replied, 'I am making a living'. The second kept on hammering and said, 'I am doing the best job of stonecutting in the entire country'. The third one looked up with a visionary gleam in his eyes and said, 'I am building a cathedral' (Drucker 1973, p.296). This story perfectly illustrates how the same job can be viewed from drastically different perspectives. It also raises the question: which of these three employees would one prefer to have in one's organization? Clearly, the third stonecutter would be most appropriate and useful for the organization because he has—a sense of mission.

A sense of mission can be defined simply as an emotional commitment felt by people towards an organization's mission and occurs when there is a match between the values of an organization and those of an individual (Campbell and Yeung 1991, p.17). One should note that a "sense of mission is not an intellectual concept: it is an emotional and deeply personal feeling. The individual with a sense of mission has an emotional attachment and commitment to the company, what it stands for and what it is trying to do" (Campbell and Yeung 1991, p.18). However, even a company with a very clear and strong mission does not necessarily have employees with such an emotional commitment, otherwise known as a sense of mission.

Campbell and Yeung state that some individuals may have a sense of mission with varying degrees of intensity, while many will not (1991, p.18). The authors also indicate that if an organization develops in a healthy way (i.e., if the policies of its mission become implemented and embedded in company culture), it is expected that over time, the number of employees with a sense of mission will increase. However, their conclusion is that unless it is very small, no organization can hope to have all its employees profess a sense of mission. The reason for this is simple: "people are too varied and have too many individual values for it to be possible for a large organization to achieve a values match for all its employees" (Campbell and Yeung 1991, p.18). However, in order to increase the number of such employees, it is important to know how to create a sense of mission.

Milliman et al. (2003) claim that one of the important aspects of employee spirituality in the workplace is connection between personal and organizational values and mission. This connection means that personal mission 'is larger than one's self and should make contribution to others or society' (Milliman et al., 2003). Organizational values should be aligned with personal values of employees, thus identifying the role of organizational values in connecting personal and organizational mission. If these two levels of values are aligned, organizational values can become the foundation for defining personal, as well as organizational mission.

In *Management by Missions*, Cardona and Rey (2008) touch upon the issue of creating a sense of mission. They argue that creating a sense of mission within a company requires more than simply writing the mission down on a piece of paper. In their opinion, companies must develop what they call balanced organizational values, a model of values that is consistent with the main dimensions of an organization. Based

on this idea, the *Mission-based model of balanced organizational values*, developed by Malbašić et al. (2015), considers a taxonomy of balanced organizational values based on the organizational mission and groups organizational values into four different categories. These four categories of organizational values - i.e., business values, relational values, development values and contribution values - were previously proposed by Cardona and Rey (2008), who believe they represent the different and sometimes opposed values necessary to carry out an organizational mission. According to Cardona and Rey (2008, p.94), these four categories of organizational values can be explained in the following way:

- *Business values* - relating to the company's business and profit-making activity (e.g., perseverance, efficiency, professionalism, the results orientation),
- *Relational values* - fostering quality in interpersonal relations (e.g., communication, teamwork, respect for people),
- *Development values* - aimed at differentiating and continuously improving the company (e.g., innovation, creativity, learning, continuous improvement),
- *Contribution values* - aimed at doing more for stakeholders than is strictly required by the business relationship (e.g., customer satisfaction, interest in people, social responsibility).

Figure 3 shows a *Mission-based model of balanced organizational values*. As seen, there are two different criteria of values categorization: an organizational orientation towards the environment and an organizational attitude towards change. Together, these two criteria form a coordinated system, seen below as a graphic representation of a *Mission-based model of balanced organizational values*.



Figure 3 Mission-based model of balanced organizational values

Source: Malbašić et al., 2015

According to the *Mission-based model of balanced organizational values*, balanced organizational values are related to mission alignment; in other words, mission-based balanced values constitute the cultural environment in which personal and organizational mission alignment can flourish. Moreover, as it has been recently discovered in a sample of the *Fortune 100* largest companies in the world, balanced organizational values represent how companies define values from a field perspective (see Figure 4). The sample included 100 largest companies in the world, according to *Fortune Magazine's* annual ranking for the year 2017. These companies, i.e., their espoused organizational values, were analyzed in August 2018, according to the procedure presented by Malbašić et al. (2015). Specifically, the espoused organizational values of these companies were found through content analysis of their websites, particularly those areas where usually values are declared. After capturing all specific espoused values of the observed companies, each specific one was classified into a specific category of values according to the above described *Mission-based model of balanced organizational values*.

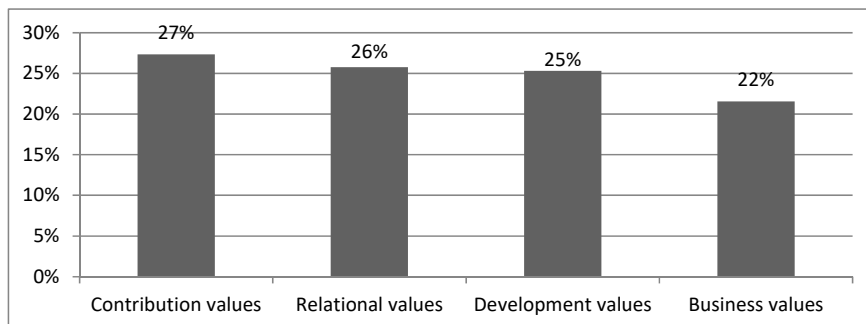


Figure 4 Classification of the espoused organizational values of Fortune 100 companies in 2017 according to the Mission-based model of organizational values

As seen in the above figure, at first glance it is evident that the set of espoused organizational values of the largest, and by many criteria the most successful and most significant, global companies is well-balanced. These results indicate that *Fortune 100* companies consider the question of balancing their values very seriously, because all four categories of value—i.e., contribution values, relational values, development values, and business values—are represented in almost equal proportions. More espoused contribution values (27%), which is reasonable considering that many of world's largest companies operate in the energy sector (i.e., petroleum refining) and are thus trying to present themselves as companies that take care of others, especially of the community and environment.

4. CONCLUSION

Incorporating the personal mission into a company offers great potential for organizational development by strengthening the links between company and employees, generating meaningful organizations and improving performance (Wrzesniewski *et al.* 1997; George 2001; Grant 2008; Christensen 2010; Rosso *et al.* 2010). However, in order to bring these benefits to fruition, a significant change in mindset is needed, both in the way in which the organization is understood and in the relationship that should exist between managers and subordinates. This means taking it one step further: towards consolidating a way of managing companies, a way that has been brewing for decades and will probably continue to gain momentum in the future. When organizations become increasingly flatter, with less bureaucracy and fewer levels of command, individuals have a greater capacity to deploy their potential.

Another important issue in creating a sense of mission is related to the recruitment of new employees. Because values underpin our personal missions, and especially considering that people's values do not often change (they usually

remain constant for life), companies must do everything in their power to hire people with values compatible with their own. An individual whose personal values and mission are not consistent with an organization's values and mission will be a burden for that organization, and vice versa. Sooner or later, such an individual will leave the organization and will not only have missed many opportunities, but both sides will experience a certain damage stemming from this values/mission mismatch.

Although it might seem that the numerous studies on organizational mission during last few decades question the idea that mission includes a management concept, in time, the true role of the mission has become clear. One of the most important goals of managers who understand the importance of mission is to ensure that employees work with a sense of mission (Cardona and Rey 2008, p.65) in order to achieve significant business results. The question of mission becomes even more pragmatic when a mission is based on values shared by the organization and employees; such a mission can be called effective mission. As noted by Dessler, a clear mission and strong values acting together "provides a double benefit: the mission provides a focus to which employees can commit, while the values that make up the firm's ideology provide internalized guidelines for their behaviours" (1999, p.59).

Modern companies, at least through their corporate values, pursue mission-based, balanced organizational values that foster the connection between corporate and personal missions. The challenge for organizations, however, is to ensure that these values are actually internalized by employees, thus creating a culture of mission-based, balanced organizational values. The role of values in doing so is invaluable, as they are the "glue" that holds personal and organizational missions together.

REFERENCES

- Albrecht, S. L. (2013). „Work Engagement and the Positive Power of Meaningful Work“. In: *Advances in positive organizational psychology*, pp. 237-260.
- Argandoña, A. (2003). „Fostering Values in Organizations“. *Journal of Business Ethics*, Vol. 45, No. 1-2, pp. 15-28.
- Babnik, K., Breznik, K., Dermol, V., Trunk Širca, N. (2014). „The Mission Statement: Organisational Culture Perspective“. *Industrial Management & Data Systems*, Vol. 114, No. 4, pp. 612-627.
- Bergmans, F. (2006). „Integrating People, Planet and Profit“. In: Jonker, J., De Witte, M. (eds.). *Management Models for Corporate Social Responsibility*. Berlin: Springer, pp. 117-125.

Birkinshaw, J., Foss, N. J., Lindenberg, S. (2014). „Combining Purpose with Profits“. *MIT Sloan Management Review*, Vol. 55, No. 3, pp. 49-56.

Cameron, K. S., Quinn, R. E., DeGraff, J., Thakor, A. V. (2006). *Competing Values Leadership: Creating Value in Organizations*. Cheltenham: Edward Elgar.

Campbell, A., Nash, L. L. (1992). *A Sense of Mission: Defining Direction for the Large Corporation*. International management series, Reading, Mass: Addison-Wesley.

Campbell, A., Yeung, S. (1991). „Creating a Sense of Mission“. *Long Range Planning*, Vol. 24, No. 4, pp. 10-20.

Cardona, P., Rey, C. (2008). *Management by Missions*. Basingstoke: Palgrave Macmillan.

Carson, J. B., Tesluk, P. E., Marrone, J. A. (2007). „Shared Leadership in Teams: An Investigation of Antecedent Conditions and Performance“. *Academy of Management Journal*, Vol. 50, No. 5, pp. 1217-1234.

Christensen, C. M. (2010). „How Will You Measure Your Life?“. *Harvard Business Review*, Vol. 88, No. 7-8, pp. 46-51.

Covey, S. R. (2013). *How to Develop Your Personal Mission Statement*. Grand Haven, MI: Brilliance Publishing.

Craig, N., Snook, S. (2014). „From Purpose to Impact“. *Harvard Business Review*, Vol. 92, No. 5, pp. 104-111.

Daft, R. L. (2010). *Organization Theory and Design*. 10th ed. Mason, OH: South-Western Cengage Learning.

Dessler, G. (1999). „How to Earn Your Employees' Commitment“. *Academy of Management Executive*, Vol. 13, No. 2, pp. 58-67.

Dhang, S. (2012). „The Role of Teachers in Nation-Building“. *DYPIMS's International Journal of Management and Research*, Vol. 1, No. 1, pp. 53-59.

Divita, S. (1992). „Personal Mission Can Help You Control Your Future“. *Marketing News*, Vol. 26, No. 10, p. 13.

Dressler, S. (2004). *Strategy, Organizational Effectiveness and Performance Management: From Basics to Best Practices*. Boca Raton, FL: Universal Publishers.

Drucker, P. F. (1973). *Management: Tasks, Responsibilities, Practices*. New York: HarperBusiness.

Duchon, D., Plowman, D. A. (2005). „Nurturing the spirit at work: Impact on work unit performance“. *The Leadership Quarterly*, Vol. 16, No. 5, pp. 807-833.

Edmonds, S. C. (2014). *The Culture Engine: A Framework for Driving Results, Inspiring Your Employees, and Transforming Your Workplace*. Hoboken, NJ: Wiley.

Frankl, V. E. (1959). *Man's Search for Meaning*. Boston, MA: Beacon Press.

George, W. W. (2001). „Medtronic's Chairman William George on How Mission-Driven Companies Create Long-Term Shareholder Value“. *Academy of Management Executive*, Vol. 15, No. 4, pp. 39-47.

Grant, A. M. (2008). „The Significance of Task Significance: Job Performance Effects, Relational Mechanisms, and Boundary Conditions“. *Journal of Applied Psychology*, Vol. 93, No. 1, pp. 108-124.

Grant, A. M., Sumanth, J. J. (2009). „Mission Possible? The Performance of Prosocially Motivated Employees Depends on Manager Trustworthiness“. *Journal of Applied Psychology*, Vol. 94, No. 4, pp. 927-944.

Green, J. (2009). *The Business of Values and Value of Business: The Role of Organisational Values in the Recruitment and Selection of Nonprofit Community Service Managers and Executives*. PhD Thesis.

Hamel, G. (2011). „First, Let's Fire all the Managers“. *Harvard Business Review*, Vol. 89, No. 12, pp. 48-60.

Heathfield, S. M. (2004). „Develop Your Mission Statement for Your Strategic Framework“. *About.com Guide*.
http://humanresources.about.com/cs/strategicplanning1/a/strategicplan_2.htm.

Hill, C. W. L., Jones, G. R. (2010). *Strategic Management Theory: An Integrated Approach*, 9th ed, Mason, OH: South-Western/Cengage Learning.

Hutchison, L. J. (2011) *A Valued Garden: Determining an Appropriate Mission for the Founders Memorial Garden*. Master Thesis.

Johnson, G., Scholes, K., Whittington, R. (2008). *Exploring Corporate Strategy*. 8th ed. Harlow, Essex, England: Prentice Hall.

Kanter, R. M. (2011). „How Great Companies Think Differently“. *Harvard Business Review*, Vol. 89, No. 11, pp. 66-78.

King, W. R., Cleland, D. I. (1978). *Strategic Planning and Policy*. New York: Van Nostrand Reinhold.

Leiter, M. P., Maslach, C. (2005). *Banishing Burnout: Six Strategies for Improving Your Relationship with Work*. San Francisco, CA: Jossey-Bass.

Malbašić, I., Rey, C. (2015). „Balanced Organisational Values“. *B-UIC. Your business magazine*, Vol. 2, No. 4, pp. 26-29.

Malbašić, I., Rey, C., Potočan, V. (2015). „Balanced Organizational Values: From Theory to Practice“. *Journal of Business Ethics*, Vol. 130, No. 2, pp. 437-446.

Marimon, F., Mas-Machuca, M., Rey, C. (2016). „Assessing the Internalization of the Mission“. *Industrial Management & Data Systems*, Vol. 116, No. 1, pp. 170-187.

Milliman, J., Czaplewski, A. J., Ferguson, J. (2003). „Workplace Spirituality and Employee Work Attitudes: An Exploratory Empirical Assessment“. *Journal of Organizational Change Management*, Vol. 16, No. 4, pp. 426-447.

Panda, A., Gupta, R. K. (2003). „Why Mission Statements Become a Show Piece? Case of an Indo-American Joint Venture“. *Vikalpa: The Journal for Decision Makers*, Vol. 28, No. 2, pp. 23-48.

Pearce, C. L., Conger, J. A., Locke, E. A. (2007). „Shared Leadership“. *The Leadership Quarterly*, Vol. 18, No. 3, pp. 281-288.

Pérez López, J. A. (1993). *Fundamentos de La Dirección de Empresas*. Madrid: Rialp.

Quinn, R. E., Rohrbaugh, J. (1983). „A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis“. *Management Science*, Vol. 29, No.3, pp. 363-377.

Ramsey, R. D. (2003). „Do You Need Your Own Mission Statement?“. *Supervision*, Vol. 64, No. 12, pp. 12-14.

Rosso, B. D., Dekas, K. H., Wrzesniewski, A. (2010). „On the Meaning of Work: A Theoretical Integration and Review“. *Research in Organizational Behavior*, Vol. 30, pp. 91-127.

Steger, M. F., Dik, B. J., Duffy, R. D. (2012). „Measuring Meaningful Work: The Work and Meaning Inventory (WAMI)“. *Journal of Career Assessment*, Vol. 20, No. 3, pp. 322-337.

Steger, M. F., Littman-Ovadia, H., Miller, M., Menger, L., Rothmann, S. (2013). „Engaging in Work Even When It Is Meaningless: Positive Affective Disposition and Meaningful Work Interact in Relation to Work Engagement“. *Journal of Career Assessment*, Vol. 21, No. 2, pp. 348-361.

Wheelen, T. L., Hunger, J. D. (2012). *Strategic Management and Business Policy: Toward Global Sustainability*. 13th ed. Upper Saddle River, NJ: Pearson Prentice Hall.

Wong, K. (1998). „Culture and Moral Leadership in Education“. *Peabody Journal of Education*, Vol. 73, No. 2, pp. 106-125.

Wrzesniewski, A., McCauley, C., Rozin, P., Schwartz, B. (1997). „Jobs, Careers, and Callings: People's Relations to Their Work“. *Journal of Research in Personality*, Vol. 31, No. 1, pp. 21-33.

Ivan Malbašić

Fakultet organizacije i informatike
Sveučilište u Zagrebu
E-mail: ivan.malbasic@foi.hr

Carlos Rey

Fakultet ekonomskih i društvenih znanosti
Međunarodno sveučilište Katalonija, Španjolska
E-mail: carlosrey@uic.es

Nikolina Posarić

Fakultet organizacije i informatike
Sveučilište u Zagrebu
E-mail: nikolina.posaric@foi.hr

USKLAĐENOST OSOBNE I ORGANIZACIJSKE MISIJE: ULOGA URAVNOTEŽENIH ORGANIZACIJSKIH VRIJEDNOSTI

Sažetak

Organizacijska misija početna je točka za sve organizacijske aktivnosti i njezina je definicija tradicionalno u nadležnosti vrhovnog menadžmenta. Ipak, sve više autora, razmatrajući slučajeve iz poslovne prakse, ukazuje na to da takvo jednostrano određenje organizacijske misije ne donosi očekivane rezultate, posebno ako tako određena misija nije u skladu s osobnim misijama zaposlenika. Svrha je rada istaknuti važnost povezanosti, čak usklađenosti, osobne i organizacijske misije, s posebnim naglaskom na ključnu poveznicu u ovom odnosu: organizacijske vrijednosti. Pri tome se razmatraju sličnosti i razlike između osobnih i organizacijskih misija, a zatim se analiziraju prednosti integriranja osobnih i organizacijskih misija u suvremenim okolnostima. Da bi se postigla usklađenost između osobnih i organizacijskih misija, vrlo je važno stvoriti kulturu utemeljenu na institucionaliziranim vrijednostima. Koristeći se modelom organizacijskih vrijednosti temeljenim na misiji i njegovim četirima dimenzijama – stabilnost, napredak, samousmjerenje i društveno usmjerenje – analizira se način na koji uravnotežene organizacijske vrijednosti mogu pojačati vezu između osobne misije zaposlenika i organizacijske misije.

Ključne riječi: organizacijska misija, osobna misija, uravnotežene organizacijske vrijednosti, misija temeljena na vrijednostima, osjećaj za misiju.

JEL klasifikacija: M14, J24

